

**CONFIRMED MINUTES OF STRATEGY AND DELIVERY COMMITTEE**  
**On 5<sup>th</sup> MARCH 2019**  
**CORPORATE MEETING ROOM, HEADQUARTERS**

**Present:**

John Antoniazzi	JA	Independent Member - Estates
Charles Janczewski	CJ	Vice Chair and Committee Chair
Dawn Ward	DW	Independent Member - Trade Union

**In Attendance:**

Julie Cassley	JC	Deputy Director of Workforce & OD
Lee Davies	LD	Operational Planning Director
Nicola Foreman	NF	Director of Corporate Governance
Abigail Harris	AH	Executive Director of Strategic Planning
Sharon Hopkins	SH	Deputy CEO/Director of Transformation
Fiona Kinghorn	FK	Executive Director of Public Health
Robert Chadwick	RC	Executive Director of Finance
Len Richards	LR	Chief Executive Officer

**Secretariat:**

Sheila Elliot

**Apologies:**

Gary Baxter	GB	Independent Member - University
Eileen Brandreth	EB	Independent Member – ICT
Steve Curry	SC	Chief Operating Officer
Martin Driscoll	MD	Director of Workforce and OD
Sara Moseley	SM	Independent Member - Third Sector
Ruth Walker	RW	Executive Nurse Director

<b>SD:05/03/001</b>	<b>WELCOME AND INTRODUCTIONS</b> The Chair welcomed everyone to the meeting.	<b>ACTION</b>
<b>SD:05/03/002</b>	<b>APOLOGIES FOR ABSENCE</b> Apologies for absence were noted.	
<b>SD:05/03/003</b>	<b>DECLARATIONS OF INTEREST</b> Charles Janczewski advised that he was Chair of the Welsh Health Specialist Services Committee's Quality and Patient Safety Committee.	
<b>SD:05/03/004</b>	<b>MINUTES OF THE COMMITTEE MEETING HELD ON 8<sup>th</sup> JANUARY 2019</b> It was noted that the meeting of the 8 January had focussed on the Integrated Medium Term Plan (IMTP) and Committee Members agreed that the IMTP would be a regular Committee agenda item.  Nicola Foreman, Director of Corporate Governance agreed to update the Committee's Work Plan.  <b>Matters Arising</b> The Committee was advised that a letter had been received from Simon Dean, Welsh Government requesting further information and	<b>NF</b>

greater assurance in relation to three key areas of the IMTP; namely the measures to be taken in relation to the delivery of savings; arrangements to address the underlying deficit and the financial arrangements for research. It was confirmed that the Finance Committee of the Board considered the Health Board to be moving forwards positively in these areas and estimated the £12million gap to have been closed by approximately half.

Abigail Harris, Executive Director of Strategic Planning confirmed that she was preparing a response to Simon Dean, and noted that the Welsh Government had been complimentary about the content of the IMTP. She advised that given the level of assurance that the UHB could provide, in respect of the three issues raised, it was expected that the Welsh Government would recommend approval of the IMTP.

The Committee also noted that the Welsh Government had lowered the UHB's intervention status to 'Enhanced Monitoring', and confirmed its pleasure at this progress.

**Resolved – that:**

- (a) the minutes of the 8 January meeting be approved.
- (b) the IMTP would be a regular item on the Committee's agenda and added to its Work Plan

**SD:05/03/005**

**ACTION LOG FOLLOWING THE LAST MEETING**

The Committee Action Log was reviewed and it was noted that six of the items detailed in the action log were on the meeting agenda,

**Resolved – that:**

- (a) the updates on the Action Log be noted
- (b) The Action set out in Minute 18/048 be closed
- (c) The Action set out in Minute 18/045 be closed
- (d) An audit of Study Leave procedure be added to the Internal Audit Plan (see Action set out in Minute 18/025)

NF

**SD:05/03/006**

**CHAIR'S ACTIONS**

Charles Janczewski, Vice Chair and Committee Chair confirmed that Chair's Action had been taken in relation to the approval of the revised Organisational Change Policy. He asked that the Committee ratify this decision.

**Resolved – that:**

- (a) the approval of the UHB's revised Organisational Change Policy be ratified.
- (b) going forward similar policies should be flagged for taking to the Board

**SD:05/03/007**

**SCRUTINY OF THE CAPITAL PLAN**

The Executive Director of Strategic Planning provided the Committee with a verbal update of the Capital Plan highlights. It was noted that:

- The Plan was on course to achieve the objectives set out within it.
- There were two major areas of work that were on-going or commencing soon i.e. Neo-natal work and the relocation of Rookwood Hospital to Llandough. The Neo-natal area was awaiting a new MRI scanner which should be installed by the end of the financial year. The mobile MRI scanner in use at Cwm Taf would be deployed across Wales and the second unit would stay at UHW as it was being heavily used.
- Steps to safeguard Cardiff Royal Infirmary were continuing.
- The Welsh Government had provided discretionary budgets of £1.7m for IT, £1.6m for kit, £3.6m for equipment and £1m for a genomic sequencer. A full update on 'Shaping our Future Wellbeing in the Community' would be provided at the next meeting.
- Good partnership work was taking place particularly with Cardiff Council, for example in relation to the Older Persons Village in Penarth.

**Resolved – that:**

- (a) the verbal update provided be noted
- (b) a full update on 'Shaping our Future Wellbeing in the Community' would be provided at the next scheduled meeting of the Committee

AH

**SD:05/03/008**

**STAFF SURVEY EMPLOYEE STAKEHOLDER GROUP** The Deputy Director of Workforce and OD Reminded the Committee that when it met in November 2018, Members had supported the creation of an Employee Stakeholder Group, to be chaired by the Executive Director of Workforce and Organisational. Development, to consider the outcomes of the Staff Survey and develop an action plan for the UHB. It was confirmed that the Stakeholder group had met twice since November 2018 and that:

- To improve Executive involvement: consideration was being given to whether Executives should attend Corporate Induction; undertake department visits and undertake 'A day in the life...' where Executives experience front line roles
- To improve communication at every level: consideration was being given to the greater and appropriate use of social media be encouraged.
- To address matters related to work related stress / bullying: it was felt that there was a need to gain a greater understanding of the causes of work related stress (by influencing future surveys).
- The need to improve the response rate to future Surveys had been recognised, as it was felt that the survey was far too long and as a result staff were put off from completing it.
- A further update would be provided at the next scheduled meeting.

**Resolved – that:**

- (a) the report should be noted
- (b) a further update would be put on the agenda for the next scheduled meeting.

JC

SD:05/03/009

## UPDATE ON THE WORKFORCE DELIVERY PLAN

The Deputy Director of Workforce and OD delivered a presentation Plan to the Committee. As part of this presentation an update on the following areas was provided:

- Workforce Metrics Update
- Workforce Enablers
  - HR Operations, Mediation Service
  - Nurse Recruitment and Retention
  - Leadership, Talent Management and Succession
  - Apprenticeship Programme

The Deputy Director of Workforce and OD confirmed that:

- Good feedback on the plan had been received from Welsh Government.
- The workforce enablers set out in the paper would assist in improving performance against the work force metrics.
- Further action needed to be taken to support the health and wellbeing of staff to help reduce the level of sickness. It was confirmed that more information would be presented at the next scheduled meeting of the Committee as it was hoped that by the next meeting a deep dive in relation to sickness 'hotspots' and benchmarking against English data should have been completed.
- In relation to formal employee relations cases the Mental Health Directorate appeared to be an outlier, and a further review of the figures and cases was being undertaken. A new Call management system had been introduced in September to manage general HR queries in a more efficient way.
- A new Industrial Injury Procedure implemented in November had resulted in a significant improvement and as a result the backlog of claims has been cleared.
- A new Mediation Service (Consensus) was launched in February and it was hoped that this service would help to stop issues escalating to a formal grievance. Since December Level 1 E-learning training (awareness) had been reduced for employees and made profession specific; stopping repetition and duplication of training and increasing efficiency and productivity and ultimately impacting on patient care / experience.
- A successful UHB wide Recruitment Campaign undertaken in January 2019 had resulted in 71 new starters.
- A senior leader's programme commencing March 2019, with the support of Korn Ferry.

- A team was visiting New Zealand and looking at Canterbury's approach to staff engagement.
- The apprenticeship programme had been launched and the hourly rate has been structured around the living wage. At least one day per week was spent in training but the overall hours would be flexible to suit lifestyles.

**Resolved – that:**

- (a) the workforce plan be noted.
- (b) a detailed report on sickness absence would be provided at the next scheduled meeting.

JC

**SD:05/03/010 SHAPING OUR FUTURE WELLBEING STRATEGIC OBJECTIVES**

The Executive Director of Strategic Planning provided a brief overview of the progress being made in relation to the Shaping our future Wellbeing Strategic Objectives and confirmed that a comprehensive report entitled "Offer of Services that our Citizens are Entitled to Expect" would be presented to the Committee when it met in April.

**Resolved – that:**

- (a) a comprehensive report entitled "Offer of Services that our Citizens are Entitled to Expect" would be presented to the next scheduled meeting of the Committee.

AH

**SD:05/03/011 LEARNING ALLIANCE**

The Deputy Chief Executive/Director of Transformation provided an update on progress being made within the Learning Alliance with Canterbury New Zealand. As part of this report the learning conversations, the purpose of the study tour in March and uses the work on, accessible information, Healthpathways and the Alliancing approach as direct learning being applied within the health board were highlighted.

It was noted that:

- a Learning Alliance agreement has been set up with Canterbury New Zealand and Grampian Health Scotland..
- the Medical Director from Canterbury would be visiting the UHB in March and has specifically asked to see and experience the work being done by Community Mental Health Teams, working in partnership with the other agencies and our users.
- the UHB was aiming to adapt and accelerate its plans with full engagement with Local Authority partners.

**Resolved – that:**

- (a) that the Learning Alliance update be noted

SD:05/03/012

## EQUALITY AGENDA

The report was presented by the Equality Manager who highlighted the following key points:

- **Inclusion Project: It was confirmed that by March of 2020 the UHB** will need to have developed its new legally obliged four year Strategic Equality Plan 2020-20-24 Fair Care (SEP) and its accompanying action plan.
- **The UHB is** currently working in partnership with Cardiff and Vale College and Delsion Ltd to look at the effective and measurable impact of an organisational development approach to inclusion at a management level in order to upskill and develop a group of managers around all aspects of inclusion.
- **Stonewall and LGBT+ work: It was highlighted that the UHB** recently fell out of the Stonewall Workplace Equality Index which is used as an effective way to measure our efforts to tackle discrimination and create an inclusive workplace for our lesbian, gay bisexual and trans employees. A task group has been established to implement an action plan which we have already agreed to share with the CEO of the UHB.
- **Learning Disability: The UHB wishes** to increase its recruitment of people with learning disabilities. It is looking to raise awareness and highlight good practice.
- **Welsh Language Standards: The UHB's** work in relation to the Standards will be aligned within the SEP 2020-2024 as will work in relation to the delivery of the UHB's IMTP and compliance with the Well-being of Future Generations (Wales) Act 2015.
- **Innovative Drama: The UHB is** looking to create with the AFTA Thought Theatre Company, a drama-based training showcase that will introduce the inclusion agenda. The aim is to help the UHB enable positive change in the workplace

NF

### Resolved – that:

- (a) the report on the Equality Agenda be noted
- (b) the report should be considered by Management Executives before being brought back to the S&D Committee at the end of April 2019.

KW

SD:05/03/013

## WELSH LANGUAGE STANDARDS

The Equality Manager introduced the report, and in so doing confirmed that:

- On the 30 November, the Welsh Language Commissioner issued the UHB with its compliance notice, and so over the next 24 months the organisation will be expected to prepare its compliance with these standards by their assigned deadlines.
- The UHB will be required to comply with a large number of the 120 Standards by the end of May 2019, with a second tranche



needing to be in place by November 2019. The compliance schedule was challenging, with significant costs being aligned to a number of the standards, for example standard 7.1a. Further discussions will take place with the Welsh language Commissioner to identify if there were opportunities to develop a more achievable compliance schedule.

**Resolved – that:**

(a) the Welsh Language Standards update be noted.

**SD:05/03/014**

**KEY ORGANISATIONAL PERFORMANCE INDICATORS**

The Operational Planning Director presented the Committee with a high level summary of 2018-19 year to date performance against key operational targets and IMTP delivery profiles. The following points were noted:

- **Unscheduled Care:** The proportion of patients admitted, discharged or transferred within 4 hours rose slightly in January to 84%, this is below both the WG target of 95% and the UHB's IMTP trajectory of 87%. The latest all-Wales performance data available (December 2018) indicates that the UHB is ranked first for compliance with the patients >12 hours care access measure and second for 4 hour waits compliance.
- **Stroke:** The latest available benchmarking data across Wales (December 2018) indicates that all Health Boards are facing challenges in providing direct admission to the acute stroke ward and thrombolysis within 45 minutes on a sustainable basis. A summary of the steps being taken by the UHB to improve compliance with the four mandated measures was provided. It was also noted that there was a focus on door to needle times for thrombolysis.
- **Planned Care:** The number of patients waiting over 36 weeks had increased slightly to 984 at the end of January 2019. At the end of January 2019 86.3% of patients had been seen within 26 weeks, this is below both the WG target of 95% and the UHB's IMTP trajectory of 89%. It was noted that there were a number of specialties, such as orthopaedics, where compliance with waiting time targets was an issue. It was confirmed that actions to address this were in place.
- **Diagnostics:** At the end of January 448 patients were waiting over 8 weeks for diagnostics.
- **Cancer:** It was confirmed that compliance against the 31 and 62 day targets was improving slowly, with the compliance rate for the 31 day target being consistently over 90%.
- **Mental Health:** It was noted that compliance against Part 1a of the Mental Health Measure (Assessments) dropped significantly in December 2018 (69%) and January 2019 (56%). The Committee was advised that this drop in performance was felt to be due to a significant increase in referrals during October. It was confirmed that compliance had increased to 91% in February 2019.

**Resolved – that:**

- (a) the update in relation to key organisational indicators be noted.

**SD:05/03/015 COMMITTEE SELF-ASSESSMENT**

The Director of Corporate Governance provided the Committee with and overview of the effectiveness assessment to be undertaken by the Members and the Executive Lead of the Strategy and Delivery Committee. It was confirmed that the assessment would be sent out to Members to complete and then the results will be analysed by the Director of Corporate Governance.

**Resolved – that:**

- (a) The process for self-assessment be approved
- (b) The outcomes of the assessment and resultant action plan be presented at a future Committee meeting.

NF

**SD:05/03/016 BOARD ASSURANCE FRAMEWORK: RISKS RELEVANT TO COMMITTEES' TERMS OF REFERENCE**

The Director of Corporate Governance introduced the report highlighting that there were six key risks set out within the Board Assurance Framework, and the risks which link to the Strategy and Delivery Committee were:

1. Workforce
2. Sustainable Primary and Community Care
3. Sustainable Culture Change
4. Capital Assets

It was confirmed that at the agenda setting it had been agreed that the Committee would look at one risk per meeting of the Strategy and Delivery Committee and the risk attached for review was Workforce. The Chair confirmed that the role of the Committee was to: review the risk, check that the controls are in place and working and agree any further actions which are required in order to mitigate the risk further. The Committee can then provide further assurance to the Board that the risk is being managed or mitigated as much as possible at the current time.

- The Committee discussed the Workforce risk in detail and Members:
- Agreed that a target risk score of 10 was acceptable.
- Agreed that the current controls needed to be monitored to ensure that the controls were assisting in reducing the 'likelihood' of the risk occurring so that the target risk score was met.
- Noted that previously identified gaps in controls and assurance had been addressed and were now listed as actions that were being taken forward.
- Noted that hotspot areas in relation to workforce gaps were medicine and surgery.



**Resolved – that:**

- (a) the target risk score set for the Workforce risk was reasonable
- (b) noted the controls, assurance arrangements in place, and the further actions to be taken.

**SD:05/03/017**

**PERFORMANCE MAPPING**

The Deputy CEO/Director of Transformation presented the Committee with an overview of the approach for considering performance at the Committee.

- It was confirmed that the approach builds on the discussions with the Board in relation to the development of strategic indicators for the Board itself, and the role of committees in providing assurance on the Welsh Government Delivery Targets.
- It was noted that to this end the delivery targets had been mapped against each of the committee's terms of reference, with 37 being remitted to the S&D Committee.

The Committee confirmed its support for this approach and it was noted that a further overview of the development would be presented at the next meeting of the Committee

**The Committee Resolved – that:**

- (a) the presentation be noted.
- (b) a further presentation would be delivered at the April meeting.

SH

**SD:05/03/018**

**COMMITTEE WORK PLAN 2019-20**

The Director of Corporate Governance introduced the Committee's Work Plan for 2019-20 and confirmed that it was based on the requirements set out within the Strategy and Delivery Committee Terms of Reference. It was noted that:

- It was noted that the work-plan was fluid and would change over the course of the year.
- Transformation, Learning Alliances, regional planning and tertiary partnership working updates would be received at the S&D Committee or at the Board, but not at both.
- The IT & G Committee was to be made a Committee of the Board not reporting into this Committee in the future.

**Resolved – that:**

- (a) the Work Committee's Plan be approved and recommended to the Board for ratification.
- (b) the Chair discuss the positioning of some of the current responsibilities under the Committee's Terms of Reference with the Chair of the Board.

NF

SD:05/03/019	<p><b>REVIEW OF COMMITTEE'S TERMS OF REFERENCE</b></p> <p>The Director of Corporate Governance introduced the report and outlined the changes to the Committee's Terms of Reference that were being recommended. It was confirmed that one key change recommended to Members of the Committee was that its responsibility for the IT&amp;IG Committee be removed, and the IT and IG Committee made a Committee of the Board.</p> <p><b>Resolved – that:</b></p> <ul style="list-style-type: none"> <li>(a) the recommended amendments to the Committee's Terms of Reference be accepted and recommended to the Board for formal approval.</li> <li>(b) it should be recommended to the Board that the IT&amp;IG Committee be made a formal committee of the Board.</li> </ul>	NF  NF
SD:05/03/020	<p><b>COMMITTEE'S ANNUAL REPORT</b></p> <p>The Director of Corporate Governance introduced the Committee's Annual Report confirming that:</p> <ul style="list-style-type: none"> <li>• The report showed the areas considered by this Committee during 2018/19, the attendance rate of members and demonstrates that the Terms of Reference had been met.</li> <li>• The membership of the S&amp;D Committee will be reviewed in due course.</li> </ul> <p><b>Resolved – that:</b></p> <ul style="list-style-type: none"> <li>(a) the Committee's Annual Report be approved and submitted to the Board for formal ratification.</li> </ul>	NF
SD:05/03/021	<p><b>EMPLOYMENT POLICIES</b></p> <p>The Deputy Director of Workforce and OD presented the report on Employment Policies, confirming that it summarised a proposal to rationalise the number of UHB Employment Policies.</p> <p>The Committee reviewed and discussed:</p> <ul style="list-style-type: none"> <li>• The proposal to replace many topic-specific policies with accompanying procedures, with a small number of overarching policies covering: <ul style="list-style-type: none"> <li>• Learning, Education and Development</li> <li>• Health and Wellbeing</li> <li>• Patterns of working (including breaks, redeployment, flexible working, retirement options etc.)</li> <li>• Recruitment</li> <li>• Maternity, Adoption, Paternity and Shared Parental Leave</li> <li>• Equality</li> </ul> </li> <li>• The revised NHS Wales Organisational Change Policy, noting Chair's Action had been taken to adopt the revised policy.</li> <li>• The revised Maternity, Adoption, Paternity and Shared Parental Leave Policy.</li> </ul>	

- The new NHS Wales Menopause Policy

**Resolved – that:**

- (a) the recommendation to develop a small number of overarching Employment Policies with accompanying Procedures aligned to them be Supported
- (b) the following Policies be Rescinded with effect from when the Procedure is reviewed and approved by the Employment Policy Sub Group
  - (i) Domestic Abuse Policy, Retirement Policy, Redeployment Policy, DBS Policy, Recognition of Prior Learning Policy, Professional Abuse Policy
- (c) the following Policies be Rescinded with immediate effect
  - (i) Pre- and Post-Registration Nurse Placement Policy and Occupational Health Policy
- (d) the following Policies be Re-designated as Procedures with effect from the date the reviewed document is approved by the Employment Policy Sub Group :
  - (i) Payroll Over/Under Payment Policy, Relocation Expenses Policy, Loyalty Award Policy, Working Times Policy, Flexible Working Policy,
- (e) the following Policies be Re-designated as Procedures with immediate effect:
  - (i) Management of Alcohol, Drugs and Substance Misuse Policy and Management of Stress and Mental Health in the Workplace Policy
- (f) Chair's Action taken to adopt the revised NHS Wales Organisational Change Policy (OCP) be Ratified
- (g) the revised NHS Wales Menopause Policy be Adopted
- (h) the revised Maternity, Adoption, Paternity and Shared Parental Leave Policy be Approved

**SD:05/03/022**

**DR DAVID THOMAS DIALYSIS UNIT**

The Director of Corporate Governance advised the Committee that a request had been made to name the new dialysis unit the Dr David Thomas Dialysis Unit.

It was confirmed that Management Executive had already confirmed that it was content with this action, and that subject to the views of the Committee the request would be taken to the March Board meeting for approval.

**Resolved – that:**

- (a) the Committee would give its support to the new dialysis unit being named the David Thomas Dialysis Unit .
- (b) the request should be taken to the March Board meeting for formal approval.

NF

**SD:05/03/023**

**TRANSFORMATION BID UPDATE**

The Deputy Chief Executive/Director of Transformation, confirmed that:

- A second Transformation Fund bid had been submitted to Welsh Government, covering a range of innovative service developments. This second proposal builds on the initial work and is linked closely to Regional Partnership Board priorities, the area plan and SOFW.
- Welsh Government colleagues had requested some additional financial information before considering the proposal at its next meeting in early April.

**Resolved – that:**

- (a) the Transformation Bid update be noted.

**SD:05/03/024**

**STRATEGIC SERVICE PLANNING UPDATE**

The Executive Director of Strategic Planning introduced the Strategy and Planning Flash Report for January 2019, and provided the Committee with a summary of the format and detail. The Committee agreed that the Flash Report provided a useful overview of key strategic issues.

**Resolved – that:**

- (a) The Strategic Planning update be noted
- (b) The Strategy and Planning Flash report should be regularly discussed and reviewed by the Committee

AH

**SD:05/03/025**

**MAJOR CAPITAL BUSINESS CASE GANTT CHART**

The Executive Director of Strategic Planning presented the paper and provided an overview of the Major Capital Business Case GANNT Chart. It was agreed that the Chart:

- was helpful and enabled a constant review against pressures, and allowed interim phased changes to occur
- helped to understand the relationship between capital programme and the operational programme.

**Resolved – that:**

- (a) the update in respect of the Major Capital Business Case GANTT Chart be noted

**SD:05/03/026**

**ANY OTHER BUSINESS**

No other items of business were raised.

**SD:05/03/027**

**DATE OF THE NEXT MEETING OF THE BOARD**

Tuesday 30 April 2019, 9.30am – 12.00pm Corporate Meeting Room,  
Headquarters