

**Confirmed Minutes of the Strategy & Delivery Committee  
Tuesday 10<sup>th</sup> March 2020 – 9:00am – 12:00pm  
Nant Fawr 2 & 3, Woodland House**

**Chair:**

Charles Janczewski                      CJ              UHB Interim Chair & Committee Chair

**Members:**

Sara Moseley                              SM              Committee Vice Chair & Independent Member – Third Sector  
Rhian Thomas                              RT              Independent Member – Capital, Estates & Facilities

**In Attendance:**

Robert Chadwick                      RC              Executive Director of Finance  
Steve Curry                                  SC              Chief Operating Officer  
Martin Driscoll                              MD              Deputy CEO / Executive Director of Workforce & Organisational Development  
  
Aaron Fowler                                  AF              Head of Corporate Governance  
Abigail Harris                                  AH              Executive Director of Strategic Planning  
Fiona Kinghorn                              FK              Executive Director of Public Health  
Sian Moynihan                                  SM              Clinical Director, Children Young People & Families  
Shannon O’Callaghan                      SO              Graduate Trainee  
Stuart Walker                                  SW              Executive Medical Director  
Rose Whittle                                  RW              Directorate Manager, Children Young People & Families  
  
Keithley Wilkinson                          KW              Equality Manager

**Secretariat:**

Laura Tolley                                  LT              Corporate Governance Officer

**Apologies:**

Gary Baxter                                  GB              Independent Member – University  
Nicola Foreman                                  NF              Director of Corporate Governance

| <b>S&amp;D 20/03/001</b> | <b>Welcome &amp; Introductions</b>  | <b>Action</b> |
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|                          | The Committee Chair (CC) welcomed everyone to the meeting in Welsh and English and extended a special welcome to Rhian Thomas – Independent Member - Capital, Estates & Facilities who would form part of the Committee membership going forward. |               |
| <b>S&amp;D 20/03/002</b> | <b>Quorum</b><br><br>The CC confirmed that the meeting was quorate.   |               |
| <b>S&amp;D 20/03/003</b> | <b>Apologies for Absence</b><br><br>Apologies for absence were noted.   |               |

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| S&D 20/03/004 | <p><b>Declarations of Interest</b></p> <p>There were no declarations of interest.</p>   |  |
| S&D 20/03/005 | <p><b>Minutes of the Committee Meeting held on 14<sup>th</sup> January 2020</b></p> <p>The Committee reviewed the minutes of the meeting held on 14<sup>th</sup> January 2020</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee approved the minutes of the meeting held on 14<sup>th</sup> January 2020 as a true and accurate record.</p>   |  |
| S&D 20/03/006 | <p><b>Action Log following the Meeting held on 14<sup>th</sup> January 2020</b></p> <p>The Committee reviewed the action log and the following comments were made:</p> <p><b>20/01/006</b> - The CC confirmed this action had been superseded by a 'Levers for Change' letter received from Welsh Government which outlined an ambulance handover incentive performance plan, and if needed a future update would be provided by the Chief Operating Officer (COO). The Committee agreed this action was complete.</p> <p><b>20/01/014</b> – The CC confirmed this letter had been received and circulated to Board members, accompanied by a letter of thanks for all staff efforts from the CC.</p> <p><b>20/01/016</b> – The CC confirmed that Developing a Performance Framework would be presented in May, and it was noted that this was a specific area of importance for the Committee.</p> <p>The CC thanked the Head of Corporate Governance (HCG) and the Corporate Governance team for the well documented action log.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee reviewed and noted the updated action log following meeting held on 14<sup>th</sup> January 2020</p> |  |
| S&D 20/03/007 | <p><b>Chairs Action taken since last meeting</b></p> <p>There had been no Chairs actions taken since the last meeting.</p>  |  |
| S&D 20/03/008 | <p><b>Are we Improving the Health of the Population?<br/>(Maximising Prevention in the UHB)</b></p> <p>The Executive Director of Public Health (EDPH) explained that the paper had been through Board Development and was well received.</p> <p>The Committee were advised that whilst the overall health of the population of Cardiff and Vale is good, and improving, there were some</p>   |  |

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|               | <p>areas of concern, in particular persisting inequalities in health. A focus on reducing health inequalities and prevention need to remain key objectives of partnership working and the implementation of Shaping our Future Well-being strategy. The EDPH explained that the team regularly monitored a broad suite of indicators in relation to the health of the population, through a variety of mechanisms and they are also reported into the Public Service Board and Regional Partnership Board.</p> <p>The Committee Vice Chair (CVC) asked what was being done on an All Wales Level in relation to weight, diet and physical activity. In response, the EDPH confirmed that a Move More Eat Well plan had been developed which included ten larger pieces of work across the system, in response to a National plan. Part of the plan required local and national delivery and the EDPH confirmed that she was confident that both parts of the plan would be delivered.</p> <p>The CVC queried what parts of the system the UHB could influence to change. The EDPH explained that the Flying Start and Families First programme target areas such as poverty.</p> <p>The CC thanked the EDPH for the presentation and requested a copy be sent electronically after the meeting.</p> <p><b>Resolved – that:</b></p> <p>(a) The Committee noted the Are we Improving the Health of the Population? (<i>Maximising Prevention in the UHB</i>) update.</p>  | LT |
| S&D 20/03/009 | <p><b>Ensuring that service provision, quality, finance and workforce elements are aligned and integrated</b></p> <p>The Deputy Chief Executive Officer / Executive Director of Workforce &amp; Organisational Development (DCEO / EDWOD) introduced the paper and explained that it outlined the ongoing work being undertaken for the Major Trauma Network (MTN). The DCEO / EDWOD explained that to achieve the launch date of 1<sup>st</sup> April 2020, the team needed to attract and employ workforce members from outside of Wales to mitigate the impact on other Welsh Health Boards. It was also highlighted that managing funds not promised from WHSSC presented a challenge, however, the whole programme was managed very well and targets had been achieved. The DCEO / EDWOD commented that the MTN was a very good live example of the UHB working competently and in an integrated way, and due to the success of the programme, the core principles had been adopted to other programmes.</p> <p>The CVC asked where the new workforce uptake had been sourced from. In response, the DCEO/EDWOD confirmed that 50% of posts had been taken from internal vacancies, this was done in the knowledge that further recruitment across the organisation would be required, and an internal assessment had been undertaken to best place individuals. The other 50% had been recruited from outside of Wales and other Health Boards.</p> <p>The CVC also questioned how the Consultant bodies felt about the MTN</p> |    |

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|                                 | <p>as previous concerns had been raised at Board level. The DCEO/EDWOD explained that the MTN had been received very positively and that the Executive Medical Director (EMD) had worked very closely with Swansea Bay Health Board to ensure that skills were shared across the profession to fulfil services.</p> <p>The Independent Member - Capital, Estates &amp; Facilities (IM-CEF) questioned the positions that had been backfilled and whether they had come from other Health Boards. In response, the DCEO/EDWOD explained that many had come from the graduate nursing scheme and international recruitment.</p> <p>The IM-CEF asked if there was a risk that other Health Boards would think that Cardiff &amp; Vale had poached staff? In response, the DCEO/EDWOD confirmed he was confident that the message had been well managed.</p> <p>The CC thanked the DCEO/EDWOD for the report and commented that the MTN was a very good example of integrated working.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee noted the ‘Ensuring that service provision, quality, finance and workforce elements are aligned and integrated’ report.</p> |  |
| <p><b>S&amp;D 20/03/010</b></p> | <p><b>Capital Programme Action Plan – Structure and Governance Update</b></p> <p>The Executive Director of Strategic Planning (EDSP) introduced the report and confirmed that it identified reasons why delays within the Capital Programme were experienced, and gave assurance that the Capital Management Group scrutinised all schemes on a monthly basis.</p> <p>The CC thanked the EDSP for the detailed report and commented that it demonstrated how complex the process was and that he hoped in future, the process could become more streamlined. The EDSP explained that interesting learning was being taken from the NHS England approach, where they proceed straight to Business Cases, not business outline cases, and whilst this came with risk, it could prevent the lengthy delays experienced.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee noted the Capital Programme Action Plan – Structure and Governance Update.</p>  |  |
| <p><b>S&amp;D 20/03/011</b></p> | <p><b>Strategic Equality Plan- Caring about Inclusion 2020-2024</b></p> <p>The Equality Manager (EM) introduced the paper and confirmed that the Cardiff &amp; Vale Plan built on the success of previous plans and that it also aligned to the UHB’s Shaping our Future Wellbeing Strategy, IMTP and the Wellbeing of Future Generations Act requirements.</p> <p>The CVC asked to see more specific links back to Amplify and Apprentice</p>   |  |

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|                          | <p>schemes, in addition to identifying links where equality is thought about at the beginning of a process, an example was given of Capital Development Plans. The CVC also suggested that Gender Pay and Welsh Language be included in the report.</p> <p>The IM-CEF commented that it was refreshing to see a multi-organisational approach to the Strategic Equality Plan and queried how confident the team were that current data was available for a baseline assessment to be carried out. In response, the EM confirmed that overall the team were assured that they had the best baseline measure of what was required to deliver the Strategic Equality Plan.</p> <p>The IM-CEF asked what process was in place for the action plan to be monitored. The EM confirmed that the action plan would be closely monitored by the Strategic Equality Group and would report into the Strategy &amp; Delivery Committee on a 6 monthly basis.</p> <p><b>Resolved – that:</b></p> <p>Subject to the amendments outlined above;</p> <ul style="list-style-type: none"> <li>(a) the Committee considered and noted the Strategic Equality Plan;</li> <li>(b) the public bodies partnership long term approach to the Strategic Equality Plan be supported; and</li> <li>(c) the Strategic Equality Plan – Caring about Inclusion 2020-2024 be endorsed.</li> </ul>   | <b>MD</b> |
| <b>S&amp;D 20/03/012</b> | <p><b>Update on CAHMS Strategy</b></p> <p>The COO introduced the presentation and explained that the update was requested by the Committee as it has been a challenge to deliver and meet targets in Primary Care CAHMS due to the extraordinary demand in the service for the past 2 years. The COO explained that the team had developed and delivered a plan which had seen improvements, however ongoing work was being undertaken to see if the plan would be sustainable.</p> <p>The Directorate Manager, Children Young People &amp; Families (DM-CYPF) explained that a significant amount of work had been undertaken to address demand and capacity in the service and this was monitored on a weekly basis by the Director of Operations. Whilst an improvement had been made, the team had hoped to reach the 80% target by the end of January, however due to unforeseen circumstances, this had not been met. The team had reached 69% of the target to date.</p> <p>The Clinical Director, Children Young People &amp; Families (CD-CYPF) advised the Committee that within Neurodevelopment the target of 80% had not been met due to staffing problems. The team recognised that this needed improvement therefore ongoing work was being carried out in this area. The CD-CYPF explained that work had been undertaken with various IT systems, including PARIS, to identify the Neurodevelopment position on demand and capacity and a new pathway had been developed to broaden access for new patients. The CD-CYPF added that</p> |           |

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|               | <p>the aim was to work in a more multi-professional way.</p> <p>The CVC asked how the UHB worked with other third sector organisations. In response, the CD-CYPF explained that the team had worked with the Regional Partnership Board and further work was required on how to support schools on neurodiversity.</p> <p>The DM-CYPF advised the Committee that new pathways were being implemented for cross learning, development and integrated working which supported parents by providing one route for families.</p> <p>The CC was encouraged that the team were delivering the strategy but expressed concern with when the team could deliver a fully sustained position to ensure children accessed services that they need. In response the CD-CYPF explained that it was anticipated that a realistic position for neurodevelopment was that the UHB would meet the legal requirement in 12 months' time.</p> <p>The COO added that CAHMS was a very complex area to manage, and demand and capacity work was still ongoing, therefore, the team could not predict accurately when targets would be met, however, work had been undertaken in Primary Mental Health in a more sustainable way and it was hoped that the model could be adopted in other areas.</p> <p>The CC emphasised the ongoing Committee support in this area and encouraged the team to seek further support as and when required. The CC requested a further update be provided in six months' time, to include further understanding in relation to those young people who were currently waiting for more than 52 weeks for a neurodevelopment assessment which was a concern.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee noted the Update on CAHMS Strategy.</p> | <b>SC</b> |
| S&D 20/03/013 | <p><b>Key Organisational Performance Indicators</b></p> <p>The COO introduced the report and it was taken as read by the Committee. The following comments were made;</p> <ul style="list-style-type: none"> <li>• Referral to treatment times had not improved and was not expected to improve by the end of the financial year, this was an All Wales position;</li> <li>• Cancer performance had improved;</li> <li>• Outpatient Follow Up was expected to meet targets by the end of the financial year;</li> <li>• Mental Health Measures had moved on significantly and the UHB were now compliant; and</li> </ul>   |           |

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|                                 | <ul style="list-style-type: none"> <li>• <b>Unscheduled Care</b> – Winter continued to be extremely challenging and difficult, with the evolving situation of COVID-19 some of the unscheduled care capacity needed to be re-purposed to assist with COVID-19 planning.</li> </ul> <p>The CC asked, as the 62 day USC Performance had been achieved in only one month during the current year, how could the UHB could move to a more sustainable approach going forward. In response, the COO explained that moving into a single cancer pathway would improve the position, however the main challenge would be around the Gastrointestinal pathway as this was very complex and required clinical and system redesign.</p> <p>The CC commented that it was pleasing to see improved performance in R1 Ophthalmology Patients. The COO added that the improvement to this service was welcomed by Community staff and the team would assess the capacity it released in due course.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee noted the Key Organisational Performance Indicators.</p> |  |
| <p><b>S&amp;D 20/03/014</b></p> | <p><b>Workforce Key Performance Indicators</b></p> <p>The DCEO / EDWOD introduced the report and it was taken as read by the Committee. The DCEO/EDWOD commented that it was pleasing to see absence rates in January decrease, however given the current COVID-19 position, this would be carefully monitored and would bring many challenges.</p> <p>The CVC commented that when conducting patient safety visits, some areas had a very low staffing level. In response the DCEO/EDWOD explained that if there was an area of decreased staff, the team had flexible staffing arrangements which allowed staff to move around clinical boards where appropriate.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee discussed and noted the Workforce Key Performance Indicators.</p>  |  |
| <p><b>S&amp;D 20/03/015</b></p> | <p><b>Committee Annual Report 2019/20</b></p> <p>The HCG introduced the report and explained that it outlined the work undertaken by the Committee during 2019/20, this would be updated after the meeting and subject to approval from the CC, submitted to the Board for approval in March 2020.</p> <p><b>Resolved – that:</b></p>  |  |

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|                          | <p>(a) the Committee reviewed the Committee Annual Report 2019/20</p> <p>(b) the Committee recommended the Committee Annual Report 2019/20 to the Board for approval</p>   | <b>AF</b> |
| <b>S&amp;D 20/03/016</b> | <p><b>Employment Policies</b></p> <p>The Committee reviewed the Employment Policies.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee adopted the revised NHS Wales Pay Progression Policy</p> <p>(b) the Committee noted that the NHS Wales Employment Break Scheme had been rolled forward</p>  |           |
| <b>S&amp;D 20/03/017</b> | <p><b>Board Assurance Framework Update</b></p> <p>The HCG introduced the paper and it was taken as read by the Committee. The COO confirmed that the Director of Corporate Governance reviewed the scoring prior to being submitted to the Committee.</p> <p>The IM-CEF commented that the format of the report was excellent and requested a copy of the Risk Management Document and Board Assurance Framework be sent to her for information.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee reviewed the risk in relation to Sustainable Community and Primary Care to enable the Committee to provide further assurance to the Board when the Board Assurance Framework is reviewed in its entirety.</p> | <b>AF</b> |
| <b>S&amp;D 20/03/018</b> | <p><b>Any Other Business</b></p> <p>The Committee were updated on COVID-19 and were assured that the organisation was working extremely hard to battle COVID-19 and all appropriate measures were being taken to prepare.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee noted the any other business raised.</p>   |           |
| <b>S&amp;D 20/03/019</b> | <p><b>Items to bring to the attention of the Board</b></p> <p><b>Resolved – that:</b></p> <p>(a) the Committee recommended the Committee Annual Report 2019/20 to the Board for approval</p>   |           |
| <b>S&amp;D 20/03/020</b> | <b>Date &amp; Time of next Meeting</b>   |           |



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|  | Tuesday 12 <sup>th</sup> May 2020, Nant Fawr 1 & 2, Woodland House. |  |
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