



**Strategy, Partnerships and Population Health Committee (SPPHC)  
Minutes of meeting held in public on 5.3.20  
in the Boardroom, Carlton Court**

**Present:**

Mrs Lyn Meadows	Independent Member (Acting Chair)
Professor Nicky Callow	Independent Member
Mr John Cunliffe	Independent Member
Mrs Helen Wilkinson	Independent Member

**In Attendance:**

Mrs Sally Baxter	Assistant Director Health Strategy ( <i>part meeting</i> )
Mrs Emma Binns	Head of Emergency Preparedness and Resilience ( <i>part meeting</i> )
Mrs Bethan Jones	Area Director ~ Central (for Dr C Stockport)
Mrs Katie Sargent	Assistant Director ~ Communications (for Mrs S Green)
Miss Teresa Owen	Executive Director of Public Health
Mr Rod Taylor	Director Estates and Facilities ( <i>part meeting</i> )
Mr Mark Wilkinson	Executive Director Planning and Performance
Ms Diane Davies	Corporate Governance Manager (Committee secretariat)

<b>Agenda Item Discussed</b>	<b>Action By</b>
<p><b>SP20/6a Chair's welcome</b></p> <p><b>SP20/6a.1</b> The Committee Chair welcomed those in attendance, following a changeover in Committee membership, it was noted that this was Mr John Cunliffe's first committee meeting and Prof Nicky Callow had attended the Committee workshop held on 14.1.20.</p> <p><b>SP20/6a.2</b> The Committee Chair shared that discussion would be held with the Chairman, following concerns that IM Helen Wilkinson had raised, in questioning whether the Committee was fully meeting all its Terms of Reference. It was also suggested that the Executive Medical Director be nominated in attendance as lead director of BCU's Clinical Services Strategy.</p>	LM / MW
<b>SP20/6 Apologies for Absence</b>	

<p>Apologies were noted from Dr Chris Stockport for whom Mrs Bethan Jones deputised, Mrs Sue Green for whom Mrs Katie Sargent deputised and Mr Rob Nolan.</p>	
<p><b>SP20/7 Declarations of Interest</b></p> <p>IM Helen Wilkinson reported her substantive appointment to be Chief Officer, Denbighshire Voluntary Services Council in relation to third sector and partnership matters and IM John Cunliffe reported he was a member of the North Wales Police and Crime Commissioner Joint Audit Committee re agenda item SP20/9.2.</p>	
<p><b>SP20/8 Draft minutes of the meeting held on 3.12.19 for accuracy, matters arising and summary action plan</b></p> <p><b>SP20/8.1</b> The minutes were agreed as an accurate record, and updates were provided to the summary action log.</p> <p><b>SP20/8.2 Matters arising</b></p> <p><b>SP20/8.2.1</b> Following discussion of SP19/116.5 it was agreed to include Healthier Wales update to the Cycle of Business (COB), as suggested by the Executive Director Public Health.</p> <p><b>SP20/8.2.2</b> The Committee requested regular updates on Improvement Group work, relevant to the Committee, to be included in the COB as the Committee wished to ensure it's role, as the engine room of strategy and transformation, was strong and robust. The current reporting arrangements advised by the Executive Director Planning and Performance were acknowledged.</p> <p><b>SP20/8.2.3</b> IM Nicky Callow questioned BCU's progress in relation to University status as the Director of Health and Care Research Wales understood that Health Boards had received letters in this regard. The Executive Director Planning and Performance confirmed this to be the case and undertook to share the correspondence in question. It was also agreed that the Executive Director of Therapies and Health Sciences provide an update on progress of BCU's Research and Innovation Strategy and action plan in due course as well as providing a briefing on University status.</p>	<p>MW</p> <p>MW</p> <p>MW &gt; AT</p>
<p><b>SP20/9 Annual Plan 2019/20 progress monitoring report</b></p> <p><b>SP20/9.1</b> The Executive Director Planning and Performance presented this item. He drew the Committee's attendance to the positive progress achieved in the Health Improvement &amp; Inequalities and Workforce programmes as well as the areas of significant concern in relation to planned care. He advised that at the recent Finance and Performance Committee meeting it was agreed that the actions AP021 'Implement preferred service model for acute Urology services' and APO24 'Rheumatology service review' to be at 'red' status.</p>	

<p><b>SP20/9.2</b> The Committee acknowledged the success in moving forward many actions from Green to Red, including AP08 ‘Partnership plan for children progressed with a strong focus on Adverse Childhood Experience (ACE)’ due to the ACES work undertaken. The Area Director Central reported that the Regional Partnership Board was also considering work to move forward a more holistic view within the area of Children and Young People. The Executive Director Public Health responded to the Committee’s query regarding the Police and Crime Commissioner’s perception that ACE focus had changed.</p> <p><b>SP20/9.3</b> In respect of the actions outlined in the report the Committee commented on the AP022 ‘Business case, implementation plan and commencement of enabling works for Orthopaedics’ – It was noted that progress was reported at Red. The Committee requested a need for Red actions to indicate whether they would be carried forward or provide an explanatory narrative if not. In response to the Committee Chair, the Executive Director Planning and Performance confirmed that lessons learned would be drawn together on completion.</p> <p><b>SP20/9.4</b> It was agreed that questions arising from the Estates Programme would be raised in discussion of the Estates Strategy item later in the agenda.</p> <p><b>It was resolved that</b> the Committee noted the progress reported</p>	
<p><i>The order of items discussed was modified with the agreement of the Committee Chair to meet operational needs</i></p>	
<p><b>SP20/11 Environmental Sustainability and Decarbonisation in BCUHB</b></p> <p><b>SP20/11.1</b> The Executive Director Planning and Performance introduced this item, reminding the Committee of the presentation “Natural Resources Wales’s Carbon Positive Project: building our response to the ‘Climate Emergency’” provided by Mr Clive Walmsely, NRW at the Committee workshop held on 14.1.20. The Director of Estates and Facilities delivered a presentation in which the policy context was outlined. It was noted that addressing climate change impacts and decarbonisation was crucial to achieving the objectives of the Environment (Wales) Act 2016 and the Wellbeing of Future Generations Act (Wales) 2015. It was understood that Welsh Government (WG) was formulating an approach which BCU would fit into. The Director Estates and Facilities provided many excellent examples of existing work addressing areas such as annual emissions, sustainability, CO2 reduction, biodiversity plans and that BCU was already achieving 97% recycling targets. He also stated that BCU’s electricity energy contract was with a 100% renewable energy provider. It was noted that business cases were also being developed, taking into account this agenda. The Director Estates and Facilities reported on positive initiatives arising from BCU’s Plastic Free Group.</p> <p><b>SP20/11.2</b> In respect of carbon reduction the Director Estates and Facilities advised that further understanding was required in the areas of transportation and procurement, following which cultural change and senior leadership engagement would be needed to drive through changes. The Committee questioned how electric</p>	

<p>charging for vehicles would be managed for employees to ensure clarification on funding business and personal use, which the Director Estates and Facilities concurred needed to be addressed going forward as their numbers increased.</p> <p><b>SP20/11.3</b> The Committee debated the BCU position in respect of the Conwy and Denbighshire Public Service Board whom had sought sign up to a policy statement on a Community Green Pledge, as discussed at the SPPHC on 3.9.19. It was noted that the Area Director Central was required to report to a joint scrutiny meeting on 13.3.20 and sought confirmation of the direction of travel within 9 areas as the detail was not yet in place. In the discussion which followed the Committee was advised that BCU had an Environmental Policy in place, however a Strategy was under development. The importance of developing an action plan was advised, and the Executive Director of Public Health drew attention to a variety of projects that were in place across BCU – including improvement groups and bevan commission work - however there was no overarching narrative in place.</p> <p><b>SP20/11.4</b> The Assistant Director Communications was encouraged by the Committee to publicise the various good news areas highlighted, as they would be beneficial in connecting with the public and also be a positive workforce mobiliser for ‘Team Betsi’. It was suggested that social value should be factored into BCU’s procurement processes and community transport initiatives addressed.</p> <p><b>SP20/11.5</b> In discussion of the strategy development required, the Committee emphasised the need for a robust governance structure. It was agreed that BCU’s current Environment and Sustainability policy would be updated by the Director of Estates and Facilities and circulated to members within 2020/21 quarter 1. In addition the Area Director Central would arrange to circulate the Conwy and Denbighshire PSB Community Green Pledge to members. The Executive Director Planning and Performance stated that the Executive Team needed to refocus on the environmental agenda.</p> <p>It was resolved that the Committee agreed to recommend to the Board</p> <ul style="list-style-type: none"> <li>• that BCU develop an Environmental Strategy with clarity on governance</li> <li>• support commitment to the Community Green Pledge, subject to member’s feedback on the circulated statement to the Executive Director Planning and Performance and Committee Chair</li> </ul> <p><i>The Director Estates and Facilities left the meeting</i></p>	<p>RT BJ</p> <p>Committee Chair / Members</p>
<p><b>SP20/13 Civil contingency and business continuity progress</b></p> <p><b>SP20/13.1</b> The Head of Emergency Preparedness and Resilience joined the meeting to present this item. The Committee Chair provided feedback on the format of the report and it was agreed that the Executive Director of Planning and Performance would provide an exemplar format report for the preparation of future reports in order that progress and performance levels could be more easily evaluated by the Committee. The Committee Chair also stated the Committee needed to understand whether the department was under resourced.</p>	<p>MW / EB</p>

<p><b>SP20/13.2</b> The Committee questioned whether business continuity testing had been taking place, which had been highlighted at previous meetings. The Head of Emergency Preparedness and Resilience advised that other large scale issues had necessitated reprioritisation of this task, however this was now being moved forward and she undertook to make reference to the testing compliance log in future assurance reports which was now in place within the team. She also advised the Committee of Internal Audit work in this area. A discussion ensued on BCU's IT business continuity plans.</p> <p><b>SP20/13.3</b> The Head of Emergency Preparedness and Resilience advised that HAZMAT was being monitored. She also reported that a review of contingency planning needed to be undertaken.</p> <p><b>SP20/13.4</b> The Committee debated their concern regarding capacity and capability and need for a duty of care for colleagues working in this area. The Executives present acknowledged the lightly resourced team and the need for prioritisation of emergency preparedness. However, due to the current position on the Covid-19 epidemic the timing of repeating an audit of Emergency Planning and resilience might be affected.</p> <p><b>SP20/13.5</b> The Committee highlighted the risks in these gaps and the need to assure the Committee that effective mitigating plans were in place.</p> <p><b>It was resolved that the Committee</b></p> <ul style="list-style-type: none"> <li>• noted the report</li> <li>• highlighted risks and the need to provide further assurance on emergency planning and preparedness</li> <li>• requested an update on Covid-19 to the next meeting</li> </ul> <p><i>The Head of Emergency Preparedness and Resilience left the meeting</i></p>	<p>MW</p> <p>MW</p>
<p><b>SP20/10 Estates Strategy ~ One year on</b></p> <p><b>SP20/10.1</b> The Executive Director Planning and Performance introduced the Estates Strategy which was noted to have been developed at the instruction of the Health Board Chairman. In discussion of the document provided, the Committee noted that some of the detail was a little out of date.</p> <p><b>SP20/10.2</b> The next steps were noted to be :</p> <p>During 2020/21 BCU would continue to take forward the plans to deliver the following:</p> <ul style="list-style-type: none"> <li>- Wrexham Maelor continuity programme</li> <li>- Ruthin hospital</li> <li>- North Denbighshire Community hospital</li> <li>- Ablett mental health unit</li> <li>- Llandudno Junction/Conwy Primary care resource centre</li> <li>- "Project paradise"</li> <li>- Waunfawr primary care centre</li> <li>- Bryn Beryl integrated dementia and adult mental health unit.</li> </ul>	

<p>In addition the Estates Improvement Group (EIG) and Health Economy Estate groups would focus upon the following priority programmes, albeit that the priorities would, in all likelihood, require additional resources to drive them forward at pace:</p> <ul style="list-style-type: none"> <li>- Ysbyty Gwynedd compliance</li> <li>- Health Economy programme business cases</li> <li>- Review of accommodation in Central Area.</li> <li>- Abergele hospital services**</li> <li>- Rationalisation of Bryn y Neuadd**</li> <li>- Office accommodation (linked to **above)</li> <li>- Residencies.</li> </ul> <p><b>SP20/10.3</b> The Committee requested that the Executive Director Planning and Performance provide further detail on</p> <ul style="list-style-type: none"> <li>- 'Project Paradise'</li> <li>- clarification on interpretation of 'integration' re Bryn Beryl and the number of patients involved</li> <li>- arrange to revise wording of point 4 programme next steps and re-issue the revised document</li> </ul> <p><b>SP20/10.4</b> It was noted that the EIG would scrutinise and monitor the progress of the above and provide an update report as part of the Annual Plan monitoring report. The estate strategy would be refreshed to reflect the revised delivery framework and proposed next steps.</p> <p><b>It was resolved that</b> the Committee</p> <ul style="list-style-type: none"> <li>• noted the report</li> </ul>	MW
<p><b>SP20/12 North Wales Regional Partnership Board (RPB) Update</b></p> <p>The Executive Director Planning and Performance drew attention to the update received by the RPB on Welsh Ambulance Service Trust's long term strategy and also BCU's Executive Director Public Health's update within the Building a Healthier Wales item which drew attention to potential funding opportunities and tight deadlines. He also advised that Mrs Marian Wyn Jones was continuing to attend the RPB representing BCU, although in a different role, and Mrs Lucy Reid, BCU Vice Chair, was not in attendance.</p> <p><b>It was resolved that</b> the Committee</p> <ul style="list-style-type: none"> <li>• noted the minutes of the RPB held on 6.12.19</li> </ul>	
<p><b>SP20/14 Public Engagement and monitoring impact update</b></p> <p><b>SP20/14.1</b> The Assistant Director Communications presented the item, advising that the report provided an update on key public engagement activity undertaken and its impact since the previous report in October 2019 and also reported key findings of the annual partner and public perceptions survey work. It was noted that whilst there were a number of positive areas reported, the public perceived a decline in overall trust</p>	

<p>compared to the previous 2 years and there was concern with the future of the Health Service. She undertook to circulate the response reports and associated action plans being developed following discussion with Executives. The Assistant Director Communications drew attention to the brief headline interpretations provided in the partnership survey, however the findings would become clearer as the interviews were analysed in more detail.</p> <p><b>SP20/14.2</b> The Committee noted concern with the public response <i>rate</i> reported and questioned whether a more effective mechanism could be explored to provide a more reflective sample of the North Wales population. The Assistant Director Communications noted the suggestion, reflecting that correlation work with responses to AM/MP correspondence and concerns could also be taken into account.</p> <p><b>SP20/14.3</b> In respect of Reputation Management, the Committee suggested a more asset based management approach was required. The Committee stated that low trust in the Health Board was problematic for Board Members and questioned how Committees could be better appraised of public perceptions. It was suggested that there could be greater joined up involvement with the Board's Independent Members, for example in planning the Stakeholder Reference Group agenda (not from a risk perspective) and also drawing on their Board Champion roles.</p> <p><b>SP20/14.4</b> Members suggested shifting the dial on narrative towards positive news, and enabling a more proactive management approach to 'fire fighting', and ensuring that misinformation was addressed at the earliest opportunity. The Area Director Central emphasised the need for improved handling of negative news stories, and advocated more staff ambassadors on the basis that their positive enthusiasm would improve perceptions within their own communities of BCU.</p> <p><b>It was resolved that</b> the Committee noted progress detailed within the report</p>	<p>KS</p>
<p><b>SP20/15 Integrated Care Fund (ICF) briefing</b></p> <p><b>SP20/15.1</b> The Assistant Director Health Strategy joined the meeting to present this briefing providing the Committee with an overview of the Integrated Care Funds and the financial management arrangements across the North Wales Regional Partnership Board which followed the Welsh Audit Office report recommendations of July 2019. She highlighted the North Wales Regional Partnership approach, especially in respect of governance arrangements and highlighting decision making issues. It was noted that there were challenges in timescales for reporting to the NWRPB.</p> <p><b>SP20/15.2</b> The Committee raised governance process concerns in relation to clarity on monitoring and also ensuring schemes matched with BCU priorities; non-recurrent funding and assurance on in-year progress monitoring. The Executive Director Public Health explained her role in submission sign offs and concurred on the need for sovereign organisations to understand their outcomes. The Area Director Central advised that there was significant monitoring in place by WG, she highlighted the project nature of the previous submissions, as opposed to Strategy and highlighted the need for a robust evaluation in order to ensure efficacy of the impacts of the</p>	

<p>investments made. Discussion also ensued on the issues arising for effective strategic transformational change potential, when funding available was divided by six.</p> <p><b>SP20/15.3</b> The Committee questioned whether the funding was in reality ‘innovation’ funding and drew attention to the findings of an Audit report which was critical of funding not being shared with the third sector, although this was understood to be improving.</p> <p><b>SP20/15.4</b> In conclusion it was noted that :</p> <ul style="list-style-type: none"> <li>• There is a significant level of ICF Revenue and Capital Funding made available to the North Wales Region.</li> <li>• Health is used as the conduit for the flow of funds from Welsh Government, however Health does not solely own the ICF Allocations.</li> <li>• Welsh Government Policy and Legislation is clear that these allocations are to be managed across the Region and specifically by the Regional Partnership Board, with the relevant RPB deciding and agreeing on the allocations across partner organisations and across projects and programmes.</li> <li>• Welsh Government has clearly made The Regional Partnership Board responsible and accountable for managing the programmes and for reporting to Welsh Government, and therefore to each of its Stakeholder organisations.</li> <li>• The Regional Partnership Board is responsible for ensuring that the ICF is spent in line with the Guidance as issued by the Welsh Government.</li> <li>• Whilst the Capital Funding is all passed through the Health Board and the Health Board (Finance Executive) formally signs for the Capital Grant, the accountability and responsibility for the future management and security of any ICF Funded Asset is passed to the Local Authority through the Back to Back Agreement.</li> </ul> <p><b>It was resolved that</b> the Committee noted and commended the report  <i>The Assistant Director Health Strategy left the meeting</i></p>	
<p><b>SP20/16 Corporate risks assigned to the Committee</b></p> <p><b>SP20/16.1</b> The Committee discussed the key progress advised on the corporate risks assigned to the Committee and agreed the following resolutions:</p> <p><b>CRR01 Population Health</b>  Key progress: Risk controls had been updated to include working with the Regional Partnership Board to ensure population prevention focus for Building a Healthier Wales (BAHW) funding across the North Wales Region.</p> <p>The Committee <b>agreed no change</b> to the current risk scoring, however Control 11 should be deleted</p> <p><b>CRR09 Primary Care Sustainability</b></p>	



<p>Key progress: Risk controls had been updated to reflect the current position and completion of risk assessments, inclusion of further managed practices, financial and future year investment and further development of the Primary &amp; Community Care Academy. The current risk scoring reflected no change.</p>	
<p>The Committee discussed and challenged the risk rating applied, including the initial risk set, as the Assistant Area Director Central was of the opinion that the inherent risk was slightly higher than indicated. <b>It was agreed</b> that this would be discussed with the Executive Director of Primary &amp; Community Services</p>	<p>MW&gt;CS</p>
<p><b>SP20/16.2</b> A discussion ensued on the correct understanding and application of 'controls' within the current risk register. The Committee was advised that a revised format of the Risk Register would be in effect from 1.4.20, which the Committee supported, given their repeated questioning of risk and control interpretation at previous meetings. The Committee recommended providing definitions within future iterations</p>	<p>MW &gt; JP</p>
<p><b>CRR14 Staff Engagement</b></p> <p>Key progress: As part of the corporate risk review at the Audit Committee on the 12th December 2019, key risk controls had been strengthened and updated to include implementation of all the 2016 Engagement Strategy requirements had been met, all the initiatives within the strategy had been mainstreamed into ongoing organisational development work, a Workforce &amp; Organisational Development Strategy 2019-22 was in place and objectives to meet the strategy were in place and being monitored, mechanisms in place to measure staff engagement on a regular basis via the BeProud organisational survey, mechanisms were in place to measure team level staff engagement through the BeProud Pioneer programme, NHS Wales Staff Survey Organisational Improvement Plan and Divisional Improvement Plans monitored through the Workforce Improvement Group, retention Improvement plan was in place as also PADR Improvement plan in place. This risk had now achieved its target score with further emphasis currently being placed on sustaining and embedding its controls. The Committee was asked to consider the appropriateness to deescalate this risk for future management at Tier 2 level within the Workforce and Organisational Development governance arrangements.</p>	
<p>The Committee questioned how the evidence was articulated within the Risk Register entry itself and <b>did not agree</b> to consider the risk further pending inclusion of this information.</p>	
<p><b>CRR15 Recruitment and Retention</b></p> <p>Key progress: As part of the corporate risk review at the Audit Committee on the 12th December 2019, key risk controls had been strengthened and updated to include Medical and Dental recruitment panel being embedded to oversee fast tracking difficult to fill vacancies, continued promotion of the employment brand "Train Work Live North Wales" through digital media and marketing, organised calendar of</p>	

recruitment events, deeper analysis of the time to hire showing more specifically where the hot-spots and delays were in the process, leading to improvements, new process to review all posts to ensure that the BCUHB is compliant with the Welsh Language Standards and will be included in Annual Report for Welsh Language.

The Committee **agreed** that there was no change to the current risk rating

#### **CRR17 Development of an IMTP**

Whilst there had been no further updates to this risk, an updated paper would be presented to the Board to include next steps of the 3 year outlook and 2020/21. This risk would therefore be updated following further discussions at the Board and re-presented to the SPPH with the outcome of those discussions.

The Committee stated that the 'Further action to achieve the target risk score 1) Revised Plan to SPPHC on 5.3.20' had not been achieved. It was **agreed** that the risk score required further review, notwithstanding the re-casting of any risk rating being considered in the revised format being developed. The Executive Director of Planning and Performance clarified that the new format would review the scoring based on the 2020/21 operational plan which was being finalised.

#### **CRR18 EU Exit – Transition Arrangements**

Key progress: This risk had been significantly reviewed in line with the extension to the date of exit to the 31st January 2020 and progress of the Withdrawal Agreement Bill (WAB) through Parliament. Planning and preparations had been stood down by Welsh Government (WG) until further notice. The national leadership Group would continue to meet on a monthly basis but SRO meetings had been stood down. This position would be reviewed by WG in July 2020 and response arrangements might be stood up if required; however, currently the risk of leaving on 31 January 2020 without the passing of the WAB was significantly reduced.

The Committee **agreed** reduction of the current risk score from 12 to 8 and noted the change in the target risk score to a level 4. However, it was noted that the target risk graph should be addressed to align with the risk ratings.

**SP20/16.3** The Executive Director of Public Health advised the Committee of the organisational response to date in mitigating against the Pandemic Covid19 risk which was a significant risk to the Health Board. She advised that the articulation of the Corporate risk was being developed and would include consulting other Health Boards on their mitigating actions. She reported it was yet to be decided which Committee would be allocated the risk.

**It was resolved** that the Committee agreed the individual amendments as indicated above noted the organisational risk in respect of Pandemic Covid 19 virus as advised

<p><b>SP20/17 Issues of significance to inform the Chair's assurance report</b></p> <p>The Chair undertook to highlight and escalate the following within her Chair's assurance report to the Board</p> <ul style="list-style-type: none"> <li>• Contingency planning concerns</li> <li>• Corona Virus briefing request for next meeting</li> <li>• Escalation of the development of CV-19 to corporate risk register</li> <li>• that BCU develop an Environmental Strategy with clarity on governance</li> <li>• support commitment to the Community Green Pledge sought by the Conwy and Denbighshire PSB, subject to member's feedback on the circulated statement to the Executive Director Planning and Performance</li> </ul>	
<p><b>SP20/18 Date of next meeting</b></p> <p>16.4.20</p>	
<p><b>Exclusion of Press and Public</b></p> <p>It was resolved that representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest in accordance with Section 1(2) Public Bodies (Admission to Meetings) Act 1960.</p>	