Strategy, Partnerships and Population Health Committee Annual Report 2020-21

1. Title of Committee:

Strategy, Partnerships and Population Health

2. Name and role of person submitting this report:

Mark Wilkinson Executive Director Planning and Performance

3. Dates covered by this report:

1 April 2020 to 31 March 2021

4. Number of times the Committee met during this period:

The Committee was routinely scheduled to meet six times and otherwise as the Chair deemed necessary. During the reporting period, it met on five occasions. A workshop was held on one date. Attendance at meetings is detailed within the table below:

Independent Members					
Members of the Committee	9.6.20	13.8.20	1.10.20	10.12.20	23.2.21
Lyn Meadows (Chair)	P	P	P	P	P
Nicky Callow	P	P*	P	P*	P*
John Cunliffe	P	P	P	A	P
Helen Wilkinson	P	P	A	◆	◆
Linda Tomos	◆	◆	◆	P	P
Independent Members by invitation					
Lucy Reid			P		
Jackie Hughes			P	P	P
Cheryl Carlisle			P*		

Formally in attendance (as per Terms of Reference)	9.6.20	13.8.20	1.10.20	10.12.20	23.2.21
Directors					
Mark Wilkinson Executive Director Planning and Performance (Lead Director)	P	A (SB)	P	P	P
Teresa Owen Executive Director of Public Health	A	P*	P*	P*	P*
Sue Green Executive Director of Workforce and Organisational	A	P*	P	P*	P
Chris Stockport Executive Director Primary and Community Services	A (CD)	P	P	P*	A
Arpan Guha Acting Executive Medical Director	◆	◆	P*	P	P
Rob Nolan Finance Director – Strategy and Commissioning	◆	◆	P	x	P

Key:

P - Present   P* **-** Present for part meeting
A - Apologies submitted   X - Not present
◆ Not a member of the Committee at this time.

In addition to the above core membership, other Directors and Officers from the Health Board regularly attend meetings of the Committee/Group/Forum. For a full list of attendance, please see the approved minutes which can be accessed on the Health Board's website via the following pages:- https://bcuhb.nhs.wales/about-us/committees-and-advisory-groups/

5. Assurances the Committee is designed to provide:

The **Committee** is designed to provide assurance to the Board on the following key areas as set out in its Terms of Reference as follows:-

The purpose of the Committee is to provide advice and assurance to the Board with regard to the development of the Health Board's strategies and plans for the delivery of high quality and safe services, consistent with the Board's overall strategic direction and any requirements and standards set for NHS bodies in Wales. The Committee will do this by ensuring that strategic collaboration and effective partnership arrangements are in place to improve population health and reduce health inequalities.

During the period that this annual report covers, the Committee operated in accordance with its terms of reference which were operative for the whole of the term this Annual Report covers. The Terms of Reference are appended at Appendices 1a and 1b (with effect from 17.9.20)

The work programmes, cycles of business and overall performance of each Committee/Group/Forum are reviewed by the Committee Business Management Group (CBMG) which meets quarterly. The CBMG oversees effective communication between Committees, avoiding duplication and ensuring all appropriate business is managed effectively and efficiently through the Health Board's Governance framework.

Furthermore a fundamental review of the Governance Structures has been undertaken by the Interim Director and Governance. This work is being finalised at the point of producing this Annual Report.

The Committee is required to publish its agenda and papers 7 days ahead of the meeting, and a breach log is maintained by the Office of the Board Secretary where there are exceptions to this requirement. During the reporting period there were 3 breaches of this nature in terms of either individual papers or the whole agenda not being available 7 days before the meeting.

6. Overall *RAG status against Committee's annual objectives / plan: AMBER

The summary below reflects the Committee's assessment of the degree to which it has met these objectives. The supporting narrative included alongside the assessment below describes this in more detail.

Objective as set out in Terms of Reference	Assurance Status (RAG)*	Supporting narrative *(Please provide narrative against all red and amber including the rationale for the assurance status)*	Committee assessment of the quality of the assurance provided *(please provide in narrative format)*
• ensure that current and emerging service strategies adhere to ▪ national policy and legislation , the priorities of the Health Board and ▪ are underpinned by robust population health needs assessment, ▪ workforce and financial plans provide for sustainable futures.	Amber	Results of the rapid review of post Covid19 health needs were received. Agenda items with papers across the year on a wide range of plans and strategies including dementia.	Amber
receive regular assurance reports on health and care clusters and primary care	Green	Every meeting has included primary care	Green

development, recognising the central role played by primary care in the delivery of health and care.		content, and cluster priorities have been referenced in work on 2021/22 planning	
advise and assure the Board in discharging its responsibilities with regard to the development of the Health Board's Medium and long term plans, together with the Annual Operating Plan;	Amber	Particularly in the run up to Q34 planning the Committee received supporting plans for care homes, mass vaccination, prevention and response plan, and our winter / surge plan. The SPPH in workshop mode and more formally has shaped the 2021/22 plan.	Amber
ensure the Health Board's response to new and revised legislative requirements in relation to service planning and delivery, providing assurance that statutory duties will be appropriately discharged, ensuring strategic alignment between partnership plans developed with Local Authorities, Universities, third sector and other public sector organisations;	Green	Agenda items have included the new socio-economic duty, and smoke free legislation.	Green
Receive regular performance and assurance reports from the Public Service Boards and Regional Partnership Board and Mental Health Partnership Board.	Green	The pandemic has led to the suspension of a number of public service boards. Nevertheless such updates as are available have been received.	Green

	Green	The Regional Partnership Board has continued to meet. Reporting on mental health performance and assurance has been less frequent.	Green
Ensure that the Health Board meets its duties in relation to Welsh language, civil contingencies legislation and emergency preparedness;	Green	There has been a strong focus throughout the year on emergency preparedness, and our Welsh language duties.	Green
Ensure the alignment of supporting strategies such as Workforce, Capital Planning, Estates infrastructure and Information, Communications and Technology (ICT) in the development of the Strategic Plans;	Green	The digital strategy has featured in 2020/21 alongside updates and agreed timescales to refresh key enabling strategies for eg workforce and estates	Green
Ensure that the partnership governance arrangements reflect the principles of good governance with the appropriate level of delegated authority and support to discharge their responsibilities; and monitor sources of assurances in respect of partnership matters ensuring these are sufficiently detailed to allow for specific evaluations of effectiveness.	Red	Although reports of partnership activity are received, this does not fully cover assurance of the principles of good governance.	Red
Ensure appropriate arrangements for continuous engagement are in place; and review	Amber	Regular reporting and assurance of engagement activity takes	Amber

assurances on Consultation feedback.		place. Assurance on consultation feedback could be strengthened.	

We have given the same scores to the 'assurance rating' and the 'quality of assurance provided' as we felt unable to clear differentiate both aspects.

7. Main tasks completed / evidence considered by the Committee during this reporting period:

- Phase 2 transition to sustainable service delivery
- Annual Plan 2019/20 progress monitoring report
- 2019/20 annual plan reconciliation
- 2020/21 operational plan monitoring
- Quarter 2 plan and development of Quarter 3 2020/21
- Plans to support Quarters 3/4
    o Draft Winter Resilience Plan 2020/21
    o North Wales local Covid19 prevention and response plan
    o Care Homes action plan
    o Covid19 vaccination programme
- Q3/4 BCU Sustainable Services Delivery Plan
- Development of 2021/2 Delivery Plan
- Q3/4 Monitoring report against Operational Plan
- Verbal update on private workshop to consider and inform draft plan for 2021-22

- Update on Covid19 communications and engagement activity
- Current agreed Covid19 forecast position
- Covid19 prevention and response plan
- Covid19 Research and Innovation report
- Joint update on Covid19 Research and Innovation 13.8.20 – 21.9.20
- Update on Covid19 mass vaccination plan

- Regional Partnership Board updates and received the RPB annual report
- Public Service Board update : Conwy & Denbighshire annual report
- Community Services Transformation Fund update
- Mental Health Transformation Fund update
- Learning Disabilities Transformation Fund update
- Children Young People/CAMHS Transformation Fund update
- Children's rights approach
- Area Planning Board (APB) Substance Misuse service (SMS) update

- Test, Trace and Protect (TTP) update reports

- Business continuity planning and emergency preparedness
- Business continuity lessons learned in response to Covid19 to date
- Business Continuity and Emergency Preparedness update

- Development of Diagnostic Treatment Centres (DTC) in strategic support of Planned Care
- Strategic programme for Primary Care
- National Operating Framework for Primary and Community Care and delivery milestones
- Progress report on Primary Care Cluster Development and Planning
- Progress on Digital Strategy
- Stroke Services update
- Approval of North Wales Dementia Strategy on behalf of the Board
- Endorsement of the establishment of Sport North Wales Partnership and update on business case development

- Welsh Language 2019/20 annual monitoring report
- Annual Equality report 2019/20
- International Health Group (IHG) 2019/20 annual report

- Update paper on research
- Update paper on progress with development of North Wales Medical School
- Update paper on innovation
- University Health Board status review updates

- Draft Committee annual report 2019/20
- Committee Cycle of Business
- Corporate Risk Register – risks assigned to the Committee
- EU transition risk update
- Board Assurance Framework principal and Corporate Risk report
- Integrated Care Fund and Partnership Governance Section 33 agreements

- North Wales population needs assessment rapid review
- Public engagement update
- Engagement update
- Pulse Survey
- Update on Staff Health and Wellbeing & the Corporate Health Standard.
- Covid19 the Impact on people with protected characteristics: the Equality context and framework
- Black, Asian and Minority Ethnic (BAME) Covid19 Socio-economic subgroup: Report into the factors influencing negative Covid19 outcomes for individuals from BAME backgrounds and Welsh Government's Response.
- Equalities and Human Rights - Socio Economic duty
- Endorsement of Socio-economic Duty procedure

- Approval of Workforce policies WP7 and 8 (Equality, Diversity & Human Rights policy Procedure for Equality Impact Assessment)
- Paper on the implementation of Smoke Free Premises legislation

Full details of the issues considered and discussed by the Committee are documented within the agenda and minutes which are available on the Health Board's website and can be accessed from the following pages https://bcuhb.nhs.wales/about-us/committees-and-advisory-groups/strategy-partnerships-and-population-health-committee/

8. Key risks and concerns identified by this Committee in-year which have been highlighted and addressed as part of the Chair's reports to the Board:

Meeting date	Key risks including mitigating actions and milestones
9.6.20	Concern was raised on • Research and Innovation activity especially in relation to Covid 19 and also the need to provide an update on the Health Board's University status, a paper was requested to be prepared. • Emergency preparedness to meet the C19 pandemic major incident response, a paper was requested to be prepared • Not all corporate risks were able to be scrutinised due to the unavailability of necessary executives and issues around the new format were also raised. It was understood that these would be raised at a Board workshop – date to be agreed. • Preparedness and involvement with development of the Quarter 2 operational plan. It was understood that Board members would be provided with an opportunity to contribute, acknowledging that C19 had impeded involvement with Quarter 1. • In respect of monitoring the end of year 2019/20 annual plan a paper was requested to address the objectives which had not been achieved, including consequent impacts and how benefits realisation would be demonstrated to provide confidence on the delivery stated.
13.8.20	Concern was raised on • Business continuity planning - testing, capacity and capability concerns especially given the current extended Covid 19 response. A report addressing these issues would be provided to the next meeting • Capacity within the Intelligence cell to effectively manage the critical work apportioned to it. • Winter planning work, which was acknowledged to be a more complex area given that Covid19 remained in circulation, was understood to be in hand by the newly appointed Interim Chief Operating Officer and would be addressed at the next meeting.

	• The need for 'weighted' outcomes within planning was stressed by the Committee – as previously incorporated within BCU's logic based modelling. This would be taken forward in Q3/4 plans. • The Committee emphasised the need for Equality Impact Assessments to be undertaken, given the increasing inequalities emerging through the Covid 19 pandemic response. • A verbal report was provided on the draft Covid19 prevention and response plan. Given the 2 week turnaround, it had not been possible to schedule the written report by the necessary Committee publication date. • The Committee questioned the timing of governance process of regional strategies being considered at Regional Partnership Board and at individual partner organisations. Clarity was sought to be provided at the next meeting. • There was potential financing uncertainty regarding transformation funds, including the risk of funding cessation, however the Executive Director Primary and Community Services confirmed work to be underway to ensure staffing costs would be met by existing budgets.
1.10.20	Concern was raised on • Whether there was adequate time to address accurate financial costings, especially in respect of financial assumptions. The Finance Division were heavily focussed on achieving this challenging target • The Committee questioned whether all objectives set out within the plan were achievable and sought greater clarity from the Executive Team on core priorities. Members reflected on the need for 'SMART' objectives and deliverable actions. • The Committee agreed in principal that capacity required strengthening within Emergency Planning Resilience and Response and this would be an operational planning matter to move forward.
10.12.20	• Quarter 3&4 delivery plan monitoring 2020/21 The Committee Chair requested that further evidence, supported by improved narrative, be provided within the report to the next meeting in order to provide an effective audit trail of all priorities agreed by the Board that had been stood down due to non-delivery. Arrangements were also agreed to ensure the capture of undelivered Q1&2 priorities at year end. • Development of 2021/2 Delivery Plan The Committee discussed how risk factors were articulated within the plan following which it was agreed this would be included within the presentation to the next Audit Committee on 17.12.20. The Interim Director of Governance endorsed the use of risk as a driver for change. It was agreed that the timetable provided be updated to include dates for presentation to the

	SPPH & Finance and Performance Committees and the Board, following which this was to be circulated to all Independent Members of the Board.
	• Development of Diagnostic Treatment Centres in strategic support of planned care
	The Committee was advised of the growing number of patients waiting beyond 36 weeks and it was noted that a 6 point plan had been established to address the situation which was outlined in the report.
	• Business Continuity and Emergency Preparedness update
	The Head of IA noted there was support for increasing capacity however there was also risk around engagement within divisions and that operational ownership was required. It was noted that completion of business continuity plans had ramped up and there was an expectation that these would be completed by next year.
	• Test, Track and Protect (TTP) update
	Further developments since the report had been published were provided, including the introduction of a pathfinder approach with a small number of staff testing twice weekly, commencing in January as a pilot - initially in the East where the prevalence currently existed.
	• North Wales Regional Partnership Board
	In respect of the RPB's £12m allocation for transformation funds it was advised that this would be discussed at the RPB meeting taking place on 11.12.20.
	• National Operating Framework for Primary and Community Care and delivery milestones
	Attention was drawn to the 6 priorities agreed nationally for quarters 3 and 4, highlighting areas of challenge within each
	Delivery of essential services
	Covid19 local outbreaks or second
	Care Homes
	Rehabilitation
	Step-up and step down bedded community services
	Urgent primary care
	• Children Young People/CAMHS Transformation Fund update
	In discussion of services provided by transformation funding, it was confirmed that WG funding had been reduced however, priorities on continuance would be agreed at the RPB meeting on 11.12.20. The Committee questioned to what degree services provided were sustainable when the additional WG funding came to an end. It was agreed that the impacts to CAMHS (Children & Adolescent Mental Health Services) be referenced within the next report to the Committee.
	• Stroke Services
	Noted the re-start of the business case development, with focus on Early Supported Discharge and Rehabilitation business cases in phase 1 and would include new clinical evidence and learning from Covid19. It was reported that the conclusion of this work

	was anticipated by 31.1.21. The Committee supported the need to progress improvements in the service • EU transition risk update The mitigation work being undertaken in preparation for EU exit was highlighted in the report which was currently being monitored at weekly meetings.
23.2.21	• The Committee was keen to ensure that appropriate arrangements were developed for reporting on and monitoring of cluster plans. An action was agreed for this to be raised by the Executive Director of Planning and Performance with colleagues. • Whilst the Committee was pleased to endorse not providing smoking areas within hospital grounds as part of ensuring sites become smoke free, it was felt that enforcement of this aspect would be challenging.

9. Committee Chair's review of effectiveness

At the start of the financial year the Committee was rightly stood down because of the Covid19 pandemic. Consequently the meetings subsequently held have prioritised the essential items to be discussed and agreed, and therefore some items were postponed for later meetings as time and priorities allowed. The unique circumstances of 2020/21 have necessarily had some bearing on the levels of assurance received.

Virtual meetings have worked extremely well in the circumstances allowing us to be concise yet robust on discussion and constructive challenge. Members and attendees have adapted their style accordingly.

The focus of our meetings have remained diverse with a mind to prepare for the present, yet also plan for the future. This report details the challenges we have faced and the achievements made. On the whole I believe the SPPH Committee has worked effectively adhering to its Terms of Reference. However, the planning process needs to be more streamlined and robust, commencing earlier in the year and with a clear timetable set out and adhered to. The agenda has incorporated more Primary Care items however, more focus on Mental Health reporting is required going forward, including reconvened Mental Health Partnership work and ensuring a greater focus on partnership work in general.

I look forward to the outputs of the recent governance review, especially in providing greater clarity on strategies to be addressed by this Committee and the avoidance of duplication.

10. Focus for the year ahead:

The primary focus of the Committee over the next twelve months will be

- Advising and assuring the Board on the development of an approvable Integrated Medium Term Plan by the end of 2021.
- Ensuring the Board receives fully updated and aligned key enabling strategies in workforce and estates including environmental sustainability and decarbonisation.
- Ensuring the refresh of Living Healthier Staying Well is aligned to national policy and is underpinned by a robust population health needs assessment.
- Supporting the implementation of the governance review and the transition to a new committee terms of reference.

The Committee has established a Cycle of Business for the year ahead covering the breadth of its work, and primarily focussing on its key areas of risk, as defined in the Board Assurance Framework. This is attached as Appendix 2.

V2.0 approved by Audit Workshop on 25.5.21