



**Strategy, Partnerships and Population Health Committee (SPPHC)
Minutes of meeting held in public on 9.6.20
via webex**

Present:

Lyn Meadows	Independent Member (Acting Chair)
Nicky Callow	Independent Member (<i>part meeting</i>)
John Cunliffe	Independent Member
Helen Wilkinson	Independent Member

In Attendance:

Clare Darlington	Assistant Director Primary and Community services (for Dr C Stockport)
Andrew Doughton	Wales Audit Office representative (to observe)
Marian Wyn Jones	Board Advisor (<i>part meeting</i>)
Justine Parry	Assistant Director Risk and Assurance (<i>part meeting</i>)
Katie Sargent	Assistant Director ~ Communications (<i>part meeting</i>)
Sally Thomas	Head of Equalities and Human Rights (<i>part meeting</i>)
Mark Wilkinson	Executive Director Planning and Performance
Diane Davies	Corporate Governance Manager (Committee secretariat)

Agenda Item Discussed	Action By
<p>Chair's welcome</p> <p>The Committee Chair noted that BCUHB was unfortunately unable at the present time to accommodate attendance by members of the public at Health Board committee meetings due to Covid-19 (C19) restrictions. She welcomed Mr Andrew Doughton, representing Wales Audit to observe the meeting.</p>	
<p>SP20/20 Apologies for Absence</p> <p>Apologies were noted from Dr Chris Stockport for whom Mrs Clare Darlington deputised, Mrs Sue Green and Miss Teresa Owen.</p>	
<p>SP20/21 Declarations of Interest</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</p>	
<p>SP20/22 Draft minutes of the meeting held on 5.3.20 for accuracy, matters arising and summary action plan</p> <p>SP20/22.1 The minutes were agreed as an accurate record and there were no matters arising.</p> <p>SP20/22.2 The summary action log was updated and in the ensuing discussion the following was noted:</p> <p>SP20/22.2.1 Independent Member Nicky Callow was keen to ensure that University status and research and innovation work was captured during the C19 pandemic. It was agreed that the Executive Director Planning and Performance contact the Executive Director Therapies and Health Sciences to request that a paper be presented to the next meeting to provide :</p> <ul style="list-style-type: none"> • how BCU is supporting research into C19 • details of innovation that have been introduced • inclusion of primary & community academy work that had recommenced (link in with Clare Darlington for detail) • Update on university status <p>SP20/22.2.2 The Committee questioned whether learning from the C19 response would be included within the Estates Strategy, however the Executive Director Planning and Performance advised this to be a short term response as opposed to long term estate strategy planning.</p> <p>SP20/22.2.3 The Committee was keen to understand the effectiveness of the business continuity / emergency response preparations in relation to the C19 pandemic major incident response, questioning when a review would be undertaken. The Executive Director Planning and Performance agreed, however he emphasised the uniqueness of the incident duration, which might continue for 12 months. It was agreed that a report be provided to the October meeting to address the following Committee concerns:</p> <ul style="list-style-type: none"> ▪ resourcing adequacy within emergency response team ▪ availability of effective policies at the beginning of the process ▪ audit report to provide assurance level ▪ addressing the quality of the previous report provided 	<p>MW>AT</p> <p>CD/AT</p> <p>MW</p>
<p>SP20/23 Corporate Risk Register – risks assigned to the Committee</p> <p>SP20/23.1 The Assistant Director Risk and Assurance joined the meeting to provide further detail on the latest introductions to the format of the report. The Committee took on board her comments, however further consideration of risk appetite in private session was required in order to enable more meaningful discussion. This issue along with considerable debate regarding actions, measures and controls were discussed.</p>	

<p>The Assistant Director Risk and Assurance confirmed that a Risk Management workshop would be undertaken by Board members in July to provide greater clarity and enable further discussion on the efficacy and appropriateness of controls.</p> <p>SP20/23.2 Due to the non-availability of relevant executives, or their deputies in attendance, CRR01, CRR14 and CRR15 were not discussed.</p> <p>SP20/23.3 The Assistant Director Primary and Community Services addressed CRR09 – Primary Care Sustainability. She acknowledged that there had been some stabilisation within GP practices however, the challenge remained of an ageing population within BCU’s catchment area. She highlighted new modelling introduced which had alleviated reliance on an ageing medical workforce through the introduction of other professionals within practices. The number of controls in places was discussed and it was agreed that the Assistant Director Primary and Community Services would discuss the target risk date following the meeting with the Assistant Director Risk and Assurance.</p> <p>SP20/23.4 It was agreed that the the Assistant Director Risk and Assurance would amend the title column regarding ‘progress and comments’ to a more useful description. She also drew the Committee’s attention to the need for cultural behaviour changes in addressing risk management within the organisation, highlighting the lack of current capacity within her risk management team and training required to be delivered.</p> <p>SP20/23.5 In respect of CRR17 Development of the Integrated Medium Term Plan it was acknowledged that work was required to address date alignment and action definitions. The Executive Director Planning and Performance confirmed that there had been no change since the previous submission and agreed to address these issues further.</p> <p>It was resolved that the Committee</p> <ul style="list-style-type: none"> • considered the relevance of the current controls in respect of CRR09 and CRR17 • reviewed the actions in place and considered whether the risk scores remained appropriate for the present risks in line with the Health Board’s risk appetite, however it was acknowledged that further discussion was required at the risk management board workshop scheduled to be held in July • reviewed CRR09 and CRR17 Corporate Risk Register (CRR) ahead of submission to the Audit Committee 	<p>CD/JP</p> <p>JP</p>
<p><i>The order of items discussed was modified with the agreement of the Committee Chair to meet operational needs</i></p>	
<p>SP20/26 Phase 2 transition to sustainable service delivery</p> <p>SP20/26.1 The Executive Director Planning and Performance advised that the organisation was currently planning future activity on a phased basis due to the effects of the Covid19 (C19) pandemic. Whilst the quarter 1 plan had been provided to Welsh Government (WG) on the basis of 12 days notice, the Health Board would plan to incorporate greater member consideration and feedback for the submission of the quarter 2 plan transitioning to sustainable service delivery. It was noted that he had</p>	

shared work undertaken by the Planning Workstream to date with Committee members earlier that day. He advised that the quarter 2 plan would be subject to discussion by the Cabinet on 11.6.20, followed by a Board workshop ahead of submission to WG at the end of June.

SP20/26.2 The Committee expressed concern in respect of modelling, especially in regard to the potential of another C19 peak in July. The Committee stressed the criticality of ensuring the correct model would be in place. However, the Executive Director Planning and Performance stated it was important to note that there had been no predetermined date set in respect of the second peak as it was predicated on the success of lockdown actions.

SP20/26.3 The Committee emphasised that consideration of the Health Board's operational plan was a key element of the Strategy, Partnerships and Population Health Committee's function.

SP20/26.4 Independent Member Nicky Callow was concerned about the potential effect that large numbers of students arriving from distant areas to live within Bangor and its vicinity would have on the Health Board – as would be the case around Glyndŵr University campus. She also questioned how the signed off 52 clinical pathways would link in with the organisational plan.

Independent Member Nicky Callow left the meeting

SP20/26.5 The Executive Director Planning and Performance shared WG's rapid review process that had been undertaken, and light touch feedback, in respect of positive actions and key risks, which were being addressed according to priority going forward. He also provided detail of the work being undertaken by the Integrated Planning workstream. Independent Member Helen Wilkinson emphasised the importance of Third Sector and volunteer involvement. In response, the Executive Director Planning and Performance outlined work he was progressing with partnership involvement including the Regional Partnership Board and BCU's Stakeholder Reference Group. She also questioned whether the generous donations given to BCU's Awyr Las Charity might be shared with other sectors run by volunteers who were suffering from funding shortages.

SP20/26.6 In regard to the clinical pathways instigated to respond to C19 and nonC19 activity, the Executive Director Planning and Performance confirmed this to be the subject of further work in transformational change.

SP20/26.7 The Committee Chair shared her experience of observing Cabinet meetings, whilst understanding that this was a temporary governance arrangement put in place to provide greater agility in decision making, the Committee encouraged consideration of the Committee Chair as a member going forward should the requirement for the Cabinet continue in emergency response mode.

It was resolved that the Committee

- noted details around the Planning workstream and the draft Q1 plan - Transition to Sustainable Service Delivery which had been submitted to both WG and BCU Cabinet.

LM

<ul style="list-style-type: none"> reviewed the approach set out within the paper to support the development of BCU's plan into quarters 2 and 3 	
<p>SP20/23 Committee Cycle of Business (COB)</p> <p>SP20/23.1 In discussion of the COB, the Committee requested that a section be included to reflect Primary and Community business and tie in with primary care sustainability. The Assistant Director Primary and Community Services agreed to advise how the All Wales strategic programme for primary care could be timetabled within the COB to provide further detail of national and workforce developments.</p> <p>SP20/23.2 Independent Member Helen Wilkinson suggested demonstrating greater connectivity between the COB and TOR.</p> <p>It was resolved that the Committee approved the COB subject to the amendments agreed</p>	MW/CD
<p>SP20/29 Annual Equality report 2019/20</p> <p>SP20/29.1 The Head of Equalities and Human Rights (EHR) joined the meeting to present this item. She highlighted many successes happening within the organisation which had been recognised externally eg Stonewall Top 100 employer and continuation of the Project Search programme. She advised that a review of the strategic equality plan had been undertaken to identify objectives for the coming 4 years. In response to the Committee, she advised that that there had been many inequalities highlighted within the response to the C19 pandemic.</p> <p>SP20/29.2 The Committee congratulated the small team for their very strong track record and recognised the challenges in embedding the equalities agenda across the organisation. In terms of maximising PR potential, the Head of EHR affirmed that the Communications Team worked closely with her team to promote positive news and was very supportive. In response to the Committee Chair, she also clarified the additional potential for disadvantage that people with more than one protected characteristic might encounter and therefore require more support. The Head of EHR advised that actions were contained within the Strategic Equalities Plan which the Committee had previously approved and some of these would need to be reprioritised in light of inequalities discovered during the pandemic response.</p> <p>SP20/29.3 The Head of EHR recognised that the 26% gender pay gap reported required further work which was ongoing. She shared detail of the various groups addressing this area, noting that it was likely that progress could be slowed due to the need to meet the pandemic response. She also advised of the current response to equalities impact assessments and the facilities available.</p> <p>It was resolved that the Committee</p> <ul style="list-style-type: none"> noted progress and the Focus for the Future, including the revised Equality Objectives 2020-2024. 	DD

<ul style="list-style-type: none"> approved the report and would formally advise the Board via the Committee Chair's assurance report <p><i>The Head of EHR left the meeting</i></p>	
<p>SP20/30 International Health Group (IHG) 2019/20 annual report</p> <p>The Committee supported the work of this group which enabled many positive outcomes abroad and also provided BCU staff with valuable experiences that benefitted the Health Board. The Committee suggested that an Independent Member Board Champion for International Health be created, nominating IM Helen Wilkinson.</p> <p>It was resolved that the Committee</p> <ul style="list-style-type: none"> noted the report move forward nomination as Independent Member international health champion 	LM / HW
<p>SP20/28 Update on Covid19 communications and engagement activity</p> <p>SP20/28.1 The Board Advisor and Assistant Director of Communications joined the meeting to present this item. The Board Advisor stated that the communications engagement strategy had been critical to the efficacy of responding to the C19 pandemic. This enabled communication with staff, partners, public and media within a fast moving situation which ensured that both staff and the local population would be better prepared. She highlighted the importance of how staff had become ambassadors within their own communities which was extremely positive. Whilst as an organisation moving through the fifth anniversary of being placed in special measures, this turnaround was seen as a reset to recalibrate with partners and stakeholders. She acknowledged the hard work that the communications team had undertaken to date.</p> <p>SP20/28.2 The Assistant Director of Communications outlined the work undertaken since 3 March, reflecting on the pace, focus, key audiences, volume of guidance amendments, lack of advance notification received and also the increased use of BCU's staff app. She also advised that engagement with media had been positive. It would be important to maintain the reverse trend as C19 reporting lessened and ensure that the public continued to understand that BCU's work in service transformation was required to ensure their safety.</p> <p>SP20/28.3 The Committee questioned whether the team was adequately resourced to sustain engagement at the required level and whether there was sufficient confidence of linkage with stake holder and partnership strategies. The Assistant Director of Communications highlighted work undertaken internally and with partners in these areas eg Test, Trace and Protect. The Board Advisor drew attention to internal resource capacity which had been bolstered during the pandemic response and would need to be explored further going forward on an 'as and when' basis.</p> <p>SP20/28.4 Following further discussion, Independent Member Helen Wilkinson, reiterated her declaration of interest as CEO of Denbighshire Voluntary Services Council, and reflected on whether transition would enable the development of a more co-productive approach with the third sector. The Committee requested that the</p>	

<p>Assistant Director Communications provide a follow up report to the next meeting, incorporating a review of what had been done well, less well and how future investment with partners could be beneficial.</p> <p>It was resolved that the Committee noted the activity detailed in the report</p> <p><i>The Assistant Director of Communications and the Board Advisor left the meeting</i></p>	KS
<p>SP20/25 Annual Plan 2019/20 progress monitoring report</p> <p>SP20/25.1 The Executive Director of Planning and Performance presented the year-end report which had been self-assessed by each of the lead executive directors assigned to the programmes. He stated that the report should only reflect closing positions of either red or green, therefore those at amber status would be revisited. It was also noted that the Executive Team would undertake a comprehensive review of the report which had been delayed due to the pandemic response. The Committee questioned to what degree this had resulted in some actions being reported red at year end which the Executive Director Planning and Performance estimated to be a third, drawing attention to examples eg AP002</p> <p>SP20/25.2 The Committee Chair asked for the Executive Director of Planning and Performance’s reflection on the previous year’s objectives. He reported that the monthly executive review and challenge had been helpful in ensuring focus, however he believed that due to the organisation’s position in respect of financial recovery, some objectives could have been smarter. He also felt there had been improvements to process.</p> <p>SP20/25.3 Following discussion, the Committee requested that a paper be prepared on objectives which had not been achieved, including consequent impacts. The Committee also questioned how benefits realisation would be demonstrated to provide confidence on the delivery stated.</p> <p>SP20/25.4 The Committee Chair invited the Wales Audit representative to reflect on the report. He advised that the approach to reporting was better than previous years, and moved in a better direction, particularly in relation to tracking. He shared with the Committee a ‘results based accountability’ approach, emphasising the importance of demonstrating benefits and impacts which he suggested could be introduced going forward. He also pointed out that the year-end report provided a 12 month window of the organisation’s planning process and therefore it was recognised that some objectives would be carried forward into the following year due to the length of programme involved.</p> <p>SP20/25.5 The Executive Director Planning and Performance undertook to focus on benefits realisation going forward.</p> <p>SP20/25.6 The Committee’s comments in respect of a structured programme management (PM) approach containing the expectation of benefits realisation reporting within year end reports was taken on-board. A discussion ensued on BCU’s</p>	MW

<p>Programme Management Office resource and how it operated within the organisation's management structure.</p> <p>It was resolved that the Committee noted the progress reported</p>	
<p>SP20/27 Current agreed Covid 19 forecast position</p> <p>The Committee Chair acknowledged that the report had been discussed by members at a recent Board briefing session.</p> <p>It was resolved that the Committee noted the report</p>	
<p>SP20/31 Summary of private business to be reported in public</p> <p>The report was noted</p>	
<p>SP20/32 Issues of significance to inform the Chair's assurance report</p> <p>To be advised</p>	
<p>SP20/33 Date of next meeting</p> <p>13.8.20</p>	
<p>Exclusion of Press and Public</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>	