

**POWYS TEACHING HEALTH BOARD
DELIVERY & PERFORMANCE COMMITTEE**

CONFIRMED

**MINUTES OF THE MEETING HELD ON TUESDAY 27 JUNE 2023
VIA MICROSOFT TEAMS**

Present:

Mark Taylor	Independent Member (<i>Chair</i>)
Kirsty Williams	Independent member
Cathie Poynton	Independent Member
Rhobert Lewis	Independent Member

In Attendance:

Pete Hopgood	Director of Finance & Information Technology (IT)
Debra Wood-Lawson	Director of Workforce and Organisational Development
Helen Bushell	Director of Corporate Governance
Claire Madsen	Director of Therapies and Health Sciences
Stephen Powell	Director of Performance and Commissioning
Clare Lines	Assistant Director of Commissioning and Development (<i>joined for part of the meeting</i>)

Observers:

Carl Cooper	Powys Teaching Health Board Chair
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Apologies for Absence:

Hayley Thomas	Interim Chief Executive
Joy Garfitt	Director of Operations and Mental Health
Ronnie Alexander	Independent Member
Daisy Dee	Health Care Inspectorate Wales

Committee Support:

Beth Powell	Interim Corporate Governance Business Officer
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D&P/23/16	<p>WELCOME AND APOLOGIES FOR ABSENCE</p> <p>The Committee Chair welcomed everyone to the meeting. Apologies for absence were noted as recorded above.</p>
D&P/23/17	<p>DECLARATIONS OF INTERESTS</p> <p>No interests were declared in addition to those already declared within the published register.</p>
D&P/23/18	<p>MINUTES OF THE DELIVERY & PERFORMANCE COMMITTEE ON 02 MAY 2023</p> <p>The minutes of the previous meeting held on 02 May 2023 were AGREED as a true and accurate record.</p> <p>The following matters were raised:</p> <p><i>D&P/23/07 Is further work planned to support the development to extend the scope of Minor Injury Units (MIUs)?</i></p> <p>The Director of Performance and Commissioning confirmed that work is ongoing as part of the Accelerated Sustainable Model and advised that Powys' offer needs to define the needs of the service to expand the improvement work.</p> <p>It was agreed that an update would be provided to Committee members to include an indication of trend analysis and direction of the development and comparators of good practice against other Health Boards would be reviewed.</p> <p>Action: Director of Performance and Commissioning</p>
D&P/23/19	<p>COMMITTEE ACTION LOG</p> <p>The Action Log recorded updates with the following additions provided during the meeting:</p> <p>D&P/22/56a – A review of the Whole System approach to diabetic care to include an analysis of excess death rates.</p> <p>Timescales are required from the Director of Public Health and a briefing would be circulated to committee members for information.</p>

	<p>D&P/22/73 - <i>How and where would progress be reported in terms of the concerns raised with Digital Health Care Wales (DHCW) on the lack of flow within secondary care across England, given a formal letter has not been submitted?</i></p> <p>The Director of Finance, Information and IT highlighted that a formal letter is not required given that concerns have been raised at the Joint Executive Team (JET) and DHCW which focuses on the NHS App link in England and Wales. Performance measures are being reported through the DHCW programme which forms part of the Digital First Programme locally, reporting regularly to the Delivery and Performance Committee.</p> <p>Committee Members agreed that a letter was not needed but, a further update would be provided to Committee for reassurance.</p> <p>Action: Director of Finance, Information and IT</p> <p>The Committee received and approved the relevant updates on the action log.</p>
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ITEMS FOR ASSURANCE

<p>D&P/23/20</p>	<p>INTEGRATED PERFORMANCE REPORT (MONTH 01)</p> <p>The Director of Performance and Commissioning presented the report which provided the committee with the latest available performance against the NHS Wales Performance Framework. NHS Wales are awaiting the confirmation and approval by Welsh Government for the new 2023/2024 NHS Performance Framework measure release, this is due before the end of June 2023 and will be inclusive within the next iteration of reporting to Committee.</p> <p>It was noted that a significant change within the layout of reporting has been developed in line with the rollout of the Improving Performance Framework (IPR). Following feedback from key stakeholders, the IPR has been adapted to reflect focus on compliance, challenge, and escalation, only metrics that are timely and convey challenges are included, with a full update of all metrics occurring bi-annually. It was noted that estimated recovery times are being worked through and performance data would be made available in the next Report.</p>
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The Director of Therapies and Health Science highlighted that staff sickness and recruitment challenges remain across the Therapies Service, in particularly Physiotherapy. It was noted that despite the challenges, demand and capacity plans are in development and remain a priority to recruit to the service.

Has the downgrade of Nevill Hall Hospital impacted on emergency access to patients across South Powys?

The Director of Performance and Commissioning confirmed that the larger District General Hospitals (DGH) enable patients to access a wider range of services such as MIUs. The challenge that DGH's are now faced with are more intermediate and minor conditions which would have been accessible within Nevill Hall much quicker. Weekly monitoring of data has been established, however monitoring increased demand within A&E has proven to be a challenge.

How can the Health Board measure compliance with decarbonisation targets if figures are not utilised?

The Director of Performance and Commissioning advised that a review would be undertaken of the accuracy of data and would update the Committee accordingly.

Action: Director of Performance and Commissioning

What are the consequences of the Therapy breaches?

The Director of Therapies and Health Sciences advised that the service is seeking locum support in addition to current management assistance across all clinical areas. A review is also underway in terms of the demand and capacity across the Physiotherapy and Podiatry services and plans are in development to seek additional recruitment across the Therapy service.

What does the data tell us regarding the failure targets against commissioned Cancer performance?

The Director of Performance and Commissioning advised that indicators are being measured through a 62-day access rate with increased referral demand. As part of the Ministerial priorities, improvement proposals have been formally

	<p>submitted to Welsh Government, however, financial funding is yet unknown. It was highlighted that Cancer pathway performance remains a challenge across England and Wales.</p> <p>The Committee DISCUSSED the report and took ASSURANCE that appropriate systems are in place to report performance. Committee Members welcomed the revised format of the report ahead of its first report to the Board in July 2023.</p>
<p>D&P/23/21</p>	<p>RENEWAL PORTFOLIO TRANSITIONS REPORT</p> <p>The Director of Therapies and Health Sciences introduced the report and highlighted that many of the Renewal Portfolio Programmes have now closed, and a transition of work will now form part of the Accelerated Sustainable Model. The Assistant Director of Transformation and Value highlighted the following:</p> <ul style="list-style-type: none"> • Closure meeting for the Breathe Well Programme took place on the 15 May 2023; • the Children and Young People’s Renewal Programme closed at the end of the last financial year 2022/23; • reset meetings have been taking place for the programmes taking forward work on the Accelerated Sustainable Model; and • the Cancer, Circulatory and Value Programme Board meetings have also taken place. <p>It was noted that significant work has been undertaken through the Renewal Programmes with new services and approaches developed. Recruitment remains a challenge, particularly in establishing new services using non recurrent funding within tight timescales, this however remains a priority for the service moving forwards.</p> <p><i>When can Committee members expect to see the output of the discovery report?</i></p> <p>The Director of Corporate Governance confirmed that the Discovery report is scheduled to be shared at the Planning, Partnerships and Population Health Committee on 24 August 2023.</p> <p><i>What has been learned regarding the Health Board’s approach to completing the Renewal Portfolio</i></p>

	<p><i>Programme and what are the advantages of closing down pathways?</i></p> <p>The Assistant Director of Transformation and Value highlighted that non recurrent finances remain a significant challenge given staff recruitment difficulties. Opportunities of lessons learned to ensure adequate time and capacity allow for long term delivery are essential for the immediate needs of the service. However, it has been recognised that given the challenges, Powys has posed to be creative with various models and provided opportunities of reflection.</p> <p>The Committee RECEIVED the Renewal Portfolio Transition update and were assured that the Renewal Programme Portfolios have been appropriately closed or transitioned into business-as-usual activities.</p> <p><i>The Assistant Director of Transformation and Value left the meeting.</i></p>
D&P/23/22	<p>FINANCE PERFORMANCE REPORT MONTH 02</p> <p>The Director of Finance and IT presented the item which provided an update on the May 2023 (Month 02) Financial Position, including Financial Recovery Plan (FRP) delivery. At month 02, there is a £5.535m over-spend which comprises the planned deficit of £5.579m.</p> <p>The Health Board’s agency spend remains at a higher rate and this is an area of escalation and priority. The Health Board continues to focus on delivering savings which is key to successfully mitigating financial risk and achieving the financial plan.</p> <p>It was highlighted that maximising recurrent savings is key to the Health Boards financial sustainability. £2.2m green schemes and £4.7m amber schemes have been identified to date, with a further £1.9m Red pipeline schemes. Powys aims to develop increased certainty on amber schemes so that they turn green and red pipeline opportunities need to be converted into deliverable plans and further opportunities identified.</p> <p><i>Should Variable Pay (Agency Pay) be an item escalated to The Board?</i></p>

	<p>The Director of Finance and IT advised that due to the ongoing programme of work to improve the quality of services this would be inclusive within the Chair’s report to the Board with detail noted within the Finance Performance Report. It was agreed that an Agency Pay deep dive would be undertaken and an update be brought back to the Committee in August 2023. The Director of Workforce and OD highlighted that the workforce issues would also be escalated to Executive Committee tomorrow.</p> <p>Action: Director of Finance, Information and IT /Director of Workforce and OD</p> <p><i>What is the short fall progress of savings targets?</i></p> <p>It was confirmed that all budget holders have a responsibility in addition to the Board to monitor progress of savings targets. Positive progress has been made to date with ongoing work in development. Updates would be brought back to committee on a regular basis inclusive within the Finance reporting schedule. Delayed Transfer of care data would also be added to the financial reporting from Month 03 going forwards.</p> <p>Action: Director of Finance, Information and IT</p> <p><i>Is there an indication of when a deep dive of agency pay and drivers will take place?</i></p> <p>The Director of Workforce and OD advised that at present, Registered Nurses are covering many vacancies such as support workers roles, with a skill mix across wards. Powys has successfully secured funding for £2m for HEIW to sponsor Registered Nurse training across Powys to support the recruitment vacancies. A deep dive is due to be undertaken as part of the Accelerated Sustainable Model (ASM) priorities which focuses on Community Wards across the organisation. It was noted that effective working relationships with Adult Social Care is key to support the successful delivery of this work.</p> <p>It was agreed that an update in terms of the Deep Dive would be provided to Committee members at a future meeting.</p> <p>Action: Director of Workforce and OD</p> <p>The Committee NOTED the Health Boards Month 02 2023/2024 Financial position and the financial forecast deficit position.</p>
D&P/23/23	COMMITTEE RISK REGISTER

	<p>The Director of Corporate Governance presented the Risk Register of risks relevant to the Committee and highlighted that the financial risks have now been separated due to previous collation of the in-year and future year risk profiles for ease of reporting.</p> <p>It was noted that the Corporate Risks are under review and are due to be discussed at a Board Development session on Thursday. In line with the Integrated Medium-Term Plan (IMTP) and Annual Plan, Executive Directors continue to review and reflect upon corporate risks on a regular basis.</p> <p>The Committee RECEIVED the Risk Register and took ASSURANCE that the risks were being managed in line with the Risk Management Framework.</p>
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ITEMS FOR DISCUSSION

<p>D&P/23/24</p>	<p>IT INFRASTRUCTURE AND ASSET MANAGEMENT ACTION PLAN UPDATE</p> <p>The Director of Finance and IT presented the item which provided progress against the Cyber Security and Assurance Improvement Plan following a Limited Assurance report from Internal Audit. The following areas have been identified for Governance Processes and Risk Management and have been prioritised as part of a Cyber Security Improvement plan:</p> <ul style="list-style-type: none"> • Network Security Management (vulnerability management and scanning) • Supplier Chain Management (all Suppliers must comply to Cyber Assurance frameworks) • Endpoint Management (user devices and systems) • Policies and procedures Review • Cyber awareness and training • Cyber Incident response and reporting • Business Continuity Planning in the event of a Cyber-attack across Operational Services
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	<p>The Director of Finance and IT highlighted that following the initial assessment and from the recommendations of the Cyber Security and Compliance manager, funding was awarded via the Digital Priorities Investment Funding (DPIF) and Powys have procured the necessary technology and tools for network monitoring, increasing assurance.</p> <p>The Committee received the report and took ASSURANCE on the progress made within the action plan and will continue to receive regular updates as part of the Digital Framework.</p>
ESCALATED ITEMS	
<i>There are no items for inclusion within this section</i>	
ITEMS FOR INFORMATION	
<i>There are no items for inclusion within this section</i>	
OTHER MATTERS	
D&P/23/25	<p>COMMITTEE WORK PROGRAMME</p> <p>The Director of Corporate Governance provided an update against the tracking of agenda items within the Committee Work Programme for transparency. It was noted that a key would be added for ease of status tracking for Committee members awareness.</p> <p>The Committee NOTED the Committee Programme of Business.</p>
D&P/23/26	<p>ITEMS TO BE BROUGHT TO THE ATTENTION OF THE BOARD AND OTHER COMMITTEES</p> <p>There were no items raised.</p>
D&P/23/27	<p>ANY OTHER URGENT BUSINESS</p> <p>There were no items of urgent business.</p>
D&P/23/28	<p>DATE OF THE NEXT MEETING</p> <p>The date of the next meeting is scheduled on 31st August 2023 at 13:30 via Microsoft Teams</p>
D&P IC/23/29	<p>The following resolution was passed:</p> <p>Representatives of the press and other members of the public shall 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.</p>
D&P IC/23/30	<p>MINUTES OF IN-COMMITTEE 02 MAY 2023</p>

	The minutes of the In-Committee meeting held on 02 May 2023 were AGREED as an accurate and true record.
D&P IC/23/31	<p>FINANCIAL SUSTAINABILITY</p> <p>The Director of Finance and IT provided the Committee with a verbal update in relation to the amended Financial Plan 2023/24 of the £33m deficit position which has been submitted to Welsh Government.</p> <p>The Committee NOTED the update on financial sustainability.</p>
D&P IC/23/32	<p>CYBER SECURITY UPDATE</p> <p>The Director of Finance, Information and IT gave an update to the Digital First update provided in November 2022.</p> <p>The Committee:</p> <ul style="list-style-type: none"> • RECEIVED the progress report and noted the planned work, • Took ASSURANCE that progress is being made to ensure the Health Board meet requirements in relation to cyber security.
D&P IC/23/33	<p>CORPORATE RISK CYBER SECURITY</p> <p>The Director of Corporate Governance advised the Committee that the key risks have been reviewed and discussed under the Corporate Risk Register item and that the Cyber Security Risk had been shared In-Committee due to the sensitive content and confidential nature.</p> <p>The Committee NOTED the Cyber Security Corporate Risk.</p>