

**CONFIRMED MINUTES OF A MEETING OF THE STRATEGY AND ENGAGEMENT  
COMMITTEE  
HELD ON 5 SEPTEMBER 2017 – 9.00AM  
CORPORATE MEETING ROOM, HEADQUARTERS, UHW**

**Present:**

John Antoniazzi	Independent Member – Capital Management, Chair
Ivar Grey	Independent Member - Finance
Eileen Brandreth	Independent Member – IT

**In Attendance:**

Abigail Harris	Director of Strategic Planning
Clare Williams	Corporate Strategic Planning Lead
Keithley Wilkinson	Equality Manager
Peter Cockburn	Head of Commercial Services
Peter Welsh	Director of Corporate Governance
Rachel Jones	Assistant Director of Integrated Health and Social Care
Robert Chadwick	Director of Finance

**Observer:**

Urvisha Perez	Wales Audit Office
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**Apologies:**

Geoff Walsh	Director of Capital, Facilities and Estates
Julie Cassley	Interim Director Workforce and Organisational Development
Marie Davies	Deputy Director of Planning
Mike Jones	Trade Union Representative
Sharon Hopkins	Director of Public Health

**Secretariat:**

Glynis Mulford

**SE: 17/012 WELCOME AND INTRODUCTIONS**

The Chair opened the meeting and welcomed everyone present. Those present introduced themselves.

**SE: 17/013 APOLOGIES FOR ABSENCE**

Apologies for absence were noted.

## **SE: 17/014 DECLARATIONS OF INTEREST**

The Chair invited Members to declare any interests in the proceedings. None were declared.

## **SE: 17/015 MINUTES OF THE STRATEGY AND ENGAGEMENT COMMITTEE MEETING HELD ON 25 JULY 2017**

The Committee **RECEIVED** and **APPROVED** the minutes of the meeting held on 25 July 2017.

## **SE: 17/016 ACTION LOG FROM MEETING STRATEGY AND ENGAGEMENT COMMITTEE HELD ON 25 JULY 2017**

The Committee **RECEIVED** the Action Log from the meeting of 25 July 2017 and **NOTED** the following:

**SE 17/005 – Terms of Reference:** A number of comments had been received since the first meetings of the Strategy and Engagement Committee and the Resource and Delivery Committee; these will be included to strengthen the Terms of Reference. The Chairs of both Committees and Lead Executives will meet with the UHB Chair to share their views on how the meetings had proceeded. A report considering the changes will be taken back to Board and the document will be finalized in six months' time.

## **SE: 17/017 IMPLICATIONS OF THE LOCAL DEVELOPMENT PLAN FOR CARDIFF**

Abigail Harris, Director of Strategic Planning presented the report informing the Committee that we were working closely with local Councils to plan for the population growth expected over the next decade and beyond. It was noted that Cardiff is the fastest growing core city outside of London. It was highlighted that UHB has a responsibility to ensure that services are in place to meet the needs of the rapidly growing population and that planning for this was being taken forward jointly with the had been working with local authorities and other agencies. The Integrated Medium Term Plan for 2018 – 21, currently being developed would need to reflect these plans.

The following points were discussed:

- The draft Wellbeing Plan for Cardiff Identifies the need for the Public Service Board partners to plan together to respond to the rapidly growing population. The Public Service Board was aware that we need to have a good public transport system in place to support the new housing developments.

- It was acknowledged that the current funding formula for HBs did not fully respond to rapidly growing populations, and yet we are required to ensure services are available for the whole population. For example, there is an expectation that every member of the population will be registered with a GP. It was noted that we are at the low end of the spectrum in terms of GPs per registered population. The Primary, Community and Intermediate Care (PCIC) Clinical Board is working with GP practices to firm up detailed plans for the provision of GP services, recognising that some practices are not wanting to expand the practice to take on more patients, whilst others were keen to do so.
- It was recognised that business cases for both the increased revenue costs, and the capital needed to expand GP practices would need to be developed and approved.
- It was recognised that the population growth will impact on all of our services including mental health services and other universal community based services, and Members were informed that more work had been commissioned to quantify the impact in these areas.
- It was noted that growth was expected in all age groups, with the Vale of Glamorgan expecting a higher growth rate for older people.
- It was recognised that the work being taken forward through our Transformation Programme would be important in further developing our models of care in the community. The Committee learnt that Colleagues from Canterbury, New Zealand would be visiting the Organization to discuss how they have remodeled services over the past decade to shift the balance of care from hospitals to the community

The Committee:

**CONSIDERED** the next steps and actions set out in the paper and appendix

**SE: 17/018 UHB RESPONSE (VELINDRE TRUST) ON TRANSFORMING CANCER SERVICES: PROGRAMME BUSINESS CASE AND OUTLINE BUSINESS CASE**

The Director of Strategic Planning informed Members that Velindre NHS Trust is developing a business case to support the replacement of Velindre Hospital – the specialist cancer centre for south east Wales. Mrs Harris explained that the Trust had been leading a programme called Transforming Cancer Services, and that the Programme Business Case and Outline Business Case were being developing in this context. It was noted that, as a commissioner of the services provided by Velindre NHS Trust, the UHB would be asked to approve the Programme and Outline Business Case. A meeting on the issue was being arranged with both the Cardiff and Vale UHB and Velindre Trust Boards. The business cases were due to be received by the organisation shortly, and would need to be considered formally at the Board in January. The Committee would have the opportunity to receive a paper on the business cases at its next meeting.

The Committee:

- **NOTED** the oral update

## **SE: 17/019 2018/19 – 2021 COMMISSIONING INTENTIONS AND IMTP DELIVERABLES**

Mrs Abigail Harris, Director of Strategic Planning presented the report. There had been discussions at the last Board Development day which focused on the IMTP. It was explained that the Health Board had a requirement to have an IMTP each year which builds on the previous year's IMTP setting out what is required over the next 3 years. It was noted that whilst there had been significant improvements in performance this year, the Health Board was not yet in a sustainable financial position and this remains the key priority to be addressed in the next IMTP. The report set out our expectations, and how this can be progressed.

The following points were discussed:

- At the Board Development session the key planning assumptions were talked through in detail and the principles that underpin the development of the plan.
- The Commissioning Intentions were set out for the organization against the key themes of our Strategy, confirming what was wanted to be achieved over the next three years. These were relatively high level and will go to September Board meeting with another document quantifying how much improvement would be considered achievable over the next three years. The document will continue to be refined.
- The key deliverables document would signal to the organisation that these were the important planning assumptions and principles that underpin the priorities for delivery.
- It was noted that there would be an increased emphasis on regionally planning for key specialties, with the Regional Planning Forum for SE Wales have now been established. It was confirmed that three specialties where demand is currently outstripping capacity were the focus on the initial work of the forum. Health Boards in the region were now planning these services collaboratively to find medium solutions to ensure service sustainability. It was clear that some of these areas for development identified in the key deliverable document would be subject to the development and approval of business cases. .
- Mrs Harris confirmed that our objective is to have an IMTP for the next three years supported by Welsh Government.
- The scale of the financial challenge facing the organisation over the next three years was discussed, noting that the Finance Committee would be discussing this in more detail.

- The detail of the whole plan will be monitored through the Finance Committee and there was a need to ensure the strategic intentions are in line with the financial plan.
- It was recognised that we needed to change the culture of the organisation from one where additional funding was being sought for investments, to one where we are able to improve the way we deliver services (achieving better patient outcomes) within the resources available to us, which would require us to limit investment.
- Each Clinical Board would be asked to do their own IMTP and inform how they will manage and construct their own three year plan. They will need to inform how they are going to deliver their plan and how to make savings. In response to a question about whether we are over providing to other Health Boards, it was stated that work had been undertaken which suggested neighbouring Health Boards had been taking back their routine work and that the capacity released has absorbed increased activity associated with the growth in the local population. The activity we are providing to other health boards appears to be increasing in complexity as routine activity is repatriated. It was recognized that this was a complex area and more work was needed to analyse and understand position.
- In relation to CAMHS it was noted that a review was currently being undertaken to assess whether the UHB should bring some of the services back in house rather than continue to commission them from Cwm Taf Health Board. The Commissioning Intentions and key deliverables document confirm that this work is being completed before any decision can be made.
- It was suggested that considering the further work required to address the outpatient backlog issue, that this should be referenced more specifically in the Commissioning Intentions.

**ACTION: IMTP report to be brought to Committee quarterly**

**ACTION: A Harris to work with Mel Wilkey and Steve Curry to ensure patients waiting for outpatient follow-up is reflected in the Commissioning Intentions**

The Committee:

**RECOMMENDED** approval of draft the commissioning intentions for agreement at the Board on 28 September 2017 of

**RECOMMENDED** approval to the Board at its meeting on 28 September 2017 of the IMTP key deliverables (to be provided through presentation to committee following discussion at the Board development session on 31 August 2017)

## **SE: 17/020 DRAFT WELLBEING PLANS - UPDATE**

An update was presented to the Committee on the position of the Wellbeing Plans. It was noted that Public Service Boards were required to develop wellbeing plans to address the key priorities identified in the wellbeing assessments and confirm the wellbeing objectives agreed by the Public Service Board.

The Committee:

- **NOTED** the current position regarding the development of the Wellbeing Plans

## **SE: 17/021 DRAFT AREA PLAN FOR CONSULTATION PLAN - UPDATE**

Mrs Rachel Jones, Assistant Director of Integrated Health and Social Care, presented the paper stating that the Area Plan was in response to the population needs undertaken in response to the Social Services Wellbeing Act and Wellbeing of Future Generations (Wales) Act. It was recognized that the two pieces of legislation had overlaps. The Wellbeing Plans and an Area Plan had been prepared for both the organisation and local authorities. It was noted that some of the priorities identified in the draft Area plan sat outside the remit of the Regional Partnership Board and these areas would be linked to the Public Service Board work programme (and Wellbeing Plans where appropriate). Consultation for both the Wellbeing and Area plans start in October and runs for a 12 week period.

The Committee:

- **NOTED** the position regarding the development of the Area Plan

## **SE: 17/022 ESTATES STRATEGIC PLAN**

An oral update on the Estates Strategic Plan was presented informing Members that the Wales Audit Office highlighted that the Health Board had no documented Estates Strategic Plan in place. The Strategic Estates Plan should respond to the Clinical Services Plan and there was agreement, at a high level, to set out the direction of travel for the Health Board's infrastructure. In relation to Shaping Our Future in the Community, the work on developing plans for the locality based health and wellbeing hubs was progressing well, which would enable the rationalization of some of our poorer quality estates. It was noted that there were plans in place for key estate developments. There had been big programmes of work including the Rookwood redevelopment at UHL, large investment in IT and the work on the UHW replacement.

It was recognised that how the services will look like in future had not been fully mapped out or how we address the roles of Llandough and UHW this

would be worked through as part of the clinical services plan. It was explained that CMHTs were not housed in good accommodation and work had been undertaken to identify alternative accommodation, recognising the potential changes in the way the teams are organized. It was noted that Committee would receive regular reports on the development and implementation of the estates strategic plan.

The Committee:

- **NOTED** the oral update

## **SE: 17/023 CAPITAL PROGRAMME REPORT**

Mrs Abigail Harris, Director of Strategic Planning stated that the report was comprehensive and provided assurance that capital programme was in line with the IMTP. The Committee was informed that the Discretionary Capital Programme for this year was £14m and its use was prioritized due to competing demands. The following was highlighted:

- The Discretionary Programme was always under extreme pressure. It was noted that the statutory compliance inspections resulted in remedial works which were not included in the budget plan. An example given was the annual inspections which showed that the asbestos was deteriorating which was resulting in higher costs for estates works.
- This had been noted with Management Executive team emphasizing the commitment to the capital programme. Situations had emerged that needed immediate attention; therefore there was a need to reprioritize as it could not wait for next year's budget.
- The work on neonates was progressing. There had been slippage and was taking longer to progress but assured the issues would be addressed.
- A new building for the reprovision of MRI scanners at UHW was included in the plans and work was progressing.
- The Rookwood business case had been received by Welsh Government. The initial contractor had withdrawn and the new developer was becoming familiar with the project and both parties were ensuring that the costings were appropriate. Once this work was completed, the revised full business case would be submitted to Welsh Government (anticipated to be in January).
- Due to the substandard structure of the current Rookwood facilities, financial investments had to be made for improvements.

The Committee:

- **NOTED** the content of the report recognizing the difficulty in managing a large and complex programme of works within a limited resource.
- **SUPPORTED** the approach taken to manage the competing requirements of the Clinical Boards by engaging with them through a series of workshops to agree priorities

- **NOTED** the risks in relation to Estate Compliance and in particular the management of Asbestos and the difficulties restricted access to plant rooms etc. can pose to maintaining engineering services to support clinical activity

## **SE: 17/024 CAR PARKING CONTRACT SPECIFICATION**

Peter Cockburn, Head of Commercial Services, presented the five year plan for car parking, stating that traffic management work carried out had resulted in an annual reduction of 5% of traffic coming onsite. It was emphasized this was a strategic plan which put in key mechanisms to manage onsite car parking issues and there was a communications plan to support the paper. Mr Cockburn highlighted the UHB's responsibility to support sustainable travel, in the context of the Wellbeing of Future Generations Act.

It was commented and discussed:

- The five year phase reduction for staff parking and visitors would be supported by a travel hub.
- How people travelled on and off site was being reviewed.
- There was a cohort of patients with limited disabled parking and will need to take users into account
- It was acknowledge that we need to change the culture in the organisation from one where people felt it was their right to be able to park on the site, to one where people acknowledged the need for the UHB to support sustainable travel, and to play their part on this.
- It was noted that the new car parking management arrangements would involve revisiting the criteria for staff parking permits, and engagement on this was due to commence shortly. The members of the committee were aware of the potential impact on staff morale with the changes being proposed.
- External drivers to put plan in place were from Welsh Government and Local Authority.
- This was the journey we should be exploring as in the past we did not have a strategic approach to car parking.
- Independent Members will be involved in the evaluation process of who will be managing the car park. The Board had asked the Strategy and Engagement Committee to receive assurances around the process and engagement elements.
- In response to a query about working with the third sector, patients and their support workers, it was stated that the working group included the University, and Community Health Council and the paper would be shared with the Local Partnership Forum.
- The Committee was keen to ensure that the sustainable travel measures were put in place before the number of parking spaces were reduced at the UHW site.

- Members affirmed that the direction of travel was supported but would want confidence this was working. The Equality Manager said that an equality impact assessment was necessary.

The Committee:

- **SUPPORTED** the direction of travel but recognized we had not articulated the rationale for the case for change around developing the services model clearly enough. It was stated that the Committee would want assurance that before pursuing the reduction of car park areas there was a need to be clear on measures and capture these around the experience of the users to include the Workforce Organisational and Development work and engagement with our stakeholders to inform this.

**ACTION: To be clear on measures and capture these around the experience of all users in relation to the Workforce Organizational and Development work and engagement with our stakeholders.**

## **SE: 17/025 FOOD OUTLETS AND NON PATIENT CATERING**

Peter Cockburn, Head of Commercial Services presented the report which gave an overview of the current position regarding our food outlets. He stated that the emphasis had been on providing a healthy offering in line with the organizations healthy eating policy. The indicators showed that we are on the right track from a financial perspective and profits looked encouraging. An audit had been carried out by Public Health to assess compliance within the policy which identified that good progress was being made, with some areas which could be strengthened. The scores for overall compliance stood at 74% and was confident that the target for 75% to gain compliance could be achieved. The Committee was informed that the plan was to ensure outlets did not have to be subsidized and work was still ongoing. It was noted that the organisation was in a much better place in what was available to offer our patients and visitors.

The staff was commended on the healthy eating options and the work done to date.

**ACTION: P Cockburn to work with K Wilkinson on Equality Impact Assessment**

The Committee:

- **NOTED** the significant improvement made to the quality and variety of food and beverages across the UHB
- **NOTED** the strategy to reduce labour to sales costs to turn the reduced loss into a profit situation

- **SUPPORTED** the subsidizing of the Spar convenience store at UHL which does not follow a conventional trading model due to the restrictions imposed by the UHB policy of 75% / 25% in favour of healthy products
- **SUPPORTED** the continued investment to provide environment and compliant facilities

## **PART 2: ITEMS TO BE RECORDED AS RECEIVED AND NOTED FOR INFORMATION**

### **SE: 17/026 CORPORATE PROGRAMME TRACKER REPORT**

The Committee:

- **NOTED** the overall July position of the developments as shown in the Planning Programme Tracker (PPT) dashboard
- **AGREED**, based on the tracker exception report, the schemes which need to be prioritised in order for further progress be made and therefore any actions required.

### **SE: 17/027 INTEGRATED CARE FUND – QUARTERLY REPORT**

It was stated that the Equality Impact Assessment is applicable to the report and would be further discussed outside the meeting.

The Committee:

- **NOTED** the Quarter 1 Performance Report of the Integrated Care Fund 2017-18.

**ACTION: K Wilkinson and R Jones**

### **SE: 17/028 ME, MY HOME, MY COMMUNITY – JOINT COMMISSIONING OF CARE AND SUPPORT SERVICES FOR OLDER PEOPLE**

The Committee:

- **APPROVED** the commissioning intentions and priorities included within the Market Position Statement document.
- **NOTED** the progress in relation to the establishment of a pooled budget for care accommodation for older people.

**SE: 17/029 DIGITAL STRATEGIC OUTLINE PROGRAMME**

The paper was withdrawn for submission to the Management Executive Meeting and the Information Management and Technology sub-Committee.

**SE: 17/030 MINUTES OF SUB-COMMITTEE**

The Committee **NOTED** and **RECEIVED** the minutes of the Equality, Diversity and Human Rights sub-Committee and Information Governance sub-Committee.

**SE: 17/031 DATA QUALITY ANNUAL REPORT**

The report was **RECEIVED** and **NOTED** for information.

**ACTION:** P Welsh to confirm that the report has gone through the IM&T sub-Committee.

**SE: 17/032 FREEDOM OF INFORMATION ANNUAL REPORT 2016/17**

The report was **RECEIVED** and **NOTED** for information.

**SE: 17/033 INFORMATION GOVERNANCE ANNUAL REPORT 2016/17**

The report was **RECEIVED** and **NOTED** for information.

**SE: 17/034 DATE OF NEXT MEETING**

The next Strategy and Engagement Committee meeting is scheduled to take place at 9.00am on **Tuesday, 28 November 2017** in the Corporate Meeting Room, Headquarters, UHW