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| Meeting: | PROGRAMME DELIVERY BOARD MINUTES |
| Date, time and location: | Tuesday 24 th January 2017 1:30pm - 3:30pm Waldo Williams Suite, Friends House, 173 Euston Road, London NW1 2BJ |
| Chair: | David Sloman, NCL STP Convenor |

| Members present | Initials | Role |
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| David Sloman (Chair) | DS | NCL STP Convenor, Chief Executive, Royal Free London |
| Jo Sauvage | JS | Co Clinical Lead and Chair, Islington CCG, |
| Mike Cooke | MC | Local Authority SRO and Chief Executive, Camden Council |
| Julie Billett | JB | SRO. Prevention Workstream and Director of Public Health, Camden and Islington |
| Jon Abbey | JA | Director of Adult & Children services |
| Ray James | RJa | Director of Health, Housing and Adult Social Care, Enfield Council |
| Neil Griffiths | NG | SRO, Digital Workstream and Deputy CEO, UCLH |
| David Stout | DSt | Senior Programme Director, North Central London STP PMO |
| Paul Jenkins | PJ | SRO, Mental Health Workstream and CEO, Tavistock and Portman NHS Foundation Trust |
| Geoff Bellingan | GB | Medical Director, UCLH for Kathy Pritchard-Jones |
| Nick Kirby | NK | Management Lead, Cancer Workstream for Kathy Pritchard-Jones |
| Cathy Gritzner | CG | CCG SRO and Accountable Officer, Barnet CCG |
| Tim Jaggard | TJ | STP Finance Lead and Finance Director, UCLH |
| Maria Kane | MK | SRO, Workforce Workstream CEO, BEH, Mental Health NHS Trust |
| Sarah Price | SP | SRO, Maternity Workstream and Chief Officer, Haringey CCG |
| Jonathan Wise | JW | NCL STP PMO Finance Lead |

| In attendance | Initials | Role | STP Organisation |
|-------------------|----------|--|------------------|
| Kevin Monteith | KM | Head of Programme Management (Minutes) | NCL STP PMO |
| Jonathan Fisher | JF | Programme Manager | NCL STP PMO |
| Gen Ileris | GI | Communications Lead | NCL STP PMO |
| Sanjay Mackintosh | SM | STP Programme Lead, NCL Councils | NCL STP PMO |

| Apologies | Role |
|-----------------------|---|
| Richard Jennings | Co Clinical Lead and Co SRO Elective Workstream and Medical Director, Whittington Health NHS Trust |
| Ceri Jacob | Director of Commissioning Operations (NCEL), NHS England |
| Alison Blair | SRO, Care Closer to Home & Urgent Emergency Care Workstreams and Accountable Officer, Islington CCG |
| Caroline Clarke | Co SRO, Elective Workstream and CFO & Deputy CEO Royal Free, London |
| Dawn Wakeling | SRO, Estates Workstream and Director of Adult Social Services, Barnet Council |
| Kathy Pritchard-Jones | SRO, Cancer Workstream |
| Anita Patel | NCL GP Federations representative |

1.1 **Welcome, introductions and apologies**

David Sloman (DS) welcomed all members to the Programme Delivery Board meeting. Introductions were made and apologies were noted.

1.2 **Review of minutes from the previous meeting**

The minutes of the last meeting of the Transformation Group held on 20 December 2016 were approved without amendment. The Transformation Group has now been replaced by the Programme Delivery Board.

1.3 **Review of action log**

The actions and matters arising from the last meeting were reviewed. Updates were given on the two amber rated actions.

Peer review: Agreed that it was important to carry this action through. Agreement at FAM to share CIP information and CCGs meeting to share and discuss QIPP.

Children and Women's workstream: Progress noted and agreement that there will be a Maternity workstream incorporating the Better Births programme and a separate Children and Young People workstream will be developed and incorporated into the end of March updated STP Strategic Narrative.

2.0 **Programme Governance – Draft Terms of Reference for the Programme Delivery Board**

Kevin Monteith (KM) introduced the draft Terms of Reference explaining that these had been drafted to reflect the transition of the Transformation Group to focus on STP delivery. KM highlighted the section which set out the key responsibilities, revised membership and drew attention to the statement covering conflicts of interest and the workstream governance appendix. DS invited comments which are summarised below:

- Responsibilities needed to be strengthened to better reflect accountability of the Board;
- Issue highlighted at the Clinical Cabinet Away Day as to how best to show governance connections throughout the system;
- Likely changes to membership highlighted but otherwise ok. Agreed that it was important to send an informed and appropriate deputy if unable to attend; and
- Agreed that conflicts of interest were important and that a register of interest for the Delivery Board should be maintained, with declarations of interest added to each agenda.

The Programme Delivery Board APPROVED the Terms of Reference subject to agreed amendments which would be signed off by the STP Convenor.

ACTIONS

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| 1. KM to update the ToR to reflect discussion and sign off with Mike Cooke as interim convenor. | KM/MC |
| 2. PMO to generate a Register of Interests from existing respective registers | PMO |

3.0 **Finance and Contracting Round Update**

Tim Jaggard introduced this item explaining that all contracts had been signed and they had recently carried out an exercise to consolidate the operating plans which confirmed the issue of unidentified QIPP for CCGs and CIP for providers. TJ reconfirmed the total financial gap as £148M and provided detail in relation to the control totals and impact on unearned STF funding. It was further confirmed that this

excluded Specialised Commissioning. The importance of project rigor and holding SROs to account was critical going forward, particularly over the next 2 months. There was some discussion about how NCL compared to the other London STP areas which conformed that all areas had similar financial challenges. DS then led a discussion about what options could be explored further, bearing in mind how NHSE responded to previous suggestions made in December. The Delivery Board discussed a number of ideas and issues including the following:

- The need to consider some tough decisions, such as fragile services;
- How we can better work with Local Authorities to support out of hospital care – a view highlighted at the recent Clinical Cabinet Away Day;
- Issues and risks around the transformation element of the plan linked to uncertainties about investment;
- The importance of SROs ensuring they have the resources to deliver;
- Carrying out the peer review of CIP/Capital Plans etc;
- Progressing the back office proposals via the CEO group

4.0 Next Steps with the STP

DSt introduced this and covered the following items:

JHOSC Response

DSt confirmed that the response to the JHOSC report had been submitted. It was noted that the report was helpful and that the JHOSC discussions had provided an opportunity to have a very sensible and intelligent dialogue about transformation and that it was important to keep this dialogue open.

Refresh of the STP

DSt summarised the two stage approach to the refresh of the plan between January and March including the updates to the strategic narrative and more detailed work on the delivery plans. This would also result in a revised public facing document. With regards the Social Care element of the narrative, this would be developed for the end of March update and Sanjay Mackintosh provided a brief summary of the approach in relation to enhancing the role and contribution of Social Care. DSt drew the meeting's attention to a number of attachments relating to the refresh and actions required from workstreams over the next 2 months. There was a brief discussion about taking this opportunity to rebrand the STP more as a local 'improvement plan' etc. It was noted that NHSE were expected to do something similar in the next few weeks and may provide a national steer on this.

Programme Budget

With regards 16/17 - DSt reported the request from the CCG Chief Officers to try and limit the spend to £4M against the previously agreed £5m budget. Consequently, no further commitments can be made against the budget for this year. In relation to 17/18, the £2.5M budget previously discussed has not yet been formally validated and will require a further discussion at the next meeting.

Meeting with NHSE/NHSI on Thursday

Those attending were confirmed and there was a brief discussion about preparation for the meeting.

STP Governance Review

It was confirmed that MC had met with the Council Leaders and CEOs and that they were supportive of the proposed STP Advisory Board. This was on the agenda for the NHS provider CEO meeting on Friday and feedback from CCG Chairs and Healthwatch was expected soon. For further discussion at the next meeting and at the Transformation Board at the end of February.

There was a general discussion about next steps which touched on the following areas:

- Need to share the workstream governance structures and membership lists when they are confirmed as part of the refresh;
- With regards Prevention – there is a need to confirm the investment plans before the end of March;
- Care Closer to Home – while there is a need for a central co-ordinated approach, the focus of the detailed design and engagement work will be a local level rather than NCL wide. It was therefore agreed that community provider input to the CC2H Board could be through Whittington Health input as there was no need for all providers to be at the board given the key engagement will be at local implementation level.

ACTION

3. PMO to share workstream governance structures with key groups

PMO

5.0 Clinical Cabinet Away Day

Jo Sauvage (JS) provided a brief summary of the Clinical Cabinet Away Day that took place on 17 January. Key points covered included;

- There was a strong core group of attendees largely represented at the away day;
- Key outputs included a focus on priorities for 17/18 with a review of membership including a review of Social Care representation – there was a strong view expressed that the Cabinet needed to have a radical discussion about health and social care integration including budgets;
- Proposal to rename Cabinet as the Health and Care Cabinet;
- Review how members link back to their respective organisations in terms of strengthening the governance throughout the system and have permission from their CEOs to drive forward transformational changes
- Will revisit the DToC bed audit work; and
- Will seek to engage positively and regularly with the new Accountable Officer.
- The ideas from the awayday will be formalised through at the next clinical cabinet meeting

6.0 Commissioning Changes Update

JS introduced this item providing a brief summary of the changes including the creation of the Joint Committee and appointment of the single Accountable Officer. The announcement regarding the appointment of Helen Petterson was noted and that her start date was yet to be confirmed. The Joint Committee would have its first meeting in shadow form and in terms of further recruitment; the next appointment would be the Chief Finance Officer. Finally, JS confirmed that as expected, Helen Petterson would take on the role of STP Convenor following her commencement in the role.

It was suggested that Helen Petterson should be offered an opportunity to meet with the Programme Delivery Board in advance of her starting in the role. This will be explored with her.

7.0 Specialised Commissioning

DS introduced this item referring to the attached papers from the Specialised Commissioning Executive Planning Board held on 16 January that he had attended.

The papers were for information and it was noted that Gill Gaskin was linking with Peter Ridley and that a number of workshops were being held i.e. on Cancer and Renal. TJ highlighted that the technical issue about activity and payment changes remained an issue for UCLH and posed a risk.

8.0 Any Other Business

The following items were raised:

- NG - Digital Workshop planned for 7th February. Three aims of the event highlighted and attendance encouraged
- MK – Enquired about NHSE/HLP resource to support STP areas. Brief discussion about Transformation bids and potential opportunities for further Transformation monies to be made available. HEE funding to support workforce noted.

Next meeting: 14 February 2017 3:00-5:00pm, Room 4LM2, Stephenson House