

**MINUTES OF THE NCL STP PROGRAMME DELIVERY BOARD**  
**15:00-17:00 on Tuesday 12 September 2017**  
**Room 10.10-10.11, 5 Pancras Square, London, N1C 4AG**

Members	Role and job title	Attended	Deputy sent	Apologies
Helen Pettersen (HP)	STP Convenor (Chair) and SRO Lead for CCGs	✓		
Charlotte Pomery (CP)	SRO Children and Young People Workstream; Assistant Director for Commissioning Haringey Council			✓
David Stout (DSt)	STP Senior Programme Director	✓		
Dawn Wakeling (DW)	SRO Estates Workstream; Strategic Director, Adults, Communities and Health, Barnet Council	✓		
Jo Sauvage (JS)	STP Co-Clinical Lead; Chair Islington CCG	✓		
Julie Billett (JB)	SRO Prevention Workstream; Director of Public Health, Camden and Islington	✓		
Kathy Pritchard-Jones (KPJ)	SRO Cancer Workstream; CMO UCLH Cancer Collaborative			✓
Marcel Levi (ML)	SRO Planned Care Workstream; Chief Executive, UCLH	✓		
Martin Pratt	Executive Director support People, Camden Council			✓
Mike Cooke (MC)	Vice Chair and SRO Lead for Local Authorities; CEO Camden Council			✓
Paul Jenkins (PJ)	SRO Mental Health Workstream; CEO T&P FT	✓		
Paul Trevethick (PT)	GP Federation Representative	✓		
Rachel Lissauer (RL)	SRO Maternity Workstream; Acting Director of Commissioning, Haringey CCG			✓
Ray James (RJ)	Director Social Services Representative; Director Health, Housing & Adult Social Care (Enfield)			✓
Richard Jennings (RJ)	STP Co-Clinical Lead; Co-SRO Planned Care Workstream; Medical Director, Whittington Health NHS Trust			✓
Sarah Mansuralli	SRO Urgent & Emergency Care Workstream; Local Executive Director, Camden CCG			✓
Simon Goodwin (SG)	Chief Financial Officer, North Central London CCGs	✓		
Simon Pleydell (SP)	Acting SRO Workforce Workstream; CEO Whittington Health	✓		

Sir David Sloman (DSI)	SRO Digital Workstream; Vice Chair and SRO Lead for Providers; CEO Royal Free London NHS Foundation Trust	✓		
Tim Jaggard (TJ)	SRO Productivity Workstream; Finance Director UCLH	✓		
Tony Hoolaghan	SRO Care Closer to Home Workstream; COO Islington and Haringey CCGs			✓
Will Huxter	Director of Strategy, NCL CCGs	✓		

Attendees	Job Title	Reason for attendance
Ash More	Public Health, Specialised Commissioning, NHSE	Attendee
Ceri Jacob	Director of Transformation and Delivery, NHSE	Attendee
Gen Ileris	Comms and Engagement Lead, STP PMO	PMO Support
Sanjay Mackintosh	Social Care Lead, STP PMO	PMO Support
Suzi McCool	Programme Analyst, STP PMO	PMO Support

No.	Agenda Item	Action owner
<b>1.0</b>	<b>GENERAL BUSINESS</b>	
<b>1.1</b>	<b>Welcome and Apologies</b>	
	Helen Pettersen (HP) welcomed everyone to the meeting. Introductions were made and apologies noted. The meeting was QUORATE.	
<b>1.2</b>	<b>Review of minutes from the previous meeting</b>	
	The minutes from the last meeting held on 08 August 2017 were reviewed and agreed without amendment.	
<b>1.3</b>	<b>Review of action log</b>	
	<p>The actions from the last meeting held on 08 August 2017 were reviewed. All of the actions were updated as follows:</p> <p><b>STP Update</b> - Interdependency mapping workshop is scheduled for 18<sup>th</sup> September</p> <p><b>Productivity and service sustainability</b> - The Terms of Reference for the Strategy Directors Group were circulated for approval.</p> <p><b>Digital Workstream Highlight Report</b> – The issue of ETTF funding (for Integrated Care Records) is in hand. Bidding is expected to begin in the Autumn.</p> <p><b>18/19 Planning Round</b> - Approach to contracting round in hand, led by Paul Sinden. Going to FAM 1/9 and Executive Leadership group on 5 September.</p>	

<b>1.5</b>	<b>New Declarations of interest</b>	
	No new declarations were made.	
<b>2.0</b>	<b>PLANNING</b>	
<b>2.1</b>	<p><b>General STP update</b></p> <p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• WH announced that Richard Dale has been successfully appointed to the role of Head of the PMO, to replace Kevin Monteith (KM). Negotiations regarding his start date are taking place and meanwhile KM will continue in the PMO on a part-time basis until the end of December.</li> <li>• Shortlisting for the Digital and Planned Care Programme Manager roles has taken place following the closure of the adverts on 06 September. Each role had roughly 35 applicants, with five candidates being invited to interview for each role. The interviews will take place on 20 September (Digital) and 06 October (Planned Care).</li> </ul> <p><b>Forthcoming meetings of interest</b></p> <ul style="list-style-type: none"> <li>• An Interdependencies Workshop will take place on 18 September. The workshop will bring together leads from all of the workstreams to network, explore common themes and problem solve. WH will report back to the PBD at the 10 October meeting.</li> <li>• NHE/I assurance meetings now take place bi-monthly and focus on deep-dives in workstream areas.</li> </ul> <p><b>18/19 contracting round</b></p> <ul style="list-style-type: none"> <li>• Planning for the 18/19 contracting round has commenced with simplicity being an integral guiding principle. This work will be taken forward by the Finance and Activity Modelling Group (FAM).</li> <li>• A meeting with NHSI informally made reference to some purported discord within the system – however, no details regarding at what level and organisation this was within. The Board did not believe this was a true reflection of the relationship within the senior management but did allow that it could be the case within other levels of staff. Ceri Jacobs (CJ) was asked to advise WH if some further more specific information should come to light.</li> </ul>	
<b>2.2</b>	<p><b>Guidance on change control for Programme Leads</b></p> <ul style="list-style-type: none"> <li>• WH introduced the item and asked the Board to approve the process for formal change control. He explained that, to date, the approach taken to changes (scope, budget, timescales, deliverables) within workstreams had not been implemented in a consistent manner. The corresponding paper aimed to clarify and agree a formal approach to delivery plan changes across the whole STP.</li> </ul> <p><b>DECISION: The PDB AGREED the change control process.</b></p>	

	<b>Action 1 – WH to circulate change control process to all workstream leads for immediate adoption.</b>	<b>Will Huxter</b>
<b>2.3</b>	<p><b>STP decision-making process for planned care</b> Related to item 2.2, WH presented a paper on decision-making for planned care. Ensuring decisions are made at the right time, in the right order and are signed-off by the relevant people, are essential for robust STP governance.</p> <p>The Board agreed with the principles outlined within the paper and approved the process subject to a a few small amendments relating to strengthening the clinical leadership role of the Health and Care Cabinet role and the Advisory Board’s role in terms of providing advice about emerging issues.</p> <p><b>Action 2 - WH to make the changes detailed above</b></p> <p><b>DECISION: The PDB AGREED the decision making process for planned care subject to the requested amendments.</b></p>	<b>Will Huxter</b>
<b>3.0</b>	<b>DELIVERY AND ASSURANCE</b>	
<b>3.1</b>	<p><b>Month 4 Financial Position</b> Simon Goodwin and Tim Jaggard presented the M04 financial position. The headlines are as follows:</p> <ul style="list-style-type: none"> <li>• The CCG position is worsening. This is expected to continue as we advance through the year and also expected to be replicated across London.</li> <li>• UCLH position has deteriorated due to well-documented reasons.</li> <li>• There are growing pressures as workstreams are showing signs of slippage and non-delivery against savings.</li> <li>• The above facts are likely to bring further increased scrutiny from NHSE/I.</li> <li>• It is reasonable to expect a second iteration of the CEP (or something similar) soon. Although there is no appetite, it is likely that we will have to again reconsider difficult choices – involving our Local Authority partners.</li> <li>• The process of identifying CCG QIPP impact from the STP workstreams is work in progress. The focus is on system control totals for 17/18 whilst starting to plan for 18/19. Workstreams will be asked to outline their detailed plans for 18/19 in the next 2-3 months.</li> </ul> <p><b>Action 3- WH and CJ to discuss some additional areas where other London STPs have gained more traction than NCL.</b></p> <p><b>Action 4 – WH to organise a lock-in event on difficult choices with CEOs and CFOs of all STP partner organisations invited.</b></p> <p>The Board was clear in its desire that in the drive to achieve savings, the STP must not lose sight of the opportunity to deliver real transformation.</p>	<p><b>Will Huxter , Ceri Jacobs</b></p> <p><b>Will Huxter</b></p>

	<p>The recent report published by the King's Fund and Nuffield Trust (commissioned by Mayor of London, Sadiq Khan) concluded that STPs present the best opportunity to affect change in health and social care.</p>	
<p><b>3.2</b></p>	<p><b>Workstream highlight report summary with thematic analysis</b></p> <p>WH introduced the highlight reports. He firstly highlighted the accomplishments and progress made within workstreams as set out in page 40 of the pack and thanked the teams and individuals for their ongoing commitment to the STP.</p> <p>Drawing the Board's attention to the themed summary report at page 42, WH noted the key themes of the highlight reports, which included critical capacity gaps, funding/investment, dependencies and loss of key personnel/support. Whilst acknowledging that capacity is a major theme, there are mitigations in place. WH confirmed that he will be having further conversations with the UEC workstream regarding capacity.</p> <p>Helen Pettersen then invited SROs to comment briefly on anything that needed to be brought to the attention of the delivery board for agreement/resolution. The key points highlighted for each workstream are summarised below:</p> <p><b>Digital – Sir David Sloman</b></p> <ul style="list-style-type: none"> <li>• Sir David informed the Board that more than 50% of the potential savings identified will be delivered by two initiatives. As a result, the Digital Board decided that these two workstreams should be the focus. The implications of this decision are being worked through.</li> <li>• A PMO is being created to support delivery on these two areas. The first to be recruited will be the Digital Programme Manager as noted in item 2.1.</li> <li>• A workshop is taking place on 15 September which aims to agree a preferred system for the Integrated Digital Care Record/Health Information Exchange arrangements.</li> <li>• It will be important to secure for NCL the identified ETTF funding to support achievement of the digital plan.</li> </ul> <p><b>DECISION: The Board AGREED that the work as outlined should commence.</b></p> <p><b>Workforce – Simon Pleydell</b></p> <ul style="list-style-type: none"> <li>• Initial discussions have taken place among London HR Directors regarding the creation of a Workforce Observatory. As yet, there are no clear details regarding the function of this group.</li> <li>• A meeting is taking place w/c 18 September with STP and LWAB (Local Workforce Action Board) regarding areas where the latter can provide assistance with delivery.</li> <li>• Julia Tybura (Workforce Programme Manager) will be presenting to the Joint Health Overview and Scrutiny Committee (JHOSC) on 22 September.</li> </ul>	

- Simon Pleydell asked the Board to remember that whilst the plan will make a difference to the workforce, it will not solve the problems.
- Helen Pettersen extended thanks to Simon on behalf of the Board for his contributions to the STP and the wider work he has done over the years and wished him luck in his new role.

**Planned Care – Marcel Levi**

- MSK work suffering some delays.
- A new Programme lead is being recruited following the resignation of James Porter.
- The Clinical Advice and Navigation initiative is proceeding well.
- The POLCE initiative, albeit contentious, does have the potential to deliver.

**Mental Health – Paul Jenkins**

- The IAPT and Perinatal initiatives are due to go live.
- An interim programme manager is in place until the new substantive PM takes up his post at the end of October.
- Over the next month a key discussion on 24 hour MH liaison roadmap will take place.
- A key risk is within the acute mental health care pathway due to lack of investment.
- The Programme is looking to upscale their work on suicide and prevention.
- The programme is beginning to look towards 18/19 plans and investment to deliver further planned work.

**Prevention – Julie Billett**

- The revised delivery plan is broadly on track with a focus on making best use of existing resources. The focus is on upscaling and trying to secure any additional funding.

**Social Care – Sanjay Mackintosh**

- A team is now in place and are making the necessary connections to carry out more detailed work in areas that can be taken forward in 18/19. The Directors of Adult Social Services will be presented with a proposal in October.
- Sanjay will be attending the LWAB next week to ensure that the social care workforce are considered in all relevant discussions.

**Health and Care Closer to Home – Will Huxter**

- Following the stocktake outlined at the previous month's Board, each CCG is now in the process of reviewing their plan to ensure it is realistic and there is adequate capacity to support delivery.

**Urgent and Emergency Care – Simon Pleydell/Will Huxter**

- Winter planning is now in progress. Whilst it is related and impacts on the UEC workstream, it does not fall within their remit. Admission avoidance and discharge

	<p>are key initiatives, not only within the delivery plan but these can alleviate the winter pressures.</p> <ul style="list-style-type: none"> <li>The CCG and Provider links to the workstream are being strengthened.</li> </ul> <p><b>Action 5 - UEC stocktake to be added to the next PDB agenda.</b></p> <p><b>Estates – Dawn Wakeling</b></p> <ul style="list-style-type: none"> <li>A report is being compiled for FAM that outlines i) the list of assets, ii) potential provider Trust sales and c) potential CCG sales.</li> </ul> <p>Cancer, Maternity and Children and Young People were not represented at the meeting but their respective highlight reports were noted.</p>	<b>PMO</b>
<b>3.3</b>	<p><b>Workstream exception reports</b></p> <p>The exception reports submitted for the Planned Care and Digital workstreams were <b>NOTED.</b></p>	
<b>4.0</b>	<p><b>Any Other Business</b></p>	
	<p>It was agreed that, following future meetings, a summary of key decisions/actions of the PDB would be circulated to the workstream leads and more widely across the programme.</p> <p><b>Action 6 – WH to circulate summary of PDB to workstream leads.</b></p> <p>The next meeting of the Programme Delivery Board was confirmed as 10<sup>th</sup> October 2017 3-5pm at 5 Pancras Square Room 10.10-10.11.</p>	<b>Will Huxter</b>
<b>CLOSE:</b> The meeting closed at 4:40pm.		