

Meeting:	PROGRAMME DELIVERY BOARD – MINUTES
Date, time and location:	Tuesday 14 th February 2017 3:00pm - 5:00pm Stephenson House
Chair:	Mike Cooke, Interim NCL STP Convenor

Members present	Initials	Role
Mike Cooke	MC	Interim Convenor, Local Authority SRO and Chief Executive, Camden Council
Jon Abbey	JA	Director of Adult & Children services
Ray James	RJa	Director of Health, Housing and Adult Social Care, Enfield Council
Richard Jennings	RJ	Co Clinical Lead and Co SRO Elective Workstream and Medical Director, Whittington Health NHS Trust
David Stout	DSt	Senior Programme Director, North Central London STP PMO
Paul Jenkins	PJ	SRO, Mental Health Workstream and CEO, T&P NHS FT
James Porter	JP	For Caroline Clarke, representing Planned Care Workstream
Simon Goodwin	SG	For Maria Kane, representing Workforce Workstream
Cathy Gritzner	CG	CCG SRO and Accountable Officer, Barnet CCG
Sarah Price	SP	SRO, Maternity Workstream and Chief Officer, Haringey CCG
Alison Blair	AB	SRO, Care Closer to Home & Urgent Emergency Care Workstreams and Accountable Officer, Islington CCG
Jonathan Wise	JW	NCL STP PMO Finance Lead
Martyn Smith	MS	For Neil Griffiths, representing Digital Workstream
Dawn Wakeling	DW	SRO, Estates Workstream and DASS, Barnet Council
Andrew Ridley	AR	CLCH CEO
Tracey Parr	TP	Healthy London Partnership
Ceri Jacob	CJ	Director of Commissioning Operations (NCEL), NHS England

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
David Sloman	NCL STP Convenor, Chief Executive, Royal Free London
Tim Jaggard	STP Finance Lead and Finance Director, UCLH
Jo Sauvage	Co Clinical Lead and Chair, Islington CCG
Maria Kane	SRO, Workforce Workstream CEO, BEH, Mental Health NHS Trust
Julie Billett	SRO. Prevention Workstream
Caroline Clarke	Co SRO, Elective Workstream and CFO & Deputy CEO Royal Free, London
Kathy Pritchard-Jones	SRO, Cancer Workstream
Neil Griffiths	SRO, Digital Workstream and Deputy CEO, UCLH
Anita Patel	NCL GP Federations representative

1.1 **Welcome, introductions and apologies**

Mike Cooke (MC) 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 Programme Delivery Board held on 24 January 2017 were approved without amendment.

1.3 **Review of action log**

The actions/matters arising from the last meeting were reviewed and agreed as met.

1.4 **Declarations of interest**

A newly created Declarations of Interest register for the Programme Delivery Board was reviewed and noted. It was agreed that when complete this will be held as a central register by the PMO and published on the STP website.

No further declarations of interest were made.

2.0 **Proposed Programme Governance Arrangements**

David Stout introduced this item referring to the draft governance arrangements document, which set out the proposed STP arrangements to reflect the recent review of high level governance committees and workstream governance (Tier 1 and Tier 2). KM then further explained that the document drew on the governance arrangements of other STP areas and followed the STP governance guidance published by NHS Providers and Hemptons. KM explained that the document followed a MOU format setting out the scope and objectives of the governance arrangements; a shared set of governance principles; and lastly drew the meeting's attention to the governance diagram's and draft terms of reference in the appendices.

A number of comments were made in relation to the Advisory Board ToR about the purpose and role and the need to reflect the right of members to voice disagreement with some aspects of the process. It was accepted that the first meeting of the Advisory Board would be important in finalising their ToR. A further point of clarification was sought in relation to the dispute resolution process and the role of the Convenor.

The Programme Delivery Board APPROVED the Governance Arrangements document for presentation to the Transformation Board on 28 February subject to agreed amendments.

ACTIONS

1. **KM to update the document for submission to the Transformation Board**

KM

3.0 **STP Programme Update**

David Stout introduced this programme update with reference to the written summary progress report which updated the Delivery Board on a number of key programme activities and timelines. The key areas covered included:

- Confirmation of the recent January refresh of the STP Strategic Narrative (including its sign-off and dissemination);

- The ongoing work of the SROs and management leads to prepare more detailed delivery plans and financial modelling, and the role of the Health and Care Cabinet and Finance and Activity Modelling Group to quality assure, risk assesses and scrutinise the revised plans). DSt also confirmed that the updated delivery plans would be received by the delivery board at its meeting on 17 March:
- A brief status report on the 2016/17 programme budget
- A detailed discussion in relation to the 2017/18 programme budget; and brief updates in relation to next steps required to progress the discussion about future delivery vehicles; an update and feedback from a recent JHOSC meeting; and lastly a brief note about plans to consider STP branding locally as part of the communications and engagement workstream

DSt tabled some analysis and collated information about workstream capacity and resources which led to a detailed discussion about the 2017/18 programme budget. The analysis, whilst incomplete, indicated that earlier assessments of implementation costs and cash budget requirements did not look unrealistic: namely a gross implementation cost of c £10M with 75% funded from retargeting existing resources suggesting a central programme budget of c £2.5M.

Members of the Delivery Board welcomed DSt's report and initial analysis and MC asked the meeting to consider the information presented in terms of how plausible it looked as a sense check. This progressed to a discussion about options and expectations in terms of resourcing the programme for 2017/18. Points highlighted included;

- Expectations of the CCGs that contribution in kind and cash should be shared across the partner organisations. This point was reinforced by CJ on behalf of NHSE;
- Expectations regarding backfill arrangements – secondary care and primary care differing expectations;
- Consideration of what resourcing from within means for job plans;
- The need for a moderation process and the need to make judgements and not have an arbitrary process. What's above the line versus expected from within;
- With regards GPs – there is a need to map out the true cost of their involvement;
- The need to consider the baseline resource needed to support each workstream;
- Parity in terms of clinical time;
- Need to better define what analytic support we require;
- Need to factor in and align resource and capacity with HLP and NHSE resource; and
- The need to focus on the workstreams with the greatest return.

The Programme Delivery Board thanked DSt for his report and AGREED the following actions:

ACTIONS

- 2. Complete the task of compiling the resource and capacity requirements for each workstream and work up proposal/options for resolving the 2017/18 programme budget**

DSt

4.0 Local Authority STP Update

Sanjay Mackintosh (SM) introduced this item which provided an update on the Local Authorities engagement with the STP and outputs from recent workshops with the ADASS and ADCS groups. SM confirmed the following:

- They have identified resources to work with SROs and programme managers on specific workstreams to provide input on the social care perspective as plans are updated between now and the end of March 2017;
- There are plans to commission a centrally coordinated piece of analysis which will provide deeper understanding into the financial challenge facing local authorities in social care, with a view to feeding this into the process to update the STP; and
- They are seeking to replace RJa and JA on the Health and Care Cabinet.

SM drew the meetings attention to the last page of his report which summarised what the aims and outputs from the STP Impact Analysis would be and the timeline for this work. The Delivery Board reflected on the report and discussed the opportunities and importance of this work. RJ thanked Ray and John for their significant contribution to the Clinical Cabinet.

RJa raised a point of some difficult issues that there was an opportunity to collectively address as part of the Local Authority and health STP working giving nursing homes as a priority example.

5.0 Digital Leadership Summit – outputs and next steps

Martyn Smith (MS) introduced this update report on behalf of Neil Griffiths, SRO for the Digital Workstream.

The report provided summarised feedback from the Digital Leadership Summit held on 7 February. MS drew the Delivery Board's attention to the outstanding issues in relation to governance which NG was dealing with. MS highlighted that in dissecting the Local Digital Roadmap (LDR) there are 20 programmes of work with costs amounting to 20 times more than the investment available. Consequently, there is a need to prioritise and focus on a few areas of work with most impact that can be achieved within available funding - these should be enabling investments informed by workstream delivery plans.

The proposed initial priorities would be: information sharing; connectivity; and Integration & Data Platform Strategy.

In the discussion that followed a number of points were discussed including the following:

- The need for greater clarity around NHSE, LDR and ETTF targets and conditions;
- The need to overcome historical cultural issues around trust and collaboration through some quick wins;
- Acknowledgement that this particular area can be very technical resulting in system leaders leaving it all to the ICOs and ICT staff who have a history of poor collaboration – this posed a real leadership challenge.
- The need to follow up with CEOs to clarify what resource in kind can be identified to help resource the work going forward;
- Acknowledgement that clinical leaders have an important role to play in driving forward.

In summing up the discussion, MC emphasised that this work was at the heart of transformation and is a fundamental enabler. There were a number of risks attached to this work and needed to be revisited on a regular basis.

6.0 Estates Health and Care Devolution Update

Dawn Wakeling (DW) introduced this item which provided an update on the current progress of London health and care devolution and signals the next steps for NCL estates and devolution governance. DW explained that there was now a draft operational framework (included in the papers for information) which is being finalised and that STP areas were expected to approach estates/capital planning as a system which signals a different approach for providers particularly. DW explained the London estates governance framework and that the NCL Estates Board would have a direct link into the London Estates Board.

The Delivery Board discussed some of the implications of the emerging operational framework and there were a number of queries and unknowns especially for providers such as cash borrowing and capital receipts etc. which NHSE/I are working together on. DW emphasised the importance of NCL having a coherent voice going forward and it was agreed that given the importance of this in the sector, that we should include explicitly in the STP governance framework and that NCL estates planning should be clearly within the scope of the STP governance as a central part of the STP Estates workstream.

DW then asked the Delivery Board to note the key recommendations in her report which were considered in turn.

The Programme Delivery Board NOTED recommendations 1,2,3, and 7 and AGREED the following:

- **recommendation 4: that the NCL Estates Board should start to meet in shadow form from April**
- **recommendations 5 and 6: To be discussed with Helen Pettersen as these relate specifically to her and the CCGs**

ACTIONS

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| 3. Incorporate the Estates Governance and the NCL Estates Board ToR into the STP Governance Document | KM/DW |
| 4. DW to discuss the arrangements for hosting, supporting and chairing of the NCL Estates Board with Helen Pettersen | DW |

7.0 Any Other Business

The following items were raised:

- MC noted that this was the last meeting of the Delivery Board for Sarah Price and recorded his thanks to Sarah and wished her well in her new role in Manchester. This was echoed by all present.

Next meeting: 17 March 2017 2:00-4:00pm, Room 6LM1, Stephenson House