



<b>Shaping our Future Transformation Board</b>	<b>Date:</b> 21 April 2017 <b>Time:</b> 9am to 11am <b>Venue:</b> 2N.03, County Hall
--	--

**Members:**

(KK) Kate Kennally (Chair)	Chief Executive, Cornwall Council
(KevB) Kevin Baber	Chief Operating Officer, Plymouth Hospitals Trust
(JB) Jane Bewes	Head of Assurance and Delivery, NHS England South Region (SW)
(KB) Kathy Byrne	Shaping our Future System Leader and Chief Executive, Royal Cornwall Hospitals NHS Trust
(PC) Phil Confue	Chief Executive, Cornwall Partnership Foundation NHS Trust
(PD) Phil Dommett	Chair, Kernow Health CIC (Community Interest Company)
(TD) Trevor Doughty	Strategic Director of Children, Families & Adults, Cornwall Council
(FG) Francis Gillen	Director IM&T, SWAST Nominated Representative
(JH) Jayne Howard	Cornwall Healthwatch Representative
(TL) Thomas Lafferty	Director of Corporate Affairs, Royal Cornwall Hospitals NHS Trust
(TLee) Tracey Lee	SOF Programme Director
(JoeM) Joe McEvoy	Assistant Director of Specialised Commissioning, NHSE (South)
(JM) Jim McKenna	Chair, Royal Cornwall Hospitals NHS Trust
(JP) Jackie Pendleton	Interim Chief Officer, Kernow Clinical Commissioning Group (CCG)
(CS) Cllr Christine Savill (via phone)	Council of the Isles of Silly
(KS) Karl Simkins	Shaping our Future Director of Finance
(BV) Dr Barbara Vann	Chair, Cornwall Partnership Foundation NHS Trust

**In Attendance:**

(NH) Nick Hayden	Head of Shaping our Future Programme Office
(CS) Charlie Sims	Notetaker, Cornwall Council

**Apologies:**

Dr Iain Chorlton	Chair, Kernow Clinical Commissioning Group (CCG) / Chair of Clinical Practitioners Cabinet
Amanda Fisk	Director of Assurance & Delivery, NHS England (South West)
Ann James	Chief Executive, Plymouth Hospital Trust
Theo Leijser	Chief Executive, Council of the Isles of Scilly
Dr Peter Merrin	Chair, Cornwall & Isles of Scilly Local Medical Committee
Cllr John Pollard	Leader, Cornwall Council
Christina Quinn	Director, NHS South West Leadership Academy
Peter Stokes	Chief Operating Officer, Kernow Health CIC (Community Interest Company)
Cllr Andrew Wallis	Cabinet Member, Cornwall Council

Agenda No	Item Discussion	Action No	Action By
1	<b>Apologies</b> Noted as above. The Chair welcomed Kevin Baber to the Transformation Board, who will now be the representative for Plymouth Hospitals Trust.		
2	<b>Minutes from previous meeting and Actions Review</b> The minutes of the Transformation Board held on 17 March 2017 were agreed. A verbal update was provided on the following actions: <ul style="list-style-type: none"><li>Action Point 9 – Councillor Rob Rotchell has responded to the request from NHS Chief Officers to provide the evidence to support the Scrutiny Sub Committee’s published statement.</li></ul>		

Agenda No	Item Discussion	Action No	Action By
	<p>This will be circulated to all Board members, recognising that the information received was not recognised as 'evidence'.</p> <ul style="list-style-type: none"> <li>Action Point 15 – Trevor Doughty confirmed that the requested amendment to the One Vision document has been agreed and published. There would be a further report at a future Board meeting.</li> </ul>	A19	PMO
3	<p><b>Use of £12m social care funding announced in budget</b></p> <p>Trevor Doughty provided the background to the additional Adult Social Care funding noting the guidance received setting out the arrangements to receive the grant of £23.951m over three years; £12.068m in year 1; £7.940m in year 2 and £3.943m in year 3.</p> <p>Kathy Byrne referred to her letter to Kate Kennally with some questions regarding the proposed use of the funding, and the pace of delivery. She stressed the need for urgent agreement on use of the funds in year one if demonstrable improvements are to be achieved at pace. Without this, access to national support funds could be compromised in future. KK confirmed a decision will be taken as soon as constitutionally practical with the new Cabinet following the first Council meeting on 23<sup>rd</sup> May.</p> <p>Discussion ensued with the following key points noted:</p> <ul style="list-style-type: none"> <li>This is a good news story to be shared with the public as soon as possible.</li> <li>Clarity is required on the extent to which the increase in support workers represents additional provision</li> <li>South Western Ambulance Service Trust requested to be engaged in the design of proposals given the potential impact on patient transport.</li> </ul> <p>Councillor Christine Savill reported that the extra £43m for the Council of IofS funding will be utilised to ensure that the residential care home on the Isles of Scilly does not close at end of June.</p> <p>The Transformation Board <b>recommended</b> to:</p> <ul style="list-style-type: none"> <li>Note the grant fund and the draft conditions and guidance for the allocation of funds.</li> <li>Endorse the objective for use of the funding.</li> <li>Provide comment on the developing proposals for committing the grant.</li> <li>Note the implementation arrangement for the funding</li> </ul> <p><b>ACTION:</b></p> <ul style="list-style-type: none"> <li>Meeting to be arranged with KB, TD and PC to discuss in more detail what can be mobilised in the short term.</li> <li>TD to circulate the associated financial information about proposals, noting the funding commitments are estimated at this stage.</li> </ul>	A21	KB
		A22	TD

Agenda No	Item Discussion	Action No	Action By
4	<p><b>Consolidated Performance Management Report</b></p> <p><b>A) Programme Director's Update</b> Tracey Lee provided an update drawing particular attention to issues not addressed elsewhere on the agenda:</p> <ul style="list-style-type: none"> <li>• GE Healthcare Finnermore had submitted a report from the first phase of their engagement, providing a helpful early assessment of prioritised recommendations which are now being taken forward.</li> <li>• A visit to the Somerset Sustainability &amp; Transformation Plan (STP) took place with various Senior Responsible Officer (SRO) colleagues. This was a valuable visit which will feed into Cornwall's STP.</li> <li>• With regard to Devolution and the approach to the Government on the health and social care business case, a scoping report will be provided to the next Programme Board.</li> <li>• The RAG (Red Amber Green) rating for work streams shows some improvement overall. T Lee provided the reason for the Red Ratings, and the actions being taken to mitigate risks.</li> <li>• The appointment of the Academic Health Science Network (ASHN) to lead the modelling work has mitigated risks relating to capacity and capability to take this work forward.</li> </ul> <p>The Chair commented that good progress had been made overall, and drew attention to the need to be mindful of emerging risks arising from forthcoming local and national elections which may result in a changing political landscape.</p> <p>Discussion ensued with the following being key points of note:</p> <ul style="list-style-type: none"> <li>• T Lee confirmed that additional capacity was being sought to bolster the communication and engagement function of Shaping our Future (SOF).</li> <li>• There was recognition of the need to address the concerns about the perception that the Accountable Care System (ACS) is in conflict with the development of a locality model.</li> <li>• At the last Clinical Practitioners' Cabinet there was a very strong message for practitioner engagement to be strengthened within the programme.</li> </ul> <p><b>B) Update of resources</b> Tracey Lee reported that good progress has been made drawing resources from the four organisations. She highlighted the steps being taken to mitigate the risks arising from some on-going gaps in key roles.</p> <p>The Transformation Board <b>recommended</b> to:</p> <ul style="list-style-type: none"> <li>• Note the progress made to date in establishing the Programme Management Office (PMO) and Shared Central team.</li> <li>• Note the steps taken to address gaps in capacity and capability.</li> </ul> <p><b>C) Update of finances, including reporting framework</b> KS reported on the over-arching financial reporting framework.</p> <p>The Transformation Board <b>recommended</b> to:</p>		

Agenda No	Item Discussion	Action No	Action By
	<ul style="list-style-type: none"> <li>• Note the contents of this report.</li> <li>• Note that a significant programme of work is required to develop a system wide reporting framework relating to financial and performance reporting, underpinned with appropriate agreements between organisations to ensure transparency for 2017/18 and beyond is reported collectively, as appropriate.</li> <li>• Note the 2016/17 draft year end system position and current plans for 2007-18.</li> </ul> <p><b>D) Update from the Clinical Practitioner Cabinet (CPC)</b>  Jackie Pendleton provided a verbal update on the three key messages from the last CPC meeting; (i) to strengthen the professional and clinical engagement to the STP, (ii) agree the evidence based elements of pathways across the border and therefore a Devon colleague to be represented at future CPC meetings, and (iii) communication and engagement events with staff should be treated as the opportunity to ensure ownership. The CPC broadly supported the Design Principles for the Model of Care work and will be reviewing its membership over coming meetings.</p>		
5	<p><b>Update since the last Transformation Board</b>  KB provided an update with the following key messages:</p> <ul style="list-style-type: none"> <li>• The growing sense of collaboration and cohesion with the 50 plus staff now working on the SOF.</li> <li>• The introduction of a set of up to 12 national metrics across STPs to be drawn into a Secretary of State STP dashboard, published in July.</li> <li>• A clear message received at a recent visit by the Secretary of State for Health on the strategic importance of the 4 hour A&amp;E standard. Karen Kay is now working across the system to focus on urgent care. Progress is being overseen by the A&amp;E Delivery Board, which is now being better linked into the SOF programme</li> <li>• The Care Quality Commission (CQC) is undertaking a system wide review. The CQC will produce a document of their findings with recommendations that will be made publically available.</li> <li>• RCHT and CFT are getting ready for the inaugural meeting of their Provider Board.</li> <li>• Discussions are taking place with a view to securing significant investment for digital transformation. This would enable a huge step forward in terms of how we work and support patients and care.</li> </ul>		
6	<p><b>Revised Executive Governance Arrangements</b>  TL described recent revisions to the governance arrangements, with an early focus on those arrangements sitting below the Programme Board. It was noted that the PMO will continue to review the governance arrangements to ensure their fitness for purpose.</p> <p>The Transformation Board <b>recommended</b> to note the revised executive arrangements, namely a refreshed SOF Executive Group, supported by two operational delivery groups - SOF Model of Care Delivery Group and SOF System Reform Delivery Group.</p>		

Agenda No	Item Discussion	Action No	Action By
7	<p><b>Portfolio Plan</b> Tracey Lee provided an outline of the SOF Portfolio Plan timeframes, alongside the intended purpose, scope and structure of the business case.</p> <p>It was confirmed that the overall timeframe had been further extended at the last Programme Board meeting to enable sufficient locally based co-production. An internal gateway has also been built into the plan, to ensure there is collective agreement that there has been sufficient clinical engagement before proceeding to the next stage.</p> <p><b>Action:</b> Dr Phil Dommett questioned whether the general election will affect the timetable. TL responded that the Model of Care Group is looking at this and will report to the next Programme Board.</p> <p>The Transformation Board <b>recommended</b> to:</p> <ul style="list-style-type: none"> <li>• Note the proposed purpose, scope and structure of the business case and the revised timescale for its development.</li> <li>• Note the important programme of work to be progressed in parallel with the development of the business case.</li> </ul>	A23	TLee
8	<p><b>SOF Communications and Engagement</b></p> <p><b>A) Scope and priorities for Strategy</b> Jackie Pendleton provided an overview of phase three of the Communications and Engagement Strategy and the recognition of the need to increase capacity and capability. The next round of engagement will require a massive undertaking from all levels of the system.</p> <p>The SOF newsletter is being reviewed, with greater input from SROs. A SOF website is about to launch. A 'question and answer' is being worked on and will go to the Citizens Panel prior to being uploaded on the website.</p> <p>The SOF team have agreed a request that the survey data be released (via Healthwatch) for further local analysis.</p> <p>Discussion ensued regarding engagement opportunities and methods, the need for a clear narrative and strong clinical and professional engagement.</p> <p><b>Action:</b> Stakeholder map to be produced. Kevin Baber to feed in from the Devon perspective</p> <p>The Transformation Board reviewed the developing Communication and Engagement Strategy</p> <p><b>B) Communications Planner</b> Noted. No discussion.</p>	A24	PMO, KevB

Agenda No	Item Discussion	Action No	Action By
9	<p><b>Five Year Forward View</b></p> <p>TL provided a summary on the report, noting the publication sets out an expectation of STPs. KK spoke of the System Reform Workshop with Sir Neil McKay on 4 May which will be a good opportunity to engage at a senior level.</p> <p>Jane Bewes reported that a letter will be sent to all STPs firming up delivery plans for emergency care. There is a £6 million transformation fund available by application process for NHS South for emergency care.</p> <p>The Transformation Board <b>recommended</b> to:</p> <ul style="list-style-type: none"> <li>• Note the implications for STPs set out in Next Steps on the NHS Five year Forward View.</li> <li>• Note the initial actions proposed, including a review of the membership of the Transformation Board.</li> </ul>		
10	<p><b>Principles for shared working</b></p> <p>TL presented the working principles framework which were developed following the commitments made at the February 2017 Away Day of the Programme Board and the Executive Delivery Group, supporting a shift towards operating as a shadow Accountable Care System. The principles have been agreed by the Programme Board.</p> <p>The following comments and suggestions were noted:</p> <ul style="list-style-type: none"> <li>• Inclusion of system wide regulation</li> <li>• Questioning of the use of the word transparency and how it would work.</li> </ul> <p><b>Action:</b> T Lee to re-circulate with minor amendments, with a view to organisations potentially taking through their Boards or equivalent.</p> <p>The Transformation Board <b>recommended</b> to:</p> <ul style="list-style-type: none"> <li>• Receive and endorse the working principles framework</li> <li>• Note that the SOF Executive Group will oversee the development of a set of products and processes to support a launch of the principles in May 2017.</li> </ul>	A25	TLee
11	<p><b>Independence Day event – 4 July 2017</b></p> <p>KK highlighted the event and the e-health investment opportunity.</p>		
12	<p><b>Corporate Calendar and Forward Plan</b></p> <p>NH commented that the Forward Plan is being updated to reflect the latest work stream briefs</p>		
13	<p><b>Any Other Business.</b></p> <p>BV requested that the agenda and board papers are circulated a week before each meeting, recognising the impact of the Easter break this month. K Kennally thanked PMO for quality and clarity of the papers.</p>		

Agenda No	Item Discussion	Action No	Action By
14	<b>Date of Next Meeting:</b> Wednesday 24 May 2017 at 3pm.		