

Shaping our Future Transformation Board

Date: 22 September 2017
Time: 9.00am – 11.00am
Venue: 2N:03, New County Hall

Present:

(KK)	Kate Kennally (Chair)	Chief Executive, Cornwall Council
(CB)	Chris Blong	Vice Chair, Kernow CCG
(PC)	Phil Confue	Chief Executive, Cornwall Partnership Foundation NHS Trust
(AD)	Cllr Adrian Davis	Representative from the Council of the Isles of Scilly
(TD)	Trevor Doughty	Strategic Director, Children, Families & Adults, Cornwall Council
(FG)	Francis Gillen	Director IM&T and Nominated Representative, SWAST
(SH)	Cllr Sally Hawken	Portfolio Holder, Children and Wellbeing, Cornwall Council
(Tlaf)	Thomas Lafferty	Director of Corporate Affairs, Royal Cornwall Hospitals Trust
(Tlee)	Tracey Lee	SOF Programme Director
(TLeij)	Theo Leijser (By Phone)	Chief Executive, Council of the Isles of Scilly
(AM)	Andy May	Representative from Kernow Health CIC
(JM)	Jim McKenna	Chair, Royal Cornwall Hospitals Trust
(JP)	Jackie Pendleton	Chief Officer, Kernow CCG
(RR)	Cllr Rob Rotchell	Portfolio Holder, Adults, Cornwall Council
(KS)	Karl Simkins	SOF Director of Finance
(AS)	Amanda Stratford	Representative from Cornwall Healthwatch
(BV)	Dr Barbara Vann	Chair, Cornwall Partnership NHS Foundation Trust

In Attendance:

(NH)	Nick Hayden	Head of SOF Programme Office
(CV)	Caroline Vinnicombe	Notetaker, PMO Support Officer

In Attendance for Specific Agenda Items:

(SF)	Steve Ford	<i>Item8</i>	Cornwall Devolution Programme Lead, Cornwall Council
(EK)	Emily Kent	<i>Item8</i>	Head of Economy Skills & Culture, Cornwall Council
(EM)	Ethna McCarthy	<i>Item3</i>	SRO, Model of Care
(JonP)	Jonathan Price	<i>Item6</i>	Joint SRO, Commissioner Reform

Apologies:

Kevin Baber	Chief Operating Officer, Plymouth Hospitals Trust
Kathy Byrne	Shaping our Future System Leader and Chief Executive, RCHT
Dr Iain Chorlton	Chair, Clinical Practitioner Cabinet
Phil Dommett	Chair, Kernow Health CIC
Amanda Fisk	Director of Assurance & Delivery, NHSE (South West)
Dr Peter Merrin	Chair, Cornwall & IoS LMC
Christina Quinn	Director, NHS SW Leadership Academy

Agenda No	Item Discussion	Action No	Action By
1.	Apologies for Absence Apologies for absence noted as listed above.		
2.	Minutes of the Previous Meeting – 24 May 2017 The minutes of the previous meeting were agreed, with the addition of today's meeting in section 7, and will be published on the Shaping our Future website.		

Agenda No	Item Discussion	Action No	Action By
	<p>AS spoke of there being a vacuum with raising public awareness of this work. JP reported that additional communications and engagement capacity had been secured, recognising that there is more that can and needs to be done.</p> <p>TLee spoke of the positive energy within the co-production events with messages needing to be conveyed to staff to proceed with quick wins to improve service design and delivery.</p> <p>JP proposed for these Transformation Board meetings to be meetings in public. JM supported the proposal. It was noted that only one other STP area is known to have moved to this arrangement to date. KK spoke of needing to be confident of the information available. All those present had no objections to this being considered for future meetings, noting the timing would be important as to when this could commence.</p> <p>Action: The Transformation Board requested that this commitment be communicated to the Scrutiny Committee.</p> <p>Action: To take forward arrangements for the Transformation Board meetings to move to being meetings in public.</p> <p>Resolution The Transformation Board noted the model of care and co-production events update.</p>	<p>A45</p> <p>A46</p>	<p>JP</p> <p>PMO</p>
4.	<p>Proposed Establishment of Cornwall & Isles of Scilly SOF System Leadership Forum</p> <p>The proposal to widen the engagement in SOF developments to a wider range of health and care system leaders was presented. It was noted that Chief Officers have given this some consideration and have proposed a quarterly meeting to include NHS Board members and Cabinet members for the Cornwall and Isles of Scilly Councils. The timing of the meetings would be in advance of the preparation of papers for Scrutiny Committee. These meetings will not be formal minuted meetings and the aim is to provide opportunities to discuss emerging SOF plan and their implications.</p> <p>Discussion ensued on the proposed membership with a number of additions suggested – these being MPs, Locality Leads, representatives from SWAST and Overview & Scrutiny Committee members. It was noted however, that as the membership increases there is a risk of the events becoming information sharing with less opportunities for debate. It was noted however, that there is an appetite to have a wider gathering of people for shared briefings.</p> <p>It was agreed that the purpose of the meeting should determine the audience. It was reiterated that the original intention was for this to be a meeting of all Boards with the aim of building trust and relationships across organisations as we develop the ACS, bring together governance and accountability processes and build leadership to deliver changes.</p> <p>It was noted that there is probably a need, in addition, to have briefing sessions for a wider audience, recognising that this is not a substitute for effective engagement.</p> <p>Action: Portfolio Board to consider further this proposal and provide recommendations for the Transformation Board.</p> <p>Action: A single diagram of the SOF meetings and the reporting timelines, and the relationships to other bodies/organisations to be circulated.</p>	<p>A47</p> <p>A48</p>	<p>PMO</p> <p>PMO</p>

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	<p>Action: TLeij to advise on the appropriate democratic input from the Isles of Scilly Council given that they do not have a cabinet structure.</p> <p>Resolution The Transformation Board noted the proposal.</p>	A49	TLeij
5.	<p>Consolidated Performance Management Report</p> <p>a) Programme Directors summary TLee provided an update and drew particular attention to the following:</p> <ul style="list-style-type: none"> ▪ The Portfolio Board meeting on 25 September will receive a System Priorities paper and will have oversight of these priorities whilst the Accountable Care System develops. ▪ In terms of networking, work continues to strengthen links with Devon STP and there are monthly Programme Director meetings. ▪ Mid-year review of all programmes underway and proving to be constructive and helpful. ▪ NHSE stocktake taking place on 18 October. This session will review strategic plans, operational plans, and progress against the 5 Year Forward View. ▪ Updates on the following Red rated SOF work programmes: <ul style="list-style-type: none"> ○ <i>Integrated Care in the Community</i> – complex work. Recommendation from the SROs for additional support recognising this work programme needs more attention and focus, and the operational pressures of those currently involved as we move towards winter. There are interdependencies with other work programme and therefore other work could be put at risk if this is not addressed. This will be picked up by the mid-year review. ○ <i>Pathways/Outpatients</i> – This programme also has capacity issues. Mitigation will be considered as part of the mid-year review. ○ <i>Specialised Services</i> – capacity constraints. MOU being developed with Devon to take forward this work on behalf of the Peninsula. ○ <i>IM&T</i> – Stephen Trowell now seconded from NHSE for six months as SRO to take this work forward, and agree early priorities. <p>The Risks were noted with particular regard to communications and engagement concerns (currently rated Amber). This will be closely monitored. Action: Transformation Board requested for this risk to be formally reviewed.</p> <p>Chris Blong spoke of workforce matters and the pressure on GP practices and questioned whether the risk rating within the report is too generous. TLee noted that the RAG ratings related to progress with the delivery plans. She however noted that the system wide risk register will be presented to the October Portfolio Board, and the vulnerabilities of primary care will be flagged as a red risk within that report.</p> <p>Resolution The Transformation Board received the Programme Director’s Report.</p>	A50	PMO

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5.	<p>Finance Report</p> <p>KS spoke of being mindful of earlier discussions regarding the proposal to have these Transformation Board meetings in public and the need to consider the timings of financial information ahead of it being received by Boards, balanced with ensuring that this Board receives the most current financial information as possible. It was agreed that this could be achieved with the caveat of draft reports to the Transformation Board pending approval by individual organisations.</p> <p>KS reported that the Portfolio Board on 25 September will receive details relating to the development of a three year financial plan for consideration. The plan seeks to move to a recoverable position for health and social care. Further discussions and work is required to include social care recovery plans into the overall plan.</p> <p>Resolution</p> <p>The Transformation Board received the financial update.</p>		
6.	<p>System Reform</p> <p>a) Strategic Commissioning</p> <p>Jonathan Price provided an update on the system reform work and the integrated strategic commissioning function and reported that a series of principles have been determined that will underpin the new role of strategic commissioning in the future. A background paper was included with agenda papers.</p> <p>In order to progress strategic commissioning in the short to medium term, a number of key immediate actions have been agreed and are in train.</p> <p>b) Progress towards an Accountable Care Partnership</p> <p>The ACP will operate as a single provider for acute, mental health, community, primary, children, ambulance, wellbeing and social care services, including a range of public, independent and third sector organisations. The ACP will tactically deploy the place based budget to secure improved health outcomes.</p> <p>PC spoke to a diagrammatical representation of the ACP up to April 2018 and up to April 2019, with recognition that there is a significant amount of detail and work required to take this forward.</p> <p>JM commented on this approach being the best way to protect and enhance the NHS going forward, comments which were echoed by BV who spoke of CFT Board support. KK reported that the Chair of the Health and Social Care Scrutiny Committee has been granted Cabinet authorisation to sign an ACS Accord at the appropriate time. CB took the opportunity to refer Members to the CCG commissioning principles which were previously circulated, and confirmed that the CCG is supportive of this direction of travel.</p> <p>The Board were informed that an ACS Transformation Director has been secured with support from NHS England, to take up this role in early October for six months.</p> <p>AM spoke of the need to better understanding the placed based strategy in terms of day to day work, and added that it would be useful to have a high level timeline of the steps to be taken along the way and the roles expected from the system. BV added that there will be inevitably be elements of the system moving at different paces and this should not cause concern. Action: High level timeline and trajectory to be shared with Transformation Board members.</p>	A51	PMO

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	<p>It was noted that there is a second ACS workshop on Monday 9 October, being facilitated by Sir Neil MacKay.</p> <p>Resolution The Transformation Board received the System Reform, Strategic Commissioning and Accountable Care Partnership updates.</p>		
7.	<p>One Vision TD reported that significant progress is being made following the award of £1.9m to explore the potential of an Alternative Delivery Model (ADM) for the integrated delivery of children's services. It is recognised that this is a complex piece of work.</p> <p>TD described a stakeholder workshop taking place on 6 October. Action: The Options Appraisal Report to be shared with stakeholders and partner organisations in advance of the workshop.</p> <p>Action: Alternative Delivery Model discussion to be included on the agenda for the ACS Workshop on 9 October.</p> <p>Action: The ACS Transformation Director to be invited to join the Board overseeing the ADM work.</p> <p>Resolution The Transformation Board received the One Vision and Alternative Delivery Model update.</p>	<p>A52</p> <p>A53</p> <p>A54</p>	<p>TD</p> <p>TD/TL</p> <p>TD</p>
8.	<p>Prosperous Cornwall – Engaging with Brexit The Chair welcomed to the meeting Steve Ford, Cornwall Devolution Programme Lead, and Emily Kent, Head of Economy Skills & Culture.</p> <p>Following a Brexit Summit last July with partners, a Futures Group was established to look at policy, social and economic challenges for Cornwall and the Isles of Scilly. From this work a Catalyst for Change document was developed, which is informing Cornwall's involvement in national discussions. Cornwall will be visited by the Brexit Minister on 26 September. The plan is to use this visit to put Cornwall at the forefront of thinking for Brexit and to also use as an early opportunity to promote our Devolution plans for health and social care.</p> <p>EK spoke of the Future Funding work to integrate economic and business funding with social inclusion funding. Principles on a shared prosperity fund are currently being developed.</p> <p>KK spoke of why this is important for this Board to know. Cornwall is very active in engaging with Central Government in terms of workforce, use of technology, social inclusion and the impact on health, and how to get funding back into Cornwall once European funding is removed. These issues are key to inclusive growth.</p> <p>Action: Summary document prepared for the Brexit Minister visit to be circulated to the Transformation Board.</p> <p>Resolution The Transformation Board received the verbal update.</p>	A55	Steve Ford

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9.	<p>Strategic Case for Devolution TLee reported that the development of the Strategic Case for Devolution was currently on track to inform the autumn statement on 22 November. Work continues in particular to firm up the local offer.</p> <p>With regard to the better use of technology, FG spoke of SWAST's commitment to sharing its work that can be easily transferrable to other organisations.</p> <p>In response to a question regarding next steps, TLee reported that the plan is to have the case finalised by September with a programme of engagement events planned during October. BV commented that the health agenda still needed to move forward and not being side tracked by the development of the devolution case. TLee confirmed that devolution is intended to be the tool which will enable and accelerate the SOF work.</p> <p>Action: The Strategic Care for Devolution to have political visibility following its presentation to the October Portfolio Board.</p> <p>Resolution The Transformation Board received the update.</p>	A56	PMO
10.	<p>Any Other Business BV requested for the complete agenda pack to be released one week in advance of the meeting date.</p>	A57	PMO
11.	<p>Date of Next Meeting Thursday 30 November 2017</p> <p style="text-align: right;">9.00am – 11.00am</p>		