

South Yorkshire and Bassetlaw Shadow Integrated Care System

Collaborative Partnership Board

Minutes of the meeting of

13 April 2018

**The Boardroom, NHS Sheffield CCG
722 Prince of Wales Road, Sheffield, S9 4EU**

Decision Summary

Minute reference	Item	Action
29/18	<p>Matters arising</p> <p>Communication and Engagement: Draft Communication Plan for ICS Launch</p> <p>The Chair added that April/May/June would allow time to convene events within each 'place' and then the ICS launch could take place in July. Helen Stevens added that a localised plan would be worked up for each 'place' in South Yorkshire and Bassetlaw.</p>	Helen Stevens
30/18	<p>National Update CEO ACS Report</p> <p><u>Capital Bids to NHS England – first stage</u> After discussion the Chair highlighted that a process should be designed to ensure that everyone has input into signing off the capital bids. The Chair requested Chris Edwards to identify one member from each organisation to design a process for the refinement of the capital bids from now until 16th July 2018. The process could be put to members and agreed at the timeout on Wednesday, 18th April 2018. The Chair added that Chris Edwards, Jeremy Cook and himself will ensure that local authorities are involved in this process. Members acknowledged this is a huge task.</p>	<p>C Edwards</p> <p>CE/JC/AJC</p>
31/18	<p>STP Refresh</p> <p>Lisa Kell added that a draft of the STP refresh plan will be circulated to the Collaborative Partnership Board members for comment and will be presented at the CPB in June for sign off.</p>	Lisa Kell

33/18	<p>sICS Highlight report</p> <p>A request was made for the team to clearly identify what resources are coming into the workstream and how they are apportioned.</p> <p>Lisa Kell informed members that she will investigate the sign-off process of the workstream highlight reports as we need to ensure there is a robust process in place before reports are presented at this meeting.</p>	<p>Lisa Kell</p> <p>Lisa Kell</p>

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Name	Organisation	Designation	Present	Apologies	Deputy for
Sir Andrew Cash CHAIR	South Yorkshire and Bassetlaw Shadow ICS	ACS Lead/Chair, Sheffield Teaching Hospitals NHS FT, CEO	✓		
Adrian Berry	South West Yorkshire Partnership NHS FT	Deputy Chief Executive		✓	
Adrian England	Healthwatch Barnsley	Chair	✓		
Ainsley Macdonnell	Nottinghamshire County Council	Service Director	✓		Anthony May CEO
Alison Knowles	Locality Director North of England,	NHS England	✓		
Alan Davis	South West Yorkshire Partnership NHS FT	Director of Human Resources	✓		Adrian Berry
Andrew Hilton	Sheffield GP Federation	GP		✓	
Ann Gibbs	Sheffield Teaching Hospitals NHS FT	Director of Strategy	✓		
Anthony May	Nottinghamshire County Council	Chief Executive		✓	
Ben Jackson	Academic Unit of Primary Medical Care, Sheffield University	Senior Clinical Teacher		✓	
Catherine Burn	Voluntary Action Representative	Director	✓		
Chris Edwards	NHS Rotherham Clinical Commissioning Group	Accountable Officer	✓		
Chris Holt	The Rotherham NHS FT	Deputy Chief Executive & Director of Strategy and Transformation		✓	Louise Barnett
Chris Welsh	South Yorkshire and Bassetlaw Shadow ICS	Independent Lead - Hospital Services Review	✓(pt)		
Clare Morgan	Sheffield Teaching Hospitals NHS Foundation Trust	Programme Director (Chief Executives Office)		✓	
David Purdue	Doncaster & Bassetlaw Teaching Hospitals NHS FT	Deputy Chief Executive/COO		✓	Richard Parker
Des Breen	SYB sICS	Medical Director	✓		
Diana Terris	Barnsley Metropolitan Borough Council	Chief Executive		✓	

Greg Fell	Sheffield City Council	Director of Public Health		✓	John Mothersole CEO
Frances Cunning	Yorkshire & the Humber PHE Centre	Deputy Director – Health & Wellbeing	✓		
Helen Stevens	South Yorkshire and Bassetlaw Shadow ICS	Associate Director of Communications & Engagement	✓		
Idris Griffiths	NHS Bassetlaw Clinical Commissioning Group	Accountable Officer	✓		
Jackie Pederson	NHS Doncaster Clinical Commissioning Group	Accountable Officer	✓		
James Scott	South Yorkshire and Bassetlaw Shadow ICS	Senior Programme Manager	✓		
Jane Anthony	South Yorkshire and Bassetlaw Shadow ICS	Corporate Committee Administrator, Executive PA & Business Manager	✓		
Janet Wheatley	Voluntary Action Rotherham	Chief Executive		✓	
Jeremy Cook	South Yorkshire and Bassetlaw Shadow ICS	Interim Director of Finance	✓		
John Mothersole	Sheffield City Council	Chief Executive	✓		
John Somers	Sheffield Children's Hospital NHS Foundation Trust	Chief Executive	✓		
Jo Miller	Doncaster Metropolitan Borough Council	Chief Executive		✓	
Julia Burrows	Barnsley Council	Director of Public Health		✓	
Kathryn Singh	Rotherham, Doncaster and South Humber NHS FT	Chief Executive	✓		
Kevan Taylor	Sheffield Health and Social Care NHS FT	Chief Executive	✓		
Lesley Smith	NHS Barnsley Clinical Commissioning Group	SYB ACS System Reform Lead, Chief Officer, NHS Barnsley CCG	✓		
Lisa Kell	South Yorkshire and Bassetlaw sICS	Director of Commissioning Reform	✓		
Louise Barnett	The Rotherham NHS Foundation Trust	Chief Executive		✓	
Maddy Ruff	NHS Sheffield Clinical Commissioning Group	Accountable Officer	✓		
Matthew Groom	NHS England Specialised Commissioning	Assistant Director		✓	
Matthew Sandford	Yorkshire Ambulance Service NHS Trust	Associate Director of Planning & Development		✓	Rod Barnes
Mike Curtis	Health Education England	Local Director	✓		
Moira Dumma	NHS England	Director of Commissioning Operations		✓	
Neil Taylor	Bassetlaw District Council	Chief Executive		✓	

Paul Moffat	Doncaster Children's Services Trust	Director of Performance, Quality and Innovation		✓	
Paul Smeeton	Nottinghamshire Healthcare NHS Foundation Trust	Chief Operating Executive	✓		
Richard Henderson	East Midlands Ambulance Service NHS Trust	Chief Executive		✓	
Richard Jenkins	Barnsley Hospital NHS Foundation Trust	Chief Executive	✓		
Richard Parker	Doncaster and Bassetlaw Teaching Hospitals NHS FT	Chief Executive	✓		
Richard Stubbs	The Yorkshire and Humber Academic Health Science Network	Acting Chief Executive		✓	
Rob Webster	South West Yorkshire Partnership NHS FT	Chief Executive		✓	
Rod Barnes	Yorkshire Ambulance Service NHS Trust	Chief Executive	✓		
Roger Watson	East Midlands Ambulance Service NHS Trust	Consultant Paramedic Operations		✓	Richard Henderson
Rupert Suckling	Doncaster Metropolitan Borough Council	Director of Public Health		✓	
Ruth Hawkins	Nottinghamshire Healthcare NHS FT	Chief Executive		✓	
Sandra Crawford	Nottinghamshire Healthcare NHS FT	Associate Director of Transformation Local Partnerships Division		✓	Paul Smeeton
Sarah Halstead	NHS England Specialised Commissioning	Senior Service Specialist and RightCare Associate	✓		Matthew Groom
Sharon Kemp	Rotherham Metropolitan Borough Council	Chief Executive		✓	
Simon Morrill	Chesterfield Royal Hospital NHS FT	Chief Executive	✓		
Steve Shore	Healthwatch Doncaster	Chair		✓	
Teresa Roche	Rotherham Metropolitan Borough Council	Director of Public Health	✓		
Tim Moorhead	NHS Sheffield Clinical Commissioning Group	Clinical Chair		✓	
Wendy Lowder	Rotherham Metropolitan Borough Council	Executive Director of Communities	✓		Julia Burrows
Will Cleary-Gray	South Yorkshire and Bassetlaw Shadow ICS	Sustainability & Transformation Director		✓	

Minute reference	Item	Action
26/18	Welcome and introductions The Chair welcomed members to the meeting.	
27/18	Apologies for absence The Chair noted the apologies for absence.	

28/18	<p>Minutes of the previous meeting held 9th February 2018</p> <p>The minutes of the previous meeting were agreed as a true record and will be posted on the website after this meeting. www.healthandcaretogethersyb.co.uk</p>	
29/18	<p>Matters arising</p> <p>Communication and Engagement: Draft Communication Plan for ICS Launch</p> <p>Helen Stevens recommended that the ICS Launch may take place before the recess of Parliament in June/July 2018. The revised launch date would allow links with other internal communications teams are in place and for conversations to be held in each Place.</p> <p>The Chair added that he is having dialogue with Councillors and updating them about SYB sICS progress at regular intervals at Health & Wellbeing Board meetings he attends.</p> <p>Helen Stevens confirmed that she would prepare a standard set of slides that provides CPB members with a clear and consistent message to take to their Boards and Governing Bodies. The Chair added that April/May/June would allow time to convene events within each 'place' and then the ICS launch could take place in July. Helen Stevens added that a localised plan would be worked up for each 'place' in South Yorkshire and Bassetlaw.</p> <p>Finance Update Jeremy Cook informed members that the paper was amended at 2.2 and 2.4.</p> <p>Hospital Services Review Update Annex A accompanying the Stage 1B was amended was requested.</p>	Helen Stevens
30/18	<p>National Update</p> <p>CEO ACS Report</p> <p>The Chair gave his Chief Executive Officers report to the meeting.</p> <p>This monthly report provides members with an update on:</p> <ul style="list-style-type: none"> • The work on the Shadow ICS CEO over the last month. • A number of key priorities not covered elsewhere on the agenda. <p>The report gave a concise update to members regarding the:</p> <ul style="list-style-type: none"> • Planning guidance. • National ICS Leads meeting – March 2018. 	

- Visit to Manchester ICS.
- North of England ICS/STP leaders meeting.
- Hospital Services Review update.
- Capital bids to NHS England – first stage.
- ICS governance.
- Visit by Professor Don Berwick.

The Chair updated members with the following supplementary information:

Planning Guidance

The Chair reminded members that the planning guidance ‘Refreshing NHS Plans 2018/19 was published on 2 February 2018 and the control totals were published shortly after on 8 March 2018.

The Chair stated that signing up to any agreement must contain more advantages for the system and additionally SYB wants to be set up to succeed and make a movement towards performance improvement rather than a system of penalties.

The Chair informed members that negotiations are continuing and highlighted that the final plan for SYB has to be completed by 30th April 2018.

Capital Bids to NHS England – first stage

The Chair highlighted that there is £1.6b available nationally for capital bids and all bids must be submitted by 16th July 2018. SYB has submitted an indicative list of capital bids totaling £1b and this will have to be significantly scaled down. The bids will be refined and help SYB in achieving transformation and they are themed by:

- Transformation and reconfiguration of clinical services
- Primary Care
- Backlog maintenance

After discussion the Chair highlighted that a process should be designed to ensure that everyone has input into signing off the capital bids. The Chair requested Chris Edwards to identify one member from each organisation to design a process for the refinement of the capital bids from now until 16th July 2018. The process could be put to members and agreed at the timeout on Wednesday, 18th April 2018. The Chair added that Chris Edwards, Jeremy Cook and himself will ensure that local authorities are involved in this process. Members acknowledged this is a huge task.

sICS Governance

The Chair reported that discussions surrounding future governance will take place at the timeout planned for 18th April 2018.

C Edwards

CE/JC/AJC

	<p>The Chair added that the sICS needed a system of devolved autonomy. Within this devolved structure the sICS could invite NHSE/I to work within the team.</p> <p>The Collaborative Partnership Board noted the update.</p>	
<p>31/18</p>	<p>STP Refresh</p> <p>The Chair welcomed Lisa Kell and invited her to present her paper to this meeting. The paper provides an outline of the work underway to refresh the STP plan to reflect the changes in the SYB system since the original submission in 2016. The updated plan will build on the principles and priorities from the STP and will set out the strategy for the next phase of development as the ICS moves from shadow arrangements in 2018/19 to full ICS in 2019/20.</p> <p>Lisa Kell informed members that SYB sICS required a plan that sets out its strategy for the next 12 and 24 months, taking the organisation from shadow to a fully operational ICS.</p> <p>Alison Knowles was invited to comment regarding the Operational Delivery Plan. Alison Knowles said that SYB sICS needs to produce an Operational Delivery Plan (ODP) for 2018/19 and this needs to be with NHSE/I by 30th April 2018. The ODP is a simple aggregate from the submissions from STP providers and commissioners. Alison added that the ODP is a national requirement setting out the key deliverables, risks, issues and mitigating actions in order to deliver a balanced system from a finance, performance, and transformation and delivery perspective.</p> <p>Lisa Kell added that a draft of the STP refresh plan will be circulated to the Collaborative Partnership Board members for comment and will be presented at the CPB in June for sign off. Once signed off the plan will be published.</p> <p>The Collaborative Partnership Board noted the approach and timescales to the STP refresh and progress so far.</p> <p>The Chair thanked Lisa Kell and Alison Knowles for their update.</p> <p>The Chair requested each 'place' to provide members with a brief verbal update regarding their ACP progress:</p> <p><u>Rotherham – Chris Edwards</u> The ACP board has been meeting for one year and started meeting in public in April 2018. The board is updating its place plan and a draft is due to go to the May meeting for approval. It is a place plan as opposed to a transformational programme document. The Board have prepared a Memorandum of Understanding and members have agreed in principle how they will work together, which is morally binding but not legally binding.</p>	<p>Lisa Kell</p>

Bassetlaw – Catherine Burn and Idris Griffiths

The ACP board has been meeting for 6 months. The board is in its infancy but it is developing at pace. A Memorandum of Understanding will be presented at the next meeting. Members have developed good relationships and they are morally engaged with the ACP. A new Programme Director has been appointed and will be in post from 1st May 2018.

Sheffield – Kevan Taylor

The ACP board consists of cabinet members, chief executives and chairs and meetings are held in public. There are also private executive meetings held. A programme director has been appointed and has recently started in post. Sir Andrew Cash attends the executive board meetings and this gives a direct link and connection between 'place' and ICS

Lisa Kell confirmed that she and Will Cleary-Gray are meeting with each of the ACPs to discuss system and 'place' connections and they will provide feedback to members at the next CPB meeting.

Doncaster – Jackie Pederson

The ACP is working on its governance arrangements, the cabinet and CCG are working on delegated arrangements. The ACP have 7 areas to test e.g. in areas of workforce, digital, joint commissioning functions and contracting.

Barnsley – Lesley Smith

The ACP board is in year 3. The ACP is underpinned by a delivery board which meets in public as a joint commissioning unit with Barnsley Metropolitan Borough Council and a commissioning executive. The Alliance has contracts of £20m. A case for change is being prepared regarding integration and the development of a strategic outlined business case. This structure takes Barnsley into a procurement route over a 2 year process.

The Chair thanked members for their updates.

32/18

Finance Update and System Control Totals

Jeremy Cook, Interim Director of Finance SYB Shadow ICS, presented his finance report to the meeting. The report informs members on a number of items e.g. Directors of Finance meetings and other general updates, financial reporting, risks, control totals, and capital.

The Interim Finance Director confirmed that the governance process agreed at the Executive Steering Group in November 2017 would be used in the bidding process.

The Chair added that as negotiations regarding the control totals are ongoing and moving at pace with NHS England/Improvement a small group has been set up which will link back to

	<p>organisations.</p> <p>A discussion took place regarding this process.</p> <p>The Chair added that proposals must be beneficial to individual organisations and the proposals should be modelled by each organisation.</p> <p>The Chair added that this is the beginning of a cultural change, the NHS has its 70th Anniversary approaching. Simon Stevens is a supporter of a long term position for ICSs. SYB is a demonstrator site and we must be prepared and ready for what emerges in 2020.</p> <p>The Collaborative Partnership Board noted the contents of the report.</p> <p>The Chair thanked Jeremy Cook for his report and for presenting information to this meeting.</p>	
<p>33/18</p>	<p>siCS Highlight report</p> <p>Lisa Kell, Director of Commissioning Reform introduced the Workstream Highlight Report to the meeting.</p> <p>A request was made for the team to clearly identify what resources are coming into the workstream and how they are apportioned.</p> <p>Lisa Kell informed members that she will investigate the sign-off process of the workstream highlight reports as we need to ensure there is a robust process in place before reports are presented at this meeting.</p> <p>The Collaborative Partnership Board noted the highlight reports.</p>	<p>Lisa Kell</p> <p>Lisa Kell</p>
<p>34/18</p>	<p>SYB ACS response to Draft workforce strategy for England</p> <p>The Chair invited Mike Curtis, Local Director, Health Education England and Kevan Taylor, Chief Executive, Sheffield Health and Social Care NHS FT to update members regarding the SYB response to the draft Workforce Strategy for England. Mike Curtis hoped that the response captured members views regarding the draft and hopefully some of their views will be captured in the final strategy.</p> <p>Members discussed their disappointment with the lack of social care and links to social care contained within the draft. Mike Curtis responded by saying this aspect was a common view of the draft and the final strategy should contain a lot more regarding social care.</p> <p>The Chair added that the NHS Employers Board recognise their main priority is the workforce. The system needs to find a way of:</p>	

	<ul style="list-style-type: none"> • engaging with the Universities in Sheffield to attract people into the NHS • getting into schools to attract 15/16 year olds into the NHS and this would make a real difference e.g. Health Training Centres <p>A comment was made that one of the largest problems is retention of staff.</p> <p>Mike Curtis added that from information contained on the Electronic Staff Record (ESR) 50% of managers do not know why their staff are leaving. Members agreed that the sICS need to know the workforce issues across the system and why staff are leaving so this problem can be addressed.</p> <p>A comment was made that the NHS should project a more positive image of working within the NHS as at present it is a very negative image that is projected.</p> <p>The Chair added that the 70th Anniversary of the NHS could provide the sICS with an opportunity. SYB sICS could launch a work experience initiative in schools/colleges within the SYB area with the strapline that it has the best hospitals and it is the best place to work.</p> <p>The Chair thanked Mike Curtis and Kevan Taylor for their work regarding the draft Workforce Strategy for England.</p>	
35/18	<p>NHS England Mandate This report was circulated to Collaborative Partnership Board members for their information.</p>	
36/18	<p>NHS Improvement Mandate This report was circulated to Collaborative Partnership Board members for their information.</p>	
37/18	<p>Report to National SPF 13 February 2018 Summary of STP/ICS visits 2017/18 This report was circulated to Collaborative Partnership Board members for their information.</p>	
38/18	<p>To consider any other business</p> <p>The Chair welcomed Chris Welsh to the meeting.</p> <p>Hospital Services Review Update Chris Welsh, the Independent Lead - Hospital Services Review (HSR) informed members that the planned HSR publication date of 28 April 2018 has had to be changed due to purdah. The HSR team are now working to the publication date of 9 May 2018.</p> <p>The Chair thanked Chris Welsh for this information and his</p>	

	attendance at this meeting. There was no other business brought before the meeting.	
39/18	Date and Time of Next Meeting The next meeting will take place at 9.30am to 11.30am on 8 June 2018 in the Boardroom, 722 Prince of Wales Road, Sheffield, S9 4EU.	