

**South Yorkshire and Bassetlaw Sustainability and Transformation
Partnership**

Collaborative Partnership Board

Minutes of the meeting of

14 July 2017

The Boardroom, 722 Prince of Wales Road

Decision Summary

Minute reference	Item	Action
73/17	<p>Matters arising</p> <p>65/17 Sharon Kemp informed members that a meeting will take place in August for Local Authorities and CCG Chairs to discuss the work each organisation is progressing in their respective areas. Sharon Kemp added that proposals emerging from the meeting will be useful to feed into the Collaborative Partnership Board (CPB) and a paper will be brought for members consideration at the meeting in September 2017.</p>	SK
74/17	<p>National Update</p> <p>Kevan Taylor suggested that it would be useful to know the impact on workforce shifts and an agreement that there should be a no banding approach. Kevan Taylor should approach Ben Chico for information relating to this matter.</p> <p>Will Cleary Gray added that the planned engagement meetings will be part of the wider communications strategy that will be coming to the Oversight and Assurance Group meeting and the Collaborative Partnership Board for discussion.</p> <p>The Chair added that there will also be a report brought to the Collaborative Partnership Board regarding the rebranding for the ACS in September.</p>	<p>KT</p> <p>HS</p> <p>HS</p>
75/17	<p>ACS Memorandum of Understanding</p> <p>Sharon Kemp informed members that Local Authorities are meeting together mid-August 2017 and will therefore provide feedback on the MOU by mid-September 2017.</p> <p>The Chair added:</p> <ul style="list-style-type: none"> The MOU was not a legal document, it is a high level 	Local Authority CEO's

	<p>framework allowing us to negotiate with the Centre.</p> <ul style="list-style-type: none"> • The MOU will have gone through most governing bodies for support by the end of July 2017. • Local authorities will liaise with Will Cleary-Gray outside this meeting regarding their timeline and a form of words to support the MOU. • Will Cleary-Gray should draw up a shortened version of this MOU that could be used by Local Authorities for their meeting during August. • Will Cleary-Gray will bring any issues back to the next Board meeting. 	<p>ALL</p> <p>LA CEO's</p> <p>WCG</p> <p>WCG</p>
76/17	<p>Acute Hospital Services Review</p> <p>Professor Welsh presented to the Collaborative Partnership Board (slides will be circulated after this meeting).</p> <p>The Chair informed members that:</p> <ul style="list-style-type: none"> • Will Cleary-Gray will liaise with Alexandra Norrish to ensure Chief Executives are contacted regarding discussions that she needs to progress. • Will Cleary-Gray and Jackie Pederson will review the process regarding Overview and Scrutiny – testing out that in each place all organisations are included. • Ensure timescales to approach Healthwatch are brought forward. • The Acute Hospital Services Review should be an agenda item on the providers meeting on 31st July 2017. • AO's and CCG's to consider if they require a similar meeting to the providers meeting that is happening on 31st July 2017. 	<p>JA</p> <p>WCG</p> <p>WCG/JP</p> <p>HS</p> <p>WCG</p> <p>CCG AO's</p>
78/17	<p>Connection and Workforce Framework</p> <p>Peter Hall added the draft report is out for review and comments and contributions are welcomed. A report will be brought to Collaborative Partnership Board members regarding strategic proposals.</p>	<p>PH, TG, BC</p>
80/17	<p>Commissioning Reform and Development of Accountable Care Partnerships</p> <p>Idris Griffiths was invited to present the paper on this subject (the presentation will be circulated to members).</p>	<p>JA</p>

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Name	Organisation	Designation	Present	Apologies	Deputy for
Sir Andrew Cash CHAIR	South Yorkshire and Bassetlaw ACS	ACS Lead/Chair and CEO, Sheffield Teaching Hospitals NHS FT	✓		
Adrian Berry	South West Yorkshire Partnership NHS FT	Deputy Chief Executive		✓	Rob Webster CEO
Adrian England	Healthwatch Barnsley	Chair	✓		
Ainsley Macdonnell	Nottinghamshire County Council	Service Director	✓		Anthony May CEO
Alison Knowles	Locality Director North of England,	NHS England		✓	
Amy Fell	Yorkshire Ambulance Service NHS Trust	Planning and Development Trainee Manager	✓		Accompanied Matthew Sandford
Anthony May	Nottinghamshire County Council	Chief Executive		✓	
Ben Chico	Working Together Partnership Vanguard	Project Manager	✓		
Ben Jackson	Academic Unit of Primary Medical Care, Sheffield University	Senior Clinical Teacher		✓	
Brian Hughes	NHS Sheffield Clinical Commissioning Group	Director of Commissioning	✓		Maddy Ruff
Catherine Burn	Voluntary Action Representative	Director	✓		
Chris Edwards	NHS Rotherham Clinical Commissioning Group	Accountable Officer		✓	
Chris Welsh	South Yorkshire and Bassetlaw ACS	Independent Chair of the Acute Hospital Services Review	✓		
Debbie Hilditch	Healthwatch Doncaster	Representative		✓	
Des Breen	Working Together Partnership Vanguard	Medical Director	✓		
Diana Terris	Barnsley Metropolitan Borough Council	Chief Executive		✓	
Greg Fell	Sheffield City Council	Director of Public Health	✓		John Mothersole CEO
Frances Cuning	Yorkshire & the Humber PHE Centre	Deputy Director – Health & Wellbeing	✓		

Helen Stevens	South Yorkshire and Bassetlaw ACS	Assoc. Director of Comms & Engagement		✓	
Ian Atkinson	NHS Rotherham Clinical Commissioning Group	Deputy Chief Officer	✓		Chris Edwards
Idris Griffiths	NHS Bassetlaw Clinical Commissioning Group	Accountable Officer	✓		
Jackie Holdich	NHS Barnsley Clinical Commissioning Group	Head of Delivery (Integrated Primary/Out of Hospital Care)	✓		
Jackie Pederson	NHS Doncaster Clinical Commissioning Group	Accountable Officer	✓		
Jane Anthony	South Yorkshire and Bassetlaw ACS	Corp Admin, Exec PA, Business Manager	✓		
Janette Watkins	Working Together Partnership Vanguard	Director	✓		
Jeremy Cook	South Yorkshire and Bassetlaw ACS	Interim Director of Finance		✓	
John Mothersole	Sheffield City Council	Chief Executive		✓	
John Somers	Sheffield Children's Hospital NHS Foundation Trust	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		✓	
Louise Barnett	The Rotherham NHS Foundation Trust	Chief Executive	✓		
Louise Nunn	SYB ACS	Assistant Head of Finance	✓		
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 & Dev	✓		Rod Barnes
Mike Curtis	Health Education England	Local Director	✓		
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	✓		
Peter Hall	Peter Hall HR	HR Consultant	✓		
Richard Henderson	East Midlands Ambulance Service	Chief Executive		✓	
Richard Jenkins	Barnsley Hospital NHS Foundation Trust	Chief Executive	✓		

Richard Parker	Doncaster and Bassetlaw Teaching Hospitals NHS F T	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	✓		
Roger Watson	East Midlands Ambulance Service	Consultant Paramedic Operations	✓		Richard Henderson
Rupert Suckling	Doncaster Metropolitan Borough Council	Director of Public Health	✓		
Sharon Kemp	Rotherham Metropolitan Borough Council	Chief Executive	✓		
Simon Morritt	Chesterfield Royal Hospital	Chief Executive	✓		
Steve Shore	Healthwatch Doncaster	Chair		✓	
Tim Gilpin	TG HR Ltd	HR Consultant	✓		
Will Cleary-Gray	South Yorkshire and Bassetlaw ACS	Sustainability & Transformation Director	✓		

Minute reference	Item	Action
70/17	Welcome and introductions The Chair welcomed members to the meeting.	
71/17	Apologies for absence The Chair noted apologies for absence.	
72/17	Minutes of the previous meeting held 9th June 2017 The minutes of the previous meeting were agreed as a true record.	
73/17	Matters arising 67/16 SCR/STP Health Led IPS Employment Service. The Chair informed members this was a huge £8m project coming into our Accountable Care System (ACS). Kevan Taylor informed members this would be a 3 year funded project which would help people with mental health and learning disabilities to secure and retain work. Procurement for the project will be starting soon and will be using the Sheffield CCG and combined authorities. Health representation concerning the governance of this project will be via Kevan Taylor and Jackie Pederson. 65/17 Sharon Kemp informed members that a meeting will take place in August for Local Authorities and CCG Chairs to discuss the work each organisation is progressing in their respective areas. Sharon Kemp added that proposals emerging from the meeting will be useful to feed into the Collaborative Partnership Board (CPB) and a paper will be brought for members consideration at the meeting in September 2017.	SK

	All other matters arising would be picked up as part of the agenda.	
74/17	<p>National Update</p> <p>The Chair gave members the following update on national issues concerning the ACS:</p> <p>There will be an all day meeting with the Secretary of State on 19th July 2017 that he will be attending with Will Cleary-Gray. The meeting will cover discussions on:</p> <ul style="list-style-type: none"> • Metrics for measuring the 44 STP's (national scorecards). • A capital announcement. • Development of ACS and National support. <p>The Chair and Will Cleary-Gray attended a meeting on 13th July 2017 with NHS England and NHS Improvement and had discussions on the context of the programme with regards to:</p> <ul style="list-style-type: none"> • The post-election legal framework. • Workforce and industrial relations. • Financial discussions. <p>The Chair added that at the NHS England and NHS Improvement meeting he conveyed that he envisages this ACS will:</p> <ul style="list-style-type: none"> • Have a development phase (1st October 17 to 31st March 17), a shadow phase (1st April 18 to 31st March 18) and an operational phase (1st April 2019). • Focus on the 3 major projects at place level: the Acute Hospital Services Review, the Commissioning Review and pushing back office functions all supported by transformation programme in each place/ACP and across the ACS. • Progress when it is ready, and therefore, there is the facility in the MOU to extend the phases if required. It is important that we are a cohesive organisation. <p>NHS England and NHS Improvement have agreed the national scorecards and we want to determine the elements of our local scorecards e.g. educational attainment, career ladders within our organisations, addressing health inequality issues.</p> <p>Kevan Taylor suggested that it would be useful to know the impact on workforce shifts and an agreement that there should be a no banding approach. Kevan Taylor should approach Ben Chico for information relating to this matter.</p> <p>The Oversight and Assurance Group met on 12th July 2017 and decided to progress arranging the following meetings in the coming months:</p> <ul style="list-style-type: none"> • Audit Committee Chairs to discuss governance • Bringing Non Executive and lay members of boards and governing bodies together to discuss the common agenda of working together. • Governors of Foundation Trusts. • Councillors in local authorities. • Arranging a conference for 200-300 people (something with a similar membership of the old Guiding Coalition group) to 	KT

	<p>ensure membership is up to date on matters.</p> <p>Suzy Brain England and Helen Stevens will be leading on the last four meetings identified above. Will Cleary Gray added that the planned engagement meetings will be part of the wider communications strategy that will be coming to the Oversight and Assurance Group meeting and the Collaborative Partnership Board for discussion.</p> <p>The Chair added that there will also be a report brought to the Collaborative Partnership Board regarding the rebranding for the ACS in September.</p>	<p>HS</p> <p>HS</p>
75/17	<p>ACS Memorandum of Understanding</p> <p>Will Cleary-Gray updated members on the progress of the Memorandum of Understanding (MOU). The MOU has been developed in conjunction with Collaborative Partnership Board members from March 2017 to June 2017. Feedback has been incorporated into the MOU and a final document has been circulated to Collaborative Partnership Board members to obtain support from their governing bodies and this process should be complete by the end of July 2017.</p> <p>The MOU formed part of the assessment of South Yorkshire and Bassetlaw STP and it was required in order to become an Accountable Care System.</p> <p>Sharon Kemp informed members that Local Authorities are meeting together mid-August 2017 and will therefore provide feedback on the MOU by mid-September 2017.</p> <p>The Chair added:</p> <ul style="list-style-type: none"> • The MOU was not a legal document, it is a high level framework allowing us to negotiate with the Centre. • The MOU will have gone through most governing bodies for support by the end of July 2017. • Local authorities will liaise with Will Cleary-Gray outside this meeting regarding their timeline and a form of words to support the MOU. • Will Cleary-Gray should draw up a shortened version of this MOU that could be used by Local Authorities for their meeting during August. • Will Cleary-Gray will bring any issues back to the next Board meeting. 	<p>Local Authority CEO's</p> <p>ALL</p> <p>LA CEO's</p> <p>WCG</p> <p>WCG</p>
76/17	<p>Acute Hospital Services Review</p> <p>The Chair welcomed Professor Chris Welsh who is the South Yorkshire & Bassetlaw Accountable Care System Independent Director of the Acute Hospital Services Review to the meeting.</p> <p>Professor Welsh presented to the Collaborative Partnership Board (slides will be circulated after this meeting).</p> <p>The presentation provided members with an update of the Review's design principles, objectives, working definition of sustainability, approach and high level programme plan, communications and engagement strategy, methodology for initial short-listing of services.</p> <p>Professor Welsh added the following comments:</p>	<p>JA</p>

	<ul style="list-style-type: none"> • The final report is due with the Oversight and Assurance Group on 28th April 2018 and there is zero time contingency in the plan to accommodate any delay. • Drafts will be brought to Collaborative Partnership Board in due course. • The number of people involved in this review is significant and due to time constraints involved conversations may not be in person therefore technology will be used to assist in the process. • The recommendations for one service could be applicable to others in the region. • Work will carry on after the review and it could take 5-10 years to create a cultural change. • The majority of people requiring hospital care will still receive their care locally. <p>Members commented:</p> <ul style="list-style-type: none"> • Peter Taylor from the workforce steering group should be approached for information regarding workforce issues e.g. reporting on services now and forward look on issues. • There is a meeting on 31st July at Don Valley House for Medical Director, Directors and CEO's and a viewpoint from the providers at this meeting could be obtained. • It is important that Healthwatch is included in the approach to ensure the community is engaged in the process. <p>The Chair informed members that:</p> <ul style="list-style-type: none"> • Will Cleary-Gray will liaise with Alexandra Norrish to ensure Chief Executives are contacted regarding discussions that she needs to progress. • Will Cleary-Gray and Jackie Pederson will review the process regarding Overview and Scrutiny – testing out that in each place all organisations are included. • Ensure timescales to approach Healthwatch are brought forward. • The Acute Hospital Services Review should be an agenda item on the providers meeting on 31st July 2017. • AO's and CCG's to consider if they require a similar meeting to the providers meeting that is happening on 31st July 2017. <p>The Chair thanked professor Chris Welsh for his presentation and his attendance at this meeting.</p>	<p>WCG</p> <p>WCG/JP</p> <p>HS</p> <p>WCG</p> <p>CCG AO's</p>
<p>77/17</p>	<p>Finance Update</p> <p>Louise Nunn presented the Finance Update paper for July 2017 on behalf of Jeremy Cook.</p> <p>Louise asked Collaborative Partnership Board members to note the following key issues:</p> <ul style="list-style-type: none"> • The ACS financial refresh work is ongoing. The new financial modeling tool was reconciled to the Price Waterhouse Coopers (PWC) Model and identified understated savings by £6.5m. • The actions agreed to take forward work on the Hyper Acute Stroke business case i.e. the project will be managed through the 3 groups – the finance group, commissioning/contracting group and the operational group. 	

	<ul style="list-style-type: none"> The ACS has been selected as one of six nationally to participate in the strategic estates planning and implementation project set up to assist ACS's develop and implement their estates strategy. The key actions agreed were to undertake a prioritisation process, improve utilisation of estate, review options for the provision of CAMHS tier 4, consider estates implications for housing developments and surplus estates and rebuild options across South Yorkshire and Bassetlaw. <p>Will Cleary-Gray informed members that Yorkshire Ambulance Service (YAS) had made assumptions regarding flow in the Hyper Acute Stroke business case. ACS is working through the assumptions with YAS and these are being flagged to Collaborative Partnership Board members today as they could have implications on the business case.</p> <p>The Collaborative Partnership Board noted the contents of the finance paper presented and thanked Louise Nunn for presenting the finance report.</p>	
<p>78/17</p>	<p>Connection and Workforce Framework</p> <p>The Chair welcomed Tim Gilpin, Peter Hall and Ben Chico to the meeting and invited them to give their presentation.</p> <p>Peter Hall presented the information to the meeting.</p> <p>Members were very supportive of this work area and noted:</p> <ul style="list-style-type: none"> The impact on primary, community and social care that needs to be quantified and aligned within the strategy. The importance of changing behaviours. The voluntary sector and unpaid sector and how the people involved could be engaged. There are 47,000 volunteers in our area. Prevention is also key. The horizontal integration with back office functions must be considered. <p>Peter Hall added the draft report is out for review and comments and contributions are welcomed. A report will be brought to Collaborative Partnership Board members regarding strategic proposals.</p> <p>The Chair thanked Tim Gilpin, Peter Hall and Ben Chico for their presentation and attendance at this meeting.</p>	<p>PH, TG, BC</p>
<p>79/17</p>	<p>Development of a Single Accountability Framework</p> <p>The Chair welcomed Mark Janvier to the meeting and invited him to present this report on behalf of Alison Knowles.</p> <p>Mark Janvier identified:</p> <ul style="list-style-type: none"> The developments made on external oversight where SYB ACS is represented on the national working group to design the new arrangements. The internal assurance arrangements which consisted of two elements: our operating model and the structure of the assurance framework. That SYB ACS needs to design the operating model and governance, to support assurance within the system. The tiered structure of the assurance framework. 	

	<p>Collaborative Partnership Board members were agreed that it is essential to get the outcome metrics right.</p> <p>The Collaborative Partnership Board received the Update on Single Accountability Framework and noted this is work in progress.</p>	
80/17	<p>Commissioning Reform and Development of Accountable Care Partnerships</p> <p>Idris Griffiths was invited to present the paper on this subject (the presentation will be circulated to members).</p> <p>The Collaborative Partnership Board noted the progress presented on the emerging model for accountable care in South Yorkshire and Bassetlaw based on:</p> <ul style="list-style-type: none"> • Collaboration rather than competition. • Integration of commissioning and provision, both at ACS and in local place. • An integrated ACS at STP level, underpinned with Accountable Care Partnerships (ACPs) in place, each with a single management structure across primary, community, mental health and acute care and (and possible social care and public health) ready to take a capitated budget for their population. <p>Members added:</p> <ul style="list-style-type: none"> • That good progress has been made across ‘place’ and it is good for communities to see a simpler mechanism. • The voluntary sector/Healthwatch should be included as they have a wealth of experience that can be utilised. • There is something for everyone to get everyone around the table which we can then test, this is a learning environment and if something is not right we can resolve it. <p>The Chair thanked Idris Griffiths for presenting this paper that was also accredited to Chris Edwards, Jackie Pederson, Maddy Ruff and Lesley Smith.</p> <p>Collaborative Partnership Board members noted the plans for commissioning reform and the progress on ACP development in each of the five places.</p>	JA
81/17	<p>Summary Update to the Collaborative Partnership Board</p> <p>The SYB ACS Collaborative Partnership Board received and considered the summary update for the ACS workstreams and will use this information to inform local discussion.</p>	
82/17	<p>Any Other Business</p> <p>There was no other business brought before the meeting.</p>	
83/17	<p>Date and Time of Next Meeting</p> <p>Members were informed there will be no Collaborative Partnership Board meeting in August 2017.</p>	

	The next meeting will take place on 8 th September 2017 at 9.30am to 11.30am in the Boardroom at 722 Prince of Wales Road, Sheffield.	
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