

MINUTES

Meeting	Programme Board
Date and time	09:30 to 11:30am, Monday 11 June 2018
Location	Motivation Room, Village Hotel, Castle View, Forstal Road, Maidstone, ME14 3AQ
Chair	Glenn Douglas, Chief Executive, Kent and Medway STP

Discussion points and key decisions

1. Welcome, Introductions and Declarations

Glenn Douglas (GD) opened the meeting and asked members to introduce themselves. There were no declarations of interest.

2. Estates Deep Dive

The Programme Board's meeting structure allows for occasional 'deep dive' sessions which allow members an in-depth look at a particular work stream. Rebecca Spore (RS) updated Programme Board members on the work of the Estates Workstream, focussing on the additional resource requirements to deliver the required NHS England and Department for Health (DH) targets, the Estates Workbook Document that is to be submitted to NHS England, progress to date and the Workstream's 2018/19 workplan.

Principal achievements to date include an overarching Kent and Medway Estates narrative, successfully bidding for wave three capital funding (£19.5 million), support for the Stroke pre-consultation business case (PCBC) and work on Estates energy efficiencies.

Key areas of activity in 2018/19 are:

- NHS Estates workbook/strategy document, which needs to be submitted by 29th June
- Estate rationalisation and identifying short and medium-term opportunities to reduce revenue, backlog maintenance and possible capital disposal pipeline properties
- Business case support, working internally to help gather data for options and put in external support for independent appraisal of options

The estates strategy document will be submitted to NHS England alongside the Wave 4 capital bids. The shortlisted bids were as follows:

- i. Bethesda (South Kent Coast CCG)
- ii. Edenbridge (West Kent CCG)
- iii. Dartford Hub (Dartford, Swanley and Gravesham CCG)
- iv. Stroke Review (Kent and Medway wide)
- v. Endoscopy (Darent Valley Hospital)

with the possible addition of the Westwood Cross scheme.

Information on stroke capital requirements has previously been submitted to NHS E and it has

been indicated it needs to be resubmitted in the wave 4 submission.

A question was asked as to the ranking of the different shortlisted options. This was driven by the criteria recommended by NHS England, which significantly weights in the favour of schemes that are the most developed and those with an associated disposal.

There will be a formal review of the shortlist at finance group on 15th June, ahead of the submission on the 29th June.

NHS England and NHS Improvement are looking to the STP to provide coordination on capital bids, therefore it is important that we build confidence in our ability to deliver. There may be some benefits in pooling business case resources across Kent and Medway. The Estates workstream recommended that the STP develop a strategic estates capability to oversee coordination and development of the capital bids/ delivery and the disposal pipeline, outlining the resources that would be required for this capability.

Comments from Programme Board members are set out below.

- We need to set some targets / milestones on how we are progressing on developing this capability, aligned with local care and other key timelines. There should be a report to the Programme Board on progress within six months.
- We need bids to come forward as local care footprints, so we stop working as separate organisations across the STP.
- Ambulance services have also been asked to bid for another pot of money for capital bids and equipment (vehicles, make ready centres, etc...). This could be an opportunity for alignment.
- We should not lose sight of what is happening to GP premises – some of the 'spade ready' schemes within primary care are already being delayed.
- Where do we place the additional strategic capacity?

Programme Board members **ENDORSED** the next steps recommended, tasking the Finance Group to work with the Estates workstream to come up with funding solutions to establish the strategic estates capability.

3. STP Programme Reporting 2018/19

Beckie Burn (BB) updated Programme Board members on the changes that have been made to STP programme planning and associated reporting for 18/19.

Each workstream has been asked to produce the following:

- Programme plan with deliverables and milestones aligned to clear timescales
- Risk register, complete with mitigating actions (sample in Appendix 2)
- Resourcing plan, clearly aligned to deliverables
- Communications and engagement plan
- Benefits realisation template

Based on these documents, the PMO has developed new highlight reports containing key deliverables and milestones, against which workstreams will report on a monthly basis. The PMO will report monthly by exception to the Programme Board on both delivery and risks.

In addition, STP organisations have been asked to share their organisational risks where they are relevant to the STP Programme. The PMO is awaiting responses from two organisations. where mitigating actions have not been given for these risks and an STP-wide mitigation is required, the PMO is working to develop the appropriate mitigation actions and align with STP workstreams. It was noted that the risk register is work in progress and further work is required to integrate organisational risks with the STP risks.

There was a brief discussion about how the Clinical and Professional Board priorities were reflected across the STP programme and whether each priority should have a Senior Responsible Owner that has a seat at the Programme Board table. It was **AGREED** that the role and the remit of the Clinical and Professional Board, Finance Group and other key oversight groups need to be clarified, including how or whether each group needs to report into the Programme Board.

4. Kent and Medway STP Financial Position

Prior to presenting the Month 1 financial position, Phil Cave (PCa) took members through the additional information requested on the 2017/18 outturn, specifically the outturn net of Sustainability and Transformation Fund and 2017/18 CIP/QIPP performance. PCa also shared an analysis from NHS England, comparing the commissioner and provider financial positions of each STP area.

As at month 1 2018/19, the Kent and Medway STP (excluding SECAMB) has a planned deficit of £13.6m. The actual position is a £13.4m deficit. The STP is ahead of plan by £0.2m at M1. The figures do not include any CCG financials as these are not reported until month 2. Local authority month 1 financials have not yet been published.

5. Chief Executive's Report

Governance update

A slide pack of the suggested changes to STP governance were shared with members in preparation for a more in-depth discussion at the July Programme Board.

Michael Ridgwell (MR) highlighted the questions for discussion on page 14, encouraging members to bear these in mind when considering the proposals.

It was suggested that two additional questions to consider were (a) does the changed structure lead to better programme delivery and accountability and (b) do the changes have any resource implications.

East Kent update

Caroline Selkirk gave a short update on progress towards developing the pre-consultation business case (PCBC) for the East Kent hospital reconfiguration. Key points:

- Ernst and Young (EY) have been appointed as to provide additional expertise and capacity to support the development of the PCBC;
- EY have completed a stocktake of readiness for PCBC development and, as part of this, a new governance structure has been proposed that will streamline existing meetings, and ensure decision-making happens in the right time and at the right place;

- work is underway to understand the base budget investment in local care for each locality. This detail is also required for the PCBC; and,
- Caroline Selkirk, Susan Acott and Paul Bentley are now meeting regularly to progress the development of local care as part of the PCBC development.

Forward Plan

The Forward Plan was agreed. It was noted that there will be no August meeting.

It was suggested that Prevention needed to come back to Programme Board for further discussion, to ensure work progresses on finding a suitable financial model for funding prevention activity. This could potentially be discussed at the September meeting.

6. Minutes and Actions from the last meeting, AOB

Diana Hamilton-Fairley (Medical Director, Medway FT and Co-chair of the Clinical and Professional Board) is missing from the list of apologies. The minutes will be amended to reflect this change.

Updates on actions from 9 April are below:

Action	Owner	Deadline
Bring milestones and deliverables for each workstream to the next Programme Board meeting for discussion. Completed	Beckie Burn	11/06/2018
Provide members with further information on the STP financial position for 2017/18 and plans to address this deficit in 2018/19 Completed	Phil Cave	11/06/2018
Workforce workstream to incorporate feedback from deep dive discussion in the development of its 2018/19 plans and developing strategy, to be brought to the July Programme Board meeting. Not due until 2 July	Rebecca Bradd	02/07/2018

The meeting ended at 11:20am

ACTIONS – to be reviewed at the next meeting

Action	Owner	Deadline
Finance Group to work with the Estates workstream to come up with funding solutions to establish the strategic estates capability	Phil Cave / Rebecca Spore	3 December 2018
Role and the remit of the Clinical and Professional Board, Finance Group and other key oversight groups need to be clarified, including how or whether each group needs to report into the Programme Board.	Beckie Burn	2 July 2018

ATTENDEES

Organisation	Name	Role	Initials
Dartford and Gravesham NHS Trust	Gerard Sammon	Interim CEO	GS
East Kent Hospitals University NHS Foundation Trust	Susan Acott	Chief Executive, Digital SRO	SA
East Kent Hospitals University NHS Foundation Trust	Phil Cave	Executive Director of Finance, Chair of Finance Group	PCa
Hood & Woolf	Steph Hood	Director, Communications & Engagement	SH
Kent & Medway Sustainability & Transformation Partnership	Beckie Burn	STP PMO Lead	BB
Kent & Medway Sustainability & Transformation Partnership	Donna Carr	STP PMO Officer	DC
Kent & Medway Sustainability & Transformation Partnership	Ravi Baghirathan	STP Programme Director, Medway and North West Kent	RB
Kent & Medway Sustainability & Transformation Partnership	Michael Ridgwell	STP Programme Director, Comms & Engagement SRO	MR
Kent & Medway Sustainability & Transformation Partnership	Glenn Douglas	STP Chief Executive (Chair)	GD
Kent & Medway Sustainability & Transformation Partnership	Claire Lloyd-Cowtan	PMO Administrator	CLC
Kent Community Health NHS Foundation Trust	Gordon Flack	Director of Finance	GF
Kent County Council	Paul Carter (Cllr.)	Leader of the Council	PC
Kent County Council	Peter Oakford (Cllr.)	Cabinet Member for Education and Health Reform	PO
Kent County Council	Andrew Scott-Clark	Director of Public Health, Prevention SRO	ASC
Kent County Council	Penny Southern	Interim Executive Director for Adult Social Care & Health	PS
Kent Local Medical Committee	Dr Gaurav Gupta	Chairman	GG
Maidstone and Tunbridge Wells NHS Trust	Miles Scott	CEO	MS

Organisation	Name	Role	Initials
Medway NHS Foundation Trust	Lesley Dwyer	Chief Executive, Co-Chair of MNWK Delivery Board	LDw
Medway Unitary Authority	Alan Jarrett (Cllr.)	Leader of the Council	AJ
Medway Unitary Authority	James Williams	Director of Public Health, Prevention SRO	JW
Medway Unitary Authority	Neil Davies	Chief Executive	ND
NHS Dartford, Gravesham and Swanley CCG and NHS Swale CCG	Patricia Davies	Director of Acute Clinical Strategy, Kent and Medway CCGs	PD
NHS England	Ivor Duffy	Director of Assurance and Delivery	ID
NHS Improvement	Suzanne Cliffe	Head of Delivery and Improvement, South (East)	SC
NHS Medway CCG	Caroline Selkirk	Managing Director, East Kent CCGs and Local Care SRO	CS
NHS Swale CCG	Fiona Armstrong	CCG Clinical Chair and Co-Chair, Clinical and Professional Board	FA
NHS West Kent CCG	Ian Ayres	Managing Director, MNWK CCGs	IA
South East Coast Ambulance Service NHS Foundation Trust	Jayne Phoenix	Associate Director of Strategy and Business Development	JP

APOLOGIES

Organisation	Name	Role	Initials
NHS England	Felicity Cox	Director of Commissioning Operations	FC
NHS Improvement and NHS England	Anne Eden	Regional Director – South East	AE
Kent Community Health NHS Foundation Trust	Paul Bentley (Gordon Flack deputising)	Chief Executive, PMO SRO	PB
Medway NHS Foundation Trust	Diana Hamilton-Fairley	Medical Director and Co-Chair, STP Clinical and Professional Board	DHF
Healthwatch Kent	Steve Inett	CEO Healthwatch Kent, Chair of PPAG	SI
Medway Unitary Authority / Medway Health & Wellbeing Board	David Brake (Cllr.)	Portfolio Holder for Adult Services / Chairman	DB