

**System Leadership Team
Meeting 22**

Chair: Toby Sanders

Date: Thursday 18th October 2018

Time: 10:00 – 12:00

Venue: 8th Floor Conference Room, St Johns House, East Street, Leicester, LE1 6NB

Present:	
Toby Sanders (TS)	Chair, LLR STP Lead, Managing Director, West Leicestershire CCG
John Adler (JA)	Chief Executive, University Hospitals of Leicester NHS Trust
Mark Andrews (MA)	Deputy Director for People, Rutland County Council
Sue Elcock (SE)	Medical Director, Leicestershire Partnership Trust
Karen English (KE)	Managing Director, East Leicestershire and Rutland CCG
Steven Forbes (SF)	Strategic Director for Adult Social Care, Leicester City Council
Andrew Furlong (AF)	Medical Director, University Hospitals of Leicester NHS Trust
Andy Ker (AK)	Clinical Vice Chair, East Leicestershire and Rutland CCG
Ben Holdaway (BH)	Director of Operations, East Midlands Ambulance Service
Roz Lindridge (RL)	Locality Director Central Midlands, NHS England
Sue Lock (SL)	Managing Director, Leicester City CCG
Peter Miller (PM)	Chief Executive, Leicestershire Partnership Trust
Richard Morris (RM)	Director of Corporate Affairs, LCCG SRO Communications and Engagement
Sarah Prema (SP)	Director of Strategy and Implementation, Leicester City CCG
Nick Pulman (NP)	Clinical Vice Chair, West Leicestershire CCG
Evan Rees (ER)	Chair, BCT PPI Group
John Sinnott (JS)	Chief Executive, Leicestershire County Council
Caroline Trevithick (CT)	Deputy Managing Director, Chief Nurse and Quality Lead, West Leicestershire CCG
Apologies:	
Azhar Farooqi (AFa)	Clinical Chair, Leicester City CCG



Mayur Lakhani (ML)	Chair, West Leicestershire CCG, GP, Sileby Co-Chair Clinical Leadership Group
Richard Palin (RP)	Chair, East Leicestershire and Rutland CCG
In Attendance:	
Shelly Heap	Board Support, BCT(Minutes)
Sue Venables (SV)	Head of Communications and Engagement, Better Care Together
SLT 18/10/01 Welcome and introductions	
Sue Elcock, who has started as the new Medical Director at Leicestershire Partnership Trust and Ben Holdaway, Director of Operations, East Midlands Ambulance Service were welcomed to the group.	
SLT 18/10/02 Apologies for Absence and Quorum	
Apologies were received from Richard Palin (Andy Ker representing), Mayur Lakhani (Nick Pulman representing) and Azhar Farooqi. However, as there isn't clinical representation available today from City CCG the meeting isn't quorate, therefore the August 2018 minutes from the last meeting will be checked for accuracy today but come back to the next meeting for approval.	
SLT 18/10/03 Declarations of interest on Agenda Topics	
Item 7 – BCT Future Leadership and Governance. It was noted that there may be individual Officer interest in the future leadership and governance arrangements.	
SLT 18/10/04 Minutes of meeting held on 16th August 2018	
The minutes of the last meeting were accepted as an accurate record but will be formally approved at the next meeting.	
SLT 18/10/05 Action notes of the meeting held on 16th August 2018	
It was noted that all actions on the log have been completed.	
SLT 18/10/06 Progress Update on CCG Collaborative Joint Working	
AK and NP gave a brief verbal update on progress with the discussions about the collaborative working arrangements of the three CCGs. There is external resource in the form of Dawn Smith to help work through the best option for how the three organisations will work together effectively and how joint and common committees will operate in the new structure. Dawn has now met with the CCG board members and at the October 2018 Joint Board Development meeting she presented what is happening with CCGs nationally which proved very helpful to the discussion. There is now a sway of opinion that is supportive of moving towards a single Accountable Officer and Management Team, however, ongoing constructive meetings and discussions are being held on a weekly basis to develop the finer details of the proposal. It is planned that a final proposal will be ready for the December 2018 Governing Body Meetings.	
SLT 18/10/07 Future Leadership and Governance Arrangements	
TS outlined the proposals for the future leadership and governance arrangements of the STP as set out in Paper C.	
SLT members had a very constructive time out session on 20 September 2018 and key actions from the day included proposals for changes to the STP lead role, SLT arrangements and the formation of a new oversight group.	
Temporary arrangements for a team based approach for the interim are proposed as follows:	

<ul style="list-style-type: none"> • Sue Lock to take on the overall STP Lead role • Other NHS Chief Offices to support and lead on specific functions as outlined in Paper C. • The roles of STP lead and SLT chair to be separated to enable more effective meetings. • SLT chair will rotate on a three monthly basis in the following order PM, KE, JA, CT <p>The partners supported the interim arrangements outlined and it was agreed that TS will formally write, in his capacity as the outgoing STP lead, to NHS England for their approval.</p> <p>The partners discussed the longer term role of SLT and it was agreed that the terms of reference, the broader purpose and effectiveness and individual accountability of members should be reviewed and defined. Membership was also discussed and whether other groups not currently represented such as Derbyshire Healthcare United, Federations, voluntary, academic sectors and other groups should be included. However no conclusion was reached. There was further debate regarding the long term STP lead role. It was agreed that SL will do further work on the proposals and include a refresh of the SLT TOR for the November SLT meeting. RL will source information on what roles other STP leads and SLT chairs hold.</p> <p>In addition, it is proposed to form a new Oversight Group which would include Local Authorities. This group will meet in a public forum, possibly on a quarterly basis. It was agreed that this should be scoped out with a proposal to the December SLT meeting. ER recommended that there is PPI representation on this forum.</p> <p>It was noted that the Leadership centre have more capacity to support this work going forward.</p>	<p>SL RL</p> <p>PM</p>
<p>SLT 18/10/08 LLR Local Workforce Action Board Annual Report</p>	
<p>PM presented the Local Workforce Annual Report as outlined in Paper D for information purposes. It was noted that around spring 2019 there will be a refresh of the plan and strategy to incorporate the new National Workforce Strategy.</p> <p>PM highlighted that a major priority to focus on is the large amount of nursing vacancies which stands at over 600 across the LLR region. It was pointed out that the high number of nursing vacancies is a worldwide issue. Workforce planning has been reviewing how to address this situation and looking at different ways to attract and retain staff as well as looking into new markets and it is also planned to create 100 new registered nurse posts. It was acknowledged that this is a very difficult situation to manage and is a threat to the quality of care as well as affecting performance and flow. PM told partners that there is an opportunity to improve and strengthen working arrangements in relation to workforce planning with Local Authority colleagues.</p> <p>There are resources of circa £1 m available to support organisational development, training and growth management across the system.</p> <p>The partners discussed issues such as attraction, retention, training and progression etc. PM assured the partners that work is being carried out on these aspects including training and good career pathways as well as considering the future skills mix. The clinical workstreams have linked into this work and the National Workforce strategy will help to develop it further.</p> <p>AK gave examples where Practice Nurses have trained to become Advanced Nurse Practitioners and have been backfilled by reception staff who are keen to progress into nursing but have found limited Health Care Assistant (HCA) training has been available and therefore it</p>	

was suggested to look into expanding this course. NP also highlighted that the system needs to keep up and recognise when peoples roles are changing when acting up into new roles.

SL asked how Specialised Commissioning is linked to the plan and referred to recent discussions regarding Head and Neck Services which will both directly and indirectly impact on the skills required for specialised services. It was acknowledged that this is not particularly well connected to these plans and that there is a need to relate this to the strategic plan.

SLT 18/10/09 LLR Frailty Programme 18/19 update

JA provided a succinct update on the Frailty Programme as outlined in Paper E.

Good news of note is that the programme is going very well and there is good engagement and collaboration from the agencies involved. It has been refreshing to have a mandate to get on with the work and this is a useful reference point for a future working approach.

Three items were escalated for agreement as follows:

- **The future of the key role of Primary Care coordinator** – KE confirmed that the Integrated Community Board are currently developing the model and there will be a decision on the coordinator role around the end of November 2018.
- **Primary care record access and the design of the care plan** – The launch of the communications package has been delayed, the new timescale for completion is 1st November 2018. It has been identified that the care plan itself is causing major issues partly due to a lack of clinical oversight in the development; work is required to simplify it. Partners agreed a mandate for the Frailty Programme to co-ordinate a redesign, linking with relevant groups and IM&T.
- **Alignment of the Clinical Frailty Score** – agreement for the use of one national frailty score (CFS) is required, although this may impact EMAS regionally. BH confirmed that EMAS will feed back the decision directly to JA.

SLT 18/10/10 Any Other Business

TS added an additional item to the agenda on Planning and Strategy following a letter from NHS England and NHS Improvement which was handed out at the meeting.

The government has announced a five year revenue budget settlement for the NHS and has asked them for a long term plan to be developed in return. The plan will be published in late November or early December 2018. Briefings for NHS Chief Officers are planned in London and Leeds over the next couple of weeks. TS will be attending the meeting in London next Monday and will brief CCG and SLT colleagues afterwards. This is very welcome news and will provide financial clarity in the longer term. There is also a National Sustainable Transformation Partnership (STP) Meeting the following week which SL and CT are attending.

Payment reform is outlined in the letter and there is a proposal to move to a blended funding approach for urgent and emergency care, additionally there will be changes to contracting and providers. There is an expectation that systems will produce updated local plans for the five year period with 2019/20 as a transitional year. There will be some practical questions that arise from the letter as well as to start work on our response to the letter and it was agreed to table this as a standard agenda item over the next few months. RL told the members she is attending a planning meeting this Friday and to email her any questions which she will raise and feedback on.

The members comments and feedback were taken as follows:

- To produce a new strategic five year operational and financial plan which includes details of how our approach to the LLR system and governance. To have a clear focus on a small number of system related deliverables best for LLR and to begin

engagement activities at an early stage.

- Local Authorities funding for Children’s Social Care will have an impact on the system and may also affect LA’s ability to remain full partners; however, it was acknowledged that they are integral to the STP.
- Long term funding was welcomed but it was acknowledged that this will not bridge the funding gaps.

SL thanked TS for his work as lead of the LLR STP and what has been achieved and the members wished him the best of luck in his new role.

Date, time and venue of next meeting

9am-12pm Thursday, 22nd November 2018, 8th Floor Conference Room, St John’s House