



London Health & Care Strategic Partnership Board

Wednesday 24 May 2017 – 10:30-12:30
 London Councils

Draft Minutes

Attendees

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|--------------------------|--------------------------|
| Anne Rainsberry (AR) | NHS Chair |
| Jane Milligan (JM) | NEL CCG Lead |
| Jeff Buggle (JB) | NEL Provider lead |
| Mike Cooke (MC) | NCL Borough lead |
| Mohini Parmar (MP) | NWL CCG Lead |
| Lesley Watts (LW) | NWL Provider lead |
| Carolyn Downs (CD) | NWL Borough lead |
| Andrew Bland (AB) | SEL CCG Lead |
| Amanda Pritchard (AP) | SEL Provider lead |
| Andrew Murray (AM) | SWL CCG Lead |
| Ged Curran (GC) | SWL Borough lead |
| John O'Brien (JO) | London Councils |
| Amanda Coyle (AC) | GLA |
| Marilena Korkodilos (MK) | PHE (for Yvonne Doyle) |
| David Slegg (DS) | NHSE |
| Andrew Hines (AH) | NHSI (for Steve Russell) |
| Andrew Eyres (AE) | Office of CCGs |
| Marc Rowland (MR) | Office of CCGs |
| Nicola Wise (NW) | CQC |
| Aurea Jones (AJ) | HEE |

In attendance

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|------------------------|----------------------|
| Shaun Danielli (SD) | HLP |
| Clive Grimshaw (CG) | London Councils |
| Emily Humphreys (EH) | GLA |
| Gus Wilson (GW) | GLA |
| Steve Pidgeon (SP) | HLP PMO |
| Pascale Monteil (PM) | HLP PMO |
| Nabihah Sachedina (NS) | Devolution Director |
| Emily Sawdon (ES) | Devolution Programme |

Apologies

- | | |
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| Will Tuckley | CEs' London Committee (CELC) Health Lead |
| Matthew Hopkins | NEL Provider lead |
| Martin Esom | NEL Borough lead |

Helen Pettersen	NCL CCG Lead
David Sloman	NCL Provider lead
Tracey Batten	NWL Provider lead
Barry Quirk	SEL Borough lead
Sarah Blow	SWL CCG Lead
John Goulston	SWL Provider lead
Jeff Jacobs	GLA
Yvonne Doyle	PHE
Steve Russell	NHSI
Ted Baker	CQC

Item No	Agenda Item	Action
1	<p>WELCOME AND INTRODUCTIONS</p> <p>AR welcomed members and introductions were made.</p>	
2	<p>INTRODUCTION AND CONTEXT</p> <p>AR set the context for the meeting, describing how it follows the first (shadow form) meeting which was held in March. The March minutes were agreed as an accurate record by those members involved in that meeting.</p> <p>For the benefit of new members AR continued with the background to the Strategic Partnership Board. She stated that in December 2015, partners across London signed a collaboration agreement to explore a number of things in the context of the <i>Better Health for London</i> report, objectives for health and care over the next 12 months and further devolution of powers in London. It was noted that London will use a different approach to devolution compared with Manchester and other regions, due to the size of the city, number of organisations and complexity of arrangements. A series of pilots will test various elements of devolution to explore and surface other areas to include in devolution agreement.</p> <p>This resulted in a draft Memorandum of Understanding (MoU), which was in the final stages of agreement prior to the election. The agreement covers powers, resources and decision making. It sets out leadership and governance arrangements across London and the sub-regions/boroughs. This is set out in the SPB terms of reference. The expectation remains that the MoU will be signed following the general election in June 2017.</p> <p>Members considered the terms of reference for the SPB, which would act as a more formal, faster mechanism to enable devolution, but also as a forum that all partners can use for a range of issues.</p> <p>It was noted that membership should be as broad as possible at this initial, set-up stage and that members would continue to</p>	<p><u>CG</u> to scope out a whole system engagement event by</p>

	<p>consider membership requirements as the group and its function evolves. STPs have the opportunity for three representatives but there are some gaps, for example clinician membership. Further engagement is needed on this and <u>CG was asked to consider and make a proposal for a whole system engagement event ahead of Summer recess.</u></p> <p><u>DS was asked to share a transformation funds pipeline ahead of this to clarify potential resource availability.</u></p> <p><u>It was also noted that before the Board moves into decision-making, the degree of consensus required and dispute resolution process will need to be clarified.</u></p> <p>Members discussed taking a pragmatic approach to partnership arrangements and allowing this to grow organically in the most sensible way in London. This will remain under constant review, remaining mindful of national and regional policy and priorities.</p>	<p>July</p> <p><u>DS</u> to share details of transformation funds</p> <p>ToR to be modified to clarify secretariat arrangements, privacy of meeting and consensus and dispute resolution arrangements.</p>
<p>3</p>	<p>LONDON HEALTH BOARD (LHB):</p> <p>AC gave an overview of the LHB and draft agenda for the 14 June meeting, which will include an update on the SPB. The LHB meets quarterly, chaired by the Mayor with membership being comprised of political, NHS and PHE executives. The meeting minutes and agenda are published on their website but where the timing works the SPB will receive papers for information.</p> <p>EH (GLA) presented the Health and Inequalities Strategy, which will go to the 14 June LHB. This is a statutory duty of the mayor and a particular challenge in the London region, where there are highly marginalised groups suffering severe health inequalities. The Mayor is absolutely committed to addressing this and has manifesto commitments to deliver. However, the group discussed the Mayor’s role to galvanise and advocate all on this agenda (including business) but that many delivery sits in various different places and the strategic vision will need to align with STP plans in particular. The Mayor will be launching a consultation on the strategy and members were encouraged to engage in this.</p>	<p><u>HLP</u> to share LHB papers with SPB.</p>
<p>4</p>	<p>STP UPDATES AND PRIORITIES</p> <p>Feedback from previous meetings was that members particularly appreciate the opportunity to connect with other STPs to discuss issues and solutions as a group. Some of these common issues requiring collective action so far had been:</p> <ul style="list-style-type: none"> • Fragmented improvement support and anchoring in STPs • Consistency of regulation • Access and decisions on capital • The need to rationalise and streamline pan-London 	<p><u>HLP</u> to write a proposition paper on key STP issues and how to address them.</p>

	<p>meeting infrastructure</p> <p>STP provided an update on the key issues they faced in a wider discussion, including:</p> <ul style="list-style-type: none"> • The speed of regulatory decision making; • Short-term financial pressures distracting from five year strategic planning and transformation; • Agreeing governance and finding the right language around an accountable care system, for example health and care integration vs STPs; • Harness clinical capital and using it collectively; • How digital fits in as a key enabler to delivery; • Fragility of partnership arrangements due to challenged organisations and strong sub-regional arrangements, which can lead to a fortress mentality where individuals prioritise their own position over the collective; • How to gain political alignment as integrated working becomes more complex above borough level; <p>It was agreed that a number of key issues had been helpfully raised and that <u>HLP would pull together a proposition paper to address this.</u></p>	
<p>5</p>	<p>COMMENCING DELIVERY OF DEVOLUTION COMMITMENTS: progress against the MoU themes</p> <p>An overview of progress against the MoU themes was provided as well as the key challenges and actions over coming weeks and months. It was noted that strong progress had been made, with a helpful clarity on the strengthened collaboration across all partners. Prevention is the area where still likely to be some movement in the MoU.</p> <p>The direction and pace of this work was agreed and welcomed.</p>	
<p>6</p>	<p>SUPPORTING INTEGRATION OF HEALTH AND CARE</p> <p>NS presented an overview of progress in supporting health and care system integration in London. This not about a London version of STPs or ACS, but how to leverage the national appetite and support integration as much as possible. Vanguard have been looking at this across series of different delivery models and, most recently in the FYFV delivery plan, the ACS has become more prominent in looking at a place-based approach. Much of the vanguard work has demonstrated challenges organisations face in coming together in a more integrated way and there is lots of learning for London to draw from. Evaluation of the outcomes is also incredibly important in making the case for the approach to wider transformation in London.</p> <p>Members were broadly supportive of the overall direction of</p>	<p><u>NS</u> to establish an integration steering group.</p>

	<p>travel, noting the need to identify and provide options, rather than a prescriptive approach for all of London. It will be helpful to look at integration from the perspective of individuals with different views, particularly those with a lower appetite for this. There were a number of questions raised about how this should be taken forward in London and <u>AR suggested a steering group be formed, including representation from this board, with full representation across partners to oversee the development of this work.</u></p>	
<p>7</p>	<p>LONDON ESTATES BOARD (LEB) UPDATE</p> <p>DS provided an overview of the London Estates Board (LEB), explaining it has been established to bring London and national partners together to support SPGs to develop and implement capital plans. The context, principles, membership and governance were discussed. A key document is the operating framework, which provides more detail about the four stages of approval. This is currently in the initial advisory stage.</p> <p>Once the MoU is signed, the LEB will come together for approval and consent to move to the next stage. The London Estates Delivery Unit (LEDU) will consolidate operational functions and expertise. The SPB will provide operational oversight of this.</p>	
<p>8</p>	<p>NEXT STEPS AND AOB</p>	

NEXT MEETING:
10 August 2017 – 15:00-17:00 – Skipton House

	Action	Owner
1.	Hold a whole system engagement event by July.	Clive Grimshaw / Nabihah Sachedina
2.	Circulate transformation funds pipeline.	Nabihah Sachedina/David Slegg/Clive Grimshaw
3.	SPB ToR to be modified to clarify secretariat arrangements, privacy of meeting and consensus and dispute resolution arrangements.	HLP
4.	Circulate LHB papers with SPB if timings align.	HLP
5.	Write a proposition paper that summarises STP issues and how to address them.	Shaun Danielli / HLP
6.	Put forward an integration steering group proposal, with full representation across partners.	Nabihah Sachedina/ Clive Grimshaw