



**DRAFT ACP Board Meeting Minutes
Friday October 25th 2019
Sheffield Town Hall, 09:00-11:15- Meeting In Public**

Attendees:

Ms Jayne Brown, Chair, Sheffield Health & Social Care NHS Foundation Trust (Meeting Chair)
Mr Tony Pedder, Chair, Sheffield Teaching Hospitals NHS Foundation Trust
Ms Sarah Jones, Chair, Sheffield Children's NHS Foundation Trust
Ms Jackie Drayton, Councillor, Sheffield City Council (For George Lindars-Hammond)
Mr Andy Buck, Chair, Voluntary Action Sheffield
Mr Clive Clarke, Interim Chief Executive, Sheffield Health & Social Care
Ms Kirsten Major, Chief Executive, Sheffield Teaching Hospitals NHS Foundation Trust
Ms Yvonne Elliott, Deputy Chief Executive, Primary Care Sheffield (For Andrew Hilton & John Boyington)
Mr John Mothersole, Chief Executive, Sheffield City Council
Mr Greg Fell, Director of Public Health, Sheffield City Council
Ms Nicki Doherty, Director for Care Outside of Hospital, Sheffield CCG (For Terry Hudson & Lesley Smith)
Ms Maddy Desforges, Chief Executive, Voluntary Action Sheffield
Ms Jackie Mills, Director of Finance, NHS Sheffield CCG
Mr Mark Tuckett, Director, Sheffield ACP
Ms Kathryn Robertshaw, Deputy Director - Delivery, Sheffield ACP
Ms Jane Ginniver, Deputy Director - Development, Sheffield ACP

Apologies:

Dr Terry Hudson, Chair, NHS Sheffield CCG
Mr John Boyington, Chair, Primary Care Sheffield
Ms Lesley Smith, Accountable Officer, NHS Sheffield CCG
Mr George Lindars-Hammond, Councillor, Sheffield City Council
Dr Andrew Hilton, Chief Executive, Primary Care Sheffield
Mr John Somers, Chief Executive, Sheffield Children's NHS Foundation Trust

In Attendance:

Paula Ward, Director of Organisational Development, Sheffield Teaching Hospitals NHS Foundation Trust (for Item 7)

1 Welcome

The chair of the meeting introduced board members to the meeting

2 Declarations Of Interest

No declarations of interest were declared

3 Questions from Members of the Public

None tabled

4 Finance Update

Jackie Mills provided the ACP Board with an update on the financial position of the Sheffield system. It was explained to the Board that the system was heading for a favourable end of year position; this was caveated by significant risks which would need managing.

Discussions held the previous day at the ACP Chief Executive's meeting (attended by Directors of Finance from across the ACP partnership) were shared with the Board. It was acknowledged within these discussions that there was a need for the ACP and workstream plans to identify how they could contribute towards these financial challenges whilst ensuring the partnership did not become – solely – a financial improvement plan.

It was noted that the ACP should focus on where the financial challenges could be tackled more effectively as a Sheffield system rather than as individual organisations.

5 ACP Director Report

Mark Tuckett shared the latest ACP Director's Report with the Board, noting a change in format based on feedback at the ACP Executive Delivery Group to a more strategic focus.

ACP Report Strategic Update:

- **SYB Long Term Plan Response:** It was noted this would be discussed within the private agenda of today's meeting
- **Joint Commissioning Committee:** Positive discussions were noted, including discussions about the different constraints and opportunities for Local Government and NHS commissioning; and also about exploring where things should be commissioned differentially at a place basis compared to at the ICS.
- **Scrutiny Committee Meeting:** It was explained that the ACP

Director, with SCC and CCG officers had attended the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee to discuss integrated working, specifically the ACP, Better Care Fund and Joint Commissioning Committee. Cautious optimism was noted by the Committee. Discussions included what is meant by 'Accountable' in 'Accountable Care Partnership'. The committee also asked to see more quantitative data alongside qualitative stories in future discussions.

- **VCS Relationship with ACP:** It was noted that the Board had previously discussed allocating some money towards strengthening the ACP VCS relationship; that this funding had now been agreed; and that it would be focussed on building better relationships, enhancing information and intelligence gathered from the local VCS-organisations; and to fund deep dives into potential areas for investment. It was noted Strategy Leads would be meeting on the afternoon of October 25th to further discussion this work and relationship. It was noted by Clive Clarke that whilst the voluntary sector voice was strong at some of the workstream delivery boards this needed to be replicated across the system. Greg Fell noted that the funding from the ACP into the VCF did not represent investment purely to support statutory services but to improve health outcomes across the city as a whole.

The Chair concluded that some of these issues above should be explored in greater depth as part of a future development session. This session could explore how to more fully involve all partners, including non-statutory providers.

**Mark
Tuckett**

6 ACP Communications Plan:

Jane Ginniver presented to the ACP Board on the latest ACP Communications Plan, acknowledging significant work by Lucy Ettridge at Sheffield CCG who has been leading on communications for the ACP.

The Board were taken through various key pieces of work that have been undertaken, including establishing the Improving Accountable Care Forum, ACP website development and Shaping Sheffield workshops.

The development of the ACP website was discussed at length along with an outline communications plan. It was noted that communications – especially any public communications – would need careful consideration, especially with regards to staff liaison.

It was agreed that public communications have merit when they can describe differences and impact for public and patients, but that high level statements often have little impact outside of certain staff groups. Public perception was discussed and there was a discussion about how

interested and aware the public are, or needs to be, regarding the ACP.

It was agreed that the website should be launched in November 2019 as planned to consolidate information already available into one place and to ensure that Shaping Sheffield is publicly available; but that we wouldn't be undertaking significant public communications at this stage

7 Workforce Strategy

Paula Ward, Director of Organisational Development at STH joined the meeting and presented the ACP Workforce Strategy alongside Jane Ginniver. It was noted that changes had been made to the strategy in line with feedback from many sources throughout the consultation period, including from both ACP EDG and ACP Board members. To help define the scope for the strategy it has deliberately excluded work covered elsewhere, for example by National, Regional and ICS workforce programmes and strategies.

It was noted that the ACP Workforce & OD Transformation Board was co-chaired by Dean Wilson & Paula Ward and that a good governance structure was in place to support the workstream. The work of the ACP Workforce & OD Transformation Board was being taken forward in five areas, each headed by an OD lead from an ACP organisation. It was expected that these five subgroups would be operational from January 2020

- Recruitment & Retention
- Learning & Development
- Policies
- System Leadership
- Care Homes

In addition to the five subgroups some more immediate actions had been identified through the development of the workforce strategy. These are outlined below and are being progressed this calendar year:

- Brand Sheffield
- Training staff in Person Centred Approaches
- Care Home Support
- Embedding System Leadership initiatives
- Sharing Apprenticeship Levy

The Board's discussion covered a number of topics including: how we attract staff to the sector and to Sheffield; how we ensure this work will influence practice; and how the Voluntary Sector would be better integrated in the work. Paula expressed confidence that there were answers to all of these questions, and these were topics that were covered by the ongoing work and would be happy to bring them forward to Chief Executives or EDG at a future date.

In conclusion the Chair agreed that an item be brought back to the

January ACP Board addressing these key questions, with a need to separate Workforce & Organisational Development at a future meeting for clarity, suggesting a substantive OD item at the next meeting to ensure oversight.

Paula Ward

8 CQC System Review

Jane Ginniver provided an update to the ACP Board on the CQC Local System Review which has been in progress since the summer of 2018. Board noted that significant work had been undertaken to embed the actions within the CQC Action Plan within business as usual.

Discussions from the ACP Executive Delivery Group on October 24 2019 were shared with the Board, where it was agreed that a piece of work would be undertaken to reframe and re-categorise the action plan for review in January 2020 – identifying which actions were more self-contained; and which were more broadly-defined.

Jane Ginniver

The Chair noted the update and formally thanked those responsible for pulling the plan together for their hard work, acknowledging the successes to come from it so far.

9 ACP Performance Report

Kathryn Robertshaw introduced the ACP Performance Report which provided an aggregation of indicators on the health of the population of Sheffield. It was noted by the Board that the update was extremely useful, with the caveat that discussions needed to be had on how the report could be used by Board in order to have tangible discussions on fixing some of the 'wicked' issues that emerge.

The chair agreed that the report should come for information to future meetings with specific items either raised in a broader ACP Director's Report or added as agenda items as 'deep dives'. It was suggested that there could be value in a 'deep dive' focus on CAMHS, potentially for the January ACP Board. Mark Tuckett and Kathryn Robertshaw to look at the possibility of this with relevant directors

**Mark Tuckett,
Kathryn Robertshaw**

10 AOB

It was noted by the Board that the ACP Shadow Board had agreed to meet on a further three occasions until May 2020. Board noted the Celebration Event taking place at the conclusion of this meeting.