East Midlands Ambulance Service NHS
NHS Trust

PB/12/53

UNAPPROVED MINUTES
Transformation Programme Board

Details: **06 February 2012, 14.00**
Meeting Room 1, Horizon Place

Attendees:	Phil Milligan	PJM	Chief Executive (Chair)
	Paul Brown	PB	Trade Union Representative
	Peter Burnett	PBu	Business Manger (Acting Operational Programme Manager)
	Jayne Condon	JC	Corporate Programme Manager
	David Farrelly	DF	Deputy Chief Executive (FT SRO)
	Chris Gaskill	CG	Head of PTS (PTS Business Change Manager)
	Karen Glover	KG	Director of Nursing and Quality (People Programme SRO)
	James Gray	JG	Medical Director (CIP SRO)
	Ben Holdaway	BH	Deputy Director of Operations (Operational Business Change Manager)
	Sam Price-Jones	SPJ	Acting Deputy Director of Strategy (People Programme Manager)
	Ian Turnbull	IT	Assistant Director of Finance (CIP Business Change Manager)
In Attendance:	Holly Burton	*HB*	Foundation Trust Programme Support Officer (*minute taker)*
Apologies:	Jon Towler	JT	Chairman
	Brian Brewster	BB	Director of Finance and Performance (Operational Programme SRO)
	Kerry Gulliver	KGu	Acting Director of Workforce (People Programme Business Change Manager)
	Peter Ripley	PR	Director of Operations
	Robert Walker	RW	Assistant Director, Communications and Community Relations

All attendees to this meeting must be aware that access may be given to all minutes and associated documents under the Freedom of Information Act 2000.

	Minutes	***Action***
1	**APOLOGIES**	
	Apologies were received as noted above, however the following members were not in attendance; Paul Alfred, ICT Project Manager (CIP Programme Manager) Peter Huskinson, Director of Commissioning Services at EMPACT	

2	**DECLARATIONS OF INTEREST**	
	The Chairman requested for the group to present their declarations of interest, none were received.	
3	**MINUTES OF THE LAST MEETING**	
	The minutes of the last meeting held on 5 December 2011 were agreed as an accurate record.	
4	**ACTION LOG**	
	See the Action Log for updates.	
5	**PMO HIGHLIGHT REPORT**	
	Jayne Condon informed members that the overall PMO status is amber/red. The areas of slippage are within the CIP Programme and Operational Programme. The PMO has been working on reviewing the current programmes. David Farrelly has requested for a meeting to be held with all of the programme SRO's to discuss the new model and to map the new projects. The PMO is reviewing the current PMO processes and documentation to create a standardised process and as part of this review Non-Executive Director Dermot Toberty invited Sam Price-Jones and Jayne Condon to their Royal Mail Headquarters in Sheffield to discuss how their processes are embedded and how good practice could be developed within EMAS. Following on from this visit the PMO visited the Royal Mail PMO in Chesterfield, both visits were valuable and the key message received was to keep the process and the documents simple. The PMO is working with Business Intelligence Unit (BIU) to update the PMO suite of documentation and the comments received from the Transformation Board and the programme delivery groups have been taken on board. The documentation is at the first draft stage and a further meeting with BIU will take place next week. The new process and standardised documentation will be implemented in April 2012. A Task and Finish Group has been established to take forward the work from the external review of EMAS project maturity and management approach. Once the Transformation Board meetings are dissolved the Action Plan updates will be reported into the Trust Operational Committee (TOC). Within the next 3 months the actions from the review will be progressed taking into account the new process, standardised documentation and training. Chair invited questions from the group on the PMO update. Chair informed the group that subject to Board approval the programmes will report into the Trust Operational Committee (TOC). David Farrelly informed the group that the Trusts meetings are being reviewed and that discussions are taking place around the new programmes and taking them forward. Chair asked for confirmation on whether undertaking the project management maturity assessment has made a difference. Sam Price-Jones reported that the maturity review has provided external feedback at a more sophisticated level. It has enabled the Trust to become more refined with the documentation review. Chair requested for a formal gateway review to be conducted once the Service Model, the Operational Structure and the Estates Strategy have all been finalised. The group agreed with this request.	***JC/SPJ***
6	**CIP PROGRAMME HIGHLIGHT REPORT**	

	James Gray provided the group with an update on the CIP programme:- The exception report highlights the same areas that the programme has been reporting over the last few months. The schemes which remain as the areas of risk to the overall full year delivery of the 2011/12 CIP target are; overtime control use of third parties and operational efficiency. The overall programme status is amber/red. At last CIP Delivery Group meeting the group discussed their concerns around the meeting ceasing to exist after March 2012 as they felt that removing the external scrutiny would be a detrimental move. Chair confirmed that schemes will go through a process of validation to ensure that they are robust and that they are the right schemes. The Executive Team will be responsible for advising if the schemes are robust enough. Chair questioned why the overall programme status is not red when the programme is on track for achieving the 4% external target but not the 6% internal target. James Gray reported that the risk pool provides mitigation against the slippage and that this will take the Trust closer to trajectory on the 6% target. The group discussed the internal and external targets. David Farrelly confirmed that the targets need to be discussed further and that Monitor will want to see that the Trust can deliver against a plan which we set. Chair requested for a review of all the schemes to take place to ensure that we are confident that those schemes will deliver in 2012/13. James Gray agreed to this request and confirmed that the schemes and reporting will be reviewed at the next CIP Delivery Group Meeting. Sam Price-Jones requested for this task to be completed by 7 March 2012 for the SRO programme review meeting with David Farrelly. James Gray agreed to this request.	***JG***
7	**FT PROGRAMME HIGHLIGHT REPORT**	
	David Farrelly informed the group that the overall programme status is amber. He provided the group with an update on the FT Programme:- The three milestones for January are rated as amber as they are assessed against the project plan and the three stated milestones have varied against the project plan, however all of the work is underway and being developed. Chapters 2, 3 and 5 of the IBP are developed, more work will be undertaken this week on chapter 5 in order for it to be taken to the Board for approval and then submitted to the SHA for comments. The progress of the HDD1 action plan will be reviewed to determine the Trusts current position as the SHA may request for HDD1 to be undertaken again. The Provider Management Regime has been launched in shadow format, with the first submission of the document submitted to the Provider Development Team at the SHA. EMAS had attendance at the Board Governance Assurance Framework (BGAF) launch. A Task and Finish Group has been established to progress work on the Constitution and the Public Consultation and work is already underway. Chair questioned the governance for the FT programme. Sam Price-Jones stated that the recommendation is for the Service Improvement agenda to include corporate reviews; similar to the PMF framework where a project will be called to provide an update one at a time and then to have an overall programme Board; however this is only a recommendation and will need to be taken to the Board for approval. A meeting is being held with the SHA on the 8 February 2012 to seek their recommendations. David Farrelly informed the group that the outcome of the PTS tender is a risk for the programme and that the project closure report for PTS needs to ensure that nothing is missed.	

8	**PEOPLE PROGRAMME HIGHLIGHT REPORT**	
	Karen Glover informed the group that the overall programme status is green. She provided the group with an update on the People programme projects:- EDS project - The EDS project published information in January 2012 to demonstrate compliance with the Public Sector Equality Duty. Talent Management project - The Talent Management Pilot is on track; the pilot started on the 3 January 2012 and 27 members of staff are taking part in the pilot. The purpose of the pilot is to identify how the Trusts systems and processes can be developed to support our approach in managing talent across the Trust. Culture project – The Local Conversation events are beginning to take place. Staff have been asked to confirm their attendance at the events to ensure that the 10% attendance requirement of divisional frontline staff is met. This will be worked in conjunction with the Zeal work undertaken. The actions from the Local Conversation events will be feed into the Big Conversation Action Plan. The Staff Engagement Strategy is in development. Professionalisation of the Workforce project – The draft PID consisted of a two year piece of work, this process is now being re-scoped to establish the projects main objectives. Karen Glover stated that although pieces of work are progressing they do not feel very transformational. The group discussed this. Chair confirmed that the bigger change will happen with the service model programme. Chair queried why metrics are not shown on the Highlight Report. Sam Price-Jones reported that the programme benefits are recorded on a separate Benefits Realisation Log. It was agreed to review this approach and to ensure that the expected outcome metrics and progress was reported each month.	***SPJ/JC***
9	**OPERATIONAL PROGRAMME HIGHLIGHT REPORT**	
	Peter Burnett informed the group that the overall programme status is amber/green. This is due to the Turnaround and Pathways projects which are both rated as amber. Peter Burnett provided the group with an update on the Operational Programme projects:- The Resource Management Centre (RMC) has gone live and the Emergency Operations Centre (EOC) is on track with an exception report. A project closure report is required for the Clinical Assessments. The Pathways PID has been approved in principle by the Board; however no funding has yet been secured, the original project plan will be revised. The Turnaround PID is rated as amber due to some work packages being delay; the original PID stated that process mapping events will be taking place with 7 acute Hospitals; however since then the number has increased from 7 hospitals to 10 as an extra 3 hospitals have confirmed that they would like to take part in the process mapping events. The fleet roll out continues. The PID and project documentation for the Exciters pilot is developed; the pilot is taking place at Kingsmill Hospital with the roll out date from February 2012. Kingsmill Hospital have also nominated a Project Manager to ensure the pilot meets the identified timeline. Chair questioned whether the programme has clear metrics for the RMC. Peter Burnett reported that decisions need to be made around the PTL review and the unsocial hours. Chair asked Paul Brown if he had been involved in these discussions. Paul Brown confirmed that he has not been involved in the discussions. The group discussed overpayments and annualised hours. Chair confirmed that staff side input is required now that we are at the scoping stage. Chair requested for Paul Brown to be involved in these discussions. The group agreed with this request.	***PB/PB***

	Chair stated that the Highlight Report does not show what benefits are expected from the RMC. He confirmed that the Board will want confirmation on whether the investment is working. Chair questioned whether the programme has metrics for the EOC. Ben Holdaway reported that the metrics would be based around hear and treat etc he confirmed that the EOC is achieving the metrics. James Gray raised a concern that the Trusts AQI figures were the lowest in the country. Ben Holdaway confirmed that the figures had been calculated incorrectly. The group discussed this and Chair requested for the AQIs process to be reviewed by internal audit. The group agreed with this request. Chair questioned whether the programme has metrics around turnaround. The group discussed turnaround and agreed that the process for reporting needs to be reviewed. Chair informed the group that he will be meeting with the Chief Executive of North Lincs and Goole Foundation Trust and that he will be sending a letter to her prior to his visit. Chair requested for Peter Burnett to draft a paragraph to summarise the issues in turnaround within the north Lincolnshire area and for the paragraph to be included within the letter. Peter Burnett agreed to this request. Peter Burnett reported that the fleet metrics are on target. David Farrelly requested for Ian Turnbull to check that the Trust has received the funds for Exciters and Pathways. Ian Turnbull agreed to this request. Sam Price-Jones informed the group that the Make Ready tender has been put on hold and will form part of the Estates Strategy.	***BH*** ***PB*** ***IT***
10	**PTS PROGRAMME PROJECT CLOSURE REPORT**	
	Chris Gaskill informed the group that the End Project Report has been completed. The PTS Delivery Group achieved the objective of submitting bids for the tenders and due to the tender bids not being successful the priority is now to mange the transition of PTS services with the new providers. A Task and Finish Group has been established and will monitor the progress of the exit plan, manage the TUPE and will oversee the delivery of the PTS CIP until the end of this financial year. The Task and Finish Group will report through the Executive Director of Finance to the executive team. The group discussed the End Project Report. Jayne Condon stated that the report needs to identify the benefits which will be carried over. Chris Gaskill confirmed that this will be addressed at the Task and Finish Group. Chair requested for more discussions to take place with the commissioners to realise the lessons learnt. David Farrelly recommended for a case study on PTS to be developed. The group agreed with this recommendation.	***CG*** ***CG***
11	**PERFORMANCE /QUALITY / FINANCE UPDATE**	
	Chair requested for updates on performance, quality and finance. Performance – Ben Holdaway informed the group that the year to date figure on Friday 3 February 2012 was 75.21%; after the weekend of severe weather conditions the figure changed to 75.09%. The group discussed the Trusts performance figures and the pressures the operations team faced from the severe weather conditions. Chair requested for the team to reflect on the weekend to ascertain if any mitigations could have been put in place and to see what learning there is to enable the Trust to do better next time. The group agreed with this request. Quality – Karen Glover informed the group that the SHA and the lead commissioner will be coming to the Trust on the 10 February 2012 for a Safeguarding Self Assessment Meeting; compliance with vulnerable adults agenda.	***BH***

	Finance – Ian Turnbull informed the group that the January 2012 figures are due and that accumulatively the Trust is the right side of the budget.	
12	**FINANCIAL SCHEDULE**	
	Jayne Condon informed members that the SHA innovation funding of £15,000 has been secured. She confirmed that the estimated investment for the Big Conversation with Staff Event was £40,000; however the costs have been reviewed and the final expenditure has been confirmed as under £16,000.	
13	**ANY OTHER BUSINESS**	
	Chair requested for the group to state if they had any other business that they would like to discuss. No other items were raised by members.	
14	**MEETING REFLECTION**	
	Chair requested for the group to reflect on the meeting. David Farrelly stated that the meeting felt transactional and that the meetings going forward will focus on unblocking. Chair confirmed that the meeting needs to focus on; assessing whether the project is achieving the objectives which have been set, dealing with any blockages and reflecting on the blockages and the lessons learnt to see how things can be done differently.	
15	**DETAILS OF THE NEXT MEETING**	
	The next meeting will be held on 26 March 2012 at 14.00 in meeting rooms 1 & 2, Horizon Place.	