



right care  
right place  
right time  
right outcome

**NHS**  
Merton  
Clinical Commissioning Group

Merton Clinical Commissioning Group  
**Wilson Programme Board**

Thursday 7<sup>th</sup> September 2017  
**12.30 – 14.00**

Meeting Room 6.1, 120 The Broadway, Wimbledon SW19 1RH

**In attendance:**  
*See Appendix A*

**Apologies:**  
*See Appendix B*

**Chair:** Peter Derrick / Douglas Hing

| Item no.      | Agenda Item                                                                                                                                                                                                                                                                                                             | Actionee  |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1.            | <b>Welcome and introductions<br/>Conflicts of Interest</b>                                                                                                                                                                                                                                                              | <b>PD</b> |
|               | <p>Introductions were made</p> <p>DH declared that he is a partner at the Central Medical Practice</p> <p>Future meetings to include a “conflict of interest” form to be circulated to the Board members.</p>                                                                                                           |           |
| <b>Action</b> | <b>“Conflict of Interest” form to be circulated to Board Members at next meeting.</b>                                                                                                                                                                                                                                   | <b>CH</b> |
| 2.            | <b>Minutes of last meeting and Matters Arising</b>                                                                                                                                                                                                                                                                      |           |
|               | <p>There were two minor amendments to the previous minutes.</p> <p>P2 – para 6, line 3, should read “a new GP practice”.</p> <p>P4 – item 5, para 5, should read “<b>some</b> will have a revenue stream”</p> <p>Following these amendments the minutes were agreed as accurate and signed off by the joint Chairs.</p> |           |

| 3.                   | Programme Highlight Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                           |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <p><b>Action</b></p> | <p>SH presented the highlight report. The current status of the programme is Green. The requirement for the submission of a PID to NHSE rather than the PPOA has not had an impact on the timeline.</p> <p>The revised PID pro-forma has been populated and pending approval by the Programme Board will be submitted to NHSE for consideration at the London Capital Committee on 12<sup>th</sup> September. The CCG are asking for approval and permission to proceed to Stage 1 Business Case Development.</p> <p>Service Design and Commissioning workstream will be led by Doug Hing and Lucy Lewis who will work on developing the project initiation. They are currently working on an options paper for the EMT, this will establish a clear view of the primary care provision on the site. It is imperative that services at the new Wilson fit in with the CCG's new model of care, it is unlikely this can be achieved with a "lift and shift" of a current practice due to the constraints of the GMS contract.</p> <p>AMcM noted that the CCG are aiming to achieve primary care at scale, just one practice on site will fragment services. The vision is for a Health and Wellbeing campus. The aim is for the services at the Wilson be available for the whole of Merton.</p> <p>DZ advised that with the expectation of a large growth in population growth in the next five years, the Model of Care should be future proofed.</p> <p>The Community Development workshop is planned for the beginning of October. DC is currently working on the establishment of the Workstream Group. HD asked for early engagement with the resident groups.</p> <p>Land and Property – now the PID has been completed this group can concentrate on the decant strategy. This is a large piece of work – consideration needs to be given to the value for money in retaining buildings that are half empty for which the CCG bears void costs amounting to over £600K PA on the Wilson alone. Working group to be established at the beginning of October.</p> <p>DZ suggested that the proposed Wellbeing Services planning to work from The Lodge take up occupancy before the main building is completed.</p> <p>MP noted that surveys are currently taking place at the Wilson to ascertain any restrictions on the site. Once a first draft of the development plans are completed these will be shared with JMcG and his team.</p> <p><b>Meeting to be organised with LBM planners, NHSPS and architects.</b></p> | <p><b>MP and JMcG</b></p> |

|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>4.</b>     | <b>Wilson NHSE PID Submission</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |            |
|               | <p>SH presented the completed Project Initiation Document Type 1 required for submission to NHSE for approval to proceed to Stage 1 business case.</p> <p>SH explained that the project would be a LIFT project as it would be too big for NHS Property Services to fund.</p> <p>DZ asked for the wording to be altered from “new wellbeing service” as these services are already in existence. DZ to provide new wording for SH.</p> <p>PD requested that IW provide more information on the figures provided in the document to the Finance Committee.</p> <p>The Programme Board approved the document for submission</p> |            |
| <b>5.</b>     | <b>Key Messages and Stakeholder Management</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |            |
|               | <p>MW is working on the Communication and Engagement plan outlining the key aims and messages.</p> <p>MW requested a list of stakeholders from the Board. Each project workstream will need to formulate their own Communication Plan. MW to circulate an outline of what should be included. The Board to send MW a list of the main stakeholders.</p>                                                                                                                                                                                                                                                                       |            |
| <b>Action</b> | <b>MW to circulate a pro-forma for a Communication Strategy and Plan</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>MW</b>  |
| <b>Action</b> | <b>PB members to provide MW with a list of key stakeholders</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>ALL</b> |
| <b>6.</b>     | <b>Risk Register</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |
|               | <p>Register was reviewed. Two new risks added by DH and accepted by Board. DH to score new risks added to the register.</p> <p>MP questioned if there was a salient risk identified for the decant. MP to review.</p>                                                                                                                                                                                                                                                                                                                                                                                                         |            |
| <b>Action</b> | <b>DH to score two new risks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>DH</b>  |
| <b>Action</b> | <b>MP to review risks for Wilson decant</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>MP</b>  |
| <b>7.</b>     | <b>Any Other Business</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |
|               | None discussed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |            |

## Appendix A: Attendance List

|      |                     |                                                                                  |                 |
|------|---------------------|----------------------------------------------------------------------------------|-----------------|
| PD   | Peter Derrick       | Governing Body Lay Member (Co-chair)                                             | MCCG            |
| AMcM | Andrew McMylor      | Director of Primary Care Transformation (SRO)                                    | MCCG            |
| DZ   | Dagmar Zeuner       | Director of Public Health                                                        | LBM             |
| JMcG | James McGinlay      | Assistant Director for Sustainable Communities Environment and Regeneration      | LBM             |
| DH   | Dr Doug Hing        | Clinical Director for the East Merton Model of Health and Wellbeing and co-chair | MCCG            |
| MP   | Matthew Parish      | Strategic Estates Lead                                                           | NHSPS           |
| SH   | Sue Howson          | Programme Director                                                               | Synapsis Health |
| KM   | Khadiru Mahdi       | Chief executive                                                                  | MVSC            |
| JH   | Julian Humphreys    | Programme Manager                                                                | CHP             |
| IW   | Ian Winning         | Interim Deputy Director of Finance                                               | MCCG            |
| HD   | Hannah Doody        | Community and Housing                                                            | LBM             |
| MW   | Michelle Wallington | Communications Manager                                                           | CSU             |
| DC   | Dave Curtis         | Project Manager – Community Development                                          | LBM             |

## Appendix B: Apologies

|               |      | Role                             |
|---------------|------|----------------------------------|
| Joe Garrod    | JG   | Regional Programme Manager (OPE) |
| Neil McDowell | NMcD | Director of Finance MCCG         |
| Nicola Theron | NT   | Regional Director CHP            |

## WILSON PROGRAMME BOARD

### Actions Log

| No. | Action                                                                               | Date raised | By whom and target completion date | Completed (date)         | Escalation |
|-----|--------------------------------------------------------------------------------------|-------------|------------------------------------|--------------------------|------------|
| 1   | Page 5. To correct the minutes to reflect that the business cases are linked.        | 08/06/17    | SH                                 | Completed                |            |
| 2   | Format of minutes to include actions and Action Log established.                     | 08/06/17    | KM                                 | Completed                |            |
| 3   | August Programme Board to be cancelled and rescheduled for 7 <sup>th</sup> September | 08/06/17    | KM                                 | Completed                |            |
| 4   | Diary invite to be sent for additional Programme Board on 12 October.                | 08/06/17    | KM                                 | Completed                |            |
| 5   | SH to present Lessons Learnt/Post Project Appraisal Proposal to next PB.             | 08/06/17    | SH                                 | On PB Agenda<br>20/07/17 |            |
| 6   | To re-draft paragraph in PID to clarify issues with co-ownership.                    | 08/06/17    | DZ                                 | 09/06/17                 |            |
| 7   | The amendments to the PID to be made prior to the submission to the H&WBB on 09/06.  | 08/06/17    | SH                                 | 09/06/17                 |            |
| 8   | Risk strategy - cost and time tolerances to be agreed with IW and CHP                | 08/06/17    | IW and NT                          |                          |            |
| 9   | Risk register to be reviewed                                                         | 08/06/17    | AMcM                               | Completed                |            |

| No. | Action                                                                                             | Date raised | By whom and target completion date | Completed (date) | Escalation |
|-----|----------------------------------------------------------------------------------------------------|-------------|------------------------------------|------------------|------------|
| 10  | Project Team to agree weightings for benefit criteria                                              | 08/06/17    | Project Team                       | Completed        |            |
| 11  | PID to be presented to H&WBB and advice sought on key messages to be communicated.                 | 08/06/17    | AMcM                               | Completed        |            |
| 12  | JH to escalate within CHP urgent need for Nelson running costs                                     | 20/07/2017  | JH                                 | Completed        |            |
| 13  | Meeting to be arranged with LBM and CCG to discuss CMT paper.                                      | 20/07/2017  | AP                                 | Completed        |            |
| 14  | Meeting to be arranged between LBM, NHSPS and architects when development proposals are completed. | 07/09/2017  | MP (date TBC)                      |                  |            |
| 15  | MW to circulate pro-forma communication strategy and plan.                                         | 07/09/2017  | MW<br>Before 10/10/17              |                  |            |
| 16  | PB to forward names of key stakeholders to MW.                                                     | 07/09/2017  | Programme Board<br>Before 10/10/17 |                  |            |
| 17  | DH to score two new risks added re. Primary Care.                                                  | 07/09/17    | DH<br>Before 10/10/17              |                  |            |
| 18  | MP to review risks re. Wilson decant                                                               | 07/09/17    | MP<br>Before 10/10/17              | Completed        |            |