

Kirkstall Joint Service Centre

Update on Recommendations From the Leeds City and Regional Partnerships Scrutiny Board Review

BACKGROUND

5th November 2009:

NHS Leeds and PPPU jointly attended a scrutiny committee meeting on to discuss NHS Leeds' potential withdrawal from a Joint Service Centre in Kirkstall. The scheme had been under discussion for several years and the Council members were understandably requesting clarification as to the reasons for NHS Leeds position so late in the process.

The Scrutiny Committee requested a review and lessons learnt process to be undertaken

19 November 2009:

NHS Leeds Board formally decided to withdraw from the scheme. The decision was formally communicated to Leeds City Council and the Department of Health.

4th February 2010:

Lessons Learnt Workshop attended by LCC, NHS Leeds, CVL and other interested parties.

15th March 2010

NHS Leeds' Executive Team responded to the draft report from the lessons learnt workshop.

April 2010:

Final version of the report issued

June 2010:

LCC Executive Board formally received the report

| INQUIRY: KIRKSTALL JOINT SERVICE CENTRE | | PUBLISHED: APRIL 2010 | LAST UPDATE RECEIVED: FIRST UPDATE | |
|---|---|-----------------------|------------------------------------|----------|
| | Recommendation | | Stage | Complete |
| 1 | <p><i>That NHS Leeds be asked to review their governance process in line with the Department of Health Code of Practice 2003 in order to ensure that</i></p> <ul style="list-style-type: none"> <i>(i) the public is advised of all matters to be considered at NHS Leeds Board meetings whether to be held in public or in private session and</i> <i>(ii) that all appropriate reports are made available at the time the agenda is released.</i> | | | |
| | <p><u>December 2010 update</u> Since the end of 2009, NHS Leeds has revised its Board Meeting administration arrangements which include a more formal Board Secretary role. The Council's recommendations have been incorporated into the changes made at NHS Leeds.</p> | | | |
| 2 | <p><i>That the "Lessons Learned" report of the Joint Service Centre project be endorsed including the recommendations for improvement.</i></p> | | | |
| | <p><u>December 2010 update</u> Implementation of the recommendations of the "Lessons Learned Report" is directly addressed under Recommendation 3 below. In addition the recommendations of the report are available to inform future instances of partnership working.</p> | | | |

| INQUIRY: KIRKSTALL JOINT SERVICE CENTRE | | PUBLISHED: APRIL 2010 | LAST UPDATE RECEIVED: FIRST UPDATE | |
|---|--|-----------------------|------------------------------------|----------|
| | Recommendation | | Stage | Complete |
| 3 | <p><i>NHS Leeds' input/action:</i> <i>The Council and PCT to consider the joint development of a cost benefit analysis / options appraisal tool.</i></p> | | | |
| | <p><u>December 2010 update</u> Operational and Governance Progress:</p> <p>NHS Leeds has now formally revised its governance arrangements around:</p> <ul style="list-style-type: none"> - capital planning and decision making - documentation around procedures, use of checklists and formal training of key staff in business case production, review and appraisal. The checklist and appraisal documentation includes a requirement that the NHS Leeds benefits evaluation process explicitly includes LCC impact and also links clearly to the Joint Service Needs Assessment undertaken city wide. - employment of an appropriately qualified Associate Director of Estates as of January 2010. <p>More specifically, capital planning is now operationally funnelled at the PCT through a single forum (Capital Management Group (CMG)) comprising Associate Director representation from Estates, Finance, Primary Care, Commissioning and Strategic Planning.</p> <p>Capital Management Group members have close operational links with LCC counterparts via regular meetings such as the Public Resources Partnership, city wide Director of Estates Forum and regular monthly meetings between NHS Leeds Financial Capital Planning and the PPPU.</p> <p>The NHS Leeds Executive Team then hold bi-monthly meetings with CMG to formally endorse projects and developments previously debated and scrutinised via CMG and its links with the LCC.</p> | | | |

| INQUIRY: KIRKSTALL JOINT SERVICE CENTRE | | PUBLISHED: APRIL 2010 | LAST UPDATE RECEIVED: FIRST UPDATE | |
|---|--|-----------------------|------------------------------------|----------|
| | Recommendation | | Stage | Complete |
| | <p>Formal exchange of minutes</p> <p>CMG and Asset Management Board minutes will be exchanged as soon as they have been ratified, between NHS Leeds Capital Planning and PPPU.</p> <p>Use of common governance arrangements once schemes are formally approved at each organisation</p> <p>Once schemes have been formally approved, PPPU and NHS Leeds have identified and agreed to adopt the LCC documentation and governance procedures ('Delivering Successful Change') to progress the schemes as a single project sponsored by the two organisations. This will ensure common assessment of options appraisals, benefits and need for developments by the two organisations</p> | | | |
| 4 | <p><i>That the statement of the Scrutiny Board (City and Regional Partnerships) be submitted to Scrutiny Board (Health) for information.</i></p> | | | |
| | <p><u>December 2010 update</u> The statement was presented to Scrutiny Board (Health) on 27th July 2010.</p> | | | |

| INQUIRY: KIRKSTALL JOINT SERVICE CENTRE | | PUBLISHED: APRIL 2010 | LAST UPDATE RECEIVED: FIRST UPDATE | |
|---|--|-----------------------|------------------------------------|----------|
| | Recommendation | | Stage | Complete |
| 5 | <p><i>That NHS Leeds be asked to submit a paper to this Board and Kirkstall ward members on the improvements they intend to make to the existing Health centre before September 2010.</i></p> | | | |
| | <p><u>December 2010 update</u></p> <p>With the cessation of the Kirkstall Joint Service Centre due to lack of significant clinical need for the development, the only clinical service needs that remained outstanding as a result of that decision, was the centralisation of the Child and Adolescent Mental Health Services (CAMHS) to ensure the CAMHS team meets its service objectives, a project team was commissioned jointly by NHS Leeds (Acting Director of Finance) and Leeds Community Healthcare Service (Acting Managing Director) to enable the development of further viable and sustainable options.</p> <p>Currently the provision of specialist CAMHS clinics for the north and west area of the city is delivered from two sites Cringlebar House (located close to Bradford boarder) and Bramley Clinic Annex. The CAMHS preference was to consolidate onto one site, administrative staff and specialist clinics from both Cringlebar House and Bramley Annex avoiding excessive travel between the two sites.</p> <p>The preferred option selected was to create a combined super-neighbourhood / neighbourhood facility at the existing Kirkstall Health Centre delivering a range of core and specialist CAMHS activity for patients living across the west/north west of the city. £494k capital is being invested between November 2010 and March 2011 to modify the existing Kirkstall Health Centre which will, improve service accessibility, enable the closure of Cringlebar House and improving the utilisation of key community sites in the west/north west of the city. Locality based CAMHS clinics (neighbourhood services) will continue to be delivered in a range of key community sites, from consultation rooms booked as required on a sessional basis. Specialist CAMHS clinics (super-neighbourhood services) would cease to continue at Bramley Clinic Annex.</p> | | | |

| INQUIRY: KIRKSTALL JOINT SERVICE CENTRE | PUBLISHED: APRIL 2010 | LAST UPDATE RECEIVED: FIRST UPDATE | |
|--|-----------------------|------------------------------------|--|
| Recommendation | Stage | Complete | |
| <p>Communications and Involvement</p> <p>NHS Leeds Stakeholder and PPI team developed a consultation and communications plan to address consulting with the locally elected councillors and Members of Parliament.</p> <p>PPI have also completed a proposal for change briefing paper for the Scrutiny Board- Health Proposal Workshop</p> <p>NHS Leeds HR team have developed a consultation plan with senior managers whose staff will be affected by the office relocation.</p> <p>Key Timetable Events</p> <p>Specification for the remodelling of Kirkstall health centre is currently being developed with Nuttal Yarwood Architects. The specification will include carrying out building work to bring the building up to condition B (Estatecode) as part of the capital spend project.</p> <p>The intention is to reconfigure/extend space in lower ground floor Kirkstall Health Centre to include</p> <ul style="list-style-type: none"> • 1 x Reception • 2 x Waiting Rooms • 8 x Therapy rooms, plus an observation room • 1 x Therapy/cook-eat-kitchen • 4 x W.C. • 3 x Office rooms for the west/north west area team • 1 x Staff area / kitchen | | | |

| INQUIRY: KIRKSTALL JOINT SERVICE CENTRE | PUBLISHED: APRIL 2010 | LAST UPDATE RECEIVED: FIRST UPDATE | | |
|---|--|------------------------------------|-------|----------|
| | Recommendation | | Stage | Complete |
| | <p>13.9.2010: Formal Consultation on CAMHS relocation Ended</p> <p>October 2010: Completion of Tendering process for Capital Works of £494k at Kirkstall</p> <p>23.11.2010: Building Contractor on site</p> <p>18.3.2011: Building Works Completion Date</p> | | | |