

Governing Body meeting in public

Tuesday, 16 January 2018, 2.00-4.50pm

Conference Room, The Museum of Brands, 111-117
Lancaster Road, Notting Hill, London, [W11 1QT](#)

Minutes

Present

Name	Role/ organisation	Initials
Dr Fiona Butler	GP, CCG Chair	FB
Clare Parker	Chief Officer	CP
Dr Oisín Brannick	GP member, Clinical Lead for North Kensington Recovery	OB
Neil Ferrelly	Chief Finance Officer	NF
Yvonne Fraser	Practice Manager representative, co-chair of Transformation Board	YF
Dr Rachel Garner	GP member, Vice Chair (job share), chair of Quality & Performance Committee and Commissioning Learning Sets	RG
Dr Jane Hawdon	Secondary Care Consultant	JH
Dr Richard Hooker	GP member	RH
Dr Naomi Katz	GP member, Vice Chair (job share)	NK
Mary Mullix	Director of Nursing, Quality & Patient Safety	MM
Louise Proctor	Managing Director	LP
Sonia Richardson	Patient representative	SR
Dr Imran Sajid	GP member, Clinical Lead for Urgent Care (item 4.1 onwards)	IS
Victoria Stark	Lay member	VS
Dr Andrew Steeden	GP member, Vice Chair	AS
Simon Tucker	Lay member	ST
Ben Westmancott	Director of Compliance	BW
Philip Young	Lay member	PY

In attendance

Name	Role/ organisation	Initials
Kerry Doyle	Head of Corporate Services (minutes)	KD
David Freeman	Director of Development, CWHHE CCGs	DF
Neil Hales	Assistant Director, Pathways & Transformation	NH
Mona Hayat	North Kensington Recovery Director	MH
Simon Hope	Deputy Managing Director	SH
Glen Monks	Associate Director, Mental Health	GM

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Apologies

Name	Role/ organisation	Initials
Dr Eva Hrobonova	Public Health representative	EH
Dr Puvana Rajakulendran	GP Member	PR

Item	Action
1	Introduction
1.1	<u>Welcome and apologies</u> The Chair welcomed members, members of the public and attendees to the meeting.
1.2	<u>Declarations of Interest</u> There were no further declarations.
2	Minutes of the previous meeting
2.1	<u>Minutes of the meeting held on 26 September and 7 November 2017</u> The minutes were agreed to be accurate records of the meetings.
2.2	<u>Action log</u> The Governing Body reviewed the action log.
2.3	<u>Matters arising</u> There were no matters arising.
3	Reports from the Chair and the Chief Officer
3.1	<u>Chair</u> The Chair gave a verbal report on progress in West London CCG. The following points were discussed: <u>Chair's action</u> Following discussion in December 2017 where the Governing Body supported the direction of travel, and requested Chair's action for the following: <ul style="list-style-type: none">- Approving a one year contract extension to the St Charles Urgent Care Centre contract and associated budget. The current service, provided by Central London Community Healthcare NHST (CLCH) was due to expire on 31 March 2018;- Approving contracting next steps for My Care, My Way/ Central London Community Healthcare – Whole Systems Community Support Services contracts in 2018/19; It was noted that action was taken because they were time-critical, and the team had been focussing on North Kensington Recovery, and that the team had provided the Chair with assurance that the market would be engaged in the future, and that the team was working to ensure value for money. <u>New appointments</u> <ul style="list-style-type: none">- The new Chief Financial Officer, Neil Ferrelly, was welcomed, and the Chair thanked his predecessor, Keith Edmunds, who would continue working to ensure a smooth transition;

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<ul style="list-style-type: none"> - Dr Jane Hawdon, the new Secondary Care clinician, was welcomed to the meeting. <p>The Governing Body:</p> <ul style="list-style-type: none"> - Noted the update; - Welcomed new colleagues to the Governing Body; - Ratified the Chair's actions. 	
<p>3.2 <u>Chief Officer</u></p> <p>The Chief Officer presented the report.</p> <p>Areas of achievement were discussed as follows:</p> <ul style="list-style-type: none"> - North West London CCGs' Director of Performance appointed: Lizzy Bovill; - Work was progressing across North West London CCGs on the business intelligence (BI) service. <p>The Governing Body noted the report.</p>	
<p>4 Achieving strategic objectives</p>	
<p>4.1 <u>North Kensington Recovery: progress report</u></p> <p>The Clinical Lead for North Kensington Recovery and the North Kensington Recovery Director presented the report.</p> <p>The Governing Body discussed the following:</p> <ul style="list-style-type: none"> - Support for patients with long term conditions; - Respiratory fast-track service in place, and additional training for GPs; - The mental health team had received positive feedback about its flexibility and support over Christmas and New Year; - Colleagues from the health service had attended funerals and offered support to the bereaved; - Support for children and young people; an event for under 5s (and their parents) was being organised; - Members of the team were meeting Kensington & Chelsea Youth Parliament representatives the following week; - Multi-agency forum, which included West London CCG, voluntary and community organisations, the Royal Borough of Kensington & Chelsea, and Central and North West London NHS Foundation Trust. The Forum aimed to contribute to the co-design of a model of service delivery, provide support and advice to newly established groups, act as a sounding board for service developments, and be a place to receive and share feedback from communities; - A Scrutiny Committee specifically for North Kensington had been established. <p>It was noted that lessons learned would be shared with organisations, along with learning from incidents in London and Manchester earlier in the year.</p> <p>The Governing Body noted and discussed the response from West London Clinical Commissioning Group and the Royal Borough of Kensington and Chelsea working with the NHS, third sector and other</p>	

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	relevant partners in the community.
<p>4.2 <u>Proposed changes to Half Penny Steps Walk In Service</u></p> <p>The Clinical Lead for Urgent Care and the Assistant Director, Pathways & Transformation presented the report, which included proposals for the walk-in service at Half Penny Steps Health Centre, and an outline of existing services, as well as findings from patient engagement.</p> <p>The following points were discussed:</p> <ul style="list-style-type: none"> - Patients presented with low-acuity symptoms that could be treated at home or in pharmacies; - Information about existing alternative services was shared with patients during the patient engagement exercise; - No evidence to suggest that the service reduces pressure on Primary Care or A&E; - Across the NHS, there was a move to put GPs at the heart of patient care (eg Keogh Review); - Healthwatch had been commissioned to undertake patient, public and community engagement. <p>The proposals were discussed, and it was confirmed that neighbouring CCGs, Brent and Central London, had been contacted in the development of the proposals. The importance of engagement with other health providers in the area, including Urgent Care Centres, was noted.</p> <p>It was acknowledged that the CCG had already invested in the area to ensure there was good Primary Care provision, including extended hours access.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> - Approved the recommendation not to renew the contract for the walk-in service at Half Penny Steps Health Centre beyond 23 March 2018, following discussions with local providers. - Noted that this was in recognition of the CCG's wider investment in services, including Primary Care extended hours hubs and spokes. 	
<p>4.3 <u>Proposals and progress on further collaborative working across North West London CCGs</u></p> <p>The Director of Development, CWHHE CCGs was welcomed to the meeting.</p> <p>The Governing Body discussed proposals for joint working across North West London, in particular the following:</p> <ul style="list-style-type: none"> - Role of the shadow committee in informing Governing Bodies how joint working could be developed; - Financial framework would need further development; - Joint Committee would have independent chair; - Supporting member and staff with communications and engagement; - Importance of organisational development to support change management and move to new ways of working across organisations. <p>Joint working was discussed and, while the Governing Body supported working across organisations, it was acknowledged that engagement across a large geographical area would be challenging. The Governing Body supported proposals for engagement to remain more localised, and noted the importance of relationships with Healthwatch, local authorities and community organisations.</p> <p>Feedback from the Local Authority representative was shared, and the Governing Body welcomed the</p>	

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West London
Clinical Commissioning Group

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<p>support for collaborative working to improve effectiveness of commissioning and delivery of the Sustainability & Transformation Plan across North West London. The Governing Body emphasised its commitment to working with Local Authorities to deliver the Sustainability & Transformation Plan and, in considering the feedback, the Governing Body raised the following points:</p> <ul style="list-style-type: none"> - Engagement with Local Authorities; it was noted that arranging internal structures would not normally require consultation with external organisations; similar structural changes within Local Authorities had been made without consulting CCGs; - Governing Bodies remained the prime decision-making group within CCGs and, as the Joint Committee would report directly to Governing Bodies, Local Authorities would continue to be represented in CCGs' decision making; - There were eight Local Authorities in North West London and it would be challenging for them to be represented at a group on the Joint Committee. <p>Appointing roles across eight CCGs was discussed, and it was noted that this was already in place, including the Chief Financial Officer working across eight CCGs. At scale leadership for Primary Care development was proposed, and it was confirmed that job descriptions and structures for senior roles would be presented to the Remuneration Committee.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> - Agreed the remit of collaboration as set out in Section 4 of the paper; - Agreed to establish a joint committee operating in shadow form with immediate effect, based on the terms of reference set out in annex A but without formal decision making powers; - Agreed that the joint committee would take on decision making powers no earlier than 1 April 2018, and subject to further agreement from the Governing Body at the appropriate time; - Agreed the shared functional roles that would report to the shared Accountable Officer (Section 5 of the paper); - Noted the progress and to support the continuation of detailed design work (set out in Section 6) that is required in relation to: <ul style="list-style-type: none"> • North West London Financial Framework • Sub-Committee arrangements • Collaboration Agreement • Organisational Development • Organisational Design. 	
<p>4.4 <u>Strategy & Transformation annual report 2016/17</u></p> <p>The Chief Officer presented the report, which highlighted the North West London CCGs' Strategy & Transformation team's achievements in 2016/17.</p> <p>The Governing Body discussed the report, and noted that quarterly reports were presented to the Transformation Board, which had shared feedback about content and presentation, including demonstrating how outputs were led by teams within CCGs.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> - Noted performance of Strategy & Transformation throughout 2016/17; and 	

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<ul style="list-style-type: none"> - Provided comments on performance and feedback on the report. 	
<p>5 Assurance and finance reports</p>	
<p>5.1 <u>Transformation Board</u></p> <p>The co-chair of Transformation Board presented the report, which outlined progress in the CCG's transformation programmes since the last meeting of the Governing Body.</p> <p>The following points were discussed:</p> <p><u>Integrated Care Strategy</u></p> <ul style="list-style-type: none"> - Approved the direction of travel for the development of the Integrated Community Team (ICT) model of care, and the emerging Alliance Agreement; - Agreed the relocation of the Rapid Response team into the Integrated Team based at the South Locality hub; <p><u>Integrated Care: Community Independence Service</u></p> <ul style="list-style-type: none"> - Approved the recommendations made regarding the CIS Rapid Response and Liaison functions; - Endorsed the contractual change process with Central & North West London NHS Foundation Trust for CIS; - Endorsed recommendations to extend the urgent care centre contract for one year, and re-categorise St Charles Urgent Care Centre as a Nurse-led Minor Injuries Unit (in line with national recommendations) from 1 April 2018; - Agreed to undertake a review of clinical need for x-ray at the St Charles site. <p><u>Integrated Care: planned care</u></p> <ul style="list-style-type: none"> - Approved proposals to maximise the cost-effectiveness of community MSK service (i.e. via the reduction of inappropriate patients entering secondary care surgical orthopaedic pathways). <p>The Governing Body noted the report, and suggested that the work on Urgent Care Centres was linked to the wider North West London Shaping a Healthier Future strategy.</p> <p style="text-align: right;">Action:</p> <ul style="list-style-type: none"> • To link with wider North West London Shaping a Healthier Future strategy for Urgent Care Centres (NH) 	
<p>5.2 <u>Patient and Public Engagement Committee</u></p> <p>The lay member lead for patient and public engagement presented the report.</p> <p>Achievements in patient and public engagement were discussed:</p> <ul style="list-style-type: none"> - West London CCG was rated 'good' (green) by NHS England in its desktop review of the CCG's patient and public engagement; - The Stay Well Booklet highlighting health services across the CCG was launched, and distributed by the Community Champions as part of the Stay Well Campaign, and shared with 	

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<p>residents at the North Kensington community events in November;</p> <ul style="list-style-type: none"> - North West London diabetes website https://knowdiabetes.org.uk was launched as part of the North West London diabetes transformation programme; - Central West London Healthwatch undertook engagement with patients and public about proposals for the walk-in service at Half Penny Steps Health Centre, their report final report was included the outcomes of over 300 responses from local people and patients. - The CCG's Small Grants programme had made its awards for 2017/18: <ul style="list-style-type: none"> • Cara Trust; • Central London Youth Development Trust; • Dalgarno Trust; • Hear Women/GarGar Foundation; • Meanwhile Gardens Community Association; • One Westminster; • Open Age; • Response Community Project; • Volunteer Centre Kensington & Chelsea; • Women's Association for African Networking and Development (WAND). <p>The Governing Body noted the report, and thanked the team for their work, and acknowledged the additional work undertaken to support the North Kensington Recovery response.</p>	
<p>5.3 <u>Quality & Performance Committee</u></p> <p>The chair of the Quality & Performance Committee presented the report.</p> <p>Progress in the following areas was discussed:</p> <ul style="list-style-type: none"> - In month 6 (September 2017) Chelsea and Westminster Hospital NHS Foundation Trust's Accident & Emergency performance was the best in North West London, and in the top three across London; - Chelsea and Westminster Foundation Trust's work to improve patient experience, including the Director of Nursing being appointed chair of its Patient Experience Group; - Work undertaken on Pressure Ulcers across North West London, including education, reporting, and patient pathways. <p>The Governing Body noted the report.</p>	
<p>5.4 <u>Commissioning Learning Sets</u></p> <p>The chair of Quality & Performance Committee and Commissioning Learning Sets presented the report, which outlined work across practices since the last meeting of the Governing Body:</p> <ul style="list-style-type: none"> - Diabetes: updated Diabetes guidelines, Diabetes Practice Dashboard Tool and the Know Diabetes Self Care Patient Portal were presented; - Non-elective admissions audit: 56% did not have a care plan; potential interventions were 	

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<p>identified - increased input from community teams (eg rapid response), agreeing crisis plan with patients and/or carers, expediting referrals, and elective admissions.</p> <p>The Governing Body noted the report, and considered how Commissioning Learning Sets' work could be more visible across the CCG's work.</p> <p>5.5 <u>Finance & Activity Committee</u></p> <p>The Chief Financial Officer presented the report.</p> <p>The following areas were discussed:</p> <ul style="list-style-type: none"> - West London CCG year to date overspend of £2.1m, although NHS England had confirmed that it would provide funding for the North Kensington Recovery programme; - North West London was reporting a £3.3m adverse year to date position; - North West London year to date savings were £102m - 85% of plan; - Significant increase in prescribing targets for CCGs; - Joint finance group would be discussing approach to risk share across CCGs; - Supporting delivery of QIPP through identifying patient groups (in addition to older people) that could benefit from proactive care planning. <p>The Governing Body noted the report.</p>	
<p>5.6 <u>Primary Care Commissioning Committee</u></p> <p>The Deputy Managing Director presented the report, which summarised the Committee's work since the last meeting of the Governing Body:</p> <p><u>Queens Park Health Centre/ Dr Nagarajan Retirement</u></p> <ul style="list-style-type: none"> - Recommendation to disperse the registered list, and inform patients that they would need to register with an alternative practice. <p><u>Personal Medical Services review update</u></p> <ul style="list-style-type: none"> - Positive feedback from London Local Medical Committees (LMC); - CCGs were awaiting the outcome of the assurance process; letters would be sent to practices once the assurance process was complete; - Development of the framework to support negotiations with practices and ensure transparency. <p>The Governing Body noted the report.</p>	
<p>5.7 <u>Operational Group</u></p> <p>The Managing Director presented the report, which outlined the Group's recent discussions:</p> <ul style="list-style-type: none"> - Approach to winter preparedness, including falls response, message in a bottle/ red bag scheme, and the local response to the national rise in A&E attendance; - Electronic referrals: work underway to support Primary Care; - Contributing to the development of the Integrated Care Strategy and Primary Care Home; 	

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<ul style="list-style-type: none"> - Steering the progress of the 2018/19 quality/ innovation, productivity & prevention (QIPP) plans for 2018/19; - Discussing the potential approach to the GP Provider maturity Assessment Framework, including stakeholder engagement and support for practices; - Working at scale across eight CCGs in North West London. <p>The Governing Body noted the report.</p>	
<p>5.8 <u>Month 7 year to date Strategy & Transformation update</u></p> <p>The Chief Financial Officer presented the report.</p> <p>The following points were considered:</p> <ul style="list-style-type: none"> - Operational budget was showing a year to date underspend of £1.6m, and forecasting an outturn of £12.5m, a £2.5m underspend against plan; - As mitigation of non-receipt of funding from NHS England, contingency plans had been developed: reduction of the Strategy & Transformation operational budget (enacted), and outline plans for potential further reduction, should this be required. <p>The Governing Body noted the report.</p>	
<p>5.9 <u>Board Assurance Framework (v4.8) 2017/18</u></p> <p>The Director of Compliance presented the framework.</p> <p>The following risks were discussed:</p> <p>2.2) If we do not consider and respond to issues in the local services provider market (primary care and community care, social care etc.), taking account of organisational, workforce, training and financial issues, providers will be less able to deliver change that incorporates reduction in unwarranted variation.</p> <ul style="list-style-type: none"> - West London CCG had established an Alliance Leadership Group, which brought together providers across the CCG to develop integrated care; <p>6.1.a) If we do not manage our finances well in 17/18 then we will not achieve our current year control totals for each CCG and across the NWL CCGs.</p> <p>6.1.b) If we do not plan effectively for 18/19 at CCG level and NWL CCGs level then we will not achieve 18/19 individual control totals and shared control totals.</p> <p>6.1.c) If we do not plan effectively for 18/19 across the health and social care system (ie through the Sustainability and Transformation Partnership) then we will not achieve financial stability across the system in 2018/19 and beyond.</p> <ul style="list-style-type: none"> - The risk had been divided into three parts, and would be discussed in detail by the Finance & Activity Committee. <p>The Governing Body:</p> <ul style="list-style-type: none"> - Discussed the CWHHE Board Assurance Framework v4.8; and - Provided comments regarding further assurances or clarification on how this information was best presented to enable effective discussion with a view to approving. 	

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6	Operational objectives
6.1	<p><u>Health and Safety Mid-Year Report 2017/18</u></p> <p>The Director of Compliance presented the report.</p> <p>The Governing Body was advised that mandatory training was underway, and that staff had access to this via ESR.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> - Noted the Health and Safety Report (progress from April to September 2017); - Noted the priorities listed for 2017/18.
6.2	<p><u>CWHHE CCGs Detailed Scheme of Delegation</u></p> <p>The Chief Financial Officer represented the report.</p> <p>The Governing Body was advised that two different schemes were in operation across North West London CCGs, and noted that a unified scheme of delegation would support joint working.</p> <p>Differences between the two schemes were considered, and the Governing Body noted that the proposed scheme of delegation, used in BHH CCGs, saw a higher threshold for Managing Directors and finance committees.</p> <p>The Governing Body delegated authority to the CWHHE Audit Committees to consider and, as appropriate, approve changes to the detailed (operational) scheme of delegation, with a view to creating a single scheme for all North West London CCGs.</p>
7	Questions from the public
	There were no questions.
8	Information to note
	<p><u>Collaboration Board update</u></p> <p>The Governing Body noted the update.</p>
9	Minutes of Committees of the Governing Body
9.1	<p><u>Minutes from Investment Committee</u></p> <ul style="list-style-type: none"> - 28 September 2017 - 28 September 2017 (joint meeting with BHH procurement panels) - 26 October 2017 <p>The Governing Body noted the minutes.</p>
9.2	<p><u>Health & Wellbeing Boards</u></p> <ul style="list-style-type: none"> - Royal Borough of Kensington & Chelsea, 10 January 2018 - Westminster, 18 January 2018 <p>The Governing Body noted the minutes.</p>
10	Any other business
	<p><u>Office space</u></p> <p>The Governing Body considered plans for maximising office space for the Marylebone Road site. It was</p>

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	noted that the plans would aim to support new ways of working, including developing IT and access. The Governing Body noted the update.
11	Date of next meeting in public of the Governing Body
	20 March 2018
12	Future meetings in public
	2018/19 cycle in development