

# Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)

## Minutes

### Present

Name	Role/ organisation	Initials
Dr Andrew Steeden	GP member, acting Chair	AS
Dr OisIn Brannick	GP member, Clinical Lead for Patient & Public Engagement, and North Kensington Recovery	OB
Mark Easton	Chief Officer	ME
Neil Ferrelly	Chief Financial Officer	NF
Yvonne Fraser	Practice Manager/ Nurse member	YF
Dr Jane Hawdon	Secondary Care Consultant	JH
Diane Jones	Chief Nurse and Director of Quality	DJ
Louise Proctor	Managing Director	LP
Karen Rydings	Practice Manager/ Nurse member	KR
Victoria Stark	Lay member	VS
Ben Westmancott	Director of Compliance	BW

### In attendance

Name	Role/ organisation	Initials
Kate Brady	Estates Consultant (item 4.2)	KB
Kerry Doyle	Head of Corporate Services (minutes)	KD
Neil Hales	Associate Director, Planned & Unplanned Care and Integrated Care	NH
Simon Hope	Deputy Managing Director	SH
Michael Roach	Assistant Director,	MR
Jane Wheeler	Associate Director, Mental Health and Integrated Care	JW

### Apologies

Name	Role/ organisation	Initials
Anna Cox	Public Health representative	AC
Dr Rachael Garner	GP member, Vice Chair (job share)	RG
Dr Naomi Katz	GP member, Vice Chair (job share)	NK
Philip Young	Lay member	PY

### Note regarding agenda

The agenda items were taken in the following order:

1; 2; 3; 4.3; 4.4; 4.5; 5.1; 5.2; 5.3; 5.5; 5.6; 5.4; 5.7; 5.9; 5.10; 5.11; 4.1; 4.4; 4.6; 4.2; 5.8

# Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)

Item	Action
<b>1</b>	<b>Introduction</b>
1.1	<u>Welcome and apologies</u> The acting Chair welcomed members and attendees to the meeting. The apologies were noted as above.
1.2	<u>Declarations of Interest</u> There were no further declarations of interest.
<b>2</b>	<b>Minutes of the previous meeting</b>
2.1	<u>Minutes of the meeting held on 17 July 2018</u> The minutes were agreed to be an accurate record of the meeting.
2.2	<u>Action log</u> The Governing Body reviewed the action log.
2.3	<u>Matters arising</u> There were no matters arising.
<b>3</b>	<b>Reports from the acting Chair and the Chief Officer</b>
3.1	<u>Chair</u> The acting Chair gave a verbal update: <u>Forthcoming events</u> <ul style="list-style-type: none"><li>- Annual General Meeting 25 September at the Museum of Brands, which would cover the CCG's work in 2017/18, including the response to the Grenfell Tower fire;</li><li>- Members' plenary meeting 25 September, to include 2019/20 Commissioning Intentions and constitutional amendments.</li></ul> The Governing Body noted the update.
3.2	<u>Chief Officer</u> The Chief Officer presented the report, which outlined progress across the eight CCGs in North West London. The following points were discussed: <ul style="list-style-type: none"><li>- Further progress in collaborative working, including decision-making structure;</li><li>- Director of Commissioning and Director of Sustainability &amp; Transformation were being recruited;</li><li>- North West London Sustainability &amp; Transformation Plan was being simplified to make it more accessible ;</li><li>- The North West London Sustainability &amp; Transformation leadership submitted a bid to NHS England for capital funding for estates;</li><li>- Stocktake of integrated care showing range of approaches at different stages of</li></ul>

## Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)

Item	Action
	<p>development – building blocks for work across North West London.</p> <p>The Governing Body noted the report.</p>
<b>4</b>	<b>Achieving strategic objectives</b>
4.1	<p><u>Progress developing the Multispecialty Community Provider in support of the CCG's integrated care strategy</u></p> <p>The lay member chaired this item.</p> <p>The acting Chair and Associate Director for Mental Health presented the report, which outlines progress in West London CCG's integrated care.</p> <p>The following areas were discussed:</p> <ul style="list-style-type: none"> <li>- Implementing My Care My Way and Community Living Well, and taking learning from these programmes to support future developments;</li> <li>- Buckinghamshire New University's evaluation of My Care My Way showed reduced use of all types of unplanned care, including A&amp;E and non-elective admissions, as well as shorter average hospital stays;</li> <li>- In the future, CCGs would have overall reduced spending power, and the need to design and commission services in new ways;</li> <li>- Using hubs as the core of integrated care teams;</li> <li>- Importance of ensuring Primary Care was able to participate; and working with Primary Care Networks to ensure practices' were represented in developing integrated care and Multi-specialty Community Providers;</li> <li>- Maintaining relationships with other organisations, and the continued involvement of provider Trusts;</li> <li>- Measuring quality and patient experience in contracts, and using feedback from patients to steer commissioning;</li> <li>- Preparation for new ways of procuring services, and legal advice received;</li> <li>- Better Care Fund arrangements;</li> <li>- Alliance stocktake was planned for spring 2019.</li> </ul> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Noted the progress made on the CCG's MCP development workstream since July 2018 and the next steps now planned;</li> <li>- Noted the use of investment already allocated to the integrated care programme to build the team required to deliver the next phase of the workstream; and</li> <li>- Approved the schedule of updates and milestones to be provided to Governing Body up to and including September 2019.</li> </ul>
4.2	<p><u>Strategic Estates Plan 2018-2023</u></p> <p>The Estates Consultant presented the plan, which built on the summary of the estate and potential opportunities developed for submission to NHS England in 2016.</p>

## Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)

Item	Action
	<p>The following areas were discussed:</p> <ul style="list-style-type: none"><li>- Vision for delivery of primary care services, and the CCG's approach to addressing issues and opportunities facing practices;</li><li>- Expectation that premises would be subject to rent reviews, leading to increased costs;</li><li>- Some practices had short (eg five year) leases;</li><li>- CCGs did not have any authority to own or lease estate from which services were delivered;</li><li>- Reducing void costs at the St Charles site;</li><li>- The owner of Newcombe House (in Notting Hill Gate) was seeking planning permission for health services to be offered from the site;</li><li>- The CCG's Strategic Estates Group met quarterly.</li></ul> <p>The Governing Body thanked the team for their work, and:</p> <ul style="list-style-type: none"><li>- Noted the issues and challenges of the existing primary care estate;</li><li>- Approved the stated vision and priorities for the management and development of the estate;</li><li>- Supported the continued development of out of hospital hubs for the north and south of the catchment area;</li><li>- Supported the exploration of the relevant opportunities to address the primary care estate priorities;</li><li>- Approved the investment criteria which will be applied when considering future estates investment business cases;</li><li>- Approved the proposed governance structure; and</li><li>- Noted the anticipated investment requirements identified subject to individual business cases prior to final approval;</li><li>- Approved the Strategic Estates Plan</li></ul>
4.3	<p><u>North Kensington Recovery update</u></p> <p>The Clinical Lead for North Kensington Recovery presented the report, which outlined progress since the last Governing Body meeting.</p> <p>The following points were discussed:</p> <ul style="list-style-type: none"><li>- Proposals for peer-review;</li><li>- Young people's trailblazer bid;</li><li>- North Kensington Health Recovery Plan;</li><li>- Plans for a 'Mindful Youth' event.</li></ul> <p>The Governing Body noted the update on the health response from West London Clinical Commissioning Group working with the Royal Borough of Kensington and Chelsea working and the NHS, third sector and other partners in the community.</p>

## Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)

Item	Action
4.4	<p data-bbox="284 371 975 409"><u>NW London Collaborative Working: Governance Products</u></p> <p data-bbox="284 421 1390 479">The Chief Officer and Director of Compliance presented the report, which described the work undertaken to align governance systems to support joint decision-making.</p> <p data-bbox="284 495 719 524">The following areas were discussed:</p> <ul data-bbox="331 539 1358 1137" style="list-style-type: none"><li>- Role of the memorandum of understanding, including supporting ways of working;</li><li>- Work to develop the Joint Quality &amp; Safety Committee;</li><li>- Workplan for the Joint Committee, which would meet ten times per year;</li><li>- Decision-making by consensus;</li><li>- Independent chair of the NW London Joint Committee;</li><li>- Lay member and Healthwatch representation increased;</li><li>- Importance of communicating with patients and staff;</li><li>- Live-streaming meetings online;</li><li>- Members of the public were starting to attend;</li><li>- Lay and clinical membership of the NW London Joint Finance Committee;</li><li>- NHS England had already moved to a single control total for NW London CCGs;</li><li>- First meeting of the Shadow Quality &amp; Performance Committee on 18 October;</li><li>- Audit and Remuneration Committees would meet in common.</li></ul> <p data-bbox="284 1196 539 1225">The Governing Body:</p> <ul data-bbox="331 1240 1417 2018" style="list-style-type: none"><li>- Considered the suite of governance documents produced to enable the implementation of the North West London Governing Bodies' agreement in September 2017 to develop further our joint working mechanisms for the benefit of NW London residents;</li><li>- Approved:<ul data-bbox="411 1397 1390 1787" style="list-style-type: none"><li>a) The North West London CCGs' Memorandum of Understanding;</li><li>b) Terms of Reference for the NW London Joint Committee, noting its accompanying Equality Impact Assessment;</li><li>c) Terms of Reference for the NW London Joint Finance Committee;</li><li>d) The operation of the North West London Joint Quality and Performance Committee in shadow form, in line with the draft Terms of Reference, whilst further work was undertaken to test its operation and plan a safe transition of relevant responsibilities from the CCGs' committees that currently hold them;</li><li>e) Revised Terms of Reference for the CCG's existing Audit Committee; and</li><li>f) Revised Terms of Reference for the CCG's existing Remuneration Committee.</li></ul></li><li>- Agreed that:<ul data-bbox="411 1883 1390 2018" style="list-style-type: none"><li>g) The CCG's Constitution, which had been revised to better-enable the agreed joint working arrangements, be put to the vote at the CCG's next Members' meeting; and</li><li>h) Such a vote be sought with the Governing Body's recommendation of a vote in</li></ul></li></ul>

# Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)



**West London**  
Clinical Commissioning Group

Item	Action
	<p>favour of the changes;</p> <ul style="list-style-type: none"> <li>- Noted:               <ul style="list-style-type: none"> <li>i) That the work required to develop a North West London Committee that subsumed some or all of the current conflict of interest management responsibilities of the current CWHHE Investment Committee and Brent, Harrow and Hillingdon Procurement Panels was estimated to not be ready until early 2019. In the meantime, the aforementioned Committee and Panels would, under their existing Terms of Reference, meet in common to decide or discuss issues with a NW London impact; and</li> <li>j) the current iteration of the NW London Joint Committee's work plan (Annex C3).</li> </ul> </li> </ul>
4.5	<p><u>Quarter 1 2018/19: progress in West London CCG</u></p> <p>The Managing Director presented the report, which outlined progress in the CCG in the first quarter of 2018/19.</p> <p>Progress in the following areas was discussed:</p> <ul style="list-style-type: none"> <li>- QIPP delivery over 90%;</li> <li>- Integrated Care Team: Alliance Agreement in place;</li> <li>- Electronic Referral System progressed well, with all GP practices receiving training on the new system.</li> </ul> <p>The Governing Body noted the report, and gave feedback.</p>
4.6	<p><u>Harmonised constitution</u></p> <p>Director of Compliance presented the report, which described the work undertaken to align constitutions across the eight North West London CCGs to support joint working.</p> <p>The following topics were discussed:</p> <ul style="list-style-type: none"> <li>- Section 6.5: wording for joint arrangements;</li> <li>- Sections relating areas specific to West London, eg member practices, voting arrangements, members' meetings, would remain;</li> <li>- Managing conflicts of interest, including co-opting and recusal, and proposals for a shared committee for oversight of conflicts of interest;</li> <li>- Role of West London CCG Committees, including Operational Group, with oversight of issues specific to West London CCG;</li> <li>- London LMC role in engaging with member practices;</li> <li>- Queries received from member practices, including representation for West London CCG, benefits of joint working, and impact on day to day work for GPs.</li> </ul> <p>The Governing Body endorsed the harmonised CCG constitution prior to it being presented to the CCG's member practices seeking membership approval to change the constitution.</p>
<b>5</b>	<b>Assurance and finance reports</b>

## Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)



**West London**  
Clinical Commissioning Group

Item	Action
<p>5.1 <u>Transformation Board</u></p> <p>The Head of Corporate Services presented the report, which described progress in Community Ophthalmology Services:</p> <ul style="list-style-type: none"><li>- Improved access for patients to specialist ophthalmology services;</li><li>- Care closer to people's homes;</li><li>- Supporting patients to access specialist services and get the right care first time;</li><li>- Education and up-skilling of referrers, to conduct better ophthalmic diagnosis and condition management in primary care.</li></ul> <p>The Governing Body noted the report.</p>	
<p>5.2 <u>Patient and Public Engagement Committee</u></p> <p>The Associate Director of Commissioning for Planned and Unplanned Care presented the report, which outlined achievements as follows:</p> <ul style="list-style-type: none"><li>- Engagement &amp; Partnership Manager appointed, and in post;</li><li>- Notting Dale Residents Advisory Board Wellbeing Day at Kensington Leisure Centre on 11 August;</li><li>- Working across North West London on shared engagement;</li><li>- Future Patient input to Primary Care Networks and integrated care;</li><li>- Discussions with Patient Reference Group.</li></ul> <p>The Governing Body noted the report.</p>	
<p>5.3 <u>Primary Care Commissioning Committee</u></p> <p>The Deputy Managing Director presented the report, which gave an overview of the following:</p> <ul style="list-style-type: none"><li>- Merger between Bayswater Medical Centre and Grand Union Health Centre;</li><li>- Patient and public engagement;</li><li>- Support for vulnerable patients, and support for the practices.</li></ul> <p>The Governing Body noted the report.</p>	
<p>5.4 <u>Commissioning Learning Sets</u></p> <p>The Deputy Managing Director presented the report, which outlined the following progress with member practices:</p> <ul style="list-style-type: none"><li>- Electronic Referral System (e-RS);</li><li>- Diabetes dashboard and update;</li><li>- Non-elective and Referral Standardisation Scheme 2017/18 year-end data;</li><li>- CLS Plan 2018/19;</li><li>- Patient Experience/ Patient Activation Measure (PAM);</li><li>- Harmonised Constitutions.</li></ul>	

## Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)

Item	Action
	The Governing Body noted the report.
5.5	<p><u>Finance &amp; Activity Committee</u></p> <p>The Chief Financial Officer presented the report, which included:</p> <ul style="list-style-type: none"> <li>- Position at Month 3 showed a break even position projected for the full year;</li> <li>- The CCG had a reduced management cost target, which was planned to be achieved through efficiencies;</li> <li>- QIPP was close to plan at month 3 (99%), and was expected to be 92% at year-end;</li> <li>- Better Care Fund (BCF) Quarter 1 update;</li> <li>- Commissioning and service developments, including supported housing.</li> </ul> <p>The Governing Body noted the report.</p>
5.6	<p><u>Quality &amp; Performance Committee</u></p> <p>The Chief Nurse and Director of Quality presented the report, which summarised key areas of the Committee's work:</p> <ul style="list-style-type: none"> <li>- Care Quality Commission expected to confirm that Meadbank Care Home was no longer in special measures; Primary Care Services would be provided by a GP practice in Wandsworth CCG;</li> <li>- e-Rs (electronic referrals): feedback indicated that the transfer to the new system went smoothly.</li> </ul> <p>The Governing Body noted the report.</p>
5.7	<p><u>Operational Group</u></p> <p>The Managing Director presented the report, which summarised the Group's work, including:</p> <ul style="list-style-type: none"> <li>- Supporting the development of Primary Care Networks, including approving a memorandum of understanding, and working at scale;</li> <li>- Mental health transformation programme, and working with Central London CCG to support its development;</li> <li>- Proposal for booking GP appointments in-hours via NHS 111.</li> </ul> <p>The Governing Body noted the report.</p>
5.8	<p><u>Strategic Objectives and Board Assurance Framework</u></p> <p>The Director of Compliance presented the framework, which outlined risks across the eight NW London CCGs, and the CCG's risk register.</p> <p>The Governing Body discussed the following:</p> <ul style="list-style-type: none"> <li>- Risk five on the Board Assurance Framework had increased, due to significant pressure from acute sector;</li> <li>- Premises evaluation to be included in the CCG risk register.</li> </ul>

## Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)



**West London**  
Clinical Commissioning Group

Item	Action
<p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Noted that area of focus three was being reviewed and would be provided in time for the next Governing Body meetings;</li> <li>- Endorsed the approach to collating risks to achieving NW London and CCG specific objectives;</li> <li>- Noted that each CCG was required to identify its corporate objectives and the with key risks to their achievement, drawing from its corporate risk register;</li> <li>- Noted the on-going review of risk management processes across NW London and the plan to develop a unified NW London CCGs risk management strategy in light of the new ways of working, as well as set up a risk review group.</li> </ul>	<p>Action:</p>
<p>5.9</p>	<p><u>Sustainability and Transformation Plan progress update, September 2018</u></p> <p>The Chief Officer presented the report, which highlighted progress across North West London in the previous two months.</p> <p>The Governing Body discussed:</p> <ul style="list-style-type: none"> <li>- QIPP programmes, and impact on commissioning and working with provider Trusts;</li> <li>- Ongoing work to refresh the plan, and maintaining focus on helping residents keep well;</li> <li>- Greater involvement from the NW London CCGs' Quality &amp; Safety team in mental health;</li> <li>- Last phase of life project – improving care for older people in their final twelve to eighteen months of life;</li> <li>- NW London CCGs' outpatients programme.</li> </ul> <p>The Governing Body noted the report.</p>
<p>5.10</p>	<p><u>2018/19 NW London CCGs finance report month 4</u></p> <p>The Chief Financial Officer presented the report.</p> <p>The following areas were considered:</p> <ul style="list-style-type: none"> <li>- Overspend in acute trusts;</li> <li>- All eight CCGs were forecast to meet year-end targets;</li> <li>- Joint working arrangements in NW London to support financial management;</li> <li>- Joint Committee to provide assurance to Governing Bodies.</li> </ul> <p>The Governing Body reviewed and noted the report.</p>
<p>5.11</p>	<p><u>NW London Collaboration Development Programme Update</u></p> <p>The Governing Body noted the report.</p>

## Governing Body meeting in public

Tuesday, 18 September 2018, 1.45-4.50pm

Bellarmine room, Heythrop College, 23 Kensington Square, London, [W8 5HN](#)



**West London**  
Clinical Commissioning Group

Item	Action
<b>6</b>	<b>Questions from the public</b>
	There were no questions from the public.
<b>7</b>	<b>Minutes of Committees of the Governing Body</b>
7.1	<u>Health &amp; Wellbeing Boards</u> Royal Borough of Kensington & Chelsea, <a href="#">11 July 2018</a> Westminster City Council, <a href="#">12 July 2018</a>
<b>8</b>	<b>Any other business</b>
	There was no other business.
<b>11</b>	<b>Date of next meeting in public of the Governing Body</b>
	20 November 2018
<b>12</b>	<b>Future meetings</b>
	22 January 2019 (tbc)   19 March 2019