

Subject to approval  
at next meeting

**MINUTES OF A MEETING OF THE  
GOVERNING BODY  
Tuesday 21 January 2020 at 2.00 pm  
Main Lecture Theatre, Moor Lane Mills, Lancaster**

**PRESENT:**

Dr G Jolliffe	Clinical Chair (Chair)
Dr S Arun	GP Executive Lead - Commissioning
Mr M Bone	Lay Member
Dr L Dixon	GP Executive Lead - Primary and Community Care
Miss H Fordham	Chief Operating Officer
Mr A Gardner	Director of Planning and Performance
Dr J Hacking	GP Executive Lead - Urgent Care and Mental Health
Mr G James	Chief Finance Officer/Director of Governance
Dr R Keith	GP Executive Lead - Quality and Performance
Dr A Knox	GP Executive Lead - Population Health
Dr A Severn	Secondary Care Doctor for the Governing Body
Mr C Unitt	Lay Member
Mrs M Williams	Chief Executive Nurse

**In attendance:**

Mr T Almond	Senior System Manager - Urgent Care for agenda item 8.0. (item 08/20)
Mrs B Carter	Corporate Affairs Support Manager (Minutes)
Mrs S Stevenson	Healthwatch Cumbria
Mrs R Threlfall	Children and Young People's Mental Health Transformation Co-ordinator for agenda item 9.0. (item 09/20)

**Action**

01/20 **WELCOME AND INTRODUCTIONS**

Dr Geoff Jolliffe (GJ) welcomed members of the Governing Body to the meeting of the Governing Body of Morecambe Bay CCG (MBCCG). No members of the public attended the meeting.

02/20 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Jerry Hawker, Chief Officer and Hazel Parsons, Lay Member.

03/20 **DECLARATIONS OF INTEREST**

Declarations of interest were requested that would be relevant to the items to be discussed on the agenda. Dr Sarah Arun (SA) and GJ raised a declaration of interest against agenda item 8.0. (item 08/20)

Out of Hours/Extended Hours Business Case. Sue Stevenson (SS) raised a declaration of interest against agenda item 9.0. (09/20) Mental Health Trailblazer. Recorded declarations of interest can be viewed on MBCCG's website.

04/20 **MINUTES OF THE LAST MEETING HELD ON 19 NOVEMBER 2019**

The minutes of the last meeting of the Governing Body held on 19 November 2019 were agreed as a correct record.

05/20 **MATTERS ARISING**

There were no matters arising.

06/20 **CHIEF OFFICER REPORT**

Anthony Gardner (AG) presented the report which provided an update on progress within the CCG and reflected on regional and national events that are relevant to the Governing Body. The following questions were raised:-

Mike Bone (MB) asked if the fourth bullet point on page 2 would have any impact on St Mary's Hospice getting palliative consultant cover. Hilary Fordham (HF) said the issue for St Mary's Hospice was not around funding. The senior consultant post was still vacant but some junior doctors have been recruited. A proposal was being looked at as to how to support colleagues during the out of hours period.

Dr Andrew Severn (AS) raised a question around the winter planning arrangements and the position to suspend some non-urgent elective care. AS asked if there was a reason why if elective activity was suspended that day case surgery was also suspended. HF said that day case surgery had not been suspended.

**RESOLVED:**

**The Governing Body noted the content of the paper.**

07/20 **BAY HEALTH AND CARE PARTNERS UPDATE**

AG presented the report which provided an update on key activities for Bay Health and Care Partners (BHCP) workstreams. The following question was raised:-

AS asked what the sustained 50% deflection of referrals to iMSK for orthopaedics was based on. AG said it was based on the evidence from the pre-existing Lancashire North service and the pilot service in South Cumbria.

Dr Andy Knox (AK) provided an update on the Ministry of Health visit from Singapore. BHCP hosted a successful visit with three visitors from the Ministry of Health Office of Health Transformation in

Singapore on Friday 10 January 2020.

AK read an e-mail received from the Director of Population Health from Singapore which stated their visit had been eye opening and deeply inspiring and what had impressed them most was how a culture of joy and meaning had been built within the team. There was a positive energy for change which was something they had not seen in most government institutions globally or anywhere else in the NHS.

AK thanked Karen Kyle, Claire Niebieski, Mark Wight and the team for putting together a fantastic programme.

**RESOLVED:**

**The Governing Body noted the current update of Bay Health and Care Partners.**

08/20 **OUT OF HOURS/EXTENDED HOURS BUSINESS CASE**

Dr Sarah Arun (SA) and GJ raised a declaration of interest against this item. GJ works in Out of Hours and SA is the Primary Care Network Lead.

Tim Almond (TA) presented the report which provided background information to the current contract position in relation to Out of Hours and Urgent Treatment Centres. The report explored whether the services provided value for money and outlined the options available to the CCG in relation as to how to contract and modernise the services from April 2021 onwards.

Recommendations from the Executive Committee around the next phase of work in collaboration with North Cumbria CCG (NCCCG) were outlined. The Executive Committee agreed there needed to be additional work done to further explore the rationale and value for money of the South Cumbria Out of Hours contract as the cost per head of registered patient was high when compared to other areas. The Executive Committee agreed to recommend to the Governing Body Option 3 - to work with current providers to negotiate new contracts from April 2021 and include appropriate service development schedules. The Executive Committee also said they wanted to pursue an open book approach with all providers and if that process failed to deliver improved efficiencies either through reduction of costs or enhanced services for the same contract value then formal procurement would be the next option to consider.

The CHOC contract is lead commissioned by NCCCG and MBCCG are a subsidiary to this. A telephone conversation had been held between HF, TA and counterparts in NCCCG to outline what was being recommended to the Governing Body and possible joint collaborative next steps. It was agreed that both organisations commence a joint review to establish value for money and cost apportionment across Cumbria for the service provided by CHOC.

NCCCG took a similar proposal to their Governing Body on the 7 January 2020 outlining the next steps which was fully supported. TA requested the Governing Body to support the recommendation which will align with NCCCG around the CHOC element. It was noted that a similar process will also be held with PDS.

Detailed discussions were held on - the length of the contract; value for money; comparisons with other rural areas; vacant appointments and EMIS.

**RESOLVED:**

**The Governing Body reviewed and supported the following:-**

- **Reviewed and discussed the content of the paper and the associated Appendix 1 CCG Executive paper.**
- **Supported the recommendation to pursue Option 3 as an open book collaborative exercise in conjunction with North Cumbria CCG.**

TA left the meeting at this point.

09/20 **MENTAL HEALTH TRAILBLAZER**

SS raised a declaration of interest against this item as Healthwatch had been commissioned to support some of the work within the pilot.

HF reminded the Governing Body of their request to hear more about the Mental Health Trailblazer pilot for Morecambe and Barrow.

Ruth Threlfall (RT) gave a presentation on the Trailblazer bid for Morecambe Bay. The presentation provided detailed background information around the Trailblazer bid; functions and interventions carried out by Mental Health Support Teams; what is happening now around recruitment and what happens next in schools.

Margaret Williams (MW) offered support from the Safeguarding Designated Leads. SA offered support in Barrow as they were planning on working with primary schools and mental health was the chosen subject. HF made a link to the SEND work and said it will be interesting to see the results.

RT left the meeting at this point.

10/20 **FINANCE REPORT**

Gareth James (GTJ) presented the financial position for the period ended 30 November 2019 and confirmed that after eight months of the financial year 2019/20 the CCG continues to report breakeven, or financial balance, for both the year to date and the financial year-end positions and are therefore on course to deliver the financial control total agreed with NHS England and NHS Improvement. The

following areas were highlighted:-

Winter Funding Increase - University Hospitals of Morecambe Bay NHS Foundation Trust (UHMBT) have been allocated an additional £353k which is passed through the CCG's allocation. The money will be spent mainly for additional capacity during the winter months.

Charge Exempt Overseas Visitors - each year NHS England and NHS Improvement undertake an exercise to re-allocate funding between CCGs to reflect the additional costs relating to overseas visitors and devolved administrations. Based on previous years the CCG had assumed an allocation reduction in the region of £200k. This year there is a reduction of £623k which creates an additional in year pressure. The CCG have challenged the reduction but as it stands the CCG's allocation has reduced by £623k.

GTJ outlined the forecast headlines and said that the CCG continue to report they are on course to deliver the year-end forecast of the balance position. The risk or the underlying risk was growing as the CCG moves towards the year-end. The latest financial recovery submission reflected an improved CCG 'risk adjusted' forecast of £1m deficient. Since then months 8 and 9 have been submitted and the risk has grown. It was noted that £1m or even £2m was probably the best case scenario for the CCG at the moment.

GJT stated that month 10 was the time to plan what the year-end position would be which was currently in the region of £2m. Conversations with the Integrated Care Systems (ICS) were being held to see what other support was available. Month 10 figures will be presented to the Executive Committee for discussion with feedback to the Governing Body on the 17 March 2020.

UHMBT Contract - based on seven months of activity information there appears to be a trend of growing costs against the Payment by Results (PbR) element of the contract and therefore an overspend forecast in the region of £2.7m which seems to be around Urgent Care. A clear message was given to UHMBT that the CCG will not fund the value activity greater than the 2019/20 contract value.

NHS Long Term Plan (LTP) Financial Position - the Governing Body were reminded that all NHS organisations were required to provide a response to the NHS LTP covering the four year period of 2020/21 to 2023/24. GTJ confirmed the process had been completed. A more detailed 2020/21 operational and financial plan will be developed and will aim to deliver the financial improvement trajectory in line with NHS England's expectations.

**RESOLVED:**

**The Governing Body noted the CCG's financial performance for the period ended 30 November 2019, the current financial forecast for the year ended 31 March 2020 and the draft financial planning for financial years 2020/21 to 2023/24.**

## 11/20 CCG PERFORMANCE REPORT

AG provided an overview of the CCG's performance at the end of December 2019 taking into account the CCG's position on finance, activity and constitutional commitments. The following key areas were highlighted:-

Finance and Activity - overall the CCG were reporting reductions in activity although over performance in terms of Out-patient first and follow-up appointments were noted. Under performance on Elective In-patient were highlighted which was a combination of reductions in hip and knee surgery following the implementation of iMSK as well as the impact of theatre availability. The position was likely to deteriorate if there was any significant impact from reductions in In-patient elective surgery given winter pressures.

Urgent Care - there is continuing pressure on both the A&E and 12 Hour Breach standard in line with national pressures and challenges. Locally performance levels are being held. The A&E recovery plan continues to be delivered.

Elective Care - continued pressure but the system was only slightly above the waiting list target. The performance trajectory was that there would be no 52 Week Waits from January 2020 but there are still a small number of these still continuing. Regular calls are taking place to ensure patients are moved as quickly as possible once they have been detected. There was a risk that if the waiting list increased due to winter pressures then the 52 Week Waits would start to go up and not down.

Cancer Services - currently the 14 Day Target and 31 Day Target are being met. There was continued pressure on the 62 Day Target. Although the 14 Day Target was previously reported as being on target, forecasted pressures within the breast screening service relating to workforce issues and the spike in activity with the national screening programme and publicity that arises from that might see further deterioration on the 14 Day Target which would also have an effect on the overall target.

Adult Mental Health Performance Standards - all three key standards achieved.

Detailed discussions were held on referrals and follow ups.

### **RESOLVED:**

**The Governing Body noted the CCGs performance against finance, activity and key constitutional measures.**

## 12/20 ASSURANCE FRAMEWORK NOVEMBER/DECEMBER 2019 UPDATE

GTJ presented the Assurance Framework (AF) which records risks

that may prevent the CCG from achieving its strategic objectives. Each entry has a nominated Senior Manager and an Executive Lead to ensure continual management and mitigation of the risk identified. The AF is regularly received by the Governing Body, Quality Improvement Committee and other committees.

Updated positions have been requested for AF197, AF198 and AF206. These updates will be included in the next report.

A workshop will be held in April/May 2020 with Governing Body members and Senior Managers around the annual re-scoring of the AF risks.

**All/  
Senior  
Managers**

**RESOLVED:**

**The Governing Body appraised and agreed the detail covered in the report and that the Assurance Framework is reviewed in compliance with the current CCG's Risk Management Strategy and Policy including discussion at Quality Improvement Committee, Audit Committee and Executive Management Team.**

13/20 **MORECAMBE BAY CCG RISK MANAGEMENT STRATEGY AND POLICY**

GTJ presented the revised and re-written policy which reflects the CCG's refreshed Risk Management Strategy and Policy. Changes proposed by the Executive Committee have been incorporated within the document and were subsequently signed off on the 10 December 2019. The Risk Management Strategy and Policy reflects the improvement journey the AF and Risk Register (RR) have undergone and captures the risk appetite for the organisation.

GTJ said the Executive Committee are recommending to the Governing Body the ratification of the Risk Management Strategy and Policy. The report outlines how the CCG manages risks and the lead officer responsibilities in terms of managing risks.

GTJ agreed to arrange for the following amendments to be made within the policy:-

**GTJ**

- Risk Rating Matrix under the descriptor Financial. The catastrophic risk was described as a loss of less than 1% of the budget. This needs to be amended to say greater than 1% of the budget.
- Risk Rating Matrix under descriptor Adverse Publicity/ Reputation. Remove the ? in the catastrophic section.
- Section 11.0. Responsibility for Risk Management. Replace Chief Commissioning Officer with the correct job title of Chief Operating Officer.
- Section 13.0. Risk Management Objectives items 5 and 6.

Replace the Director of Planning and Performance with the Director of Finance.

**RESOLVED:**

**The Governing Body ratified the Risk Management Strategy and Policy subject to the above amendments.**

14/20 **SAFEGUARDING AND CHILDREN LOOKED AFTER ANNUAL REPORT 2018/19**

MW presented the report which provided an update on safeguarding activity and developments that have taken place across the health economy within the Morecambe Bay footprint from both a CCG and a multi-agency perspective.

MW provided a brief overview as to what the safeguarding team and multi-agency partners have been working on through the programme. A reminder of the key statutory functions and responsibilities for safeguarding which the Governing Body and the CCG as an organisation are responsible were highlighted. The four key areas of core business were outlined.

It was noted that the report was not just about the statutory and safeguarding functions but also around ensuring there was a safeguarding review and a voice present when strengthening pathways and service re-design together with using the intelligence from across the system for decisions and influencing partnerships.

MW explained that the CCG's safeguarding team have engaged with Cumbria County Council and started RADAR conversations with Local Authorities and other key Commissioning and Regulatory Authorities around children's provision. Soft intelligence is being collated to support providers who care for vulnerable young children in independent children's homes. It was hoped that this plan would also be rolled out with Lancashire County Council colleagues.

HF said it was important to recognise this service as a number of independent schools, particularly in Cumbria, import a number of children from outside of the area and if things go wrong it would potentially have an impact on the CCG and local services as there is still a duty of care towards the children.

The areas of focus for the coming year were outlined which were not dissimilar to previous years.

MW agreed to arrange for the following amendments to be made within the report:-

**MW**

- Page 10, Safeguarding Adults, Referral Alerts and Sources. Amend South Cumbria 2018/19 to South Cumbria 2017/18.
- Page 10, Safeguarding Adults, Referral Alerts and Sources,

Number stepped up to a Safeguarding Enquiry. A digit was missing from number 42.

**\*\* Post Meeting Note \*\***

There has been a change in reporting processes rather than an incorrect digit. A narrative to explain the vast difference in the numbers of Adult Social Care enquiries has been added to the report.

Once the amendments had been made the report would be uploaded to the CCG's website.

**RESOLVED:**

**The Governing Body noted the Safeguarding and Children Looked After Annual Report 2018/19.**

15/20 **EXECUTIVE COMMITTEE MINUTES 22 OCTOBER 2019, 12 NOVEMBER 2019 AND 26 NOVEMBER 2019**

Minutes of the Executive Committee were received for information.

16/20 **JOINT COMMITTEE OF CCGS MINUTES 5 SEPTEMBER 2019**

Minutes of the Joint Committee of CCGs were received for information.

17/20 **LANCASHIRE HEALTH AND WELLBEING BOARD MINUTES 10 SEPTEMBER 2019**

Minutes of the Lancashire Health and Wellbeing Board were received for information.

18/20 **LANCASTER DISTRICT HEALTH AND WELLBEING PARTNERSHIP MINUTES 16 OCTOBER 2019**

Minutes of the Lancaster District Health and Wellbeing Partnership were received for information.

19/20 **ANY OTHER BUSINESS**

There was no other business.

20/20 **DATE AND TIME OF NEXT MEETING**

Tuesday 17 March 2020 at 2.00 pm, Kendal Rugby Club, Kentdale Suite, Kendal.