

# Nottingham North and East Clinical Commissioning Group

**Nottingham North and East CCG Governing Body  
UNRATIFIED Minutes of the meeting held in public on  
Tuesday 16 October 2018 13:30 – 15:00**

**Chappell Room Civic Centre, Arnot Hill Park, Arnold, Nottingham, NG5 6LU**

**Present with voting rights:**

Dr James Hopkinson	Clinical Chair
Terry Allen	Lay Member – Financial Management and Audit
Jonathan Bemrose	Chief Finance Officer, Greater Nottingham Clinical Commissioning Partnership
Nichola Bramhall	Chief Nurse and Director of Quality, Greater Nottingham Clinical Commissioning Partnership
Dr Caitrina Kennedy	GP Representative
Dr Elaine Maddock	GP Representative
Dr Paramjit Panesar	Assistant Clinical Chair
Gary Thompson	Acting Accountable Officer, Greater Nottingham Clinical Commissioning Partnership
Mike Wilkins	Lay Member – Primary Care

**In attendance:**

Lucy Branson	Corporate Director, Greater Nottingham Clinical Commissioning Partnership
Hazel Buchanan	Director of Strategy and Partnerships, Greater Nottingham Clinical Commissioning Partnership
Fiona Daws	Corporate Governance Officer, Greater Nottingham Clinical Commissioning Partnership (minutes)
Sharon Pickett	Nottingham North and East Locality Director, Greater Nottingham Clinical Commissioning Partnership

**Apologies:**

Dr Ian Campbell	GP Representative
Janet Champion	Lay Member – Patient and Public Involvement
Dr Ben Teasdale	Secondary Care Doctor

Cumulative Record of Members Attendance (2018/19)

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<b>Name</b>	<b>Possible</b>	<b>Actual</b>	<b>Name</b>	<b>Possible</b>	<b>Actual</b>
Dr James Hopkinson	3	3	Dr Elaine Maddock	3	3
Terry Allen	3	3	Dr Paramjit Panesar	3	2
Jonathan Bemrose	3	3	Dr Ben Teasdale	3	1
Nichola Bramhall	3	2*	Gary Thompson <sup>1</sup>	2	2
Dr Ian Campbell	3	2	Sam Walters <sup>2</sup>	2	0*
Janet Champion	3	2	Mike Wilkins	3	3
Dr Caitriona Kennedy	3	2			

<sup>1</sup> Membership commenced July 2018

<sup>2</sup> Membership ceased September 2018

\* Nominated deputies attended meetings where apologies had been received

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### Introductory Items

**GB 18 097 Welcome and apologies for absence**

Dr James Hopkinson welcomed everyone to the meeting of the Governing Body in open session.

Apologies were noted as above.

It was highlighted that Ben Teasdale will be stepping down from his roles on both Nottingham North and East CCG's Governing Body and the Greater Nottingham Clinical Commissioning Partnership's Joint Commissioning Committee. This will take effect from 31 December, which means that this will be Ben's last Governing Body meeting. All members agreed that Ben's contribution and input had been highly regarded and a letter of thanks in recognition of this will be sent. Consideration will be given to the recruitment process for Ben's replacement.

**GB 18 098 Confirmation of quoracy**

It was confirmed that the meeting was quorate.

**GB 18 099 Declarations of interest for any item on the agenda**

No interests were declared in relation to any item on the agenda.

Members were reminded of their responsibility to highlight any interests should they transpire as a result of discussions during the meeting.

**GB 18 100 Management of any real or perceived conflicts of interest**

As no conflicts of interest had been identified, this was not necessary for the meeting.

**GB 18 101 Questions from the public**

No questions from the public had been received

**GB 18 102 Minutes of the meeting held on 17 July 2018**

The minutes of the previous meeting held on 17 July 2018 were confirmed as an accurate record and will be signed by the Chair.

**GB 18 103 Action log and matters arising from the meeting held on 17 July 2018**

The following items were noted as complete and can now be closed.

- GB 087/18 GN Joint Committee Quarterly Assurance Report – refer to agenda item GB 18 113.
- GB 088/18 Assurance Framework – refer to agenda item GB 18 114.

All other actions were noted as ongoing and there were no further matters arising.

### Strategy and Leadership

**GB 18 104 Accountable Officer Report**

Gary Thompson presented this agenda item. The following key points were highlighted and discussed:

- (a) The Integrated Care System (ICS) update will be discussed later on the agenda.
- (b) The Nottinghamshire bid to participate in the Building Healthy Partnerships programme has been successful.

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- (c) An all-age mental health strategy has been developed for Nottingham and Nottinghamshire. The draft strategy was presented at September's Leadership Board.
- (d) The Sustainability and Transformation Partnership (STP) has identified the need to reduce alcohol related harm as a priority for 2018/19.
- (e) Consultation has commenced on contracting arrangements for Integrated Care Providers (ICP). The national consultation covers how the ICP will enact its business under an NHS contract. The process gives a significant preview of how ICPs will fit into the broader ICS.
- (f) Maternity and Cancer assessment headline ratings have been circulated with Nottingham North and East CCG performance for cancer being rated as "good" and maternity as "requires improvement". STP work streams are established to improve performance.
- (g) The Greater Nottingham Annual Public Meeting took place on 26 September 2018 and was the first public meeting in common of the four Greater Nottingham CCGs. Informal feedback on the night was positive and overall it is a successful model to continue with for future events.
- (h) The Truth Project will be coming to Nottingham in November/December 2018 and an awareness campaign is underway.
- (i) Following Ruth Hawkins' retirement as Nottinghamshire Healthcare NHS Foundation Trust's Chief Executive, John Brewin has been appointed and will commence in post early 2019.
- (j) Alex Ball has commenced as Director of Communications and Engagement for the Greater Nottingham and Mid-Nottinghamshire CCGs, heading up a single team across the CCGs and ICS.

Gary was thanked for presenting the Accountable Officer Report.

The Governing Body:

- **RECEIVED** the Accountable Officer Report for information.

## **GB 18 105 Integrated Governance Arrangements – Update**

Lucy Branson presented this item, highlighting the following key points to members:

- (a) The report builds on previous updates and covers a range of areas, but primarily focusses on a proposal for the Primary Care Commissioning Committees to meet in common across Greater Nottingham.
- (b) A steering group has been established, chaired by Mike Wilkins and attended by NHS England, to consider the feasibility of the existing Committees meeting in common.
- (c) Following an options appraisal the steering group members felt that meeting in common was practical. A plan on how it would work in practice and proposed changes to the existing terms of reference would be included within a report to the January 2019 Governing Body meeting.
- (d) Each Committee would still be empowered to make separate decisions reflecting the needs of their local population, but would meet at the same time which is NHS England's preferred model.
- (e) A meeting in common approach is adopted successfully elsewhere in the region.

The following points were raised in discussion:

- (f) Potential changes to the current terms of reference may be needed.
- (g) Locality specific issues and common themes will arise and it was highlighted that:
  - CCGs may be present at the meeting during conversations that are

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- not relevant to their locality
  - CCGs can have an input and share knowledge and learning across boundaries
  - A greater opportunity exists to discuss strategic issues, whilst allowing common interest.
- (h) The Information Governance, Management Technology Committee (IGMT) terms of reference had been re-drafted and would be circulated to Governing Body members for virtual approval, once finalised.

The Governing Body:

- **ENDORSED** the proposal for the Primary Care Commissioning Committees to meet in common across Greater Nottingham and acknowledged that further work is needed to implement this.
- **AGREED** to receive the Information Governance, Management and Technology Committee meeting terms of reference for virtual approval, once finalised.

### **ACTION:**

- **Lucy Branson will present further details of the Primary Care Commissioning Committee meetings in common approach will be presented to the January 2019 meeting.**
- **Lucy Branson will circulate the Information Governance, Management Technology Committee (IGMT) terms of reference to Governing Body members for virtual approval, once finalised.**

## **GB 18 106 Strategic Objectives**

Hazel Buchanan, presented this agenda item and highlighted the following:

- (a) The process for developing the proposed objectives has been overseen by the Greater Nottingham Joint Commissioning Committee in line with its terms of reference.
- (b) Discussions during workshops and with staff have taken place regarding how the strategy and objectives of the Greater Nottingham Clinical Commissioning Partnership can be defined without losing the individuality of each CCG.
- (c) The proposal encompasses four strategic objectives to be reviewed and agreed by the four CCG Governing Bodies. Alongside these are the supporting enabling functions.
- (d) Further work will include:
  - Determining how the strategic objectives will be measured
  - Sharing the objectives with staff
  - Incorporating the objectives within the staff appraisal process
  - Developing the strategic objectives as we move to the new arrangements associated with the Integrated Care System.

The following point was raised in discussion:

- (e) It was suggested that strategic objectives two and three could be reordered ahead of objective one, as this was felt to present the right priority order. It was confirmed that this feedback will be considered alongside any further feedback from the other Governing Bodies.

The Governing Body:

- **APPROVED** the strategic objectives for adoption across the Greater Nottingham Clinical Commissioning Partnership.
- **SUPPORTED** the next steps as set out within the paper.

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### GB 18 107 Workforce Report

Hazel Buchanan presented the report, highlighting that it is the first one combining the workforce information for all four CCGs following the recent restructure. The following points were highlighted:

- (a) Staffing levels are currently running at a ten percent vacancy rate.
- (b) The staff turnover target had been set at one and a half percent, which is normal for the type and size of organisation. This rate had been exceeded on occasion, but this is normal at times of organisational change and doesn't currently present a risk.
- (c) The proportion of the workforce within each pay band has not changed significantly since the four CCGs aligned.
- (d) Confidence in the accuracy of sickness absence reporting has reduced. Complexities regarding the Electronic Staff Record (ESR) exist throughout Greater Nottingham, however, we are working with managers in this area to ensure processes are simplified, whilst maintaining accuracy and ensuring staff are receiving the right support.
- (e) Mandatory training is below the 95% target. A new Organisational Development Manager has commenced in post and will be focussing on achieving this target by year-end.
- (f) The NHS Staff Survey has been launched across the Greater Nottingham CCGs, with a closing date of 30 November 2018.
- (g) A Staff Reference Group has been established to proactively work with employees on staff engagement. A remit has been agreed and the Group has started to contribute to the development and implementation of:
  - HR Policies;
  - Internal efficiencies;
  - Staff intranet;
  - Internal communications;
  - Staff benefit schemes; and
  - Charity events.
- (h) An Organisational Development Plan has been written in conjunction with the leadership academy and is currently a short-term document. The document will support staff resilience.

The following items were raised in discussion:

- (i) It was queried if the report could be used to highlight the savings achieved by aligning the workforce across Greater Nottingham, as this had been sighted as one of the key drivers for the alignment.
- (j) It was further queried whether the staffing headcount could also be reflected in terms of cost, in particular for non-Agenda for Change (AfC) staff.
- (k) A comparison with other organisations regarding workforce diversity was requested. It was acknowledged that the Workforce Race Equality Standard (WRES) provides published comparative data. Further information will be included within the next workforce report.
- (l) It was explained that there is a technical issue in relation to the conflict of interest mandatory training and an alternative to online training may need to be considered, as completed training in this area and others isn't being captured.
- (m) The timing of the Electronic Staff Record (ESR) alignment will depend on merger plans with the CCGs across Nottinghamshire. This will be a major piece of work.
- (n) In response to why overall staffing figures have increased in the workforce

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- profile, it was explained that the CCGs have taken on extra responsibilities resulting in an increase in staffing. The Integrated Care System (ICS) teams fall within the Greater Nottingham CCGs.
- (o) The risk regarding loss of staff at the most senior levels across the four CCGs was highlighted and is a result of a number of vacancies remaining unfilled with some staff due to leave. Recruitment is challenging and requires NHS England authorisation to recruit at band 8C and above.

The Governing Body:

- **NOTED** the Workforce Report.

### **ACTION:**

- **Hazel Buchanan will provide information within the next workforce report on the savings delivered by the staff alignment process, the cost of the workforce broken down by grade and any available comparator information in relation to workforce diversity.**

## Financial Stewardship

### **GB 18 108 Updated Financial Position 2018/19**

With the Chair's permission this item was deferred to the confidential session of the meeting.

### **GB 18 109 Annual Audit Letter**

Jonathan Bemrose presented this item and explained that it was being presented for completeness following the annual accounting process and was pleased to say that the auditors have no issues to report.

The following point was raised in discussion:

- (a) The CCG's external audit team will be changing for 2018/19, due to the previous contacts either moving on or being 'timed-out'. KPMG will continue to provide the external audit service, but different personal will be allocated to the work.

The Governing Body:

- **NOTED** the verbal update.

## Quality Improvement

### **GB 18 110 Looked After Children Annual Report**

Nichola Bramhall presented this item, explaining the following key points to members:

- (a) The report has been compiled by the designated staff and details a number of key achievements including the establishment of a robust pathway to ensure children placed 'out of area' receive the same standard of care as those in area.
- (b) A significant amount of work has been carried out regarding minimum data set collection and monitoring performance with providers.
- (c) A Quality Assurance Toolkit is being developed to assure the CCGs across Nottinghamshire that the quality of services commissioned meets the national standard.
- (d) 'Looked after children' has now been included as a sub category under the safeguarding information on the F12/e-healthscope information easily accessible to GPs.

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The following points were raised in discussion:

- (e) The report was highly commended and the hard work of Kathryn and the two designated doctors was recognised.
- (f) It is noted that the inclusion of looked after children as a sub category on F12 has been really positive and straightforward.

The Governing Body:

- **NOTED** the contents of the report.

### **GB 18 111 Nottinghamshire Safeguarding Annual Report**

Nichola Bramhall presented this item, highlighting the following:

- (a) A newly formed Safeguarding Assurance Group and the Executive Strategic Safeguarding Group will work City and Countywide to oversee safeguarding arrangements to ensure that the CCGs are meeting their statutory responsibilities in terms of safeguarding.
- (b) Key priorities for 2019/20 will be aligning the safeguarding arrangements with newly developing Integrated Care System plans and integrating with Nottingham City colleagues.
- (c) Findings from a recent internal audit have been received and recommendations implemented.

The following points were raised in discussion:

- (d) There are continual issues with care homes and it is a national growing problem. In response, a care home dashboard and deep dive will be carried out and presented to the Quality and Performance Committee in February 2019 to provide further assurance and information.
- (e) The safeguarding structure will require us to work with both of the local authorities across Nottingham and Nottinghamshire. Whilst challenging, this will allow us to have a greater degree of ownership with focus on what matters.

The Governing Body:

- **NOTED** the contents of the report.

### **GB 18 112 Safeguarding Arrangements Update – Working Together to Safeguard Children (2018)**

Nichola Bramhall presented this item, explaining the following key points:

- (a) Working Together guidance has been published with no significant changes.
- (b) The three safeguarding partners with equal responsibility for children are the CCGs, Local Authority and the Police.
- (c) The safeguarding partners will identify and establish their own forum to replace the Safeguarding Boards.
- (d) A Child Safeguarding Practice Review Panel has been established with the purpose of reducing the time taken to identify and learn lessons from safeguarding incidents. This will have an operational impact as a five day notification timescale has been established with a further requirement to complete a rapid review within fifteen days of reporting.
- (e) The Child Death Overview Panels across Nottingham City and Nottinghamshire County local authority areas have aligned.
- (f) Moving forward the preferred option from a health perspective is for the Nottingham City and Nottinghamshire County Safeguarding Boards to merge, however there is limited support for this from the local authorities at present.

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- (g) It was anticipated that new arrangements would be in place by 1 April 2019.
- (h) The local proposed structure outlines a strategic leadership group meeting two to three times per year to consider budgets, priorities, strategy and direction. Below this is a strategic assurance and improvement group scrutinising safeguarding activity at county level.

The following point was raised in discussion:

- (i) Un-redacted case review reports are a governance concern which Nichola will review.

The Governing Body:

- **NOTED** the contents of the report.

## Corporate Assurance

### GB 18 113 **Greater Nottingham Joint Committee Quarterly Assurance Report**

Lucy Branson presented the second quarterly report and highlighted the following points:

- (a) The report provides assurance that the Greater Nottingham Joint Commissioning Committee (GNJCC) is exercising its delegated functions and responsibilities. It sets out the work of the Committee relating to strategy and planning, quality and performance and financial stewardship. It also sets out the major risks being managed by the GNJCC.
- (b) The format of the report has been reviewed and updated in light of the feedback received from the last round of Governing Body meetings.
- (c) During quarter two, the GNJCC approving two prescribing proposals.
- (d) The newly aligned Service Restriction Policy received approval; it will remain live and under constant review.
- (e) The GNJCC received two thematic reviews during quarter two; one with a focus on Children and Families and the other regarding Elective Care.
- (f) The latest financial position per locality has been monitored.

The Governing Body:

- **RECEIVED** the GNJCC's Quarterly Assurance Report.

### GB 18 114 **Assurance Framework**

Lucy Branson presented the Assurance Framework and summarised the following key points to members:

- (a) The report builds on the paper presented at the July 2018 meeting of the Governing Body, and aligns strategic risks to the new strategic objectives.
- (b) There are no critical gaps in control around the risks.
- (c) An assurance mapping report will be presented to the Audit and Governance Committee to review the current level of assurance, and in particular, the balance between internal and external assurances received and planned.
- (d) Members were encouraged to complete a survey from the Head of Internal Audit to Governing Body members, which will be circulated during November 2018. This will contribute towards the CCG's final audit opinion.

The following points were raised in discussion

- (e) The review of assurances was welcomed.
- (f) Clarity was sought in relation to the risk relating to primary care delegation and it was explained that this referred to the achievement of the



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responsibilities that the CCG has been delegated by NHS England.

The Governing Body:

- **REVIEWED** the current position of the Assurance Framework.

### **GB 18 115 EPRR Core Standards Self-assessment**

Hazel Buchanan presented the item and summarised the following key points:

- (a) The Greater Nottingham Clinical Commissioning Partnership has robust arrangements in place for EPRR and is rated as 'Substantially Compliant' across the core standards. An action plan has been produced and will be approved with NHS England through a 'confirm and challenge' exercise.
- (b) With the exception of one organisation, all providers are fully compliant and the Local Health Resilience Forum (LHRF) is comfortable with the status of the region.
- (c) A work programme will be established at the beginning of each year which performance can be measured against.
- (d) An EPRR Manager has been recruited to increase capacity.
- (e) Brexit falls within EPRR and the LHRF is looking at plans to be instigated if a 'no deal' Brexit goes ahead.

The Governing Body:

- **NOTED** the Emergency Preparedness, Resilience and Response (EPRR) Core Standards Self-assessment.

### **GB 18 116 Risk and Assurance Report**

Lucy Branson presented the item and summarised the following key points to members:

- (a) The report brings together the CCG's major risks for the attention of the Governing Body and the highlight report from each of its sub-committees.
- (b) There are two major risks: one regarding the ability to deliver the financial recovery plan; and one related to the ongoing transformation work within the Emergency Department and the potential impact on the delivery of care to patients. Both major risks are fairly new and a reduction in risk score is anticipated moving forward.

The following points were highlighted in discussion:

- (c) Nichola Bramhall had attended a meeting at Nottingham University Hospitals NHS Trust along with NHS England and NHS Improvement. As a result Nichola was reassured that patient safety was not being compromised during the Emergency Department reconfiguration.
- (d) The major risks are monitored monthly by the JCC.

The Governing Body:

- **REVIEWED** the major risks and mitigating actions; and
- **NOTED** the work of its sub-committees.

## Information Items

### **GB 18 117 Primary Care Commissioning Committee Minutes**

Minutes from the 5 April and 2 August 2018 meetings were received for information.

### **GB 18 118 Clinical Cabinet Minutes**

Minutes from the 20 June and 18 July 2018 meetings were received for information.

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**GB 18 119 Information Governance Management and Technology Committee Minutes**

Minutes from the 25 May 2018 meeting were received for information.

**GB 18 120 Nottinghamshire Safeguarding Adults Board Minutes**

Minutes from the 12 April 2018 meeting were received for information.

**GB 18 121 Nottinghamshire Safeguarding Children’s Board Minutes**

Minutes from the 13 June 2018 meeting were received for information.

**GB 18 122 Nottinghamshire Health and Wellbeing Board Summary**

The summary from the 6 June and 5 September 2018 meetings was received for information.

**Closing Items**

**GB 18 123 Any other business**

- (a) Dr James Hopkinson noted that Samantha Walter’s contract as Accountable Officer came to an end on 30 September 2018 and acknowledged her dedication and effort that she put into the role for both Nottingham North and East CCG and the Greater Nottingham Clinical Commissioning Partnership. Sam’s tremendous drive and contribution in taking the organisation forward despite turbulent and challenging times was recognised and sincerely thanked.
- (b) Tracy Palmer will be starting on 6 November 2018 as Deputy Director of Nursing and Quality.

**GB 18 124 Risks identified during the course of the meeting**

No risks were identified to add to the risk register.

**GB 18 125 Date of next meeting:**

Tuesday 15 January 2019  
*Chappell Room Civic Centre, Arnot Hill Park, Arnold, Nottingham, NG5 6LU*

**Confidential Motion**

The Governing Body resolved that representatives of the press and other members of the public were excluded from the remainder of this meeting on the basis that, having regard to the confidential nature of the business to be transacted, publicity would be prejudicial to the public interest. (Section 1[2] Public Bodies [Admission to Meetings] Act 1960).

**SIGNED** ..... **Chair**

**DATE** .....