

Date	17 July 2018
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Title of paper	Finance & Activity Committee report
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Confidential	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (items are only confidential if it is in the public interest for them to be so)

The Governing Body is asked to:
Note the report.

<p>Summary of purpose and scope of report</p> <p>This report summarises the Finance and Activity Committee’s work since the last Governing Body meeting in May 2018.</p> <p>The purpose of the Finance & Activity Committee is to provide assurance to the Governing Body that financial plans are robust and that any risk to delivering financial, activity and QIPP obligations are being managed appropriately.</p> <p>It does this through monitoring the finance and activity of services commissioned by the CCG, ensuring sound management of the organisation's budgets and resources, and monitoring relevant risks on the Board Assurance Framework. It supports the CCG’s aim of ensuring that high quality services are commissioned and provided for patients as outlined in the North West London Sustainability & Transformation Plan:</p> <ul style="list-style-type: none"> - Radically upgrading prevention and wellbeing; - Eliminating unwarranted variation and improving long-term condition management; - Achieving better outcomes and experiences for older people; - Improving outcomes for children and adults with mental health needs; - Ensuring we have safe, high quality sustainable services; - Ensuring the system has the capacity and capability to deliver (workforce, organisational development, IT primary care etc). <p>Finance & QIPP (Quality, Innovation, Produce and Prevention)</p> <p><u>Combined Finance and QIPP Report 2018/19</u></p> <p>Governing Body signed off the 2018/19 budget which is based on the Operating Plan submission and aims to deliver a £4.189m in-year surplus. The plan includes a contingency reserve of £2.223m (0.5%), QIPP plan of 15.365m. (3.8%)</p>

and a contribution to NWL Strategy of 0.65%, reduced from the previous contribution of 1%. The NWL risk share strategy is now in place and contracts have been signed off and are within budget.

Two significant variances were highlighted to the Committee at June's meeting, i) prescribing and CHC information and ii) Chel. West acute contract.

18/19 QIPP

The Committee was advised of £438k gap that necessitates additional schemes as well as robust contract management. To mitigate this WL CCG QIPP Delivery Group has been set up to monitor delivery and will report into the F&A Committee.

Commissioning and services

The Committee received the following commissioning and service development requests:

1. Community Independence Service: future commissioning of GPs in Rapid Response Team

The Committee considered a revised proposal for additional investment of 2wte GP in the Community Independence Service (CIS) Rapid Response (RR).

The Committee noted the issues of new access specifications linked to PMS may see an increased demand for RR service, noted the challenge from GPs that it is preferable for patients to be seen by their own GPs and that GP recruitment is an issue.

The Committee noted the clinical steer from Transformation Board and approved: additional investment of £120,756

2. Grenfell Primary Care Consultation Payments (GP elected member was recused from decision making and did not receive this paper)

The Committee considered the request for primary care consultation payments for extended sessions for the cohort of people affected by the Grenfell Tower fire and who have moved out of the immediate area. This currently sits outside of the funds allocated by NHSE for core delivery.

The Committee noted the uncertainty of receiving NHSE funding and that current allocation is for people affected and not the population of the borough, the additional request will take the CCG over planned budget.

It was noted that the MCMW North Kensington recovery model has been agreed and will not need a separate primary care allocation.

The Committee provisionally approved: funding of £17,437 for Grenfell extended primary care consultations from June 2018 to March 2019 with the following conditions; i) spend is contained within budget allocation, ii) discussion with NHSE on funding allocation going forward and iii) evidence of delivery above core contract.

3. NW London Health Help Now Patient App

The Committee considered the case for investment in the NHSE approved patient signposting app which the Transformation Board and IT Oversight Committee have also supported. The app can be customised to include local

functionality and has so far been approved for deployment in 6 of the NWL CCGs.

The Committee approved: the investment of £5k (Annual licence cost) and £5k annual recurrent investment (from April 2020) for annual maintenance of the app subject to identification of clear key performance indicators to evaluate measurable impact, indication of the IT and clinical resource required and clarity on cost of clinical resource for the long-term support.

4. Resourcing for delivery of North Kensington Recovery Model of Care

The Committee received for noting, the financial commitment of the GP Contracts to resource the delivery the Model of Care. The proposal was presented and approved by the Investment Committee to manage the conflict of interest.

The Committee noted the report and financial cost of £324,414, which is funded from the 2017/18 North Kensington Recovery budget from NHSE, which is confirmed at £8.9 million.

5. Power BI Business Case

The Committee considered the business case for the purchase of a business analytics service from PwC to support robust data collection and reporting to support the drafting of Health Recovery Plans for North Kensington. The basis of the request is to use the same system as that of Royal Borough of Kensington and Chelsea. Due to the nature of the overlap between health and social care provision, purchase of the same analytics tool would ensure data gathered on critical community needs is aligned. A procurement process to seek an alternative provider would hinder the merging of critical information regarding community needs.

The Committee approved: non-recurrent cost of £70k, plus annual licence of £100 per user, per annum, subject to the confirmation of; i) intra-operability with System 1 and TPP, ii) clarification of additional cost to put in place intra-operability and ii) approval from the IT Committee for oversight from BI and IT perspective.

6. North Kensington Recovery Budget 2018-19

The Committee approved the 18/19 budget allocated by NHSE and noted that predicted expenditure, based on anticipated activity levels within each service delivery area, will entail a deficit of approximately £776,352.

The Committee agreed: the £8.9m budget report and requested number of actions; i) lack of clarity on source of future funding to be added to CCG risk register, ii) consider joint strategy with partner organisations (RBKC/CNWL), iii) details of impact of financial constraint on future of services, iv) assurance report on double funding of primary care and solution for next year, v) articulation of the totality of the spend; primary care, community, mental health, Grenfell Model of Care.

7. Extended Access Hubs – financial reconciliation

Due to conflicts of interest, GP elected members did not receive the paper and were recused from decision making. The Lay member chaired this item.

The Committee considered the financial reconciliation process undertaken between the CCG and the GP Federation in relation to the Extended Access Hubs service and noted the issue of the Federation's difficulty in recruiting staff; GP and nurses as well as the setting of precedent of financial help in context of equitable treatment for other CCG providers.

The Committee in principle approved: i) Federation to pay CCG 50% of outstanding figure (£100k-£115k - final figure to be confirmed), ii) CCG and Federation to agree Federation Organisational Development programme based on outcome of Provider Maturity Evaluation exercise. Delivery of the programme by the Federation will represent repayment to the CCG of remaining 50% of the outstanding figure. The OD programme will be shared with Committee members once it has been finalised.

MCP Programme support and provider development

The Committee considered the funding request for; i) extension of the PA Consulting contract and ii) System Leadership Development support via small-scale procurement jointly with Central London CCG.

The Committee queried the expected duration of consultancy support and impact on the need to reduce management costs and noted that that PA Consulting will undertake an analysis of the skill set and capacity required to take forward MCP development by WL and CL CCGs.

The Committee approved: 1 month extension of PA contract at £98,750 and System leadership development at £25,000 as non-recurrent spend.

Governance and assurance

The Committee reviewed the Board assurance framework 2018/19 and highlighted the following:

Areas of focus 5: Delivery of financial sustainability

- Monitoring group set up to provide overview and assurance of plans for QIPP delivery and will support taking of corrective action if necessary
- Acute contract monitoring; impact of strategic changes and the need to support reduction in spend
- NWL schemes; rigorous process and PIDs are in place, as well as assurance of
- This Committee will offer challenge to the Joint Financial Committee

The Managing Director confirmed this Committee will manage local risks in relation to Area of focus 2 and 3 and that NWL schemes will be monitored by the NWL group and any local issues will be escalated to respective CCGs as and when they arise.

The Committee agreed the following:

- Risk rating of all NWL schemes to be presented to this Committee for review and consideration of local impact.
- The need for continuous dialogue with member practices regarding financial understanding.
- Ensure Committee cover sheets provide salient and critical points with direction to key pages of the attachment
- Investment and service development proposals to articulate how savings will be achieved

Quality & Safety/ Patient Engagement/ Impact on patient services:

The Committee ensures stakeholders are involved in its work through the following:

- All papers require managers to demonstrate the levels of patient and public engagement they have

undertaken and impact on patient services;

- Ensuring lay member representation and participation in discussions to support delivery of services that benefit patients.

Financial and resource implications

Financial and resource implications were identified within each of the business cases reviewed by the Committee.

Equality / Human Rights / Privacy impact analysis

Not required for this report.

Risk

The Committee is responsible for the review and scrutiny of key risks outlined in the Board Assurance Framework.

Supporting documents

Governance and reporting (list committees, groups, or other bodies that have discussed the paper)

Committee name	Date discussed	Outcome
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This report has not been presented to any other Committee of the Governing Body.