## Minutes

### Present

<table>
<thead>
<tr>
<th>Name</th>
<th>Role/ organisation</th>
<th>Initials</th>
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<tbody>
<tr>
<td>Dr Andrew Steeden</td>
<td>GP member, Chair</td>
<td>AS</td>
</tr>
<tr>
<td>Mark Easton</td>
<td>Accountable Officer</td>
<td>ME</td>
</tr>
<tr>
<td>Dr Ali Al-Rufaie</td>
<td>GP member</td>
<td>AA-R</td>
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<tr>
<td>Dr Oisín Brannick</td>
<td>GP member, clinical lead for North Kensington Recovery and Patient &amp; Public Engagement</td>
<td>OB</td>
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<tr>
<td>Paul Brown</td>
<td>Chief Financial Officer (item 4.4 onwards)</td>
<td>PB</td>
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<tr>
<td>Dr Ed Farrell</td>
<td>GP member</td>
<td>EF</td>
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<tr>
<td>Yvonne Fraser</td>
<td>Practice Manager member, Transformation Board chair</td>
<td>YF</td>
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<tr>
<td>Dr Rachael Garner</td>
<td>GP member, Vice Chair (job share), Quality &amp; Performance Committee chair</td>
<td>RG</td>
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<tr>
<td>Dr Jane Hawdon</td>
<td>Secondary Care Consultant</td>
<td>JH</td>
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<tr>
<td>Dr Richard Hooker</td>
<td>GP member</td>
<td>RH</td>
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<tr>
<td>Dr Naomi Katz</td>
<td>GP member, Vice Chair (job share), clinical lead for Primary Care</td>
<td>NK</td>
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<tr>
<td>Mary Mullix</td>
<td>Deputy Director of Nursing, Quality &amp; Patient Safety</td>
<td>MMu</td>
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<tr>
<td>Louise Proctor</td>
<td>Managing Director</td>
<td>LP</td>
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<tr>
<td>Dr Puvana Rajakulendran</td>
<td>GP member</td>
<td>PR</td>
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<tr>
<td>Karen Rydings</td>
<td>Practice Manager member</td>
<td>KR</td>
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<tr>
<td>Dr Imran Sajid</td>
<td>GP member</td>
<td>IS</td>
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<tr>
<td>Victoria Stark</td>
<td>Lay member lead for Patient &amp; Public Engagement</td>
<td>VS</td>
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<tr>
<td>Lei Wei</td>
<td>Deputy Chief Financial Officer (item 4.4 onwards)</td>
<td>LW</td>
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<tr>
<td>Ben Westmancott</td>
<td>Director of Compliance</td>
<td>BW</td>
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<tr>
<td>Philip Young</td>
<td>Lay member</td>
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### In attendance

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<tr>
<th>Name</th>
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<tr>
<td>Paul Chung</td>
<td>Head of Finance</td>
<td>PC</td>
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<tr>
<td>Kerry Doyle</td>
<td>Head of Corporate Services (minutes)</td>
<td>KD</td>
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<tr>
<td>Thomas Harte</td>
<td>Acting Associate Director, Planned &amp; Unplanned Care</td>
<td>TH</td>
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<tr>
<td>Simon Hope</td>
<td>Deputy Managing Director</td>
<td>SH</td>
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<tr>
<td>Henry Leak</td>
<td>Associate Director, North Kensington Recovery</td>
<td>HL</td>
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<tr>
<td>Mike Martin</td>
<td>Strategic Delivery Manager, Planned Care (item 4.3)</td>
<td>MMa</td>
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<tr>
<td>Nahim Ullah</td>
<td>Corporate Services Officer</td>
<td>NU</td>
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The agenda items were taken in the following order:
1; 2; 3; 4.1-4.4; 4.7; 4.5-4.6; 5-11

<table>
<thead>
<tr>
<th>Item</th>
<th>Introduction</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Welcome and apologies</td>
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<td></td>
<td>The Chair welcomed members, attendees, and members of the public to the meeting.</td>
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<td></td>
<td>Two members of the Governing Body, elected by members in February 2019, were welcomed: Two new elected members on the Governing Body, who joined us on 1 February 2019: Dr Ali Al-Rufaie, and Dr Ed Farrell.</td>
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<td></td>
<td>The Acting Associate Director for North Kensington Recovery was welcomed.</td>
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<td>The apologies were noted as above.</td>
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<td>1.2</td>
<td>Declarations of Interest</td>
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<td></td>
<td>It was noted that elected members in the South of the CCG (Drs Rajakulendran, Sajid, and Steeden, as well as Karen Rydings) would have an interest in item 4.7: Earls Court Health and Wellbeing Centre GP contract.</td>
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2    | Minutes of the previous meeting |
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<tr>
<td>2.1</td>
<td>Minutes of the meeting held on 22 January 2019</td>
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<td>The minutes were agreed to be an accurate record of the meeting.</td>
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<td>2.2</td>
<td>Action log</td>
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<td>The Governing Body reviewed the action log.</td>
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<td>2.3</td>
<td>Matters arising</td>
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<td></td>
<td>The Managing Director confirmed that voting members of the Governing Body had elected a new Chair, Dr Andrew Steeden.</td>
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<td></td>
<td>Dr Fiona Butler, the previous Chair, was thanked for her leadership and contribution to the CCG.</td>
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3    | Reports from the Chair and the Chief Officer |
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<td>3.1</td>
<td>Chair</td>
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|      | The Chair gave a verbal update on recent progress in West London CCG:
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<th>Item</th>
<th>Action</th>
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| Member engagement | - The CCG held its Annual Joint Commissioning Learning Sets meeting in February;  
- Members met to look back at their work in improving commissioning and referrals;  
- Agenda included: Primary Care Networks showcase; GP Federation; developing Primary Care at scale; and End of Life Care. |
| Primary Care | - In light of recent national guidance about the GP contract, the Primary Care Team was working with Primary Care Networks to assess whether the current Networks’ configuration will deliver the requirements of the new guidance. |
| Meetings in public 2019/20 | - North West London CCGs were moving to four Governing Body meetings a year: June, September, January and March;  
- West London CCG’s Annual General Meeting would be on 23 July 2019. |

The Governing Body noted the update.

3.2 Accountable Officer

The Accountable Officer presented a report on progress in North West London CCGs:

**Shaping a Healthier Future**

- The Secretary of State for Health had announced earlier that that Shaping a Healthier Future would not be progressing further;
- North West London CCGs were developing a response to this, and communications to staff and stakeholders would be circulated shortly;
- Significant achievements had been made in in maternity and paediatric services.

**NHS Long Term Plan**

- The need to improve the local health economy, including implementing the NHS Long Term Plan, remained
- A strategy to support this aim would be developed later in the year;
- Engagement events would be held to support this work.

The Governing Body discussed the update from the Accountable Officer.

4 Achieving strategic objectives

4.1 North West London and West London CCG equality objectives

The Deputy Director of Quality, Nursing and Patient Safety presented the paper, which outlined the North West London overarching equality objectives, and proposals for West London CCG
The Governing Body discussed the following:

- CCGs were subject to the general equality duty, and must have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
  - Advance equality of opportunity between people who share a protected characteristic and those who do not;
  - Foster good relations between people who share a protected characteristic and those who do not.

- North West London CCGs’ objectives included:
  - To improve engagement and consultation activity with individuals and groups of people accessing NHS services, with specific reference to identifying issues relating to patient access and experience;
  - To reduce any barriers (language or otherwise) experienced by individuals and groups of people when accessing local NHS services;
  - To improve staff capability and understanding of their legal obligations under the Public Sector Equality Duties and duties to reduce health inequalities introduced by the Health and Social Care Act 2012;
  - To improve Black, Asian and Minority Ethnic staff representation, treatment and experience in the CCGs and Provider organisations;
  - To improve representation, treatment and experience of patients and staff with disabilities in local NHS services;
  - To improve representation, treatment and experience of LGBT patients and staff in local NHS services.

- Work to support the North Kensington Recovery programme had brought valuable insight and learning to how the CCG approached equalities, including cultural competencies.

The Governing Body:

- Approved the proposed areas for equality objectives;
- Delegated responsibility to the Quality & Performance Committee to approve the West London CCG objectives.

### 4.2 North Kensington Recovery progress report

The Associate Director North Kensington Recovery presented the report, which outlined progress made since the last Governing Body meeting.

The following points were discussed:

- Dedicated service for, and designed together with, survivors and the bereaved to help build resilience and support for the most vulnerable in the community;
- Bringing together resources in place across North Kensington to support residents;
- Communications and engagement strategy was in development, it aimed to support delivery of the Health Recovery Strategy; the strategy would reflect the needs of the
### Item

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<tr>
<td>diverse community, through language, spirituality, faith, culture and belief;</td>
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<td>- Enhanced Health Checks continued via GP practices, and non-NHS venues;</td>
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<td>- Business case re-submitted to NHS England in order to release funds for 2019/20;</td>
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<td>- Resilience training for GP practices in the area.</td>
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The Governing Body noted and discussed the report.

#### 4.3 Specialist Neuro-rehabilitation services

The Strategic Delivery Manager, Planned Care, presented the paper, which described the current level 2 Specialist Neuro-Rehabilitation Service in West London CCG, and requested approval to extend the current contract and move from a block contract to a bed-day tariff.

The following points were discussed:

- Discussions with the provider regarding a new bed-day tariff, in anticipation of an agreement to move to a bed day tariff;
- Cover for inpatient/ outreach services;
- More people (70-80%) going home following discharge from service.

The Governing Body:

- Approved option 1: to apply the 2 year extension clause within the current contract and extend the Specialist Neuro-Rehabilitation Service for 2 years;
- Noted that endorsing a contract extension for two years would equate to a maximum cost of £3,591,340 per annum;
- Endorsed a move from a block contract to implement a locally agreed tariff for the level 2 neuro rehabilitation dependent on improved cost effectiveness;
- Noted that the current funding for this service for 2018/19 was through the Better Care Fund for the 3 CCGs;
- Noted that the Better Care Fund was under review for 2019/20, and was to be finalised;
- Noted that this would not impact on the affordability or deliverability of the service.


The Deputy Director of Quality, Nursing and Patient Safety presented the report, which summarised the themes and trends emerging from the Patient Experience and Complaints data across the five CCGs. It was confirmed that CCGs had a statutory requirement to publish complaints reports.

The Governing Body discussed the following:

- CWHHE CCGs had received 322 complaints in 2017/18, of which West London CCG received 53; there had been 11 complaints regarding Chelsea & Westminster Hospital NHS Foundation Trust;
- The consultation regarding the Quality & Safety team structure would include a Complaints Manager.
It was confirmed that NHS England held data relating to complaints about Primary Care, including GP practices.

The Governing Body:
- Approved the Annual Complaints Report Section; and, in so doing
- Noted that the report had been endorsed by the members of the (erstwhile CWHHE) Quality and Performance committee.

### 4.5 & 4.6 2019/20 initial budgets and finance plan: delegating approval

**West London CCG draft budget 2019/20**

The Deputy Chief Financial Officer presented the paper, which outlined the plan to ensure CCGs' budgets were approved in the time leading up to signing contracts with providers on 21 March, and submitting operating plans on 4 April 2019.

The Governing Body discussed the following:
- The North West London and West London CCG financial position had been discussed by the Finance & Activity Committee that morning;
- Long Term Plan requirements and supporting Primary Care development;
- Cost pressures and risks in 2019/20;
- Underlying deficit in North West London, and the need to create a balanced budget, which was being discussed with regulators;
- Commissioners and providers were working together to meet financial challenges, and had adopted peer-scrutiny approach to capacity and demand;
- North West London system would be in recovery, with plan finalised for July 2019;
- West London CCG, through high capitation and investment, had historically achieved financial balance, and had contributed to the North West London risk-share arrangement;
- Importance of not rewarding over-activity in providers;
- Other parts of London, with differing allocation levels, had achieved financial balance;
- Importance of maintaining quality services for patients, and transparency in patient and member engagement.

The Governing Body:
- Thanked the finance team for their work;
- Approved delegation of 2019/20 initial budgets and finance plan to NW London Joint Finance Committee;
- Ratified delegation to the Accountable Officer and the Chief Finance Officer for contract signing on 21 March 2019 as agreed at Joint Committee meeting in March 2019.

### 4.7 Earl’s Court Health and Wellbeing Centre

The Deputy Managing Director gave an update on the practice’s contract:
### Item 1

- In December 2018, the provider (Greenbrook) gave 6 months’ notice on its contract;
- To ensure a safe transition, and cover over the winter period, the contract had been extended to March 2020;
- The CCG had initiated an engagement exercise, seeking the views of practice patients and other stakeholders regarding possible options: procurement of a new practice to deliver the contract, or patient list dispersal;
- The letter to stakeholders and frequently asked questions were included as appendices to this report.

The Governing Body noted the update.

### Item 5

#### Assurance and finance reports

### 5.1 Transformation Board

The Transformation Board chair presented the update on the Transformation Board’s recent activities:

**Community Cardiology & Respiratory Service 2019-2020**

The Transformation Board approved the proposed diagnostics pathway variation for ECG and Ambulatory Blood Pressure Monitoring:

- Continuity of care for patients currently cared for under the existing service;
- Minimal changes in existing pathways;
- Service offer would align to future models of care.

**Child Health GP Hubs – future model of care**

The Transformation Board approved the proposed model of care for the Child Health GP Hubs for 2019/20:

- Shared learning and skills development between secondary care paediatricians, general practitioners and other professionals;
- A holistic approach to caring for children, young people and their families.
- Greater confidence in the provision of child health services in primary care.

**One Public Estate Initiative**

Royal Borough of Kensington and Chelsea Phase 7 Bid and Locality Study was presented for noting:

- Collaborative programme to allow local authorities to work with central government and local public agencies to release assets, promote sharing land and property information and shared occupation and development opportunities across the public sector.

The Governing Body noted the update.

### 5.2 Patient and Public Engagement Committee
### Item | Action
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The clinical and lay member leads for Patient & Public Engagement presented the report:

**Patient Reference Group, 29 January 2019**
- Feedback on the national NHS 111 campaign leaflets in order for the team to include the feedback in to local versions for North West London;
- Opportunity to join NHS 111 Patient Advisory Group to provide patient perspective when procuring the new service;
- Palliative care review discussed with the review’s independent chair; members completed a questionnaire and gave feedback, which would be used in the review.

**Patient and Public Engagement Committee, 13 February 2019**
- Endorsed the communication and engagement plan for the Tri-borough Strategic Palliative Care Review;
- Noted the latest patient & public engagement activity, including integrated care co-design event, which was included in the report as a slide presentation;
- Design and development of a cloud-based Community Voices Online Platform to support engagement-data collection, collation and analysis, focusing on the population affected by the Grenfell Tower fire.

**North Kensington Cultural Competency Framework roundtable discussion with the community and voluntary sector, 8 February 2019**
- Local people involved in developing the CCG’s Cultural Competency framework;
- 32 people from a number of different community, faith and voluntary groups attended, and passed the following resolution in its support: “This meeting welcomes the development of the Cultural Competency Framework. We support the CCF and the domains being developed. It is important that this is done in partnership with local communities to enable us to hold the NHS to account.”

The Governing Body noted the report.

### 5.3 Risk register and board assurance framework

The Director of Compliance and the Head of Corporate Services presented the report, which included the CCG’s highest risks in 2018/19.

The Governing Body discussed the following:
- Lowering the risk rating for the supported accommodation risk;
- Managing risk across eight CCGs, and a working group had been established to develop the Board Assurance Framework for 2019/20;
- The biggest risk in North West London CCGs was the financial position.

The Governing Body reviewed the West London CCG risk register and North West London CCGs’ Board Assurance Framework.

### 5.4 Commissioning Learning Sets

The clinical lead for Primary Care presented the report, which outlined work the CCG, with member practices, had undertaken since the last Governing Body meeting:
### Item 4.45pm

**Diabetes Structured Education**
- Planned Care team gave an update on the range of Diabetes Structured Education Programmes for patients, including a remote learning package.
- Referral criteria and process for remote learning was shared with GP practices.

**Diabetes Dashboard**
- December 2018 and January 2019 dashboard a review of the previous 12 months were presented;
- Commissioning Learning Sets discussed ways in which to improve practice performance.

It was confirmed that Commissioning Learning Set would be moving to bi-monthly meetings, to allow member practices to focus on developing Primary Care Networks.

The Governing Body noted the report, and the progress made with:
- Soft Intelligence
- Outpatient Transformation Programme
- Prescribing
- Commissioning Intentions
- Diabetes: Retinopathy Screening Programme
- Diabetes Structured Education
- Patient Online
- CLS Update
- PCN Showcase
- GP Federation – Election
- At Scale Development
- Future Meeting Structure
- End of Life Care
- Diabetes Dashboard
- WeLearn

### 5.5 Quality & Performance Committee

The Quality & Performance Committee chair presented the report, outlining the Committee’s work since the last Governing Body meeting:
- Chelsea & Westminster Hospital NHS Foundation Trust had identified six quality account priorities for 2019/20;
- Chelsea & Westminster Hospital NHS Foundation Trust: challenges in A&E, but remained a top performer; low completion rates for Friends & Family Test; improvements needed in responding to patient complaints;
- Imperial College Healthcare NHS Trust: seven never events this year, Trust Chief
Executive and Chair monitoring;
- North Kensington Recovery: approach to key performance indicators endorsed;
- Patient safety thematic report: Never Events, identified contributing factors and made recommendations.

The Governing Body noted the report.

### 5.6 Finance & Activity Committee

The Head of Finance presented the report, which summarised the Committee’s achievements since the last Governing Body meeting:
- QIPP performance decreased slightly, reporting at 81% at month 10, and 82% financial year end;
- The management team had set up a QIPP/ business planning/ contract management group to oversee progress in 2019/20;
- Discussions and approvals for business cases.

The Governing Body noted the report, and thanked the contracts management team for their work.

### 5.7 Report from the NW London Finance Committee

The Chief Financial Officer presented the report, which outlined the Committee’s recent work:
- 2018/19 financial position: forecast outturn at month 10 was an adverse variance to control total of £26.5m, which had increased from month 9 due to the inclusion of GP at Hand costs relating to non-North West London patients;
- Allocations and control totals had been received for 2019/20, and the February Finance Committee reviewed the current position in contracting and planning.

The Governing Body:
- Discussed the report from the Finance Committee;
- Agreed that, in line with the Joint Committee remit regarding acute and mental health commissioning, and in order to comply with the requirement to meet the national contract deadline dates of 21 March, the Accountable Officer was authorised to sign those contracts relating to that remit; and
- Noted the update.

### 5.8 NW London Committee business (February - March 2019)

The Director of Compliance presented the report, which gave a high-level summary of the decisions which have been taken at a NW London level, listing what has been done with powers that have been delegated to each of the collaborative committees:
- North West London Board Assurance Framework Working Group set up, with draft terms of reference enclosed;
- Primary Care Networks investment and evolution: ambition to have primary care networks cover all of the NW London population by July 2019. Discussion focused around the relationship between primary care networks and GP Federations.
The Governing Body discussed the report, which contained a summary of the North West London committee business and took assurances from that committee’s work.

5.9 **Operational Group**

The Managing Director presented the report, outlining the Group’s recent focus and

**Earls Court Health and Wellbeing Centre Walk-in Centre contract extension**

The Group approved the recommendation to extend the WIC contract to 31 March 2020, at forecast cost of £135k, and for immediate start of patient engagement.

**Contract extensions**

- Community Independence Service: tri-borough extension by enacting the existing 12-month option to extend the contract at £3m total cost;
- Minor injuries service at St Charles UCC: one year contract extension via direct award at maximum budget of £1m;
- Community cardiology and respiratory service for 2019/20: one year contract extension via direct award at maximum budget of £2.7m, to then align with North West London outpatient pathway for cardiology and respiratory from 2020.

It was noted that the Operational Group has delegated authority from the Governing Body for decisions that are time critical, and that the decisions listed above were taken in that capacity. The Governing Body was advised that the Group had sought guidance from a lay member in preparation for taking these decisions.

**GP Federation/Primary Care Network organisational development**

The Operational Group met with London Medical Associates in January 2019 to discuss its role in taking forward contractual structures for 19/20 with a move towards at-scale contract and Primary Care Networks development.

The Governing Body noted the report.

### Questions from the public

The Chair raised a question, which had been received from a member of the public before the meeting:

> If West London CCG endorses the Like Minded vision, what can the CCG do to manage their providers so that ‘a patient’s wellbeing is valued’ and when ‘a patient is struggling, appropriate and timely help is available’? Can I kindly ask if CCG Commissioners can look into my case as no treatment is provided for the service you are paying for?

The following response was received:

- The CCG monitors delivery of all services and their outcomes. We review complaints raised, and these are appropriately responded to;
- Clinically appropriate care is in place at the Tavistock, and a formal way to raise
### Item 6 - Mental Health Places of Safety

- There was an overall move to fewer sites;
- The CCG’s place of safety was at St Charles’ Hospital.

### Item 7 - Information to Note

**7.1 NW London Collaboration Development Programme close-down report**

The Accountable Officer presented the report for noting, and requested that any queries were sent to him.

The Governing Body noted the final report of the Collaboration Development Programme 2018/19.

### Item 8 - Minutes of Committees of the Governing Body

**8.1 North West London CCGs shadow Quality & Performance Committee, 6 December 2018**

The Governing Body noted the minutes.

**8.2 North West London Finance Committee, 24 January 2019**

The Governing Body noted the minutes.

### Item 9 - Any Other Business

There was no other business.

### Item 10 - Date of Next Meeting in Public of the Governing Body

- 18 June 2019

### Item 12 - Future Meetings

- 17 September 2019
- 21 January 2020
- 24 March 2020