

## STRATEGIC COMMISSIONING BOARD

24 April 2019

**Commenced:** 1.00 pm

**Terminated:** 3.00 pm

**Present:**

Dr Ashwin Ramachandra (Chair) – NHS Tameside and Glossop CCG  
Councillor Brenda Warrington – Tameside MBC  
Councillor Bill Fairfoull – Tameside MBC  
Councillor Gerald Cooney – Tameside MBC  
Councillor Warren Bray – Tameside MBC  
Councillor Leanne Feeley – Tameside MBC  
Councillor Oliver Ryan – Tameside MBC  
Steven Pleasant – Tameside MBC Chief Executive and Accountable  
Officer for NHS Tameside and Glossop CCG  
Dr Jamie Douglas – NHS Tameside and Glossop CCG  
Dr Asad Ali – NHS Tameside and Glossop CCG  
Dr Vinny Khunger – NHS Tameside and Glossop CCG  
Dr Christine Ahmed – NHS Tameside and Glossop CCG  
Carol Prowse – NHS Tameside and Glossop CCG

**In Attendance:**

Stephanie Butterworth	Director of Adult Services
Richard Hancock	Director of Children's Services
Pat McKelvey	Head of Mental Health & Learning Disabilities
Ali Rehman	Integrated Performance & Intelligence Service Manager
Sandra Stewart	Director of Governance and Pensions
Jessica Williams	Interim Director of Commissioning

**Apologies for Absence:** Councillor Allison Gwynne – Tameside MBC  
Councillor Jean Wharmby – Derbyshire CC

### 115 DECLARATIONS OF INTEREST

There were no declarations of interest submitted by members of the Strategic Commissioning Board.

### 116 MINUTES

The Minutes of the previous meeting held on 27 March 2019 were approved as a correct record.

### 117 TAMESIDE AND GLOSSOP STRATEGIC COMMISSION 2019/20 FINANCIAL PLAN

The Director of Finance presented a report providing a summary of the 2019/20 budget allocations of the Tameside and Glossop Integrated Commissioning Fund including the key assumptions underpinning the budget and commentary on any significant areas of risk. The Targeted Efficiency Programme (TEP) savings for the 2019/20 financial year were also summarised together with proposals for the risk share. The 2019/20 budgets and delivery of TEP would be closely monitored and reported in the monthly Integrated Commissioning Fund consolidated revenue monitoring reports.

The Director of Finance made reference to the Commissioning Improvement Scheme and the continuation of the of the approach in place for 2018/19 and the carrying forward of the two elements of the model – Invest to Save and Financial Management – as a two year offer covering

the period 1 April 2019 to 31 March 2021. She acknowledged that this approach came with challenges, particularly around perceived equity of budget and 'achievability' by practices and gave assurances that there would be engagement with the Primary Care Networks going forward.

#### **RESOLVED**

- (i) That the 2019/20 budget allocations for the Integrated Commissioning Fund be noted.**
- (ii) That the proposals for the rolling two year risk share be noted.**
- (iii) That the five year forecasts and projected funding gap for the Strategic Commission be noted.**
- (iv) To note that Tameside Council would continue to be the host organisation for the Section 75 pooled fund agreement.**
- (v) That the proposed construct of the Commissioning Improvement Scheme for 2019/20 and 2020/21 be noted.**

#### **118 M11 CONSOLIDATED REVENUE MONITORING STATEMENT**

Consideration was given to a report of the Director of Finance which stated that as at 28 February 2019 the Integrated Commissioning Fund was forecasting a net spend of £584.602M against an approved net budget of £584.626M, with a small underspend of £24,000. This forecast was a slightly improved position from the previous month but masked significant pressures in a number of areas including Continuing Healthcare, Growth, Operations and Neighbourhoods and in particular unprecedented levels of demand in Children's Social Care which continued to forecast expenditure to be almost £8M in excess of budget. Further details were provided in Appendix 1 to the report.

In particular the Director of Finance made reference to a proposal from Active Tameside to set up a new defined contribution pension scheme for new employees in order to reduce future costs. Current Active Tameside staff would be unaffected and would remain with the Greater Manchester Pension Fund on the same terms and conditions. However, new employees would be enrolled on the Peoples Pension. Members were therefore recommended to approve the variation of an admission agreement with the Greater Manchester Pension Fund in order to close the Fund for new employees and reduce costs over the longer term and allow Active Tameside to remain financially sustainable.

Members were also advised that in January 2019 the Council's Executive Cabinet considered a report relating to a review of sport and leisure provision within the Borough including the current financial position of Active Tameside together with interventions that had been implemented to improve and support the ongoing sustainability and performance of the organisation. The annual management fee payable to Active Tameside by the Council was currently payable in four equal instalments as an advance payment on the first day of each financial year quarter commencing 1 April 2019 and the first quarter (25%) of the 2019/20 management fee was paid on 1 April 2019. In order to provide continued support to the financial standing and associated cashflow of Active Tameside, Members were recommended to approve the payment of the remaining balance of the approved 2019/20 annual management fee (75%), £1,052,250, by 30 April 2019.

Members were also recommended to approve the payment of the total annual management fee value in subsequent financial years as an advance payment on 1 April 2020/21 and 2021/22. This arrangement would be reviewed alongside the new business case that would cover the period 2022/23 to 2023/24.

#### **RESOLVED**

- (i) That the significant level of savings required during 2018/19 to deliver a balanced recurrent economy budget together with the related risks contributing to the overall adverse forecast be acknowledged.**
- (ii) That the significant cost pressures facing the Strategic Commission, particularly in respect of Continuing Healthcare, Children's Social Care and Operations and Neighbourhoods and Growth be acknowledged.**

- (iii) That it be **RECOMMENDED** to Executive Cabinet to approve the variation of an admission agreement with the Greater Manchester Pension Fund, for which the Council is the guarantor for Active Tameside, who intend to close access to the Greater Manchester Pension Fund Local Government Pension Scheme for new employees in order to reduce costs over the longer term as detailed in section 4 of the report.
- (iv) That the remaining balance of the 2019/20 annual management fee (75%) payable to Active Tameside by 30 April 2019 to the value of £1,052,250 as explained in section 4 of the report be approved.
- (v) That the payment of the total annual management fee value payable to Active Tameside in subsequent financial years as an advance payment on 1 April for 2020/21 and 2021/22 be approved. This arrangement would be reviewed alongside the new business case covering the period 2022/23 to 2023/24.

## 119 PERFORMANCE UPDATE

Consideration was given to a report of the Assistant Director (Policy, Performance and Communications) providing the Strategic Commissioning Board with a Health and Care performance update at April 2019. The Health and Social Care dashboard was attached at Appendix 1 to the report and the measures for exception reporting and those on watch were highlighted as follows:

EXCEPTIONS (areas of concern)	1	A&E- 4 hour Standard
	3	Referral To Treatment-18 Weeks
ON WATCH (monitored)	4	Diagnostic tests waiting times
	7	Cancer 31 day wait
	11	Cancer 62 day wait from referral to treatment
	17-20	IAPT
	41	Learning disability service users in paid employment
	40	Direct payments
	45	65+ at home 91 days

Reference was made to updates on issues raised by Members of the Board which were outside the Health and Care Dashboard and other data or performance issues that the Strategic Commissioning Board needed to be aware of relating to Elective Waiting Lists and 52 Week Waiters.

In relation to NHS 111, the Board was concerned that the data consistently showed deteriorating performance and how this impacted either directly or indirectly on other commissioned services. The Board was advised that this was a national issue and the implementation of an improvement plan continued with additional staffing alongside improving the technology within the call centres and collaboration with other 111 providers to identify efficiencies and better ways of working.

### RESOLVED

**That the content of the performance update report be noted.**

## 120 QUALITY ASSURANCE REPORT

Consideration was given to a report of the Director of Quality and Safeguarding providing the Strategic Commissioning Board with assurance that robust quality assurance mechanisms were in place to monitor the quality of services they commissioned and actions being taken to address any quality concerns that had been highlighted.

Reference was made to the Care Quality Commission currently carrying out a full service inspection of the Integrated Care Foundation Trust and the outcome of the inspection would be reported once published. The Integrated Care Foundation Trust had been shortlisted for ten awards at this year's

HSJ Value Awards as well as two GM patient Safety Awards in the category for Improving Care for Older People Award.

A Care Quality Commission well-led inspection of the Pennine Care Foundation Trust was completed at the end of October with the final report published in January 2019 with an overall outcome of Requires Improvement. For Tameside and Glossop there was a significant improvement from Requires Improvement to Good for Older People's Mental Health Services.

It was reported that Waterloo Medical Centre was placed in special measures following a Care Quality Inspection on 9 January 2019. The actions taken to improve were outlined and the CCG had been working closely with the practice providing support on safeguarding issues and medicines management. The practice was now working to improve on other areas contained within the Care Quality Commission report. The CCG would continue to support on a multi-disciplinary team approach and had provided some additional funding to support the practice to pay for additional GP, pharmacist and practice manager support sessions.

In relation to care and nursing homes, the outcome of a re-inspection of The Vicarage was awaited, previously rated as Inadequate. At a recent Commissioner's meeting it was agreed the investment from the Quality Improvement Team would continue due to recent improvements being seen and improvement in leadership.

It was noted that the percentage of maternal smoking at delivery remained a local challenge. Unfortunately, despite recent improvement in performance, there had been a slight increase again from 16.5% in December to 18.3% in January. The Integrated Care Foundation Trust was working towards training for Risk Prevention Intervention in March and aimed to have a midwife and part time maternity support worker in post by April 2019.

#### **RESOLVED**

**That the content of the quality assurance update be noted.**

#### **121 SUICIDE PREVENTION STRATEGY 2019/23**

The Strategic Commissioning Board considered a report of the Executive Leader and the Head of Mental Health and Learning Disabilities and Public Health Intelligence Manager which sought approval of a suicide prevention strategy.

The strategy detailed steps the Council would undertake to prevent suicide in Tameside and Glossop. In order for this to be achieved, all partners in every organisation in Tameside and Glossop would be required to contribute to and support the strategy.

The Board heard that the number of deaths to suicide in Tameside and Glossop was significant, with 75 deaths occurring in 2015/17 alone. The Board welcomed the strategy building on previous work and setting out a five year plan for reducing and eliminating suicides in Tameside and Glossop through proactive intervention when needed and effectively responding to those in crisis.

#### **RESOLVED**

**That the Suicide Prevention Strategy be approved.**

#### **122 PROVISION OF HOME SUPPORT AND EXTRA CARE HOUSING**

Consideration was given to a report of the Executive Leader and Director of Adult Services explaining that the current six year contract for the provision of home care and extra housing was in its third year and due to end on 30 October 2019. There was provision within the contract to extend for up to an additional three years.

The service delivered support at home for all adults aged eighteen years and above, children and complex care and extra care support for older people with a learning disability and people with mental health needs (aged fifty five and over). It aimed to provide a good quality, personalised outcome focused service appropriate to the needs and outcomes identified in a service users support plan and to demonstrate this through assistance with personal, practical and social / emotional tasks associated with ordinary living and a fulfilling and meaningful life.

Given the significance of the service, the performance of the six contracted providers and the nature of the transformation work underway it was recommended that the option to extend the contract be taken up.

#### **RESOLVED**

**That approval be given in accordance with Procurement Standing Orders to extend the provision of home support and extra care housing contract by up to three years from 31 October 2019.**

### **123 NEIGHBOURHOOD MENTAL HEALTH TEAM: LEAD PROVIDER TENDER OUTCOME AND RECOMMENDATION**

Consideration was given to a report of the Interim Director of Commissioning advising that in November 2018 the Strategic Commissioning Board agreed that, in line with the Living Life Well Mental Health Programme, a new Neighbourhood Mental Health Team would be established, bringing together a range of existing resources from Pennine Care, Tameside MBC and the Integrated Care Foundation Trust plus £1,048,831 of new investment. Central to creating an innovative and flexible team was the Lead Provider Organisation which, went out to tender on 15 February 2019.

It was reported that the tender was led by STAR Procurement supported by a Panel including staff from the Strategic Commission and Pennine Care NHS Trust plus people with lived experience who were working in the Living Life Well programme.

The post tender award report was attached outlining details of the process and outcome of the tender. An exemption request was also include as only two providers submitted a bid for the contract.

The Board commented favourably on this development providing a new provision to support a cohort of individuals who had struggled to access or receive any mental health support within the existing provision due to not meeting current thresholds.

#### **RESOLVED**

**That approval be given to the award of the Neighbourhood Mental Health Team Lead Provider tender to the Big Life Company as detailed in the post tender award report.**

### **124 GM RE-PROCUREMENT OF LEVEL 3 WEIGHT MANAGEMENT SERVICE**

The Interim Director of Commissioning presented a report advising the Strategic Commissioning Board that NHS Tameside and Glossop CCG had been one of the associates to the Level 3 Weight Management led by Salford CCG since 2013. NICE guidance required this service provision before referring into Level 4 Bariatric surgery.

It was reported that the current was due to end in March 2019 and a procurement exercise had been undertaken on behalf of Manchester City Council, NHS Bury CCG, NHS Salford CCG, NHS Stockport CCG and NHS Tameside and Glossop CCG.

The specification for the new service remained fundamentally the same but had a stronger focus on achieving and maintaining weight loss within its outcomes. The eligibility for the service for Tameside and Glossop patients remained the same and the service would continue to integrate with other services within Tameside and Glossop and Salford Royal. The annual budget at £241,000 was the same as with the previous contract with around 244 people a year anticipated to receive support. Increasing the number of people in the area to have a healthier lifestyle would improve healthy life expectancy and reduce the cost of ill health both for individuals and the health and social care system.

#### **RESOLVED**

**That the content of the report be noted and approval be given to the award of the contract to MoreLife (UK) Ltd as set out in the evaluation report.**

#### **125 SKYLAKES EXTENSION**

The Director of Children's Services presented a report on a proposal to award a second contract for interim social work services with Skylakes, a specialist children's social care agency for up to a further six months. Authorisation was required from the Strategic Commissioning Board because the report firstly set out a different delivery model outside the usual Policy and Financial framework and secondly to agree an exception to Procurement Standing Order to direct award a contract to Skylakes because competition was absent for technical reasons.

The Strategic Commissioning Board, Executive Cabinet and the Clinical Commissioning Group had previously approved a decision to enter into a contract with Skylakes to provide urgent support to Children's Services for 14 weeks to assist in the recovery programme required to improve the service to Ofsted's specifications.

The purpose of the proposed extension was to address the ongoing pressures in the children's social care system, the staffing and associated capacity issues.

#### **RESOLVED**

- (i) That the approach set out in the report to deliver support to Children's Services be agreed.**
- (ii) That approval be given to award a second contract to Skylakes (through the Crown Commercial Services framework agreement RM3711: Multi-disciplinary Temporary Healthcare Personnel) providing for provision of discreet Social Work capacity to manage 150 cases at any one time, for up to a further six months with a break clause at three months to enable a corporate review to be undertaken. Corporate reviews need to be undertaken at the end of the First Contract (3 months) and if a second contract entered into – at least every 2 months thereafter whilst that contract exists by the Statutory Officers (Head of Paid Service, Section 151, Monitoring Officer and Director of Children's Services) in conjunction with the Executive Members for Finance and Childrens and with support from STAR to determine whether the approach was achieving necessary outcomes and secondly whether there was a need for it to continue and if so in what form and what procurement process needed to be undertaken.**
- (iii) That it be RECOMMENDED to Executive Cabinet and the Clinical Commissioning Group that an estimated expenditure of £0.473 million be allocated to this proposal as detailed in section 7 of the report.**

#### **126 DATE OF NEXT MEETING**

To note that the next meeting of the Strategic Commissioning Board would take place on Wednesday 26 June 2019.

**CHAIR**