

STRATEGIC COMMISSIONING BOARD

13 February 2019

Commenced: 1.00 pm

Terminated: 2.20 pm

Present:

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

In Attendance:

Richard Hancock – Director of Children's Services
Kathy Roe – Director of Finance
Sandra Stewart – Director of Governance
Jeanelle De Gruchy – Director of Population Health
Jessica Williams – Interim Director of Commissioning
Maggie Murdoch – Lay Advisor for Public and Patient Involvement
Simon Brunet – Head of Policy, Performance and Intelligence
Trevor Tench – Service Unit Manager, Joint Commissioning
Ali Rehman – Integrated Performance and Intelligence Manager
Lynne Jackson – Quality Lead Manager

Apologies for Absence:

Councillor Allison Gwynne – Tameside MBC
Councillor Leanne Feeley – Tameside MBC
Dr Jamie Douglas – NHS Tameside and Glossop CCG

92. DECLARATIONS OF INTEREST

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

93. MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous meeting held on 23 January 2019 were approved as a correct record.

94. CORPORATE PLAN

Consideration was given to a report of the Executive Leader / Assistant Director (Policy, Performance and Communications) providing an update on the development of the Tameside and Glossop Corporate Plan, the high level objectives contained within and the framework and system architecture proposed to enable and assess effective delivery.

Set out across the life course, the Plan covered a seven year time frame (2019-2026) and reflected the importance of a vibrant place and economy in delivering aspirations for Tameside and Glossop. The document also set out a series of principles underpinning the delivery of the strategy which would be subject to further refinement through implementation groups and Boards.

It was proposed that this high level vision would be supported by a detailed implementation plan grouped into:

- Starting Well;
- Living Well;
- Vibrant Economy;
- Great Place;
- Ageing Well.

Each of these strands would be directed and supported by a Board and a separate implementation group and an example of how this would work through for the Starting Well strand of the Corporate Plan was highlighted.

An initial populated draft of a high level scorecard, attached to the report at Appendix 3, would be further refined and developed as each of the implementation groups and Boards were established. The scorecard would be reported to the Strategic Commissioning Board on a quarterly basis.

It was proposed that this high level document would form the basis of a conversation with the partners, key stakeholders and public, primarily through the Partnership Engagement Network, about how the plan would be delivered.

RESOLVED

That the Tameside and Glossop 'Our People, Our Place, Our Plan', be approved for formal adoption by the Strategic Commissioning Board.

95. BUDGET CONVERSATION 2019/20

Consideration was given to a report of the Executive Leader and Director of Governance and Pensions, providing the findings from the conversation on the 2019/20 budget for the Tameside and Glossop Strategic Commission (Tameside MBC and NHS Tameside and Glossop Clinical Commissioning Group). The Strategic Commission continued to face major financial challenges with savings of £70 million required over the next five years.

The Budget Conversation approach supported the public (local residents, businesses, patients and service user) in understanding the tough choices and decisions required when shaping the Strategic Commission budget and also to understand the public's priorities. The engagement took the form of a conversation with the public on providing sustainable public services for the future, and encouraging residents to see themselves as citizens, not just consumers of services. The public were encouraged to leave comment and feedback through the Big Conversation including ideas and suggestions for saving money and improving services. The conversation had also been undertaken via attendance at existing meetings / forums supported by an extensive communications campaign.

The key headlines from the Budget Conversation 2019/20 were:

- Undertaken between 5 December 2018 and 29 January 2019.
- Information on the Budget Conversation was directly e-mailed to over 15,500 individual contracts.
- Information was shared directly with over 115 groups / networks.
- Over 100 Budget Conversation social media posts reached followers almost 90,000 times.
- A total of 731 engagements based on:
 - 501 survey responses;
 - 211 contacts at dedicated engagement, drop-in sessions and other meetings;
 - 17 e-mails;
 - 2 letters in The Reporter.

- The full list of key themes emerging from the survey in response to the following two questions were detailed in Appendix A to the report:
 - What do you think should be the spending priorities for the Tameside and Glossop Strategic Commission in 2019/20 and future years?
 - Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?

The findings from the budget conversation exercise would be used, in conjunction with other considerations, to inform the Council's budget setting process. Feedback on the results would also be provided to the public, staff, partners and engaged groups and a summary infographic report produced and shared on Tameside Council's and the Clinical Commissioning Group's website.

RESOLVED

That the content of the report be noted.

96. STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST - CONSOLIDATED 2018/19 REVENUE MONITORING STATEMENT AT 31 DECEMBER 2018 AND FORECAST TO 31 MARCH 2019

The Director of Finance presented a report providing an overview on the financial position of the Tameside and Glossop economy in 2018/19. For the year to 31 March 2019, the report forecast that service expenditure would exceed the approved budget in a number of areas due to a combination of cost pressures and non-delivery of savings. These pressures were being partially offset by additional income and contingency which might not be available in future years.

The Strategic Commission was currently forecasting that expenditure for the Integrated Commissioning Fund would exceed budget by £0.4m by the end of 2018/19 due to a combination of non-delivery of savings and cost pressures in some areas. This forecast represented a further improvement on the position reported in prior periods but masked a number of significant cost pressures including a forecast overspend in excess of £7m in Children's Services. This increase in the projected variation since the previous reporting period was primarily related to third party placements expenditure.

The Director of Finance emphasised that there was a clear urgency to implement associated strategies to ensure the projected funding gap in the current financial year was addressed and closed on a recurrent basis across the whole economy. The Medium Term Financial Plan for the period 2019/20 to 2023/24 identified significant savings requirements for future years. If budget pressures in service areas in 2018/19 were sustained, this would inevitably lead to an increase in the level of savings required in future years to balance the budget.

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 Growth be acknowledged.**

97. QUALITY ASSURANCE REPORT

The Director of Quality and Safeguarding presented a report providing the Strategic Commissioning Board with assurance that robust quality assurance mechanisms were in place monitoring the quality of the services commissioned. It also highlighted any quality concerns and provided assurance as to the action being taken to address such concerns.

In particular, it was noted that there had been significant improvement in the percentage of care homes as good and outstanding for the Tameside and Glossop locality and this progress had been acknowledged by the GM Partnership in a recent Quarter 3 meeting. Currently there was only one operational home within the Tameside and Glossop locality with an inadequate rating.

The Tameside and Glossop Integrated Care Foundation Trust continued to investigate the reasons for the increase in both the Summary Hospital-level Mortality Indicator and the Hospital Standardised Mortality Rate and were working in partnership with a peer Trust. No concerns had been identified regarding the quality of care provided. Hypotheses that the increase potentially related to coding of sepsis but also some early concerns that the number of patients opting out of their GP data being shared could also be impacting on the position. These issues were being explored further.

RESOLVED

That the content of the Quality and Assurance update report be noted.

98. PERFORMANCE UPDATE

The Assistant Director (Policy, Performance and Communications) presented a report providing the Strategic Commissioning Board with a Health and Care performance update at February 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
	11	Cancer 62 day referral to treatment
	40	Direct Payments
	45	65+ at home 91days
ON WATCH (monitored)	7	Cancer 31 day wait
	11	Cancer 62 day wait from referral to treatment
	41	Learning Disability service users in paid employment

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:

- NHS 111;
- 52 Week Waiters;
- A&E at Manchester University Hospital NHS Trust;
- Elective Waiting Lists.

RESOLVED

That the content of the performance update report be noted.

99. ENGAGEMENT UPDATE

Consideration was given to a report of the Executive Leader, the Lay Advisory for Public and Patient Involvement and Assistant Director (Policy, Performance and Communications) providing an assurance update on the delivery of engagement and consultation activity in 2018. The work was undertaken jointly by both Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group as the Strategic Commission and supported by a single integrated team. Engagement was relevant to all aspects of service delivery, all communities and wider multi-agency partnership working. The approach was founded on a multi-agency conversation about 'place shaping' for the future prosperity of the area and communities.

The key headlines were reported as follows:

- Facilitated over 30 thematic Tameside and / or Glossop engagement projects.
- Received over 5,000 engagement contacts (excluding attendance at events / drop-ins).
- Delivered four Partnership Engagement Network conferences attended by nearly 300 delegates.
- Supported 19 engagement projects at the Greater Manchester level.
- Promoted 31 national consultations where the topic was of relevance to and / or could have an impact on Tameside and Glossop.
- Agreed and implemented a Tameside and Glossop Engagement Strategy (which was co-designed with the Partnership Engagement Network).
- Achieved Green Star (including four out of five domains as outstanding) in the public and patient participation Improvement and Assessment Framework.
- Undertook the first joint budget consultation exercise for Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group.
- Established the Partnership Engagement Network family, a database of residents, patients and stakeholders who received a monthly digest of all live engagement and consultation for them to access from one place.

The Lay Advisor for Public and Patient Involvement made reference to a recent successful event where 50 plus delegates were in attendance including members of the public, patients and representative from the voluntary and community sector.

In conclusion, it was reported that NHS North West and NHS England had asked Tameside and Glossop to showcase its approach at a number of Improvement and Assessment Framework workshops and webinars to help areas prepare for this year's assessment.

The Board commented favourably on the approach outlined in the report and the significant amount of work that had been undertaken effectively and efficiently.

RESOLVED

That the content of the report be noted and the ongoing delivery of engagement activity across the Strategic Commission be supported.

100. INVESTMENT IN A NEW EARLY HELP IT SOLUTION

The Executive Member (Children's Services) and Director of Children's Services presented a report advising that the Early Help service did not currently benefit from a dedicated Early Help IT system and consequently operated on an IT Social Care system, which did not support the objectives of Early Help.

It was explained that the current system was not designed specifically around the Early Help operating model, and although adjustments had been made to accommodate the requirements of Early Help, there were significant limitations centred around the system's inability to support multi-agency access, an approach that the Council had a clear commitment to. Whilst it was possible to maintain the status quo, this would directly and detrimentally impact on the ability of the service to deliver a number of strategic objectives in their improvement plan.

Reference was made to the benefits of the proposed investment in a new Early Help IT solution were outlined including the following:

- Invest to save to reduce demand on social care;
- Effective case management;
- Multiple agency access;
- Increased capacity in service;
- Improved management information;

- Early Help Assessments (CAFs) in a single database.

A summary of the proposed investment for Years 1 to 5 of the system implementation, funded via additional base budget that would be allocated to the Governance and Pensions directorate from year one 2019/20, was detailed in Appendix A to the report.

RESOLVED

- (i) **That approval be given to a £0.204 million (year one) investment in the procurement of an Early Help IT system and the financing arrangements for the licensing and support of this IT solution.**
- (ii) **That approval be given to the additional staffing resource and costs required to ensure that the system was implemented and maintained appropriately from year two onwards at a cost of £0.101 million, increasing by inflation each year thereafter.**

101. PROPOSAL TO CONSULT WITH KEY STAKEHOLDERS AND INDIVIDUALS ON CHANGING MANUAL HANDLING ASSESSMENT

Consideration was given to a report of the Executive Leader and Director of Adult Services seeking permission to consult with key stakeholders and individuals on changing the manual handling policy with a view to subsequently seeking authorisation to proceed with the establishment of a single handed care team for an initial two year period.

A number of local authorities had used and championed single handed care over recent years and the approach and real-life evidence had demonstrated that individuals were able to manage well with lone carers and preferred the flexibility this provided. Many people wished to participate in their care and preferred the one-to-one relationship that single carer packages afforded them.

Providers had been consistent in highlighting the difficulties they routinely faced providing staff to undertake transfer risk assessed as requiring two staff. One of the most significant impacts of this was delayed hospital discharge.

In addition, there were clearly financial benefits across the health and social care economy by embracing a comprehensive switch to single handed care, principally in the number of home care hours commissioned.

It was intended to establish a community based single handed care team, initially of a two year fixed term basis, with close links to the Hospital and other services that would have the sole function of embedding safe, single handed care, as normal practice across all sectors within the Tameside MBC footprint.

It was proposed that consultation would take place for a six week period from mid-February 2018 with those people currently affected by the proposal and potential service users who could be affected in the future. The consultation would be undertaken in two ways:

- On-line, utilising the Big Conversation;
- A questionnaire by all six support at home providers with people they supported currently requiring double handed care.

In conclusion, it was stated that the proposal was consistent with the overall aims of the Council, the wider Care Together programme and the GM Transformation programme. The proposal would deliver savings whilst also building capacity in home care and assisting with the planned reduction in residential and nursing placement. Additionally, it would help providers co-produce and deliver more person centred / outcomes focused care and support.

In response to assurances sought by the Board, the process for providers accessing the new equipment was outlined and current service users would have their support reviewed on a case by case basis.

RESOLVED

That approval be given to a consultation exercise being undertaken from mid-February to mid-April 2019 with current service users directly affected by the proposed change of policy and practice, potential service users, and the general public to seek their views.

102. DATE OF NEXT MEETING

To note that the next meeting of the Strategic Commissioning Board will take place on Wednesday 27 March 2019.