

**Salford Primary Care Together
Board Meeting**

Friday 13 November, 2020

9.00am – 3pm

ZOOM meeting

(AMM 8-9am & 12-1pm)

MINUTES

Present:

Liz Cross (LC)	Chair of the Board
Lance Gardner (LG)	CEO
Alan Kershaw (AK)	CFO
Peta Stross (PS)	COO
Helena Leyden (HL)	Non-Executive Director
Ray Harding (RH)	Non-Executive Director

Apologies:

Dr Brian Hope (BH)	Non-Executive Director
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In Attendance:

Jo Blanchfield (JB)	HR Manager (People Strategy)
Jane Ashworth (JA)	Minute Taker

No.	Agenda Item	Action for / date
1	<p>Welcome Introductions and Apologies for Absence</p> <p>The Chair welcomed Directors and thanked everyone for attending the meeting which was held virtually, via Zoom.</p> <ul style="list-style-type: none"> The November Board meeting was interspersed with the Annual Members Meetings, three meetings in total which were all attended by the Board (with apologies from BH who was on holiday). The three annual members meetings took place on: <ul style="list-style-type: none"> 12/11/20 – 6-7pm 13/11/20 – 8am-9am 13/11/20 – 12pm-1pm The Board acknowledged the amazing work being done in very tough times and noted that the team should be proud of where SPCT has got to as a business. The Board agreed we should remain ambitious for where we want to get to given the role we can play in realising our part in the delivery of the Salford Together and localities plan. The Board thanked everyone for their incredible efforts. The Board felt the structure of the AMM and the method of delivery had worked very well. It was suggested that the model adopted for the AMM could be applied to enable us to engage more frequently on an ongoing basis, i.e. every 4 months, which would give all customers the opportunity to participate and ensure SPCT remain open and accountable. LG apologised to the NEDs for the delay in circulating the Annual Report and Accounts with the AMM invitation. He explained that this was a misunderstanding and had been noted for future meetings. 	

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Agenda Items		
2	<p>Draft Minutes of the previous meeting held on 16th October 2020 and any matters arising</p> <p>The minutes of 16/10/20 were agreed as a true and accurate record. There were no matters arising.</p> <ul style="list-style-type: none"> • Correction: typo on P3, Section 6 which has subsequently been rectified. 	
3	<p>Action Log – review and update</p> <p>See Action Log for updates (additional document).</p> <p>To note:</p> <ul style="list-style-type: none"> • Action 047 AK confirmed SPCT has not lost any money on the Moonshot 1 initiative. • Action 054 It was noted that the Eccles Gateway report has been submitted to the CCG. The Board requested a copy of the report and expressed its desire to ensure this report, or an addendum, was produced that met our requirements including a clear timeline of events, how patients had been supported since we took up responsibility for their care and learning, to facilitate an informed, and honest and open discussion. ACTION 073: PS to circulate a copy of the EGMP report and provide a timeline ACTION 074: JA to re-circulate the Articles of Association. ACTION 075: LC to circulate summary paper on the 6 models of CICs and Governance of CICs to the Board 	
4	<p>People Strategy Discussion around progress</p> <p>The Board noted the presentation by Jo Blanchfield, HR Manager and Alan Kershaw, CFO</p> <ul style="list-style-type: none"> • The Board was keen to hear about progress around <ul style="list-style-type: none"> ○ learning and development, and to gain assurance that our workforce has the requisite skills and competence and is up to date in terms of CPD ○ reward, recognition and recruitment – do we have capacity and capability to deliver our purpose? ○ the diversity of our workforce – do we have data and how does this compare to the communities we serve • LC asked Board to consider further our requirements for assurance and reporting with regards to HR/OD reports and the frequency of reports 	

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	<ul style="list-style-type: none"> • AK explained that the People strategy was originally developed in 2019 and following various changes to the organisation was re-visited at the start of 2020. The key focus is on the risk mitigation element of the strategy to ensure a firm foundation. <p>Highlights:</p> <ul style="list-style-type: none"> • New HR software has been signed off which includes a recruitment platform, accurate reporting systems, performance management system and the ability to promote better employee participation and to record evidence of wellbeing initiatives and indicators of the workforce. The implementation of the new system should help push the strategy forward • Other high priorities are the Safety, Wellbeing and resilience of colleagues, focussing on management information, absence management and recruitment. • Much of the Policy work has now been outsourced • JB informed the Board that the HR team has been working more efficiently since defined roles were created and the job evaluation model is a high priority. • Risks to highlight <ul style="list-style-type: none"> ○ Capacity – JB has a solution to discuss with the Execs ○ The need to upskill line managers – the strategy is underpinned by this requirement • The Board was assured that some fundamental foundation stones have been put into HR processes and practices. It was noted that HR team is working on a really good programme of work, focusing on risk mitigation, as well as plans to upskill line managers to enable them to become more proactive in using information to support their delivery of their responsibilities around managing people • The Board endorse the importance of managers focusing on the health and wellbeing of staff and on developing and delivering an employer brand that enables us to attract and retain talent • The Board acknowledged that investing in a new electronic HR system will provide more accurate data which in turn will help to make better informed decisions and noted that good HR management is key to the success of the organisation. • HL asked for assurance that by outsourcing the policies they will not lose an SPCT focus. AK assured the Board that we are working in partnership with the consultant to ensure that policies are legally up to date and compliant and communicating them in a way that builds and reflects our employer brand. • There was a recognition that there is a huge amount of work to do, and that this is a great start. The Board thanked JB for her update. <p>Action 076: The Board is asked to consider further our requirements for assurance and reporting with regards to HR/OD reports and the frequency of reports and to pick up in our December meeting and our January away day</p>	
5	<p>Board Assurance Framework Progress update & risk register</p>	

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	<p>The Board noted the report by Alan Kershaw, CFO & Peta Stross, COO</p> <ul style="list-style-type: none"> • This report had been written in light of a single-issue meeting to discuss the BAF involving RH, HL, AK and PS • It outlined the principles for the BAF and was presented to secure feedback in order to develop a more detailed BAF. • The Board agreed it wished to focus on matters of significance in terms of risk to the business or our ability to deliver our purpose/vision' - the issue of them being strategic or operational was less critical than their potential impact on the delivery of the business. • The team confirmed the next piece of work is to convert the current risk register into the BAF with a further meeting of the Single-Issue Group to enable them to bring back to Board in Jan/Feb. • The Board was happy with the principles laid out and asked the team to continue their work developing the BAF. <p>ACTION 077: AK/PS to do further work with HL and RH to build the BAF based on picking up the key issues in the current risk register</p>	
6	<p>Finance Update / Corporate Services Report</p> <p>The Board noted the report by Alan Kershaw, CFO</p> <ul style="list-style-type: none"> • AK spoke to the report and asked for Board feedback on the strategic financial assumptions. • The Board acknowledged the good work and simple, clear processes and principles and the fact that it reflects SPCTs agility and desire to be response and reactive • It was noted that the financial contribution and social impact SPCT makes as a CIC/Ben Comm needs further discussion <p>ACTION 078: Board to discuss at the annual away day the financial contribution and social impact SPCT makes as a CIC/Ben Comm</p> <ul style="list-style-type: none"> • AK updated the Board re: the allegation regarding the potential issue with fresh air ventilation: <ul style="list-style-type: none"> ○ SRFT (also tenants in City Approach) undertook an independent review which has raised some concern. However, this needs to be reviewed further. Conversation is ongoing between SRFT and Emerson – AK will keep the board updated. ○ AK confirmed that SPCT took professional advice when the potential issues were first raised: <ol style="list-style-type: none"> i. To look at health of employees – there was/is no history of any respiratory illnesses and ii. To inspect the buildings maintenance records - these were inspected by a qualified professional and deemed adequate. <p>Supporting Papers</p> <ul style="list-style-type: none"> • Comms Audit 	

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	<ul style="list-style-type: none"> ○ CCG Communications is providing support to SPCT and is undertaking an audit to identify the level of support needed for communications going forward. ○ The Board suggested to use the audit paper as a starting point to further develop the comms and engagement strategy. <p>ACTION 079: AK, LC, CCG Comms to take offline to develop further</p> <ul style="list-style-type: none"> ● Business Intelligence – Paper for info only <ul style="list-style-type: none"> ○ HL queried whether clinical audit activity would sit with BI. AK confirmed it is not part of the BI scope. ○ PS confirmed that clinical audit activity forms part of the operational programme of work. ○ Further conversation is required to clarify what the Board wants to see, where it collectively sits and where it can be viewed and interrogated. With special thought or request on how it can play into the BAF and CF going forward. ○ The Board suggested in terms of Board assurance and governance, it would be useful to have a lead NED for particular issues, to provide support and advice – as this strategy has worked well with the single issue meetings. <p>ACTION 080: LC to discuss with colleagues which areas should have a lead NED and who would be an appropriate</p>	
7	<p>Operational Update</p> <p>The Board noted the presentation by Peta Stross, COO</p> <p>Highlights</p> <ul style="list-style-type: none"> ● Recently appointed 2 PCN managers with a further advert out for another – this is a real opportunity to up the support to the PCNs. ● Practices are incredibly busy at the moment and there are lots of issues around staff having to isolate. The volume of phone calls coming in to practices is very high and the impact is that we’re struggling to answer. PS stressed that the teams in the Practices are working really hard. ● All departments have submitted their business plan headlines, and audit plan details. The exec team are doing further work to pull everything together into one document with a first draft by December for discussion. ● Quality & risk approach – progress is slow, and the Exec team is looking to develop a role that will bridge the gap to support the quality and governance agenda ● Policies – AK explained that additional resource has been sourced to help push forward work on the Policy Tracker, to get in place some overall structure, ownership, support and a plan. The Board noted that a plan is required and a clear framework of delegation. ● Equality Diversity and Inclusion – the first workshop is to take place on 17/11 which is about action and system change, breaking down barriers, 	

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	<p>and our goal to be truly inclusive and to ensure that we are building a robust architecture that supports SPCT to become an inclusive organisation that truly values diversity.</p> <p>ACTION 081 : PS to bring back to Board, to feedback on progress made with the EDI workshops</p> <p>ACTION 082: AK to bring a plan to Board to build the Company Secretarial infrastructure and a clear framework of delegation.</p>	
8	<p>Chief Executive Update</p> <p>The Board noted the report submitted by Lance Gardner, CEO.</p> <p>Highlights</p> <ul style="list-style-type: none"> • Mass testing – LG explained that there have been many technical and political issues. • Salford City Council is holding back currently before proceeding any further with mass testing due to concerns around the tests’ efficacy • LG informed the Board that Dr CG is to continue working on the mass testing initiative, but the contract may either rest with either the CCG or the Council depending what happens with the mass testing programme– TBC. • LG has been asked to chair the MTEG Horizons committee meetings where GMs scientists and other experts discuss all the new Covid tests being released. LG stated that a lot has been learnt and great relationships with the City have been forged • Local Leaders Meeting – this involves all the major organisations in the City, working together and feeding into the system • Consideration of how we check in with people was discussed and agreed that it was better to ask people ‘how do they feel’ rather than asking are they ‘OK’ to elicit a more thoughtful answer. The Board was informed that people are feeling overwhelmed and sickness absence rates are rising. The system is expecting another 1-2 surges. • It has been agreed to bring all HR personnel from across the system together – ‘mutual aid at an HR level’, to look at how to protect the workforce – a great opportunity for SPCT to join the discussions. • LG clarified that activities not supporting the frontline will be postponed allowing concentration of frontline services. For example, SWEAP clinics have been reduced to allow for more Covid clinics, and GM have agreed to postpone all elective care • Recognition and a thank you LG informed the Board that in place of the end of year party, the Chair had been consulted on the appropriateness of offering colleagues one of 3 thank you’s of modest value <ol style="list-style-type: none"> 1. £25 payment into a credit union savings account (Transave) that we had been able to negotiate as an offer to SPCT colleagues or 2. A gift voucher worth £25 	

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	<p>3. An option to donate the gift of £25 to the Salford Food bank charity The Chair informed the Board that she had engaged another NED – RH in signing off on this idea as notifications needed to go out before this Board met. The Board noted that it has been SPCTs practice to encourage people to reflect at the end of the year with gratitude and appreciation which was extended last year in the form of a subsidised Christmas party.</p> <ul style="list-style-type: none"> • Covid Services Contract LG informed the Board that pressure is mounting, with many patients needing care. Ambulance waiting times can be 1-2 hours. LG has been in discussion with the NWAS chief paramedic, and the problem has been escalated across GM and the UK • Covid Vaccination GPs have been told they need to deliver the Covid vaccination to 50% of the population in a 12-week window, which equates to 3,500 per day 7 days a week for 12 weeks during what is usually the worst 3 months of the year for the NHS. LG confirmed he has secured appropriate nursing capacity and will be working in partnership with our PCN colleagues - everything in place for PCNs to deliver. • The Board was assured that it has been through all rigorous processes and testing and was happy that SPCT is a delivery vehicle for something that has been signed off by the Department of Health; and were delivering the vaccine on behalf of the PCNs. 	
Any Other Business and Review of the meeting		
10	<p>Any Other Business</p> <p>LC thanked everyone for their time and contributions, for writing and reading papers and picking up ideas, and acknowledged that in doing so we are building a strong Board of directors.</p>	
12	<p>Dates and time of next meeting:</p> <p style="text-align: center;">Wednesday 16 December 2020 10am-2pm ZOOM meeting (to incorporate the AMM)</p>	
Close		

Record of Members' attendance

Attended:		Apologies Received:		Non-Attendance:		Cancelled	X
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Name	22/01/19	27/03/19	12/06/19	14/08/19	19/09/19	09/10/19	20/11/19	18/12/19	14/02/20	13/03/20	17/04/20
Liz Cross											
Lance Gardner											
Alan Kershaw											
Brian Hope											
Helena Leyden											
Ray Harding											
Peta Stross											

Name	15/05/20	18/06/20	16/07/20	18/09/20	16/10/20	13/11/20	16/12/20				
Liz Cross											
Lance Gardner											
Alan Kershaw											
Brian Hope											
Helena Leyden											
Ray Harding											
Peta Stross											