

**Salford Primary Care Together  
Board Meeting**

**Friday 16 October, 2020  
10.00am – 1pm  
ZOOM meeting**

**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
Dr Brian Hope (BH)	Non-Executive Director

**Apologies:**

None	
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**In Attendance:**

Jane Ashworth (JA)	Minute Taker
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No.	Agenda Item	Action for / date
1	<p><b>Welcome Introductions and Apologies for Absence</b></p> <p>The Chair welcomed Directors and thanked everyone for attending the meeting which was held virtually, via Zoom.</p>	
<b>Agenda Items</b>		
2	<p><b>Draft Minutes of the previous meeting held on 18<sup>th</sup> September 2020 and any matters arising</b></p> <p>The minutes of 18/09/20 were agreed as a true and accurate record.</p> <p><b>Matters Arising</b></p> <ul style="list-style-type: none"> <li>• <b>Action 047 (P3 of the previous minutes)</b> The Board noted that they had not had sight of a letter to the council. LC explained this would be discussed in the Moonshot update (section 8).</li> <li>• <b>P4 of the previous minutes – People Strategy Update</b> An action should have been captured: <i>‘A list of policies to be made available to the Board, to include a schedule of policy review dates and policies to be presented to the Board for sign off’</i> <b>To be included on the Action Log – ACTION 059</b></li> </ul>	
3	<p><b>Action Log – review and update</b></p> <p>See Action Log for updates (additional document).</p> <ul style="list-style-type: none"> <li>• The Board requested that going forward the Action Log does not include</li> </ul>	

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	names, only job titles/role	
4	<p><b>Annual Members Meeting</b></p> <p>The Board noted the presentation by Alan Kershaw, CFO</p> <ul style="list-style-type: none"> <li>• The format of the Annual Members Meeting has been designed to make the meeting accessible for as many members as possible as follows: <ul style="list-style-type: none"> <li>○ 3 virtual meetings rather than 1 formal AGM.</li> <li>○ The proposal is to offer breakfast, lunch and teatime meetings via zoom. All Board members to attend and to wrap these around the November Board meeting: <ol style="list-style-type: none"> <li>1. 12<sup>th</sup> November 6-7pm</li> <li>2. 13<sup>th</sup> November 8-9am</li> <li>3. 13<sup>th</sup> November 12:30-1:30pm</li> </ol> </li> </ul> </li> <li>• The Board noted that BH would be unable to attend due to holidays.</li> <li>• The Audited Accounts and Annual report are complete and ready to be signed off. Any comments to be fed back to LC and AK.</li> <li>• AK informed the Board that he is in correspondence with the auditors re: the Letter of Representation: <ul style="list-style-type: none"> <li>○ Challenge regarding an email sent to SPCT suggesting potential adjustments that were agreed to be unnecessary. AK to query whether this is material</li> <li>○ Clarify representation required regarding how we recognise our revenue</li> <li>○ Changes to some of the language where it refers to 'He', to be more inclusive.</li> </ul> </li> <li>• In terms of 'recognition of revenue', following a single purpose meeting to review our treatment of CCG funds and expenditure linked to Covid, Board was reassured that the accounting is correct.</li> <li>• The letter of representation will be shared with Board colleagues before signing.</li> <li>• The Board recognised that the Letter of Representation was acceptable and confirmed they were happy to delegate authority to AK and LC to sign the reports, letter of representation and prepare the CIC 34 return.</li> <li>• The arrangements for the AMM to be picked up by LC, AK &amp; LG, and ensure members have an experience that is engaging, and shows that, as an organisation, we are accessible, keen to listen, will answer any questions as well as share how we have spent money.</li> </ul> <p><b>ACTION 060: AK to share Letter of Representation with Board before signing.</b></p> <ul style="list-style-type: none"> <li>• The Board agreed it would like to also engage with staff members on a similar basis at least once per year. LG and LC to discuss further</li> </ul> <p><b>ACTION 061: LG and LC to develop option for Staff conference</b></p>	
5	<b>People (Structure Chart &amp; Accountabilities)</b>	

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	<p>The Board noted the reports and organisation charts provided by Alan Kershaw &amp; Peta Stross</p> <ul style="list-style-type: none"> <li>The Board received the organogram and high level summary of outcomes and accountabilities for each layer of the organisation</li> <li>The Board confirmed it was satisfied that this provided the right level of information it required and would help others better understand the layers of leadership and management in the organisation</li> <li>The Board recognised that further work will be done off line and that this will need to be shared with others as we build a culture which is based upon clarity of how each person contributes to the delivery of the vision through the outcomes associated with their role</li> </ul> <p><b>ACTION 062: PS to create a matrix across the layers of the organisation, showing key outcomes expected and bring back to Board in December.</b></p> <p>The Board welcomed the addition of the People Report, the inclusion of data sheets and narrative. The Board agreed</p> <ul style="list-style-type: none"> <li>That further review of company documents and people policies related to people matters should be explored with HL and LC offline – to agree which need Board sign off and which the Board simply need assurance that they exist and are kept under review at appropriate intervals</li> <li>Values, behaviours and culture will be in part picked up in the EDI work which is actively progressing</li> <li>The Board noted the importance of ensuring we have open processes free from bias – LC and HL to discuss further as part of the above .</li> </ul> <p><b>ACTION 063: HL&amp; LC and PS and AK to have single purpose meeting re: people policies and open processes and bring this back to Board .</b></p>	
6	<p><b>Finance Update (including emerging budget assumptions)</b></p> <p>The Board noted the presentation by Alan Kershaw, CFO</p> <p><b>Report Highlights</b></p> <ul style="list-style-type: none"> <li>AK confirmed the organisation is currently in a sound financial place</li> <li>CCG colleagues have confirmed verbally they are not going to let SPCT continue to expose itself financially to the wider system as it responds to delivering unplanned for services around Covid and other demands</li> </ul> <p><b>ACTION 064: Exec Team to confirm this in an email to CCG</b></p> <ul style="list-style-type: none"> <li><b>Business Intelligence</b> - the transition of the QII team to BI is ongoing. The BI vision and strategy document is now complete, AK will share with the Board</li> <li>The Board requested further detail and information on the BI vision and strategy and it was acknowledged that this will be discussed and developed further with the BAF conversation/single purpose meeting and brought</li> </ul>	

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	<p>back to Board when ready.</p> <p><b>ACTION 065: AK to share the BI Vision &amp; Strategy document with the Board and integrate work into the development of the BAF</b></p> <p>Other updates from the CFO's reported included</p> <ul style="list-style-type: none"> <li>• <b>Estates</b> - the head lease has now been signed between Little Hulton SPV and SPCT, Agreements are in place for facilities management and building management and SPCT practices colleagues will be operational from 19/10/20. Conversations will continue with the other 3 practices and SRFT once the building is up and running.</li> <li>• <b>Little Hulton</b> - RH informed the Board that a very positive Joint Venture Board meeting was held on 15/10, and noted that the JV is proceeding in a good manner.</li> <li>• The Board thanked AK for all his hard work and effort with the Little Hulton new build, and recognised this has at times been very difficult and time consuming.</li> </ul> <p><b>Little Hulton Service Charge</b></p> <ul style="list-style-type: none"> <li>• The Board received an update from AK on the service charge accounts and acknowledged that further thought and discussion is required with regard to re-investing any surplus</li> <li>• The Board was keen to advocate that a percentage should be invested in community based activities, but also that some could be dedicated to collegiate interventions.</li> </ul> <p><b>Subsidies at Little Hulton</b></p> <ul style="list-style-type: none"> <li>• Following on from the discussion at the September Board meeting regarding a belief that the CCG had offered GPs an incentive to move into Little Hulton. LG confirmed this is not accurate and explained that due to inconsistency in service charges the CCG has brought all practices into line and current market value using a consistent methodology across new builds in the city. Board were assured that SPCT would not be challenged over this in the future.</li> <li>• <b>Mocha Parade</b> practice moved successfully into Willow Tree, with a buffet planned to welcome everyone on 21/10</li> <li>• <b>Quays Pilot</b> – is progressing, the work on finalising the new provider should be concluded by the November Board meeting. <ul style="list-style-type: none"> <li>○ The team confirmed locums are in place and working with the 2 GPs currently in post, to ensure patient safety and continuity of care.</li> <li>○ LG confirmed one GP from Quays is coming back into SPCT, into the EPIC team. This will have no financial impact on SPCT.</li> </ul> </li> </ul> <p><b>Emerging Budget Assumptions</b></p> <ul style="list-style-type: none"> <li>• In terms of next financial year, AK confirmed the business planning process is underway, and requested any strategic financial steers from a finance perspective from the board.</li> </ul> <p><b>ACTION 066: AK &amp; RH to organise a meeting to discuss further and bring back to board.</b></p>	

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7	<p><b>Operational Update</b></p> <p>The Board noted the presentation by Peta Stross, COO</p> <p>The Board acknowledged the reports and appreciated the work that people had put into reporting however the Board is keen</p> <ul style="list-style-type: none"> <li>• to receive standard Executive Director reports with detail by exception in future.</li> <li>• to be assured that reporting at this level is not requiring extensive work by Executives but rather is underpinned by business as usual process as part of them holding people to account</li> </ul> <p>Executive Directors acknowledged that the reporting process requires a lot of work. The Board discussed how best to utilise time in preparation for the meetings and in the meetings and considered the benefits of alternating between</p> <ul style="list-style-type: none"> <li>• assurance meetings on a bi-monthly or quarterly basis</li> <li>• strategic/problem solving/debating Board meetings</li> </ul> <p><b>ACTION 067: LC to meet with the Exec Team to discuss further the pattern and focus to our monthly meetings</b></p> <p><b>ACTION 068: HL &amp; PS to discuss creating a proposal considering a rolling programme of quality assurance and clinical reports.</b></p> <p>Other highlights of the COO's report included</p> <p><b>Eccles Gateway Final Report</b></p> <ul style="list-style-type: none"> <li>• PS informed the Board that the first draft of the report has been prepared and further consideration is being given to its length and audiences. <ul style="list-style-type: none"> <li>○ The Board asked that in its final version learning for SPCT and others in the system was clearly identified</li> <li>○ PS informed the Board that the CCG had not specified its requirements</li> </ul> </li> </ul> <p>The Board agreed that once the final report was available that LC &amp; LG will pick it up with the Chair and CEO of the CCG - Tom Tasker and Steve Dixon</p> <p><b>ACTION 069 : PS to finalise the EGW report and LC and LG to pick this up with the CCG</b></p>	
8	<p><b>Chief Executive Update (Including Moonshot 1 &amp; Little Hulton Subsidies Update)</b></p> <p>The Board noted the report submitted by Lance Gardner, CEO</p> <p><b>Moonshot 1</b></p> <ul style="list-style-type: none"> <li>• The Board acknowledged that due to the ever changing criteria from the Department of Health, SPCT has not sent a letter to the Council outlining SPCTs understanding of their responsibilities and expectations</li> </ul>	

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	<ul style="list-style-type: none"> <li>An email has been received from Deloitte’s guaranteeing to pay all costs incurred with the project to date</li> <li>The Board recognised that in an ever changing context, the necessary decisions around the focus of Moonshot are being taken outside of the Salford leadership community. The Salford leadership community however remains committed to ensuring that we only participate insofar as it is in the best interest of the people of Salford and where we have reliable and valid tests; as assured by the 3 clinicians who are our touch points</li> </ul> <p><b>Other highlights</b></p> <ul style="list-style-type: none"> <li>The Board was delighted that two of our SPCT clinicians had received awards from the CCG: <ul style="list-style-type: none"> <li>Dr Clare Gibbons – Doctor of the Year 2019</li> </ul> </li> <li>Moira Ogunsakin – Nurse of the Year 2019.</li> </ul> <p>The Board passed on their congratulations and noted that the awards were not to SPCT but to our Clinicians who are highly regarded throughout the system.</p> <p>The Board also wanted to recognise Dr Clare Gibbons for her role in providing clinical in Moonshot 1.</p>	
9	<p><b>Risk Register</b></p> <p>The Board noted the risk register and noted that a subset of the Board will be working on the BAF/C&amp;QAF and the next version of the risk register. The Board anticipates it will want to review these thoroughly on a quarterly basis and do a deep dive on key issues as required.</p> <p><b>ACTION 070: AK/PS to bring back the recommendations around the BAF/C&amp;QAF and risk register in Nov</b></p>	
<b>Any Other Business / Next Meeting</b>		
10	<p><b>Any Other Business</b></p> <ul style="list-style-type: none"> <li>(COO report) 111 new system and the issue with Special Patient Notes – this could have significant impact on patient care/experience if 111 can’t see a special note on our system.</li> </ul> <p><b>ACTION 071: PS to investigate further and update at the November Board meeting</b></p> <ul style="list-style-type: none"> <li><b>GSK/SHM settlement agreement</b> – the Board was informed and noted – a historic issue where there was a data breach and settlement already in place. If any patients now approach SPCT now regarding this issue, SPCT need to inform GSK within 10 days.</li> </ul> <p>LC thanked everyone for their time and contributions and acknowledged that great progress is being made in very difficult times.</p>	

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12	<b>Dates and time of next meeting:</b> <p style="text-align: center;"><b>Friday 13 November, 2020</b>  <b>10am-2pm</b>  <b>ZOOM meeting</b>  <b>(to incorporate the AMM)</b></p>	
<b>Close</b>		

**Record of Members' attendance**

<b>Attended:</b>		<b>Apologies Received:</b>		<b>Non-Attendance:</b>		<b>Cancelled</b>	<b>X</b>
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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											