

**Salford Primary Care Together  
Board Meeting**

**Friday 24<sup>th</sup> June  
9:30am-3:30pm  
Little Hulton Health Centre**

**MINUTES**

**Present:**

Liz Cross (LC)	Chair of the Board
Dawood Anwar (DA)	CCO
Peta Stross (PS)	COO
Helena Leyden (HL)	Non-Executive Director
Ian Marchant (IM)	Non-Executive Director

**Apologies:**


Dr Brian Hope (BH)	Non-Executive Director
Sabira Kanji (SK)	Advisor /NED in waiting

**In Attendance:**

Jane Ashworth	Minute Taker
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No.	Agenda Item	
1	<p><b>Welcome Introductions and Apologies for Absence</b></p> <p>The Chair welcomed all to the meeting.</p> <p>Apologies were received from Dr Brian Hope and Sabira Kanji; Sabira remains busy supporting PS and DA, and is still on track to join the Board as NED on 1<sup>st</sup> August 2022. Brian continues to be in communication with the Chair.</p> <p>The Board noted that:</p> <ul style="list-style-type: none"> <li>• Dr Hope’s 3-year term of office finishes this year at the AGM, he has confirmed he will not continue as he retires from partnership in a Salford practice</li> <li>• Helena Leyden is also in her 3<sup>rd</sup> year term of office. However, following a satisfactory appraisal process and review, Helena will be invited to continue to serve another 3-year term. <ul style="list-style-type: none"> <li>○ To note - both are fully engaged with the business.</li> </ul> </li> </ul>	
<b>Agenda Items</b>		
2	<p><b>Draft Minutes of the previous meeting held on 27/05/22 and any matters arising</b></p> <p>The minutes were accepted as a true and accurate record</p> <p><b>P&amp;C Minute - 27/05/22</b></p> <p>The Board confirmed that:</p> <ul style="list-style-type: none"> <li>• P&amp;C minutes will be held in a confidential format- password protected in the Executive folder – and available only if required for a legal purpose</li> </ul>	

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	<ul style="list-style-type: none"> <li>HL asked about the return of LG's IT equipment and if Board could be assured that information was protected/deleted. JA confirmed that she had met with LG physically and that they did this together.</li> <li>Board had agreed that LG could retain an iPad which had a value of less than £300 in full and final settlement, as the delay in completing the settlement agreement would have resulted in him being entitled to additional holiday days which would be far in excess of this.</li> </ul> <p><b>Matters Arising / Declarations of Interest</b> There were no matters arising and no declarations of interest</p>	
3	<p><b>Action Log</b></p> <p><b>See action log for all updates.</b></p> <ul style="list-style-type: none"> <li>The Board agreed to take an action off line to review/aggregate actions/redesignate priorities and to develop a Board Calendar- Exec to action</li> <li>The Board agreed the importance and the need for a Stakeholder map – PS/DA to develop with clear lead/support names assigned</li> </ul>	
4	<p><b>Finance Update</b> <b>The Board noted the presentation by Peta Stross</b></p> <div data-bbox="363 1196 413 1256" data-label="Image"> </div> <p>M2 (May 22) - Management Account</p> <p>Board noted the management accounts and the detailed work done to allocate costs to services.</p> <p>The Board was advised that the year-to-date position is worse than expected based on the budget and that the premise upon which the budget had been built required review to ensure that it reflected</p> <ul style="list-style-type: none"> <li>known fixed and variable costs</li> <li>service priorities linked to income</li> </ul> <p>The Board was advised that a Cost Improvement Plan is being prepared:</p> <ul style="list-style-type: none"> <li>in light of the current shape / nature of the business</li> <li>in light of cost to deliver and income available for each service</li> <li>to maximise income, efficiency and to decrease spending where possible.</li> <li>to bring us closer to a balanced budget</li> </ul> <p>The Board agreed the need to be clear on our underpinning principles</p> <ul style="list-style-type: none"> <li>to protect clinical areas</li> <li>redeploy staff to provide clinical services where appropriate and</li> <li>the need to focus on core products and services in line with our objects.</li> </ul>	

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	<p><b>ACTION 181: PS/DA – to organise a SPM to review Finances and comms to shareholders and prepare the new business plan - ready by end July/August-based on a break even budget JA to organise (CLOSED)</b></p> <p><b>4.1 Staff Conference</b></p> <p>The Board agreed that to defer the planned conference to the autumn in light of</p> <ul style="list-style-type: none"> <li>• the pressing need to address the pressures in the Practices – <ul style="list-style-type: none"> <li>○ clinical services and staffing</li> </ul> </li> <li>• the need to do some more work on the new business model/financial plan <ul style="list-style-type: none"> <li>○ which can then be explored with staff before sign off at the AGM</li> </ul> </li> </ul> <p>The Board agreed in the interim – it was important that staff as a key stakeholder group had access to the Board and to informing decisions about the future . It therefore requested that</p> <ul style="list-style-type: none"> <li>• communications were shared that explained why the event was being postponed</li> <li>• advertising virtual events to be held to enable as many staff as can to attend</li> </ul> <p><b>ACTION 182: PS/DA – to ensure Comms to go out to staff re: the deferring of the staff conference, the reasons and the dates for virtual events in the meantime</b></p>	
5	<p><b>COO / CCO Update</b> <b>The Board noted the presentation by Peta Stross and Dawood Anwar</b></p> <div style="text-align: center;">  <p>0622 COO CCO Board Presentation.pc</p> </div> <p><b>PS confirmed the priorities for the business:</b></p> <ul style="list-style-type: none"> <li>• Turnaround of our Practices</li> <li>• Improved financial position inc information</li> <li>• Revised people / organisational structure</li> <li>• Continue developing/maintaining EPiC</li> <li>• Stakeholder engagement</li> </ul> <p>PS informed Board that:</p> <ul style="list-style-type: none"> <li>• The current Practices Operations Manager has resigned</li> <li>• An interim manager is now in post to help with Practices, who has a proven track record in a large practice and turning around other struggling practices</li> <li>• This will allow PS to step back from some of the day-to-day work to focus on developing the business model/financial plan and strategic elements of the Practices</li> <li>• The principles guiding actions include</li> </ul>	

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	<ul style="list-style-type: none"> <li>○ to improve efficiency,</li> <li>○ to protect jobs and redeploy where we can,</li> <li>○ to continue to train/develop staff and</li> <li>○ to enable the Practices to standalone within SPCT or in any future model</li> </ul> <p><b>Financial position and review of the function</b></p> <p>The Board noted actions taken to date and agreed that any change should deliver clear benefits including</p> <ul style="list-style-type: none"> <li>● ensuring all who want/need access - have access to information in a timely and relevant format</li> <li>● the size of the function and the systems that underpin it are appropriate for the scale of our operations</li> </ul> <p><b>ACTION 183: PS to produce a slide showing how changes will</b></p> <ul style="list-style-type: none"> <li>● improve our ability to robustly interrogate, plan and manage our finances</li> <li>● help us demonstrate we have a sustainable business model/financial plan</li> <li>● address risks identified on the BAF</li> </ul> <p><b>GM Alliance Update</b></p> <p>DA confirmed:</p> <ul style="list-style-type: none"> <li>● We are involved in the conversation</li> <li>● We have not signed anything</li> <li>● We are sharing learning around urgent care to improve what we do in Salford</li> <li>● Will be one of the GM providers – currently exclusively focused on meeting the needs of the people in Salford</li> </ul> <p><b>GM Fed update</b></p> <p>HL/PS updated the Board, following an investigation of the ‘Superfed’ concern raised at the AGM– as follows:-</p> <ul style="list-style-type: none"> <li>● The Board had been aware that SPCT would collaborate with others in GM to secure an NHS training contract (Health Education England).</li> <li>● In setting up a company (registered to City Approach and himself as a Director) – LG had exceeded his authority – but with no intention to deceive</li> <li>● Whilst it is clear that neither the Board or our shareholders intended to join in a super fed, in light of the fact we have ‘an Academy’ it is most likely to be in our best interest to ensure we retain some opportunity to deliver training</li> <li>● With legal advice, we have <ul style="list-style-type: none"> <li>○ removed any real or perceived liability by relinquishing a role as a Company Director,</li> <li>○ sought to maintain good relationships with those continuing in order to enable us to deliver training, work together and collaborate where it is mutually beneficial.</li> </ul> </li> </ul> <p><b>ACTION 184: DA/PS to ensure we share this information via the Members Newsletter</b></p>	

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6	<p><b>Riverside Development</b>  <b>The Board noted the verbal update by Peta Stross, COO:</b></p> <p>PS raised as an issue for further discussion the following:</p> <ul style="list-style-type: none"> <li>• The CCG would like to enable another building in Broughton to be created, using the same arrangement as the one that enabled LHC to be established- to improve facilities to that community.</li> <li>• The CCG has been unable to reach an agreement with Broughton practices and the funders are threatening to pull out.</li> <li>• SPCT has been approached as the funders preferred partner</li> </ul> <p>The Board agreed:-</p> <ul style="list-style-type: none"> <li>• With the principle that all residents in Salford, and those that serve them in the community, deserved to receive services/work in quality and safe premises</li> <li>• As the operating environment is now much clearer with strong PCNs in place, SPCT would need to be invited to support such an activity by the relevant PCN and potentially other shareholders</li> </ul> <p>Subject to further discussion with the PCN and the CCG, SPCT could also support local practices to look at other models, subject to funding being available to them including:-</p> <ol style="list-style-type: none"> <li>1. Community Development Trusts</li> <li>2. A local CIC where shares are held by the PCN members in that neighbourhood</li> </ol> <p>The Board requested an options paper that could be shared with the CCG/the PCN which outlined</p> <ul style="list-style-type: none"> <li>○ The need for new facilities – from a CCG/City Council /Public Health perspective</li> <li>○ The offer being made by the CCG/Funders</li> <li>○ The views of the PCNs and how they can meet the requirements in other ways</li> <li>○ Any legal advice of which this Board should be aware in forming a view of our role if any in this</li> </ul> <p><b>ACTION 185: PS to produce a paper /report back to Board capturing how we can support/facilitate/step back from supporting the development of community facilities in Broughton</b></p>	
7	<p><b>CQC Update</b>  <b>The Board noted the verbal update from Peta Stross, COO as follows</b></p> <ul style="list-style-type: none"> <li>• Following on from the Requires Improvement judgement by the CQC, an extensive action plan was submitted to NHS England in line with the required timescales.</li> <li>• There will be a further meeting with the CQC early August.</li> <li>• A number of other practices have recently been inspected.</li> </ul>	

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	<ul style="list-style-type: none"> <li>○ It appears that inspection judgments have led to downgrades across Salford.</li> </ul> <p>The Board was advised that the CQCs judgement was fair and that we are using it as an opportunity to re-baseline our standards- welcoming the challenge and addressing them systematically.</p>	
<b>Any Other Business</b>		
8	<p><b>Any Other Business</b></p> <p><b>Governance</b>  <b>The Board noted the verbal update provided by Liz Cross</b></p> <p>LC informed Board that the Task and Finish group meetings have been paused, it had become clear that:</p> <ul style="list-style-type: none"> <li>• a number of members were not able to prioritise attending</li> <li>• there was a possibility that the discord was not about the only about the Articles but about a GP majority controlled board.</li> </ul> <p>In light of Dr Brian Hope’s term of office coming to a conclusion at the AGM, LC suggested that the Board canvass views around :</p> <ul style="list-style-type: none"> <li>• recruiting 2 GPs, currently active in Salford, to join the Board as Non-Executive Directors (we have previously sought to have 2 GP NEDs)</li> <li>• LC to discuss with Tom Tasker, as agreed by the Board</li> </ul> <p>The Board acknowledged that</p> <ul style="list-style-type: none"> <li>• As Dr Brian Hope is retiring at the AGM, and are keen to ensure a proper handover, we consider recruiting a replacement this side of the AGM.</li> <li>• This schedule would then allow time to get new NEDs fully inducted alongside Sabira Kanji and Ian Marchant.</li> </ul> <p><b>ACTION 186: PS/LC/JA – to review the calendar and bring Sept/October Board meetings forward 1 week</b>  <b>Possibly use part of September Board meeting for induction (David Alcock)</b>  <b>October Board meeting - Well led Well governed Training- PS/LC to source</b></p> <p><b>8.1 – Social Account of Covid</b></p> <p>LC noted that shareholders were promised a social and financial account of Covid by mid June which has been delayed due to the work needed on the Practices action plan and on reviewing the business model/financial plan.</p> <p><b>ACTION 187: DA/PS to review and to seek help if required on the financial report from Sabira/AMS. The Board agreed to append to the July Members newsletter</b></p> <p><b>8.2 Update on Grievance</b></p> <p>Helena Leyden informed board that she is handling a grievance and is being supported by our HR Consultant to both ensure there are reasonable routes to</p>	

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	appeal and that we might be appraised of more information, lessons learned will come back to Board	
9	<p><b>Review of the Meeting</b></p> <p><b>What was good:</b></p> <ul style="list-style-type: none"> <li>• Listing the 5 priorities, and having a named person against those priorities that is not just PS or DA</li> <li>• being able to surface stresses – an acknowledge need to save a significant amount of money</li> <li>• being honest with each other, positive challenge</li> <li>• Believe in what we're doing, it's the right thing – it's about managing change and it's hard</li> <li>• Confidence in the interim Practice Manager</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Worry about the amount going on and whether the Executive team have got enough bandwidth to keep everything on track.</li> <li>• CIP – concerned about getting back on track and in line with the new business model and financial plan.</li> <li>• Concerned about pace and scale – need to a project manager to support the Executive team</li> <li>• pressure on shoulders of PS / DA – see this as a major risk. Losing either from the business would be a terrible risk.</li> <li>• Simplify the accounts – deal with the headlines. To enable discussion at the right level. Need to present numbers in a way that's accessible and understandable to be able to make good decisions.</li> </ul> <p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>• Progress with new bus model and financial plan</li> <li>• new practice manager</li> <li>• fact that LG leaving and not being replaced</li> <li>• GM PC Ltd update</li> <li>• Staff conference / workshops</li> <li>• Updates to staff re: Board meeting headlines</li> <li>• Possibly invite AMS to July Board Meeting?</li> </ul> <p>LC thanked everyone for their time.</p>	
10	<p><b>Dates and time of next meeting:</b></p> <p style="text-align: center;"><b>Friday 22/07/22</b> <b>10-2pm</b> <b>Venue: TBC</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	15/07/21	17/09/21	15/10/21	19/11/21	16/12/21	14/01/22	11/03/22	29/04/22	27/05/22	24/06/22	
Liz Cross											
Lance Gardner											
Alan Kershaw											
Brian Hope											
Helena Leyden											
Peta Stross											
Ian Marchant											
Pete Budden											

Name	15/05/20	18/06/20	16/07/20	18/09/20	16/10/20	13/11/20	16/12/20	19/02/21	12/03/21	16/04/21	14/05/21
Liz Cross											
Lance Gardner											
Alan Kershaw											
Brian Hope											
Helena Leyden											
Ray Harding											
Peta Stross											
Pete Budden											



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											