

Meeting: Strategic Commissioning Board			
Meeting Date	04 November 2019	Action	Receive
Item No	13	Confidential / Freedom of Information Status	No
Title	Minutes of Meetings		
Presented By	-		
Author	-		
Clinical Lead	-		
Council Lead	-		

Executive Summary
<p>Introduction and background</p> <p>The attached minutes are included for information :</p> <ul style="list-style-type: none"> • Bury System Board – 10 September 2019 •
<p>Recommendations</p> <p>It is recommended that the Strategic Commissioning Board:</p> <ul style="list-style-type: none"> • Receive the minutes for information.

Links to Strategic Objectives/Corporate Plan	Yes
Does this report seek to address any of the risks included on the Governing Body / Council Assurance Framework? If yes, state which risk below:	N/A
<i>Add details here.</i>	

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Have any departments/organisations who will be affected been consulted ?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

Implications						
requested?						
Are there any financial implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any legal implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any health and safety issues?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
How do proposals align with Health & Wellbeing Strategy?	N/A					
How do proposals align with Locality Plan?	N/A					
How do proposals align with the Commissioning Strategy?	N/A					
Are there any Public, Patient and Service User Implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
How do the proposals help to reduce health inequalities?	N/A					
Is there any scrutiny interest?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
What are the Information Governance/ Access to Information implications?	N/A					
Has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any associated risks including Conflicts of Interest?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are the risks on the CCG /Council/ Strategic Commissioning Board's Risk Register?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Additional details						

Governance and Reporting		
Meeting	Date	Outcome
Bury System Board	10/09/2019	Approved

Title	Minutes of the Bury System Board 10 September 2019		
Author	Alex Cutler, Executive Assistant, Bury CCG		
Version	1.0		
Target Audience	Members of the Bury Health and Social Care Transformation Programme Board		
Date Created	13 September 2019		
Date of Issue	October 2019		
To be Agreed	25 September 2019		
Document Status (Draft/Final)	Final		
Document History:			
Date	Version	Author	Notes
16 September 2019	0.1		Forwarded to Margaret O'Dwyer for review
23 September 2019	0.1		Returned by Margaret O'Dwyer for amendments
25 September 2019	0.2		Amendments made.
16 October 2019	1.0		Approved
Approved:			16 October 2019
Signature:			Dr Jeff Schryer

Bury System Board

MINUTES OF MEETING

Tuesday 10th September 2019, 1.00pm to 3.00pm

Townside Primary Care Centre

Chair - Dr Jeff Schryer

Members Present

Dr J Schryer, Chair Bury CCG (Chair) (JS)

Mr Geoff Little, Chief Officer, Bury CCG/Bury Council (GL)

Ms Julie Gonda, Acting Executive Director - Communities & Wellbeing, Bury Council (JG)

Mr Howard Hughes, Clinical Director, NHS Bury CCG (HH)

Ms Lindsey Darley, Transformation Director, Bury LCO (LD)

Mrs Kath Wynne-Jones, Programme Director, Bury LCO (KWJ)

Dr Kiran Patel, Medical Director, GP Federation (KP)

Dr Cathy Fines, Clinical Director, NHS Bury CCG (CF)

Ms Karen Dolton, Executive Director of Children and Young People, Bury Council (KD)

Ms Nicky O'Connor, Interim Director of Transformation, Bury Council (NO'C)

Others in attendance:

Ms Helen Smith, Head of Assurance, Bury LCO, for Item 5 only (HS)

Ms Alex Cutler, Executive Assistant, Bury CCG (AC)

Apologies

Apologies for absence were received from:

- Ms T. Minshull, Interim Assistant Director Strategy, Procurement and Finance, Bury Council
- Mr C O'Gorman, Chair, LCO
- Ms Margaret O'Dwyer, Deputy Chief Officer/Director of Commissioning & Business Delivery, NHS Bury CCG
- Mr Mike Woodhead, Chief Finance Officer, NHS Bury CCG
- Cllr Andrea Simpson, Chair/Deputy Leader and Cabinet Member for Health and Wellbeing, Bury Council
- Mr Craig Carter, Director of Finance, NCA

MEETING NARRATIVE & OUTCOMES

1.	WELCOME AND APOLOGIES
1.1	JS welcomed those present to the first Bury System Board Meeting and apologies were noted as outlined above. The meeting was declared quorate in line with the ToR.
1.2	Introductions took place on behalf of Nicky O'Connor
1.3	JS acknowledged that apologies had been received resulting in no representatives from Finance. JS stressed the importance for board members to attend so that decisions can be made for the future development of Bury.

1.4	Mr Little agreed that in the absence of MW/RC, he would provide, where possible, information relating to finance.		
2.	DECLARATIONS OF INTEREST		
2.1	Members were reminded of their obligation to declare any interest they may have on any issues arising from agenda items which might conflict with the business of the Bury Health and Social Care Transformation Programme Board.		
2.2	Members received copies of the latest Declaration of Interests Register for the Bury Health and Social Care Transformation Programme Board.		
2.3	GL queried whether the Declaration of Interest Register is to be carried forward from the Bury Health and Social Care Transformation Board or whether a new register would be implemented for Bury System Board. Dr Schryer advised that members declare their interests with the current register.		
ID	Type	The Programme Board:	Owner
D/09/01	Decision	To continue with current Declarations of Interest Register and reminder to be sent to all.	J Schryer
D09/02	Noted	All members to declare their declarations of interest.	All members

3.	MINUTES OF LAST MEETING/ACTION LOG		
3.1	The minutes of the previous meeting held on the 15 th August 2019 were agreed as a correct record. The Action Log was noted and updates were recorded accordingly.		
3.2	JS queried whether any additional items were to be discussed that were not on the Agenda.		
3.3	<p>Action Log Update:-</p> <ul style="list-style-type: none"> • A/04/06 – completed. KWJ advised members that a meeting took place 09/09 around the Children’s Transformation Programme and the question arose whether this should be within a separate work stream. • A/04/07 – to be added as agenda item for October 2019. • A/08/01 – completed. • A/08/03 – completed. • A/08/04 – completed. • A/08/05 – it was agreed that the subject of the action be amended to Communications about involving patients and self-care as well as the LCO agenda. • A/08/06 – to be added as agenda item for October 2019. • A/08/07 – Task and Finish Group meeting to take place in two weeks. To be added as agenda item for November 2019. 		
3.4	Following the Community Paediatric Service Review Steering Group along with commissioners, providers, local authority colleagues and parents CF proposed that		

this group sit under Bury System Board. GL supported the request and advised that everything relating to Bury should be reported to Bury System Board between the LCO and OCO. A recent meeting took place with the Children's Executive team where the requirement for a piece of work was identified to review the whole of children's agenda connecting paediatric services allowing a strategic oversight as well as being supported by the new Children's Paediatric Service Review. A decision is due to be finalised and will be shared at the next Bury System Board.

3.5 JS acknowledged members' time constraints and thanked the two members who had submitted their papers on time. JS queried why reports had not been submitted in a timely manner resulting in restricted discussions. Members were reminded that this is not how business is done in Bury. GL acknowledged comments and advised that dates had been agreed for completion of agenda setting moving forward to allow time for papers and reports to be submitted. Members were reminded of the need to take responsibility to ensure that items to be added to the agenda were notified in good time along with papers/reports being submitted on time.

ID	Type	The Programme Board:	Owner
D/09/03	Decision	Approved the minutes and noted the associated updates on the actions of the previous meeting.	J Schryer
A/09/01	Action	Discuss with colleagues the need to ensure agenda setting and reports are dealt with and received in a timely manner.	G Little
A/09/02	Action	Update Bury System Board the decision from Children's Executive regarding Governance at October's meeting.	C Fines / K Dolton

4.	Draft Terms of Reference
4.1	Following the draft ToR being shared with members late, JS requested that this item be added to the next agenda. It was agreed that discussions would take place outside of the meeting and reviewed at the next meeting.
4.2	HH queried where the group sits in terms of reporting as within the ToR.
4.3	KWJ acknowledged this issue and advised that both she and MO'D were aware that each organisation have their own statutory accountability but the focus is how we work collaboratively with a strategic approach to planning to ensure sustainability. GL acknowledged comments and advised that they report to the LCO/OCO Board, New Strategic Commissioning Board as well as the new Health and Wellbeing Board but accountability remains with the organisations that are represented on the Bury System Board.
4.5	JS stated that decisions around transformation were delegated to this board however, as transformation projects become business as usual, and other system press arise, this board will have a critical role overseeing Bury System Board.

4.6	KWJ confirmed that work is in progress overseeing implementation of the transformation plan to ensure delivery is on plan further noting that detailed monitoring will be required to support the Bury System Board ensuring funds are used as planned and on track as per the Senior Oversight Group recommendations.
4.7	<p>Following discussions it was suggested further work was required around-</p> <ul style="list-style-type: none"> • Clarification within the ToR; • reconsidering wording, in particular the Strategic Commissioning Board in respect of reporting arrangements; and • reflection of the programme of work around the Urgent Care Review and how this is to be incorporated within the document.
4.8	<p>Discussions took place around the NCA Quality Improvement Programme which overlaps with the OCO. The board to consider-</p> <ul style="list-style-type: none"> • whether voting members of the Bury System Board must include an NCA member.
4.9	The question as to whether we include the NCA as a voting member for those who do not currently have an NCA representative?
4.10	GL advised that we have the OCO and the LCO and the Bury System Board in between working collaboratively. There is no provision for NCA involvement when the time is right. It was noted that the Urgent Care review had not been incorporated within the ToR.
4.11	KWJ acknowledged comments and referred back to the overlap with the NCA and LCO. The LCO is also aware of an OCO led Urgent Care review which may or may not reflect the views of the LCO. The Bury System Board to have oversight of system wide reviews.
4.12	HH raised concern as to why the LCO would not express a view on this with KWJ advising that this may be something for 20/21 as currently these services are not in scope or being discussed with the LCO.
4.13	JG noted that the Bury System Board was developed in order to oversee the system whether it is transformation or reshaping business as usual in order to deliver clinical and financial sustainability with a requirement to refresh the ToR regularly.
4.14	GL suggested that behaviours are articulated within the ToR in order to drive the system forward. Annex 1 of the document outlines the principles of behaviours and all members were in agreement with this.
4.15	HS queried the process of delivering reports to the Bury System Board and if this would be a responsibility of a PMO. KWJ advised that a decision on how this will work operationally and whether it falls with PMOs had yet to be reached. JS suggested a

	relaxed approach with KWJ concurring in that involving SROs reporting within their areas should be considered.
4.16	Concerns were expressed around only 1 board member representing mental health. KWJ advised that following LCO board discussions, it had been proposed that there will be the Core Team from LCO plus two provider reps (Sajid and Keith) for mental health. KP added that who attends the board within mental health was dependent on expertise.
4.17	Regarding Quoracy, JS suggested that future meetings should not take place without a Finance representative and Core representation should be:- <ul style="list-style-type: none"> • A minimum of 1 Chair; • Two members of the LCO; • Two members of the OCO; • At least one clinical representative; and, • At least one finance representative.

ID	Type	The Programme Board:	Owner
D/09/04	Decision	Noted the draft paper and actions were updated.	Dr Schryer
A/09/03	Action	Phraseology within ToR to be revised, including list of board members, quoracy and then to be shared with members this week.	Ms Wynne-Jones/Ms O'Dwyer
A/09/04	Action	Comments to be sent to KWJ/MOD by end of next week.	All members

5.	Output from Senior Oversight Group (Action Plan and Next Steps)
5.1	GL presented a detailed slide highlighting areas of recommendations following the Strategic Oversight Group meeting which took place last month in order to discuss the £19m within transformation fund.
5.2	GL highlighted over commitment to risk areas such as Urgent Treatment Centre and Members were asked for suggestions for resolving the issue and bringing the transformation fund back in line with the budget.
5.3	Two issues remained- <ul style="list-style-type: none"> • How to allocate resources and ensure the financial mainstream be picked up; • Reduction and control of demand, review of LD as well as resourcing capacity for LCO to run.
5.4	JG queried communications back to the individual programme SROs with KWJ advising delays due to lack of financial information. It was confirmed that discussions had taken place between LCO/OCO and Finance. Chris Warren met with Mike Woodhead who advised that initial slippage was now balanced.
5.5	Conversations have taken place with staff affected regarding allocation of funding

however assurances are required for verbal communications to take place followed by a letter within the next day or so. Risk has been identified outside “core” engagement such as the hospice in reducing nursing numbers for palliative care as they are employed by NCA and not the hospice. JG acknowledged the hard work provided by nursing staff and noted that consideration should be given as to how the final decision is communicated to staff. LD advised that Karen Johnston is currently holding discussions and working on external communications.

5.6 JS queried the IVCH review and LD advised that the rational has been circulated to the Senior Oversight Group in readiness for circulation. GL requested assurance that following the response from the Senior Oversight Group all members provide the same clear response as BARDOC are a key provider and the opportunity to have conversations with them, would be of benefit. LD agreed that work is required to address the number of different factors resulting in decisions that have been made. GL acknowledged this but requested that time to talk this through should be allowed, reflecting on how the decisions were reached before the outcome letters were sent to those involved. LD suggested a meeting outside of this meeting which GL welcomed. KWJ advised no more could have been done in order for this piece of work to be completed and communications of decisions made be shared any sooner. LD added that the understanding was that communications should not be shared with BARDOC until it had been agreed by the Senior Oversight Group due to the sensitivity of the contents. HS advised that the evaluation sheets have not yet been received by the project group. KP advised that discussions had taken place with management team regarding people affected by the decision and that communications should come from all members of Bury System Board as all are responsible for communications and have to deal with any comeback.

5.7 KWJ highlighted concerns with the IVCH decision. This will be challenging as a number of urgent care services are now up and running so estimating the cost will be a difficult piece of work.

5.8 KWJ presented the key areas for £2.5m savings following the three reviews of:-

- Neighbourhood teams;
- Intermediate tier; and
- Urgent care.

5.9 KWJ advised that the paper on Neighborhood teams is to be shared following the meeting which outlined the work currently undertaken looking at-

- Numbers of staff in post, how to become fully aligned with networks, the bringing together of CDs, networks and neighbourhoods; and
- Workshop with team leaders on 24 September on what to focus on next, identify whether the right people are in post, determine waiting list matrix, risk stratification process and how it is applied, the need to be able to measure within the neighbourhood rather than networks.

5.10 GL queried timescales as these should be made available for the next Governing

	Body meeting. KWJ confirmed that the draft will be ready for 12 September.
5.11	GL suggested that for each review, clear and detailed information should be provided for each objective in order to achieve consistency.
5.12	CF was concerned that the urgent care review focused on Fairfield and did not currently include children's at NMGH. JS agreed that the plan was to start at Fairfield first and then move on to North Manchester which currently manages around 35% activity, at a later stage.
5.13	KP questioned the savings that could be identified within Children's; whether the services in scope were sufficiently big enough to generate savings and whether there has been consideration given to incorporating admissions within this saving. JS advised that a number of discussions had taken place with the decision not to currently include admissions as this will have an impact on the infrastructure. Members were missing Draft 3 which includes 'out of hours'.
5.14	KWJ raised a service pressure around UC in particular, as of the 1 st October; only 2 of 13 staff will be at the Moorgate Walk-In Centre. NCA are looking to use A&E staff (which is already under pressure) to support the Walk-In Centre. Discussions had taken place around repatriating some of the Moorgate activity but mindful of political fallout. GL advised that Ms O'Dwyer will include political representation from the council on the core Project Team for the UC Review in order that these considerations can be taken as the work is being done. If the board agrees on the reviews quickly, conversations with politicians could take place now.
5.15	JS requested that a meeting takes place with GL, himself and whomever the decision maker is in order to understand the reasons in depth. KWJ advised that Dan is completing an option appraisal for the NCA which is due for completion on 11 th September so will arrange a meeting with Dan, GL and JS to go through the options.
5.16	HH queried safety as a concern. GL – appreciated comment but noted that information needs to be clear. KWJ confirmed that this would not result in an unsafe service.
5.17	Comments noted- <ul style="list-style-type: none"> • Intermediate Care - how the number of those with dual physical and mental health issues would be incorporated into the review, • Governance - how information is included within internal booklets.

	Type	The Programme Board:	Owner
D/09/05	Decision	Noted the draft paper and actions.	Dr Schryer
D/09/06	Agreed	Key areas to be identified within each draft programme review as highlighted today.	All members
A/09/05	Action	To share draft paper on Neighbourhood teams with members by end of the week.	Ms Wynne-Jones

A/09/06	Action	To share draft review papers on IC and UC with members	Ms Cutler
A/09/07	Action	To feedback comments of all three reviews by the end of the weekend in preparation for the Governing Body meeting.	All members
A/09/08	Action	Arrange urgent meeting with Dan, Mr Little and Dr Schryer to discuss options appraisal.	Ms Wynne-Jones

6	Highlight Report
6.1	HS provided an update on the highlight report following last Transformation Board meeting. Project milestones have not changed.
6.2	<p>The key points from the report were noted as follows: -</p> <ul style="list-style-type: none"> • Section 3 highlights risk and issues. Lack of submission to the highlight reports needs to be looked into. Thoughts on whether to continue the reporting method or is this the opportunity to change the reporting system • Assurances have not been received as per page 2 of the highlight report IM&T, Estates, LCO developments and OCO developments. • Whether to continue with the current reports or focus on the three highlighted areas under a slightly different structure. GM have changed the way they produce their highlight report recognising the changes with structures and questioned whether to continue to share this information within Bury System Board or to change this.
6.3	KWJ queried the relevance of the ask of the LCO development and suggested that changes be made to what information is requested. HS advised that there is a need to change the way assurance is provided within the highlight report. JG advised that this may not be required and queried if anything missing could be built in as part of the restructure. KWJ advised a fundamental restructure is required linking to the reviews just discussed along with future programmes such as children's in order to get this as meaningful as per Bury System Board programme of change.
6.4	HH raised the point that if nobody is providing updates, progress cannot be measured and that this information is required in order for the report to be provided. JS was unsure of the detail of the ask and associated assurance. HS advised that each programme report highlights the assurances required. It was agreed to revisit the four milestones and bring back for discussion at the next Bury System Board meeting in October.
6.5	NO'C questioned who was approached prior to her starting. HS advised conversations took place with Tony Bruce and Lynne Ridsdale. Following discussion it was agreed that HS liaise with the relevant Leads to identify the relevance of information and to bring proposals back to Bury System Board for further discussion.
6.6	HS highlighted issues/risk within the paper since the last report. The system metric

	<p>dashboard is a GM Tableau site to monitor targets however we are likely to update the dashboard and we are awaiting GMR to update on next steps. Feedback on suggested changes are welcome. NO'C advised that this would be a snapshot of data and should be easily available. JS acknowledged the need for clear targets to ensure we are on target. HS noted the need to be clear on targets and metrics as well as those for business as usual along with GM targets. Discussions took place around what is required for the Strategic Commissioning Board and whether to use those already agreed or something more local and meaningful also addressing current gaps within system targets and metrics. JS questioned how to take this forward with HS advising that this has been tackled before but asked support from the Bury System Board as to who will lead on this.</p>
6.7	<p>KWJ expressed concern that the data within the document is not reflecting the reality of daily pressures within Bury from GM with a recommendation for the requirement for live data to be available for each area. HS advised tools are in place but there is a need to review what measurements took place before this.</p>
6.8	<p>GL suggested the need for outcomes for A&E and Residential Care of the improved performance and reduced activity. If there is reduced activity, changes should be identified and on the basis of this information, consideration should be given as to what is recording against and the frequency for and from where. The newly appointed Chief Information Officer to be asked to assist in identifying what is right for Bury and tracking system.</p>
6.9	<p>Following discussions the need for-</p> <ul style="list-style-type: none"> Workshop to take place to bring in resources in order to track and achieve timescales for those plans which have put in place. Consider linking in the Locality plan refresh and link in with other staff for wider information.

	Type	The Programme Board:	Owner
D/09/07	Decision	Noted the draft paper and actions were noted.	Dr Schryer
A/09/09	Action	Discuss with Leads for the four areas identified within System Metric Dashboard as to whether the information requested is no longer relevant and if not , what we should be looking at for the next Bury System Board in October 2019.	Ms Smith
A/09/10	Action	Meet with Kate to discuss and design a workshop to design a system performance framework that we can assure ourselves against. To be brought back to Bury System Board in November 2019.	Ms Smith

7	IM&T
7.1	<p>LD apologised for the late submission of the paper. The 2 key points from the report were noted as follows: -</p> <ul style="list-style-type: none"> IM&T enabling meetings have taken place following the retirement of the chair

in May 2019 and highlighted the issue around missing leadership.

- No agreed System Wide IM&T Strategy Support with no information sharing and sought IG support via GMCA to challenge the system and identify what is required for areas such as integrated adult teams, risk strategy and MDT.
- No identified lead responsible for the roll out of Graphnet across Bury making it difficult to ascertain the current status of roll-out, usage, and plans for further access by clinical and social care teams.
- Multiple purchases by different organisations which links into the risk stratification tool purchased by GM for which Bury will be the pilot site but again, leadership across Bury is missing.
- Co-location and connectivity within integrated neighbourhood teams is still a struggle and currently being supported by the LCO. We are reliant on BT/Virgin Media which hinders the ability for progression however; work is in the pipeline for this along with intermediate care and rapid response.
- Further work required on the data sharing agreement for areas such as palliative care as well as urgent care.
- Risks outlined within the document along with recommendations focused on leadership in order for solutions be agreed amongst them as well how these will be funded and sited.
- The urgency to re-establish a new IM&T group with the means of resolving issues across Bury.
- To continue receiving support from GMCA.

7.2

GL reiterated previous conversations referencing a head of IM&T in the Council as well as within the CCG and a decision needs to be made to name a staff member to lead on this. KWJ advised that capacity is an issue and therefore causing delays in moving forward. A suggestion around the transformation fund supporting the need for support within IM&T in order to support change as nobody within our provider or commissioning organisation has the skill or capacity to fulfil this post. GL sought clarification as to whether this is skill, capacity or both or, alternatively, queried if there is somebody within the organisation that does have the skill. KP acknowledged an individual was identified with both leadership and skill however there was no willingness within the system to change around. Discussion took place around the issue of individual organisations wishing to remain and act within their own and not work alongside outside organisations. It was noted that the Bury System Board need to take ownership and be very clear of its needs and requirements.

7.3

Dr Schryer stated that in terms of the CCG, a clinical lead had been appointed however was not able to provide the leadership required on this and questioned whether the NCA are involved as they are the digital exemplifier using LYCRA, leading on dementia and frailty as well as within Salford. KWJ advised that the NCA can provide some leadership but the need for somebody in Bury to take this forward for the operational decisions needing to be taken and to support the need for integration. KP referenced the need to identify the financial resource for this.

7.4

JS identified a couple of asks from this-

- The gravitas around a group like this, making decisions and holding partners to account.
- The day to day running of an IM&T strategy across the system.

7.5

GL questioned which organisations are not making the right decisions and noted the need to be specific on what the organisation needs to do in order to make things happen. KWJ stated this information has not been shared and nobody knows what

the options are. There is awareness of the dysfunctional systems across partners but is unclear of the options and what organisations are to relinquish as no development solutions are available. GL advised that GM should provide options and support. LD added that Salford are part of the problem in relation to an agreement across Bury and are reluctant to share their IT strategy outside their organisation. It was proposed somebody within the system mediate. GL suggested that the specifics of the issues are identified in order for GL to meet and discuss moving forward.

- 7.6 The board agreed the need to focus on the following in terms of moving forward-
- Re-constitution of the IM&T Steering Group reporting to System Wide Board.
 - Specifics in particular the skillset needed and time required in relation to leadership, also to review capacity within the CCG and Council to establish if additional capacity is required.
 - Specific issues that need raising already, to take these issues and run with them.

7.7 Members to read the papers and feedback to LD outlining specific requests and comments which will be fed back to Bury System Board in October 2019.

7.8 GL advised that the merge of the Council and CCG IM&T is currently underway and any needs should be identified now. GL also acknowledged the inconvenience caused by BT and put forward the question of the need for different premises. JS stated that IM&T issues should not prohibit staff meeting to discuss issues. The question is whether the issues are all dependent on IM&T issues. LD advised that Appendix 1 of the paper highlighted IM&T constraints. JS added that GM were using Blackapple. LD advised that Graphnet were behind this with JS querying whether Graphnet had moved companies to raise awareness.

ID	Type	The Programme Board:	Owner
D/09/08	Decision	Noted the report.	Dr Schryer
A/09/11	Action	Identify specific needs for IM&T Leadership post within CCG/Council or elsewhere if needed.	Ms Darley
A/09/12	Action	To read the paper and feedback to Ms Darley outlining specific requests and comments	All members

8 Locality Plan Refresh Draft, Finance, Activity, Workforce Submission

8.1 It was noted that the draft paper arrived late and the Group also noted there was no finance paper in terms of the system finance overview. Members were asked whether the paper should be brought back for discussion at a future Bury System Board meeting. HS acknowledged that this was not the final paper but advised of the need to submit to GM by the 16th September to support the Locality Plan refresh exercise. Clarity on what was asked from the Bury System Board was sought and HS advised that it was her understanding that Steering Group would submit a template setting out finance and activity, and these were the working assumptions to populate those templates

8.2 The discussion concluded that the draft paper be noted allowing members to time to read in more detail.

ID	Type	The Programme Board:	Owner
D/09/09	Decision	Noted the lack of an overall finance paper.	Dr Schryer
A/09/13	Action	To read the Locality Plan Refresh working assumptions which will populate templates which need to be submitted to GM by 16 th September.	All members to provide feedback

9 Alignment of LCO/OCO Roadmaps and Priorities

9.1	<p>KWJ shared the report asking members for feedback on -</p> <ul style="list-style-type: none"> • Where the LCO Community Procurement conversations are best taken place to determine where to focus the next board conversation. • What is it that the LCO board need to be involved with? 		
9.2	<p>GL advised this task be passed to MO'D to come back with options for further discussions at next meeting.</p>		

ID	Type	The Programme Board:	Owner
D/09/10	Decision	Noted the update	Dr Schryer
A/09/14	Action	To provide an update on the alignment of LCO/OCO roadmaps and priorities to Bury System Board in October 2019.	Ms O'Dwyer

10 Local Care Organisation Update

10.1	<p>Due to time constraints, comments were invited to be sent back to COG.</p>		
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ID	Type	The Programme Board:	Owner
D/09/11	Decision	Noted the Update.	Dr Schryer
A/09/15	Action	Comments to be fed back to COG	All members

11 CLOSING MATTERS

11.1	<p>GL sought assurance that children's service funding as discussed in AI5 be incorporated.</p>		
11.2	<p>JS apologised for his frustrations noted with regards to late submission of papers.</p>		
11.3	<p>It was agreed that the draft ToR should be reviewed off line and comments fed back by the end of the weekend for further discussion at the next meeting.</p>		
11.4	<p>Discussion took place on the significant reviews which are to be sent out by the end of week for feedback and comments in order for the final version be ready for the Governing Body advising that this would always be a draft and there will be continuous updates. It was agreed that MO'D and JG to lead on developing the Review Briefs.</p>		
11.5	<p>H Smith / K Waterhouse, KWJ and MO'D to lead on the system and performance framework for the Highlight Report and to provide details to November Bury System Board meeting.</p>		

11.6	The Board acknowledged that IT is a serious issue and that there would be a re-constitution of the IM&T Steering Group, reporting directly to Bury System Board.		
11.7	Appointed a new Clinical Lead however there is a need to identify a senior manager to lead on system wide IM and T.		
11.8	Noted the lack of finance system report which should be reported jointly. <ul style="list-style-type: none"> • Looked at the activity report in brief. • Agreed that the locality plan refresh be discussed at the next meeting. • Future agenda needs OCO updates. • Agenda setting to include OCO update, LCO update including a finance report. 		
ID	Type	The Programme Board:	Owner
D/09/12	Decision	Noted the information.	Dr Schryer

Next Meeting	Date: 9 October 2019, 1.00pm – 3.00pm at Bury Town Hall
Enquiries	e-mail : alex.cutler@nhs.net Tel: 0161 253 7865

Transformation Programme Board Action Log – June 2019

Status Rating



- In Progress



- Completed













- Not Yet Due















- Overdue




Meeting Date	Action	Lead	Status	Due Date	Update
10 th April 2019	A/04/01 - Programme Governance Report to be added to agenda for May Transformation Board meeting.	Mrs Wynne-Jones		3 rd June 2019	<ul style="list-style-type: none"> • Kath Wynne-Jones, Margaret O'Dwyer and Geoff Little met on Tuesday, 23rd April 2019 to consider the Programme Governance paper and agreed that this was a transitional year and recognised that the Programme Management Group would be a vehicle that all SROs and Executive leads could come together to consider Cross Cutting themes impacting on their Transformation Programmes. • It was also understood that there would need to be joint assurance to Transformation Board on progress against implementation and realisation of benefits and assurance should not be overly burdensome. • In terms of Change Management, the proposed methodology for LCO was acknowledged however also acknowledged it may be that different change methodology is used across

Meeting Date	Action	Lead	Status	Due Date	Update
					<p>Bury.</p> <ul style="list-style-type: none"> The OCO would provide names to Kath Wynne Jones. Update provided to June meeting
10 th April 2019	A/04/06 - Mrs Dolton to review the governance around Children's Services Commissioning with a view to streamlining	Mrs Dolton (in conjunction with Dr Fines and Mr Hargreaves)		11 July 2019	<p>A meeting had taken place and a further update would be provided at the June meeting.</p> <p>Ms Dolton to arrange for programme to be scoped and actioned.</p> <p>15/08/19 - Margaret O'Dwyer agreed to liaise with Karen Dolton to find out where this piece of work is up to and feedback to members.</p>
10 th April 2019	A/04/07 – Community Paediatric review – await outcome of meeting with North Manchester General Hospital and then OCO/LCO discussions on next steps.	Ms O'Dwyer/Mrs Wynne-Jones		11 July 2019	<p>Discussions were underway and a further update would be provided at the next meeting.</p> <p>15/08/19 – agreed to remove from action log and add to forward plan for October 2019.</p>
9 th May 2019	A/05/02 - A schedule of Deep Dives to be set for the new Senior Oversight Group included the methodology for the reviews being defined.	Ms Smith		11 July 2019	<p>The schedule of deep dives will be agreed following the meeting of the Senior Oversight Group.</p> <p>15/08/19 – agreed to remove from action log as this is now with the Senior Oversight Group and add to September's agenda.</p>

Meeting Date	Action	Lead	Status	Due Date	Update
9 th May 2019	A/05/04 - Sustainability of each programme to be reviewed by system-wide task and finish group in detail, results to come back to June TPB with decisions to be made re: <ul style="list-style-type: none"> • Next gateways (timings and criteria) • Whether additional core funding can/should be identified in 2020/21 	Mrs Wynne-Jones/Mr Woodhead		11 July 2019	This should be kept on the agenda as a standing item. 15/08/19 – agreed to remain on agenda as a standing item
3 rd June 2019	A/06/01 – New Systems Board to be established to incorporate Transformation Board	Ms O'Dwyer/Mrs Wynne-Jones		October 2019	15/08/19 – agreed to remove from action log.
3 rd June 2019	A/06/03 - A meeting with the OCO to be convened in relation to the IM&T report.	Mr Woodhead		11 July 2019	15/08/19 – agreed the need to identify a System Leader for IM&T, Item to go on September agenda.
15 th August 2019	A/08/01- to draft ToR including membership and to be presented at September's Bury System Board meeting	Ms O'Dwyer /Ms K Wynne-Jones		September 2019	Item to go on September Agenda.
15 th August 2019	A/08/03 - to share outcome of indicators of impact measures with GL.	Ms O'Dwyer		September 2019	
15 th August 2019	A/08/04 - to provide monthly performance dashboard	Ms Smith		September 2019	
15 th August 2019	A/08/05 - Discussions around the components needed in order to move forward.	Ms Darley		September 2019	Engagement with the public, comms meeting taken place but will update at next meeting. Change the subject for the action.

Meeting Date	Action	Lead	Status	Due Date	Update
15 th August 2019	10/09 requested that this be changed to Communications about involving patients and self-care as well as the LCO agenda. A/08/07 - Joint group to identify what is in scope with the LCO next year.	C. O’Gorman			10/09 – agreed to change the action subject. Update to be shared at next Bury System Board meeting in October. In progress and to return to Bury System Board for November 2019. 10/09 KWJ advised a Task and Finish Group meeting in two weeks’ time and will be shared in November 2019.
15 th August 2019	A/08/08 – CCG Finance to identify nominee to Locality Plan Steering Group	Ms O’Dwyer			S O’Hare nominated. Closed
10 th September 2019	A/09/01 - Discuss with colleagues the need to ensure agenda setting and reports are dealt with and received in a timely manner.	G.Little			
10 th September 2019	A/09/02 - Update Bury System Board the decision from Children’s Executive regarding Governance at October’s meeting.	C Fines / K Dolton			
10 th September 2019	A/09/03 - Phraseology within ToR to be revised, including list of board members, quoracy and then to be shared with members this week.	Ms Wynne-Jones/Ms O’Dwyer			V2 TOR shared with System Board Members
10 th September 2019	A/09/04 – TOR - Comments to be sent to JG/MOD by end of next week.	All members			No comments received from Board Members

Meeting Date	Action	Lead	Status	Due Date	Update
10 th September 2019	A/09/05 - To share draft paper on Neighbourhood teams with members by end of the week.	Ms Wynne-Jones			
10 th September 2019	A/09/06 - To share draft review papers on IC and UC with members	Ms Cutler			All 3 reviews sent out to members on 10/09/19
10 th September 2019	A/09/07 – To feedback comments of all three reviews by the end of the weekend in preparation for the Governing Body meeting.	All members			Comments received only from KP.
10 th September 2019	A/09/08 - Arrange urgent meeting with Dan, Mr Little and Dr Schryer to discuss option appraisals.	Ms Wynne-Jones			
10 th September 2019	A/09/09 - Discuss with Leads for the four areas identified within System Metric Dashboard as to whether the information requested is no longer relevant and if not , what we should be looking at for the next Bury System Board in October 2019.	Ms Smith			
10 th September 2019	A/09/10 - Meet with Kate to discuss and design a workshop to design a system performance framework that we can assure ourselves against. To be brought back to Bury System Board in November 2019.	Ms Smith			
10 th September 2019	A/09/11 - Identify specific needs for IM&T Leadership post within CCG/Council or elsewhere if needed.	Ms Darley			

Meeting Date	Action	Lead	Status	Due Date	Update
10 th September 2019	A/09/12 - To read the paper and feedback to Ms Darley outlining specific requests and comments	All members			
10 th September 2019	A/09/13 - To read the document so that further discussions can take place during next meeting.	All members			
10 th September 2019	A09/14 - To provide an update on the alignment of LCO/OCO roadmaps and priorities to Bury System Board in October 2019.	Ms O'Dwyer			
10 th September 2019	A/09/15 - Comments to be fed back to COG OCO Report	All members	