

CCG REPORT COVER SHEET

Meeting Title:	CCG Governing Body in Public	Date: 3 September 2019								
Report Title:	Accountable Officer's Report	Agenda Item: 2.6								
Chief Officer:	Jan Thomas, Accountable Officer									
Clinical Lead:	n/a									
Report Author:	Sharon Fox, Associate Director of Corporate Affairs (CCG Secretary)									
Document Status:	Final									
Report Summary:	The report provides a brief update of issues to bring to the Governing Body's attention since our last meeting in public on 6 August 2019.									
Report Purpose:	<table border="1"> <tr> <td>For Assurance</td> <td></td> <td>For Decision</td> <td>X</td> <td>For Approval</td> <td></td> <td>For Recommendation</td> <td></td> </tr> </table>	For Assurance		For Decision	X	For Approval		For Recommendation		
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Recommendation:	<p>The Governing Body is asked to note the Accountable Officer's Report.</p> <p>The Governing Body is asked to approve the proposed changes to the Decisions, Authorities and Duties Delegated to Officers of the CCG Governing Body which are appended to Standing Financial Instructions, set out at Annex A.</p> <p>The Governing Body is asked to formally ratify the decision held virtually to approve the revised Terms of Reference for the Audit Committee and the Remuneration and Terms of Service Committee.</p>									
Link to Corporate Objective:	Objective 1 – Ensure clear patient voice in everything we do	X								
	Objective 2 – Deliver improvements that make best use of the public pound and save system 'cost'	X								
	Objective 3 – Use data and information to prove everything	X								
	Objective 4 – Deliver the prioritised performance standards	X								
	Objective 5 – Deliver the six transformation programmes	X								
	Objective 6 – Deliver the CCG Financial Plan	X								
CAF (Strategic Risk) Reference	Description of Risk	Current Risk Score								
CAF01	Risk to maintaining robust CCG Governance Arrangements	16 (R)								
CAF02	Failure to achieve the 2019/20 planned deficit of £75m as agreed with NHS England	20 (R)								
CAF04	Risk to delivery of QIPP Plan (Delivery / Transformation)	20 (R)								
CAF09	Failure to deliver Operational Plan Objectives (excluding QIPP & Finance)	16 (R)								
NHSE CCG IAF Links	IAF 1 Domain 1 - Better Health	X								
	IAF 2 Domain 2 - Better Care	X								
	IAF 3 Domain 3 - Sustainability:	X								
	IAF 4 Domain 4 - Leadership	X								
Resource implications:	N/A									
Chief Officer/ SRO Sign Off:	Jan Thomas, Accountable Officer									
Chief Finance Officer Sign Off: (if required)	N/A									
Legal implications including equality and diversity assessment:	N/A									
Conflicts of Interest	As recorded in the CCG's Governing Body Declaration of Interest Register.									
Report history:	Produced for this meeting									
Next steps:	As per recommendations									

MEETING: GOVERNING BODY IN PUBLIC

AGENDA ITEM: 2.6 SECTION: GENERAL ISSUES

DATE: 3 SEPTEMBER 2019

TITLE: ACCOUNTABLE OFFICER'S REPORT

FROM: JAN THOMAS, ACCOUNTABLE OFFICER

1 ISSUE

1.1 In my capacity as Accountable Officer, this report provides an overview of key issues to bring to the Governing Body's attention since our last meeting in public on 6 August 2019.

2. OPERATIONS

2.1 Finance

2.1.1 As reported in Section 4 of the Integrated Performance Report, the CCG continues to be under significant financial pressure at Month 4. The year to date position is a £961k adverse variance compared to the deficit control total at Month 4 of £25.0m. The forecast is still to achieve the £75m deficit plan, however an additional £5m of mitigations have had to be included the position to achieve this, of which £1.7m still needs to be identified. There are two issues driving the financial pressure:

- Under delivery against the QIPP plan; forecast delivery is now £7.6m (23.2%) below plan.
- The NHS Continuing Healthcare (CHC) budget is £1.8m overspent at Month 4 and is forecasting a £5.0m overspend, this forecast assumes delivery of the QIPP programme.

2.1.2 The full use of the contingency to maintain the forecast plus the additional mitigations being used means that the CCG net risk position has worsened from £2m net risk to £4.8m.

2.1.3 As the Governing Body is aware, the CCG is now in formal financial recovery, and a refreshed Financial Recovery Plan is being produced and implemented as a matter of urgency with work being led by the Chief Officer Team and delivered through the Financial Recovery Planning, Delivery and Monitoring weekly meetings.

2.2 Medium Term Financial Plan

2.2.1 As I reported to the Governing Body in August, each Sustainability and Transformation Programme has a requirement to produce a five-year Financial Plan, with the initial system planning submission due on 27 September 2019 and the final plans agreed with system leads and regional teams and submitted to our regulators on 15 November 2019. Work continues to develop the Plan.

2.2.2 As a Governing Body, we are clear that both the NHS, and the wider system within our STP, face severe financial challenges in 2019/20 and beyond. We will only secure external support to address our structural gaps if we do all we can do as a system to improve the financial position.

2.2.3 I will keep the Governing Body updated on this through our regular meetings and briefing sessions.

2.3 Quality

2.3.1 A detailed overview of quality issues is set out in the Integrated Performance Report. Of note, this month I would draw to the attention of the Governing Body concerns regarding the high number of patient handover delays and performance in the Emergency Department at North West Anglia NHS Foundation Trust and the potential impact on patient safety.

2.3.2 I would also highlight that in the first week of September, there will be five pre-inquest hearings into the deaths of young women related to eating disorders. The CCG is named as an interested party. I would like to assure the Governing Body that extensive work is being undertaken through external review to learn from these deaths and to develop future pathway jointly led by the quality and Mental Health teams.

2.3.3 I am pleased to note that Cambridge University Hospitals NHS Foundation Trust will be attending our Governing Body meeting in public to present their Annual Quality Account. We will receive the Quality Account of North West Anglia NHS Foundation Trust at a future meeting.

2.4 Regulator Assurance

2.4.1 We are continuing to meet with our regulators, NHS England and NHS Improvement (NHSE/I) on a monthly basis to provide assurance on our performance and improvement progress. Following our meeting on 1 August 2019, NHSE/I have asked to continue to maintain focus on delivery of the Dementia Diagnosis Plan and on improving Emergency Department performance, waiting lists, diagnostics waits, and cancer waits at North West Anglia NHS Foundation Trust. The Chair of the meeting congratulated the CCG on its sustained Delayed Transfers of Care performance over the last few months. We remain in special measures and these meetings will continue on a monthly basis.

2.5 CCG Organisational Development

2.5.1 I am pleased to note that the CCG's Annual Staff Survey results have demonstrated a marked improvement in several areas and that we benchmark well nationally in some comparable questions asked in the survey. A detailed Report summarising the outcomes of the Survey is provided at Agenda Item 5.5. The Chief Officer Team will ensure that actions are taken forward to address the key priorities identified by the Survey.

2.5.2 We are continuing to take forward implementation of our Accommodation Strategy with the main aim to rationalise our estate and to work towards a single site once the lease at our headquarters expires in Spring 2021. Our lease ends at Exchange Tower, Wisbech shortly, and we are on track to exit the building on 12 September 2019, and complete any dilapidations required by the landlord by the end of the lease. We have also agreed as a Chief Officer Team that eighteen months ahead

of an all CCG move, it would not be pragmatic to relocate staff to Winchester Place in Peterborough, however, we are taking steps to improve IT connectivity at the City Care Centre for our team there. We are in the process of taking steps to bring members of the Complex Cases Team based at Stanton House, Huntingdon into Pathfinder House. This means that by the end of September 2019, we will have reduced from five to three sites. I will keep the Governing Body updated on progress as we progress with our strategy and next steps.

3. GOVERNANCE

- 3.1 We are progressing with our application to NHSE to vary the Constitution in line with the changes approved by the Member Practices and our Governing Body last month. As agreed by the Governing Body, delegated approval to sign off some minor changes and presentational issues was acted upon by myself, the Chair and Lay Member Governance.
- 3.2 In finalising the review, we have taken the opportunity to review the Decisions, Authorities and Duties Delegated to Officers which are linked to our Standing Financial Instructions. We have proposed some changes to Section 4.1 and 4.2 to acknowledge the need for stricter control of expenditure which are highlighted in the document and attached at Annex B for Governing Body approval.
- 3.3 As reported verbally at our meeting in July, the CCG has received two petitions in response to the Community Services Review. The wording of both was the same:

“We oppose Cambridgeshire health bosses proposals to shut down JET, a vital service that stops thousands of pensioners from being admitted to hospital unnecessarily, pull the plug on Dial-a-Ride and slash funding for services provided by local charities including the Stroke Association and The Carers Trust Cambridgeshire and Peterborough, The Alzheimer’s Society and the Evelyn Community Head Injury Service. The Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) plan for £33 million of health cuts should be halted for a full public consultation.”

The first was handed to the CCG Chair, Dr Gary Howsam and the Chief Officer, Jan Thomas on 16 July 2019 by Daniel Zeichner MP and had 574 signatures. The second was by post on 17 July from Jean Simpson, Secretary of the Cambridge Group of Keep Our NHS Public. In line with our Standing Orders, the CCG is required to formally accept receipt of the petitions.

4. HEALTHWATCH ‘WHAT WOULD YOU DO REPORT?’

- 4.1 I am pleased to highlight to the Governing Body the Healthwatch Cambridgeshire and Peterborough report ‘What Would You Do’ published at the end of July. This followed extensive public engagement in response to question set by Healthwatch England ‘What would you do to improve your local NHS?’
- 4.2 In January 2019, the Government published its Long-Term Plan for the NHS in England and Wales, setting out how it would seek to respond to the growing pressure on the NHS. Healthwatch England, through its network of local Healthwatch was commissioned to find out what local people felt about their health services and what they would like to see for future service development and investment. This report summarises what people living in Cambridgeshire and Peterborough told Healthwatch Cambridgeshire and Peterborough. The report

draws primarily on responses to an online survey and local focus groups, run in March/April 2019 but is also informed by the intelligence submitted to Healthwatch Cambridgeshire and Peterborough in 2018/19.

- 4.3 The report found that people want faster, easier access to GP services and clear information to help them manage their health. They want health and care that is more joined up, especially for people with one or more long-term health conditions. They are interested in self-help and want more support to find information and the right services to manage their health. Travel and transport difficulties continue to be barriers to effective health care for people in the more rural areas of the county. People want care closer to home. The report found a clear digital divide. Although many saw the opportunities of embracing technology, such as online appointments, others felt they'd be excluded by this. More than 800 people from Cambridgeshire and Peterborough shared their views on how extra funding could be used locally. Three in every five people spoken to live with a long-term health condition or a disability.
- 4.4 The full report, and summary report can be found on the Healthwatch Cambridgeshire and Peterborough website [here](#). This report will support the work of the Cambridgeshire and Peterborough STP to develop and collate the local response to the Long Term Plan.

5 URGENT DECISIONS

- 5.1 Since the last Governing Body Meeting in Public, the Governing Body has virtually approved the revised Terms of Reference for the Audit Committee and the Remuneration and Terms of Service Committee. The Governing Body is asked to ratify this decision. The revised Terms of Reference have been incorporated into the Constitution that will be submitted to NHSE. Copies are available from the CCG Secretary.

6. GOVERNING BODY MEMBERSHIP

- 6.1 Dr Alex Manning has now concluded his three-year term as a GP Member. I would like to formally record our thanks to Alex for his contribution to the Governing Body over the last three years. Alex will continue in his Clinical Lead role for Exceptional Cases.
- 6.2 The September Governing Body meeting will be the last meeting for our Lay Member Assurance, Brian Ashton. I would like to formally thank Brian for all his work for the CCG over the last year, and his look forward to his continued involvement in the NHS outside the Governing Body in the future.
- 6.3 The recruitment processes for the Lay Member Assurance and the Secondary Care Doctor roles are underway and I hope to be able to confirm appointments at our next meeting.

7. RECOMMENDATION

- 7.1 The Governing Body is asked to note the Accountable Officer's Report.
- 7.2 The Governing Body is asked to approve the proposed changes to the Decisions, Authorities and Duties Delegated to Officers of the CCG Governing Body which are appended to Standing Financial Instructions, set out at Annex A.

7.3 The Governing Body is asked to formally ratify the decision held virtually to approve the revised Terms of Reference for the Audit Committee and the Remuneration and Terms of Service Committee.

Author: Sharon Fox
Associate Director of Corporate Affairs (CCG Secretary)
29 August 2019

Annex A Decisions, Authorities and Duties Delegated to Officers of the CCG Governing Body