

Agenda Item: 8.1

NHS North Norfolk CCG Governing Body
 Tuesday 27th November 2018



**Great Yarmouth and Waveney
 North Norfolk, South Norfolk
 Norwich, West Norfolk**
 Clinical Commissioning Groups

Subject:	Norfolk & Waveney CCGs Single Management Team
Presented by:	Frank Sims, Chief Officer – North Norfolk CCG
Prepared by:	Jean Clark, Head of Governance Norwich CCG Steve Wright, Head of HR Business Partners, Arden Gem CSU
Submitted to:	Norfolk and Waveney CCGs Governing Body Meetings November 2018
Purpose of Paper:	To approve

Executive Summary**Background**

The CCGs have been considering the future arrangements for the commissioning and delivery of care services, recognising that some functions could be better done at scale to improve the consistency and quality of outcomes for patients, without losing local clinical decision making.

Norfolk and Waveney is embarking on a process to become a shadow Integrated Care System (ICS), subject to an application process. This signifies that we are an advancing local partnership that takes shared responsibility for improvements in population health. ICSs are leading the way in developing the current commissioner and provider structures into a more coherent whole, working for the benefit of defined populations.

Norfolk and Waveney has three key providers rated as ‘inadequate’ by the CQC and a fourth rated as ‘requires improvement’. System performance has been unacceptable in some areas in 2018 with the failure to achieve a number of national performance standards (RTT, A&E, Ambulance handover). In addition the system is predicting a financial deficit of at least £66m against plan in 2018/19 and has yet to develop a financial recovery plan that brings the N&W system back into balance.

The establishment of a Joint Strategic Commissioning Committee to undertake collective strategic commissioning decisions has been a positive step in taking a coherent approach to service planning and delivery across the whole population. But there is duplication across the 5 CCGs and a need for stronger commissioning leadership to address fragmentation of commissioning, inequity of service access and to hold providers to account for delivery of high quality services.

Many areas of the country have already aligned CCG teams to be consistent with ICS boundaries and others are going through a formal merger process. It is clear that a single commissioning infrastructure within an STP area is the direction of travel from a policy perspective and is encouraged by NHS England.

This paper is seeking agreement to progress with the recruitment of a single Accountable Officer and single Chief Finance Officer of the 5 Norfolk & Waveney CCGs as phase 1 of a 3 phase process of creating a single Commissioning Management Team within Norfolk & Waveney.

Progress to date

The five CCG Governing Bodies have considered the proposal to bring together the management structures and staff within the five CCGs into a single management structure with a single Accountable Officer and a single Chief Finance Officer and are in broad agreement about the direction of travel.

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However, concerns remain over maintaining local (at CCG level) autonomy to develop new ways of working, CCGs being able to meet their statutory requirements, and differential financial positions among CCGs.

The following points address these main concerns;

- a. The statutory duties/responsibilities of the CCGs will not be changed by the establishment of a single management team.
- b. Financial resources will not be pooled and each CCG will maintain its own separate finances.
- c. The 5 CCGs will still operate through the 5 Governing Bodies and 5 existing Clinical Chairs.
- d. A single Accountable Officer (AO) will be responsible to each of the Clinical Chairs and accountable to each Governing Body.
- e. Each CCG will have a senior executive role identified within the new management team as a lead role for that CCG. This role will ensure there is capability and capacity to meet the individual organisation's statutory duties, to lead on local service development and improve health and wellbeing within the local population.

In order to ensure arrangements are fair and transparent, the 5 CCG Chairs will manage the recruitment process with external support from Arden GEM CSU. The support from the CSU has been invaluable in sharing learning from across the large range of customers that the CSU has in England and ensures that any approach that Norfolk & Waveney adopts is in line with good practice and with NHS England requirements.

The process will be in three phases:-

Phase 1 - to appoint a single Accountable Officer and a single Chief Finance Officer covering all five Norfolk and Waveney CCGs. The single AO will also be the STP Executive Lead.

Phase 2 – to establish a single integrated Joint Executive Team to support the Accountable Officer to ensure the 5 CCGs meet their statutory responsibilities.

Phase 3 - the implementation of a single integrated Joint Team across the 5 CCGs in their entirety.

Appointments will be in line with the CCGs' Constitutions and it is proposed that the 5 Remuneration Committees will meet in common to make recommendations to the Governing Bodies on terms & conditions and remuneration of the AO and CFO, as advised by national benchmarking and NHSE guidance.

On appointment, the incoming AO will be involved in the selection process for the CFO; as such the recruitment process will be launched simultaneously but the appointments will be sequential.

It is proposed that a transition period is in place during phases 1 and 2 to maintain the continuity of commissioning services in Norfolk and Waveney, ensuring business as usual is maintained and that there is no void created in making decisions. During this transition period, existing post holders (AOs, CFOs and Directors) will retain their roles and authority.

A high level timeline is shown in Appendix A.

Communications with all stakeholders are an important part of a process and a consistent joint Communications approach and Plan will be maintained pre and post consultation.

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RECOMMENDATION:

Governing Body is asked to agree:

- 1) The intent to create a single management team to coordinate the work of the five CCGs of Norfolk and Waveney, towards better meeting statutory requirements;
- 2) To commence the appointment process for a single AO for Norfolk and Waveney, that is also the STP Executive Lead for Norfolk and Waveney;
- 3) To commence the appointment process for a single CFO for Norfolk and Waveney;
- 4) That the 5 CCG Remuneration Committees meet in common to recommend the terms and conditions of the new AO and CFO for Governing Body, subject to the agreement of the five CFOs of the CCGs on how to allocate the costs and the offsetting savings;
- 5) The HR process and timeline to make the AO and CFO appointments;
- 6) The outline communications and engagement approach in line with the requirements on CCGs contained within the NHS Act 2006 as amended by the Health and Social Care Act 2012.

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Appendix A

Single Management Team - High Level Timeline														
	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
Phase 1														
Governing Bodies ratify proposals to appoint Single AO and CFO	█													
CCG Chairs agree recruitment process with NHSE	█													
Remuneration Committee recommend T&Cs to GBs		█												
Formal 30 day consultation		█	█											
Advertise AO role for 14 days				█										
Shortlist and interview AO position				█										
Appoint AO subject to NHSE approval				█	█									
Advertise CFO role for 14 days				█										
Shortlist and interview CFO position				█	█									
Appoint CFO					█									
Phase 2														
Finalise Joint Executive team structure					█	█								
Formal 30 day consultation							█							
Appointment process								█	█					
Phase 3														
Finalise remaining structures									█	█	█			
Formal 30 day consultation											█	█		
Appointment process												█	█	█