

Agenda Item: 7.0

Governing Body Meeting

held in public

REPORT

Subject	Accountable Officer's Report
Date	2 November 2017
Author	Sarah Thompson, Accountable Officer
Lead Director	Sarah Thompson, Accountable Officer

Executive Summary

The purpose of this report is to provide Governing Body members with an understanding of the work of the Accountable Officer over and above those items included on the agenda of the governing body meeting.

This report covers a period of six weeks from 8th September to 13th October for the submission of Governing Body papers.

Key topics covered in the report are as follows:

- Arrangements for Financial Recovery
- Quarterly Assurance Meeting
- Meetings with Bedford Borough and Central Bedfordshire Councils
- Meetings with Providers of Services
- Non-Emergency Transport Service
- CCG Member Practice visits
- Bedfordshire, Luton and Milton Keynes Sustainability and Transformation Partnership (BLMK STP)
- Meetings with Bedfordshire CCG Staff
- Meetings with Healthwatch
- Director level appointments and planned event

Recommendation

The Governing Body is requested to NOTE the content of the report.

Links to the business and risks

Relevant Strategic Priorities 2016/17 (please mark in bold)

1. Systematically implementing prevention, early diagnosis and early intervention
2. Commissioning services that deliver evidence-based care, in the right place and at the right time, including promoting self-care and empowering patients to manage their own conditions.
3. Making sure that care is high quality, safe and sustainable, that it improves health outcomes and wellbeing and provides a good patient experience.

4. Using the statutory framework with best practice governance and transparency principles to be fully accountable to our population in commissioning and operating as a part of the wider health system

5. Ensure that the CCG commissions and operates in a financial manner consistent with the regulatory framework, long terms sustainability and best use of public money.

6. We will work in close partnership with all the organisations who commission or provide care for our population, to integrate services where it makes sense and to achieve seamless transitions of care for patients where services remain separate.

7. Embedding member, public, patient, carer, staff and other stakeholders' views through meaningful engagement into decision-making processes and commissioning intentions.

Links to Board Assurance Framework / Corporate Risk Register	Not applicable for this report
Details of additional risks associated with this paper (may include NHS England Assurance Framework / NHS Constitution)	Not applicable for this report
Financial Implications / impact	None identified
Legal Implications / impact	None identified
Partnership work / public engagement implications / impact	Not applicable
Committees / groups where this has been discussed before	Not applicable
Other options available and their pros and cons	Not applicable
Background papers	Terms of Reference – Central Bedfordshire and Bedford Borough Transformation Boards.

Report of Accountable Officer to Bedfordshire CCG **Governing Body 2 November 2017**

Introduction

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This report covers a period of six weeks from 8th September to 13th October for the submission of Governing Body papers.

Arrangements for Financial Recovery

Two financial escalation meetings with NHS England have been held on 8th September and the 11th October respectively. The actions arising from the September meeting were reported to the Finance and Performance Committee. The letter following the October meeting asks for:

- The agreement of 'a realistic, challenging but deliverable financial control total' during the week of 16th October, and
- The presentation of 'an organisational Improvement Plan to address the issues of control emerging from the current position' to the next escalation meeting on 8th November.

The Accountable Officer and Chief Finance Officer will report progress on these actions through the Finance and Performance Committee, and will continue to work with STP partners on possible system-wide recovery solutions.

Quarterly Assurance Meeting

A quarterly assurance meeting is being held between the CCG and NHS England on 19th October on key performance indicators. There will be a strong focus on the urgent and emergency care clinical model and service delivery as part of winter planning. Members of the Governing Body will be receiving regular progress reports on winter planning through to the end of March 2018.

Meetings with Bedford Borough and Central Bedfordshire Councils

The Accountable Officer and colleagues have attended the following meetings:

- Central Bedfordshire Social Care, Health & Housing Overview & Scrutiny Committee
- Bedford Borough Council Health and Wellbeing Board
- Bedford Borough Adult Services and Health Overview and Scrutiny Committee

The CCG has presented at each of these meetings on a range of matters and clinical locality Governing Body members are asked to ensure that they attend all future meetings so as to provide a broader clinical contribution.

Meetings with Providers of Services

The Accountable Officer has attended a number of meetings with providers of services. These have included a meeting with the Chief Executive of Bedford Hospital, the Chief Executive of Essex Partnership University NHS Foundation Trust, and a joint meeting with the Chief Officer of Luton CCG and the Chief Executive of Hertfordshire Urgent Care Service.

Non-Emergency Transport Service

The Accountable Officer and many members of the CCG worked to ensure the smooth transfer of the non-emergency transport service from the Private Ambulance Service to a caretaker contract with East of England Ambulance Service at extremely short notice. This required the immense contribution and expertise of key staff members working long hours and weekends. This matter is reported on in greater detail to the Governing Body. The Accountable Officer has expressed thanks to all the staff involved by arranging a lunch and a reflection session on lessons learnt for the future.

CCG Member Practice visits

The planned practice visit was cancelled by the practice in September due to staff sickness. The next visits are booked for the 7 November, Sandy Health Centre Medical Practice, the 8 November – St Johns Surgery, Kempston and 30 November – Queens Park Surgery, Bedford.

Bedfordshire, Luton and Milton Keynes Sustainability and Transformation Partnership (BLMK STP)

The Accountable Officer attends a bi-weekly meeting of the Accountable Officers and Chief Executives of the STP partner organisations that is chaired by Richard Carr, Chief Executive of Central Bedfordshire Council and STP chair. There is also a bi-weekly meeting of Accountable Officer and Chief Executives with Directors of Finance on system-wide financial matters.

The Bedfordshire, Luton and Milton Keynes (BLMK) STP has received an allocation of £4.5million from 2017-18. Each of the five STP work streams have undertaken a process of bringing bids forward so that funds can be allocated. These bids will be discussed at the Executive Committee on 26th October.

Programme 5 of the STP relates to the development of an accountable care system. A functional review of the services within each of the three CCGs is due to commence in November.

As part of the STP two Transformation Boards have been established for Central Bedfordshire and Bedford Borough that are meeting on a regular basis. The Central Bedfordshire Board meets every two weeks and the Bedford Borough Board meets monthly. These boards report to the respective Health and Wellbeing Boards and the terms of reference for each are attached.

Proposed merger of the Luton and Dunstable University Hospital NHS Foundation Trust and Bedford Hospital NHS Trust

The two Trusts have announced proposals to merge. The Chair and Accountable Officer have met with the Chair and Chief Executive of the Trust and agreed that Bedfordshire CCG Governing Body will want time to review, consider and respond to the full business case. The business case is expected to be completed in December. Criteria for the review of the business case are being complied by Bedfordshire, Luton and Milton Keynes CCGs, and Governing Body members have been asked to contribute to this process.

Meetings with Bedfordshire CCG Staff

Staff meetings have been held on 13 & 26 September and 2 October. A briefing session for the Accountable Officer to meet with Senior Management Team staff members – one level below directors is now in place and occurs after every Executive Committee.

Meetings with Healthwatch

Two separate meetings were held with Healthwatch Central Bedfordshire, and Healthwatch Bedford Borough at their respective bases during September and October. The Chair and Accountable Officer have now established regular meetings with each Healthwatch over the coming year.

Director level appointments and planned event

Caroline Kurzeja has been appointment to the role of Director of Strategy & Transformation on a fixed term basis, and Jim Hayburn has been appointed to the role of Chief Finance Officer and Director of Contracts through to October 2018.

The Chair and Directors will be having a dedicated session to set the agenda over the period November 2017 to 1 April 2018 in October.

Bedford Borough Health and Care Transformation Board

(Bedford Borough Council)

Terms of Reference

1. Introduction:

The Bedford Borough Health and Care Transformation (BBHCT) Board is the forum where partners across the health and social care system undertake the collaborative planning of the future delivery of Primary, Community and Social Care Services.

The members of the BBHCT Board will enter into a collaborative arrangement under which they will work together to deliver the system resilience in an integrated way.

The BBHCT Board will collaborate to develop and implement a programme of change that ultimately brings about a system of services that are integrated as far as possible.

Commented [JG1]: That this be amended to include Mental Health and Learning Disability too. (Board, 30/8/17)

2. Remit and responsibilities of the Primary, Community and Social Care Delivery Board:

All members of the BBHCT Board have the following key responsibilities:

- Oversee the development and implementation of the BBC place-based model
- Work closely with BLMK Sustainability and Transformation Plan (STP) Priority 2 to ensure system wide change.
- Maintain an oversight in regard to the progress of the local plan for integrated services and cluster development in the context of STP developments.
- Ensuring the PCSC Delivery Board maintains its alignment to the BCF and H&WB Strategies and goals:
- Supporting a STP wide approach to improve access of Primary, Community and Social Care to services.
- Consider the best use of resources available to ensure that they are used to best effect and to the highest quality.
- Supporting Primary Care to increase sustainability.
- To achieve a personalised service to all people in area.
- Sharing actions and deliverables from this board across all member organisations and the communities they serve.
- Support a collaborative leadership model to deliver these objectives

3. Membership:

Director level representation with decision making responsibility on behalf of their organisation as follows:

Currently in Post	Job Title	Organisation
Phil Simpkins	CEO	BBC
Sarah Thompson	Accountable Officer	CCG
Sally Morris	CEO	EPUT
Stephen Conroy	CEO	BHT
David Carter	Managing director	L&D
Peter Greaves	CEO	LMC
Navina Evans	CEO	ELFT
David Howard	Locality Chair	CCG
Alvin Low	CCG Chair	CCG

In the event of any of the above being unable to attend, a nominated deputy is entitled to attend in their place and should be able to make decisions on behalf of their organisation.

Other individuals may be invited to attend as contributors and observers as and when appropriate. This may include the STP Programme Manager for Priority 2, Healthwatch and representatives from other provider organisations

4. Chair

Chair: Phil Simpkins

Deputy: Sarah Thompson

In the absence of the Chair, a vice chair will be nominated to take responsibility for the meeting.

5. Meeting Administrator:

The Administrator will be responsible for supporting the Chair in planning agendas, distributing papers in advance of the meeting, taking minutes and following up meetings with a summary of actions.

The agenda, venue and associated papers will be circulated to all attendees no less than three working days prior to the meeting. Any additional requests for additional agenda items will be sent to the Meeting Administrator at least five working days prior to the meeting.

The minutes and associated actions will be circulated to all attendees within five working days of the meeting taking place.

6. Quorum:

At least one representative or authorised deputy from at least four of the following six areas must be in attendance in order to ensure the meeting is Quorate.

Area	Roles / Organisation
Commissioning	AO
Primary Care	Named GP
Community Services	CEO
Local Authority	CEO
Acute Provider	CEO
Mental Health	CEO

It will be the responsibility of the representatives identified above from each of the key areas to highlight any key actions or concerns to their associated colleagues.

7. Frequency of meetings:

Meetings will be held on a monthly basis.

Exception meetings may be called with prior notice when required.

8. Reporting:

The board will report progress to the ACOAB with accountability for Priority 2 and Priority 5. In governance terms the board members will report into their respective organisations

Any established Operational Sub groups delivering the operational priorities of the Primary, Community and Social Care delivery will report directly into board.

9. Agenda and Minutes

Any additional requests for agenda items will be submitted in writing to the Administrator at least seven working days prior to the meeting.

10. Terms of Reference Approved: - Jan 2017

11. Review Date: - Jan 2018 or as and when required

Central Bedfordshire Transformation Board
For the placed based delivery of health and care

DRAFT TERMS OF REFERENCE v3

1. Purpose

- 1.1. The purpose of the Transformation Board is to drive forward the 'place based' system wide transformation of health and social care in Central Bedfordshire and to do this will:
- Gain an understanding of the current and future population
 - Shape plans in response to current and future needs
 - Understand the impact that changed delivery achieves, both in terms of the outcomes for residents and cost effectiveness
 - Bring together all key partners from across health and social care to deliver the local solutions that achieve the priorities and ambitions of the Health and Well Being Board and BLMK STP.
- 1.2. This Board will oversee the delivery of integrated outcomes for Central Bedfordshire's residents that are timely and make best use of available resources.
- 1.3. To provide local leadership and place based accountability for the delivery of the Bedfordshire, Luton and Milton Keynes Sustainability and Transformation Plan priorities (STP).

2. Core Membership

- 2.1. This will comprise of senior representation from:
- BCCG
 - Central Bedfordshire Council
 - Mental Health services provider
 - Community health services provider(s)
 - Acute Hospital provider(s): Luton and Dunstable Hospital, Bedford Hospital, Lister Hospital, Milton Keynes Hospital
 - Local Medical Council
 - GP Locality representation
 - HealthWatch Central Bedfordshire
 - Representation from the Independent Care Sector
 - Others as appropriate.
- 2.2. Partners are asked to reflect on and determine who is best to represent their organisation.

2.3. The Board will be chaired by the Chief Executive of Central Bedfordshire Council. The Council will provide the secretariat support. The Board may consider the appointment of a Vice Chair over time.

3. Key Responsibilities

3.1. The Board will have oversight of the delivery of key strategies agreed by the Health and Well Being Board and/or the STP. These include:

- The Central Bedfordshire Joint Health and Wellbeing Strategy
- Integration of Health and Social Care Strategy incorporating the Out of Hospital Strategy
- Better Care Fund Plan 2017-19
- And provide oversight of the linkage with connected strategies, such as, the Primary Care Strategy.

3.2. The Board will keep oversight of the emerging local service models to deliver the vision and principles of Priority Two of the STP (Primary, Community and Social Care) and the Place Based interventions covering: Complex Care, Transitions of Care, Primary Care Home, and, Paediatric Non-Elective Inpatients that meet the needs of Central Bedfordshire's population.

3.3. Over time, ensure that effective arrangements are in place for the joint commissioning of health, care and related services.

3.4. Over time, ensure that effective arrangements are in place for the delivery of integrated outcomes for the people of Central Bedfordshire.

3.5. Ensure a collaborative approach to addressing local challenges and to use appropriate system-wide flexibilities to deliver solutions, maximising the outcomes for residents and making best use of the total resources available to the partners involved as a whole.

3.6. To have understanding of the 'place based' resource and to direct those resources to secure integrated outcomes for local people.

4. Key relationships

4.1. The Board will have key relationships with the Accident and Emergency Improvement Boards that serve its population: principally the Luton and Dunstable Hospital and Bedford Hospital Boards and recognises that there are 5 other Boards that have a connection with Central Bedfordshire's population.

4.2. The board will have a key relationship with the emerging CB Better Care Fund Operational Board as it seeks to implement the BCF Plan 2017-19 and deliver its requirements and targets.

4.3. The Board will have a key relationship with the Children's' Trust in ensuring that joint planning, delivery and outcomes are achieved.

5. Frequency of meetings

5.1. Meetings should be held monthly and aligned to other key meetings of the Health and Well Being Board and the appropriate Priority Boards of the BLMK STP.

6. Accountability

6.1. The Place Based Delivery Board for Central Bedfordshire is a sub-group of the Health and Wellbeing Board. The Health and Wellbeing Board has a statutory responsibility for integration of health and social care. The Board will act as a conduit to the BLMK STP which has important implications for future configuration and quality of health and social care services for the area.

6.2. The Chair of the Board will take responsibility for confirming the agenda of each meeting and will take responsibility for briefing the Central Bedfordshire Health Well Being Board.

6.3. Representatives on the Board are accountable to their own organisations, and decisions made at the place-based Board are made on behalf of those organisations. Partner representatives will brief their respective Executive Teams/ Boards and seek approval for decisions.

7. Support

7.1. As a sub-group of the Health and Wellbeing Board, administration support will be provided by Democratic Services of the Council. It is likely that as the work of the Board progresses that staff will be seconded in by the partner organisations to assist with the leadership and delivery of transformation projects and programmes.

8. Quoracy

8.1. The Board will be quorate with representation from: Central Bedfordshire Council, BCCG, representation from the NHS acute providers, representation from community providers.