

HEALTH AND WELLBEING BOARD			
Report Title	South East London CCG Review		
Contributors	SEL CCG Review Programme Martin Wilkinson, Chief Officer, Lewisham CCG	Item No.	9b
Class	Part 1	Date:	2 November 2017
Strategic Context	The report provides an update to the executive leadership arrangements for Lewisham CCG and the other CCGs in south east London		

1. Purpose

- 1.1 This report provides an update for members of the Health and Wellbeing on the executive leadership arrangements across the Clinical Commissioning Groups (CCGs) in south east London. This report is for information.

2. Recommendation

- 2.1 Members of the Health and Wellbeing Board are invited to note the proposed changes that have been agreed by the Governing Body of Lewisham CCG.

3. Policy Context

- 3.1 NHS England published the Five Year Forward View (2014) and more recently the Five Year Forward View - Next Steps (2017) that set out new and different approaches to the commissioning and delivery of health and care services. Each CCG is developing proposals for new population based approaches to commissioning (often referred to as accountable care systems). They are also part of a south east London Sustainability and Transformation Partnership (STP) along with providers, local authorities and residents – the STP seeks to deliver system improvement and sustainability within the context of the south east London strategic plan - [Our Healthier South East London](#)

4. Background

- 4.1 The SEL CCGs have a long history of collaboration however, in order to more effectively address the current and continued requirements of CCGs (individually and collectively) a new leadership structure is proposed, alongside a review of wider arrangements over a longer period. The intention of these proposals is therefore both to better support the requirements of these organisations in the short and

medium term, and also to enable the capacity and local focus required to deliver the longer term objectives (e.g. Accountable Care type systems).

- 4.2 The south east London CCG review has been overseen by a Sponsor board that is co-chaired by the Chairs of NHS Bromley CCG and NHS Lambeth CCG. That board has been supported by a steering group drawn from CCG executive directors and subject matter experts, sub-groups (focused on Communications, Human Resources and Governance), review focused workshops and a small programme management office.
- 4.3 Importantly the review was instigated using a set of agreed principles. They make a commitment to developing and pursuing proposals that enhance and optimise current and future commissioning arrangements that will improve the health and care outcomes that residents receive. They set a requirement to secure best value from the money they spend on their functions.
- 4.4 Critically the principles also established clear fixed points for the review:
 - That CCGs (as clinically led, membership based, locally focused and sovereign bodies) will remain in all six boroughs, each with a Governing Body and a Clinical Chair
 - That arrangements will pay due regard to commissioning across health and social care locally, recognising the importance of the relationship and joint working with local authorities at borough level.
 - Clear consideration must be given to those functions that might optimally be organised and delivered at scale, across the six CCGs
- 4.5 The Sponsor board also made a clear commitment to reinvestment of any funds freed up by proposals, in to local borough based capacity for transformation. The primary focus of the review was not to secure the delivery of management cost reductions. Whilst this remains true, the Five Year Forward View – Next Steps, equally sets a clear expectation that CCGs will take action to reduce management costs in the same period.

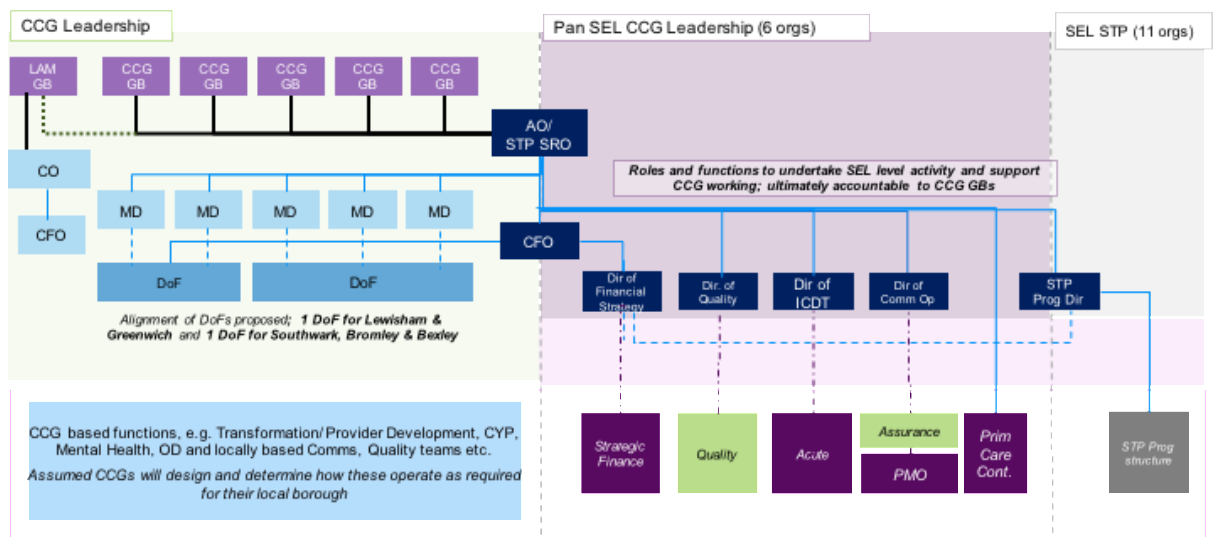
5. Summary of report

- 5.1 Phase one proposals have been agreed by the Governing Bodies of all six CCGs, and consultation with staff between 2nd and 23rd October. Importantly they relate to the executive leadership team across the six CCGs that will serve our clinically led and sovereign Governing Bodies for each borough and across the STP.
- 5.2 The proposals relate to a core set of south east London executive leadership roles focused upon system wide and local delivery. They assume that local managerial leadership teams will be retained in each borough, working to these arrangements, and whilst these proposals are to be applied consistently across the CCGs it is

anticipated that local CCGs will design the local management teams that best serve their populations needs and support the clinical leadership of commissioning. This is with the exception of any 'at scale' teams or resources agreed - either existing or that will be required. The Sponsor board will ensure the appropriate involvement of clinical and managerial input any such review, ahead of receiving recommendations.

5.3 **Figure one** provides a proposed organisational chart for the leadership arrangements and proposed changes are outlined below:

Figure one: Proposed Leadership structure – please note where roles relate to some or all CCGs, or the STP footprint as a whole



5.4 The structure seeks to address those elements of the case for change that are amenable to change through different executive leadership arrangements, recognising this will be one part of the solution. The team of local and south east London roles proposed seeks to address the need to lead a response that is both local and south east London wide at the same time. The autonomy invested in locally facing teams is significant and together with a more coherent response to system wide issues it is our expectation that this will accelerate transformational work whilst operating within the management cost envelope available to us.

Accountable Officers and Managing Directors

Accountable Officers

5.5 Proposals describe the establishment of a single accountable officer for five of the six CCGs and the retention of the current Accountable Officer role for NHS Lambeth CCG and NHS Croydon CCG. This five borough post will be accountable to, and be a member of, each of the five Governing Bodies and will be lead an executive team that seeks to secure optimal leadership of local and pan south east London commissioning activities. They will work with and allow local leadership teams to focus upon the needs of their borough whilst

working through a small team of south east London Directors to ensure the effective management of activities at that scale (across all six CCGs). The single Accountable Officer will also be the STP Leader for south east London.

Managing Directors

- 5.6 A Managing Director role will be established for each of the five CCGs. They will report to the Accountable Officer and will be responsible for all aspects of local commissioning activities of their CCG working to the Governing Body and through a local CCG senior management team. They will form part of the south east London executive team but their predominant focus, enacted with considerable autonomy, will be on borough based local delivery, and importantly the transformation that will support the achievement of accountable care. The Managing Director would be a voting member of the Governing Body to which they relate and will work closely with the Chair and local clinical leadership to secure local delivery of CCG plans.

CCG Financial leadership and accountability

- 5.7 The financial leadership arrangements described in 5.9 and 5.10 relate to financial activity of the five CCGs (note the STP based finance role described in 5.19). These proposals seek to provide a combination of co-ordinated focus to local financial leadership whilst enhancing strategic capacity and opportunities. Whilst local Directors of Finance will be shared across either two or three boroughs, they will retain local finance teams and their scope of focus will not mirror current arrangements for Chief Financial Officers that span a variety of other, non-finance responsibility unless a local CCG arrangement is made for this.

Chief Financial Officers

- 5.8 Mirroring the Accountable Officer arrangement, the proposal is to establish a single Chief Financial Officer (CFO) for the five of the six CCGs¹ and the retention of the current Chief Financial Officer for NHS Lambeth CCG. This leadership position will report to the Accountable Officer and will be a member of the Governing Bodies to ensure they can provide visible and effective financial leadership both across south east London and for individual CCGs. Again, they will ensure the coordinated leadership of both system wide financial activities and support local teams in support of borough based strategies. Importantly the single CFO will develop and lead a coherent financial strategy for the benefit of all CCGs in south east London and they will manage a team of Finance Directors (see 5.10 and 5.19) focused and dedicated to local or system wide activities.

¹ Although they will also have oversight responsibility for the Director of Strategic Finance which is an STP based role (e.g. covers the entire south east London footprint)

Directors of Finance

- 5.9 Under these proposals there will be two locally focused Directors of Finance – one for NHS Lewisham CCG and NHS Greenwich CCG, and one for NHS Bexley CCG, NHS Bromley CCG and NHS Southwark CCG. These Director posts will work with absolute local focus whilst being part of the overall south east London executive teams. They will report to the single Chief Financial Officer but work with and for the local Governing Bodies, their Managing Director and leadership teams. They will also manage local finance teams for their respective boroughs. Importantly they will give focus to local CCG financial performance and support local transformation activities.

South east London CCG leadership roles

Director of Commissioning Operations

- 5.10 This new post will lead a series of functions on behalf of all CCGs in south east London with the dual advantage of ensuring a coordinated and comprehensive leadership response to those areas, whilst ensuring that local leadership teams are supported to meet their responsibilities and have, as a result, dedicated time for locally focused delivery and transformation activities.
- 5.11 The responsibilities will include leading the response to system wide assurance, a single coordinated programme management office response to all CCG collaborative activity and for the wider STP, coordination of pan south east London governance requirements and a lead responsibility for pan south east London commissioning requirements - including Integrated Urgent Care (111) and commissioning and management of commissioning support services contracts. They will be supported by an Operations team that will work with other Directors and CCG management teams (the composition of which will be determined in later phases of the review to ensure appropriate alignment to local teams).

Director of the Integrated Contracts Delivery Team (ICDT)

- 5.12 From September 2017 onwards acute, contracting for the six CCGs will be undertaken by a single team and this proposed post, already established in existing collaborative arrangements, will be a confirmed member of the south east London executive team. The post holds responsibility for all elements of acute (and where integrated contracts exist – community services) contracting as well as playing a vital role in co-producing, with CCGs, acute commissioning intentions and QIPP plans, and developing new approaches contracting approaches to reflect and support accountable care arrangements. The team is multi-disciplinary, combining contracting, finance, quality and performance disciplines to give a coherent, comprehensive and expert response to this critical area of delivery.
- 5.13 They will ensure a coordinated approach to acute contract management alongside management of key constitutional target

delivery including A&E, Referral to Treatment and Cancer performance. They will work closely with local CCG teams to ensure a cohesive approach to contracting, management of performance and delivery.

Director of Quality

- 5.14 This new role will work with and through existing quality teams, rightly established across the wider structure in both local CCG settings and provider facing teams. With a clinical background, they will champion the quality and safety agenda and lead the spread of best practice, the development of consistent quality standards and their delivery, whilst taking action to address quality issues that span more than one borough or provider. This aims to support and supplement continued local quality and safety activities.
- 5.15 Importantly, they will also take the lead for the delivery of the Transforming Care Programme across south east London and be responsible for developing (across commissioner and the STP system) approaches to workforce development, professional leadership and clinical networks.

STP leadership roles

- 5.16 The south east London executive leadership team will also host and provide leadership resources to the south east London STP, reporting to the STP Lead (agreed to be the single Accountable Officer for the five CCGs (once appointed), by the STP Leadership²). Importantly the roles below are already established within the current leadership system for south east London but have, to date, been performed by long term interim appointments that have either ended or will end by January 2018.

STP Programme Director

- 5.17 The post will report to the STP lead and will lead the STP programme covering all members of the partnership. They will be responsible for the management of this complex programme spanning clinical service redesign (including specialised services), provider collaboration and wider system transformation. They will coordinate the delivery of the STP working through the STP's governance structure and work streams and with clinical leaders. To do this they will be supported by the STP's existing Programme Directors, Senior Responsible Officers and the established STP team (the composition of which will be re-visited as part of the later phases of the review).

Director of Strategic Finance

- 5.18 This Director position is proposed to report to the single Chief Financial Officer for the five CCGs and will work with the STP

² The Job description for the Accountable Officer role will include the STP leadership responsibility

Programme Director and wider STP team to lead the financial planning to support the delivery of the STP and the financial aspects of the programmes of work it pursues. The post will also provide expertise and support to each boroughs transformation work as a member of the south east London Executive leadership team. They will be supported a small financial strategy team.

Operating model for the leadership team

- 5.19 Under the leadership of a single Accountable Officer for five of the six south east London CCGs, the proposed executive management team will be accountable to and deliver upon the priorities of those five CCG Governing Bodies. It is important to note that the pan south east London Director positions, reporting to that single Accountable Officer will also be responsible for functions that serve all six CCGs, including NHS Lambeth CCG.
- 5.20 They will give priority to supporting the delivery of locally focused objectives either through direct delivery or by taking responsibility 'once', for appropriate activities in order to free local leadership and teams to focus on borough activities and working with local authorities and other partners. Plans, either local or pan south east London, will be developed by CCGs in discussion with and championed by their clinical leadership, working with their members.
- 5.21 The Accountable Officers will be accountable to their respective CCG Governing Bodies and NHS England (through their accountability to NHS England's Chief Executive). Day to day management of the new five borough Accountable Officer arrangement will be need to be determined in agreement with CCG chairs. Irrespective of the chosen practical arrangement, this principle of accountability to the Chair(s) remains.

6 Financial implications

- 6.1 The total costs of the proposed leadership team is expected to be cost neutral. Whilst the cost is similar to current arrangements, it is important to note that the structure anticipates the removal of any requirement for interim recruitment going forward and provides additional whole time equivalent directors and the capacity they bring.
- 6.2 The structure also ensures the remainder of the review is well placed to derive best value from commissioning resource spend as it allows the cessation of wider consultancy contract support for the STP; facilitates a review of overall spend on current 'at scale' delivery resourcing relating to the STP team and the CSU contract delivery teams; and it allows for the potential for other 'at scale' consolidation relating to functions such as finance and assurance.

7 Legal implications

- 7.1 There are no legal implications arising from the content of this report.

8 Crime and Disorder Implications

- 8.1 There are no crime and disorder implications arising from the contents of this report.

9 Equalities Implications

- 9.1 The proposals seek to secure the right combination of local and STP wide resource required for delivery and transformation locally, whilst ensuring there is an ability to provide oversight, coordination and system delivery at south east London level in future to meet the health inequalities needs and equalities considerations for local populations.
- 9.2 An Equality Impact Assessment (EIA) has been completed prior to staff conclusion.

10 Environmental Implications

- 10.1 There are no environmental implications arising from the contents of this report.