

# ANNUAL REPORT AND ACCOUNTS

2021/22





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# Table of Contents

<b>Chair's introduction .....</b>	<b>4</b>
<b>Performance Report.....</b>	<b>6</b>
Performance overview .....	6
A statement from the Accountable Officer .....	6
Purpose and activities of the organisation .....	8
Principal risks and issues.....	12
Financial review .....	12
Going concern .....	14
Performance overview .....	15
Key Performance Indicators .....	20
<b>Performance analysis .....</b>	<b>23</b>
Urgent and emergency care .....	23
Cancer .....	30
Mental health.....	34
Reducing health inequalities .....	37
Non-financial information, including social matters, respect for human rights, anti-corruption and anti-bribery matters .....	39
Sustainable development .....	39
Statutory duties .....	42
Key achievements .....	79
<b>Accountability Report .....</b>	<b>83</b>
Corporate Governance Report .....	83
Statement of Accountable Officer's responsibilities.....	88
Governance Statement.....	91
Head of Internal Audit Opinion.....	115
<b>Remuneration and Staff Report.....</b>	<b>116</b>
Remuneration Report.....	116
Staff Report.....	131
Parliamentary Accountability and Audit Report .....	144
<b>List of Acronyms.....</b>	<b>145</b>

# Chair's introduction

This has been another year of extraordinary activity for the NHS across Lichfield, Tamworth and South Staffordshire. And like the previous year, COVID-19 has created most of the health headlines.

However, 2021/22 has been very different from 2020/21 from a COVID-19 perspective. There have been setbacks and frustrations, especially with the emergence of new variants. But it has actually been a year of enormous progress.

The single biggest factor has undoubtedly been the massive success of the vaccination programme. It means that while COVID-19 is still a very real issue for us and will be for the foreseeable future, the impact has declined as the year has gone on, with more people having had their first and second doses – and their boosters.

This has really been a team effort. Many people do not realise that the majority of COVID-19 vaccinations have been delivered by our GP surgeries working collectively through our primary care networks (PCNs). So even if you didn't get vaccinated at your own GP practice, that practice was still very much part of the programme.

We also need to thank our army of volunteers – without who the effort would not have been possible. And also our partners including our NHS community provider Midlands Partnership NHS Foundation Trust (MPFT), the councils who have provided help throughout communities, and even the Fire Service for helping the Targeted Vaccination team that has to reach patients who are normally more difficult to engage with.

I would also like to pay particular tribute to our local primary care workforce. Throughout the pandemic, we delivered face-to-face appointments within national guidelines. But we have worked and adapted as never before.

As Chair of South East Staffordshire and Seisdon Peninsula CCG, this is my first introduction to an Annual Report and it will also be my last as the Integrated Care System (ICS) and Integrated Care Board (ICB) take over commissioning responsibilities this year.

I would like to pay tribute to the work done by my predecessor as CCG Chair, Dr Shammy Noor. Shammy provided me with great support as a mentor as I worked towards taking over the role. Although he has left the CCG, he continues to work as a local GP.

We are in a time of transition once more, with, as things stand, the ICSs bringing together the NHS, local government and other organisations including the voluntary, community and social enterprise sectors.

This is not new. Our Sustainability and Transformation Partnership, Together We're Better has been working towards this for several years, and the ICS will retain the name.

As CCGs, we've also evolved during our decade of being responsible for NHS clinical commissioning. Although there are six CCGs across Staffordshire and Stoke-on-Trent, we have come together under one management team and have held our Board

meetings in common. This has helped us work at scale and also helped us address some of the local 'postcode lotteries' that inevitably exist where decisions are taken locally.

I mentioned earlier that our councils have been a valuable part of the COVID-19 vaccination programme. They have also been helping to make a number of other health developments possible.

In my own area, we have been working with South Staffordshire District Council to provide a new home for Russell House Primary Care Practice at the Codsall Community Hub, which is also their headquarters. And in Burntwood, we have worked with Staffordshire County Council to create Greenwood Health Centre that opened shortly before Christmas, with the council being the landowner.

New modern primary care facilities like these are so important. This really shows the way that we want primary care to develop, with more space to grow our primary care workforce.

It's not just GPs that patients could book appointments with. There is provision for other allied health professionals such as advanced nurse practitioners, physiotherapists, and mental health therapists.

Other local developments in the last 12 months have included the development of our Frailty service that will help some of our patients maintain more independence for longer by providing crucial support. This is in addition to the Staying Well service, a specialist team providing preventative services to individuals over 55 years of age in the community across South Staffordshire. The service supports adults within their own home who have been identified as having mild to moderate frailty.

While there have been a lot of positives this year, I know there are also a host of concerns out there. Workforce is still a major challenge, and we are very aware that waiting lists, as a direct result of COVID-19, are a lot longer than we would ever want them to be. There is no magic bullet to tackle this – it is going to take time, effort and a whole lot of teamwork.

Finally, we're doing a lot of transformation work this year which will give you opportunities to get involved and have your say. Work ranges from the provision of mental health services, the creation of diagnostic hubs, the nationally-mandated creation of urgent treatment centres (UTCs), and the provision of midwife-led maternity services. I won't give you a full breakdown here and announcements will be made as these roll out.



*Dr Sukhdip Johal*

*Chair*

*NHS South East Staffordshire and Seisdon Peninsula CCG*

**22 June 2022**

# Performance Report

## Performance overview

This overview provides information about the CCG including its purpose, the key risks to the achievement of its objectives and how it has performed during the year.

## A statement from the Accountable Officer

It's been another year of immense significance for the NHS both locally and nationally. I would suggest that for many of us working in the NHS and across the health and care sector, it has been the most difficult two years of our careers.

And as this is the last Annual Report in which I'll be able to do so, I want to say a huge thank you to all the staff of the six Staffordshire and Stoke-on-Trent Clinical Commissioning Groups (CCGs). Thank you for everything you have done and achieved in the most challenging of circumstances.

It's the last time of course, because the CCGs have reached the end of their journey as NHS statutory organisations. The CCGs will be replaced by the Staffordshire and Stoke-on-Trent Integrated Commissioning Board on 1 July 2022, as we complete our transition to a new Integrated Care System.

CCGs were established in April 2011 and authorised as statutory bodies on 1 April 2013. Over the last 10 years or so there have been many changes in leadership and staff, but CCG governing body members, clinicians and staff have never, ever failed to live up to the many challenges we have faced.

However, the last two years in particular have been the most challenging of all, and you have all been incredible.

Our initial response as the system came together to battle the first wave of the COVID-19 pandemic and each subsequent wave has been an astonishing achievement. The last year has been the second of the pandemic and we've had to go and go again. Once you've completed a marathon you know how to do it. That doesn't make getting up the next day and running another one any easier.

Responding to the pandemic whilst supporting the urgent and emergency care system, maintaining cancer and urgent elective care, keeping the doors of primary care open, recovering elective waiting lists, achieving financial balance and delivering the largest mass vaccination programme the NHS has ever delivered has been monumental. And exhausting.



All whilst implementing the latest NHS reorganisation with all the added uncertainty that brings. A reorganisation big enough to see from space. A reorganisation that will leave the NHS that emerges from the pandemic very different to the NHS before COVID-19.

Your resilience through all of this has been nothing short of phenomenal. Not just those of you working in the CCGs, but everyone working across the entire health and care system. You have kept going through it all, no matter what was thrown at you.

I try to be a compassionate leader, and I often ask myself whether we could have done more to support you. The honest answer is that I think it's virtually impossible to do enough for everyone, but we have done what we can and I sincerely hope it has helped in some way.

This Annual Report – the last we will produce as a CCG – sets out our achievements over the last year. There is much to be proud of and celebrate and a valuable legacy to hand over to the ICB on 1 July.

The vast majority of CCG staff will find a new home in the ICB. They will TUPE transfer (Transfer of Undertakings – Protection of Employment) on 1 July as part of the NHS continued employment commitment. Whilst they will have a job, many governing body colleagues will not.

Thank you to all of my clinical chairs, lay members, clinical leaders and executive colleagues for all you have contributed on our journey together and your support to me as your Accountable Officer. For those of you who have secured positions in the ICB my best wishes. For those for whom 1 July marks the end of this chapter in our lives and careers – my best wishes for whatever you choose to do in the future.

Thank you also to our GP memberships across the six CCGs. Whilst it has not always been smooth sailing – and it would be remiss of me not to acknowledge that there have been tensions along the way – we have generally worked through our differences and achieved some great things for the people we serve. General practice, the bedrock of the NHS, never closed during the pandemic and you delivered over two thirds of the vaccinations against COVID-19. Thank you for your continued endeavours and support.

So, that's me done. I have been the Accountable Officer for the six CCGs since 1 November 2017 and have immensely enjoyed my time at the helm, as challenging and difficult as it has been at times. Above all, I have enjoyed the privilege of working with you all. As I too transition to the next stage in my career, a final thank you once more to everyone who has worked with me in the CCGs, our stakeholders and the patients we have been proud to serve. It's been a blast!



*Marcus Warnes*

*Accountable Officer*

*NHS South East Staffordshire and Seisdon Peninsula CCG*

**22 June 2022**

# Purpose and activities of the organisation

NHS Clinical Commissioning Groups (CCGs) have been responsible for planning and buying local healthcare services since April 2013. CCGs combine the expertise of clinicians including family doctors (GPs), nurses and NHS managers.

CCGs are here to make a difference to people's lives through improving the health and wellbeing of individuals and their families and taking action to reduce the inequalities in health that exist across Staffordshire and Stoke-on-Trent. Staffordshire and Stoke-on-Trent has a diverse healthcare system, comprising both rural and urban areas, as well as extremes of affluence and deprivation.

In South East Staffordshire and Seisdon Peninsula, we have a population of 217,564 – compared to 1,166,953 in Staffordshire and Stoke-on-Trent (figures as at October 2021).

We need to consider the following factors:

- An ageing population – this puts more pressure on our health and care services
- People's health varies – with different levels of poverty, deprivation and health inequalities
- A diverse population – 8.8% of people in Staffordshire and 17.8% in Stoke-on-Trent identify themselves as non-White British<sup>1</sup>
- Lifestyle factors that lead to health needs – more people have diabetes, strokes or heart disease than the national average<sup>2</sup>, and obesity is also significantly worse than the national average
- Long-term conditions – the number of people with long-term conditions is increasing, with more than half of over-65s having two or more long-term conditions
- Early deaths – for example, people in Stoke-on-Trent have a lower life expectancy than in other parts of the country. More people under the age of 75 die from cancer than the national average
- Deprived and ethnic minority communities are at a greater risk of exposure to COVID-19 and are more likely to have poorer outcomes due to existing poor

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<sup>1</sup> ONS Data / Population characteristics research tables:

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationcharacteristicsresearchtables>

<sup>2</sup> Quality and Outcomes Framework, 2019/20 – NHS Digital: <https://digital.nhs.uk/data-and-information/publications/statistical/quality-and-outcomes-framework-achievement-prevalence-and-exceptions-data/2019-20>



health and adverse lifestyle factors. The control measures that have been implemented during the pandemic such as lockdown, social distancing and changes to routine care have resulted in disproportionately worse economic, social and health impacts on disadvantaged populations.

Our membership is made up of GP practices – as GPs are best placed to understand what services their patients need. This means that health professionals with current patient experience are leading the decisions we make. Our GP practices are organised into groups known as primary care networks (PCNs), which work together with a range of local providers, including those across primary care, community services, social care and the voluntary sector, to offer more personalised, coordinated health and social care to their local populations.

To support these aims, 25 PCNs are already established across Staffordshire and Stoke-on-Trent, and four across South East Staffordshire and Seisdon Peninsula CCG, with four clinical directors appointed. [Find out more about our members on our website.](#)

The CCG is the delegated commissioner of general medical services, which means the organisation is responsible for managing the national General Medical Services (GMS) / Personal Medical Services (PMS) contracts with GP practices.

There are 145 general practices across the whole of Staffordshire and Stoke-on-Trent, and 23 in South East Staffordshire and Seisdon Peninsula CCG.

We commission healthcare and work with a number of providers, including the following.

- Acute trusts including University Hospitals of North Midlands NHS Trust (UHNM), University Hospitals of Derby and Burton NHS Foundation Trust (UHDB), The Royal Wolverhampton NHS Trust (RWT), Walsall Healthcare NHS Trust (WHT) and Dudley Group NHS Foundation Trust (DGFT)
- Mental health trusts including Midlands Partnership NHS Foundation Trust (MPFT)
- NHS community trusts, including UHDB and MPFT
- Vocare (urgent care services)
- West Midlands Ambulance Service University NHS Foundation Trust (WMAS)
- For the south and east of Staffordshire, there are patients treated at a number of trusts in Derbyshire and the Black Country and West Birmingham
- NHS elective services provided to the local population by non-NHS providers
- Voluntary, community and social enterprise (VCSE) partners
- A diverse market of nursing, residential home and domiciliary care providers.

We work closely with our partners and providers to prevent poor health, improve wellbeing and involve and empower our population. Across Staffordshire and Stoke-on-Trent, the local authorities are Stoke-on-Trent City Council (a unitary authority) and Staffordshire County Council, which is split into eight districts and boroughs: Cannock Chase, East Staffordshire, Lichfield, Newcastle-under-Lyme, South Staffordshire, Stafford, Staffordshire Moorlands and Tamworth.

## Our objectives and strategies

### Staffordshire and Stoke-on-Trent Integrated Care System (ICS)

South East Staffordshire and Seisdon Peninsula CCG is a key partner in the local Integrated Care System (ICS) along with other neighbouring NHS organisations, local authorities, and the voluntary sector. The partners have a clear shared ambition to work with local people, communities, and staff to improve the health and wellbeing of individuals and to use their collective resources more effectively.

The key four aims of all ICSs are to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- help the NHS to support broader social and economic development.

The Staffordshire and Stoke-on-Trent ICS Board has agreed that their vision is “to make Staffordshire and Stoke-on-Trent the healthiest places to live and work”.

For local people, this means:

- more joined-up and better care – as we work together to bridge gaps between services
- everyone has access to high-quality services wherever they live – helping to reduce inequalities
- being empowered and supported to take an active role in their health and wellbeing – as we put an emphasis on prevention
- being put at the heart of decisions made about health and care services
- services brought closer to the people who use them
- being helped to live independent and healthy lives – as we promote community-centred care
- health and social care professionals have access to more data and technology to inform decisions
- one system with one strategy – to connect everyone who uses, delivers and manages health and care services
- the best use of money and resources – as we work closely as a health and care system.

System partners recognise that not one organisation working in isolation can solve the demand pressures that the system is currently facing. Stark health inequality challenges remain across the system and there is an urgent need to improve outcomes for our population whilst living within our collective resources.

The NHS Long Term Plan (2019) set out key ambitions for the next 10 years and the main commitments are to making sure everyone gets the best start in life, delivering world-class care for major health problems, and supporting our population to age well.

The government published the Health and Care Bill in July 2021, which sets out the way forward for ICSs and is currently under parliamentary review. The proposals in the Bill are intended to deliver better and more joined-up care across the health and social care system.

The impact of COVID-19 has meant that all the plans and ways of working have needed to be reviewed and updated to ensure that they remain relevant and appropriate for the challenges that we face. The pandemic has accelerated our partnership working and some of our priorities such as increased use of digital services and technology.

During 2021/22 partners have continued to work on the ICS Development Plan that has been reviewed by NHS England and NHS Improvement. We aim to publish this plan in 2022/23. The ICS Development Plan describes how the ICS will continue to collaborate and deepen its approach to partnership working to tackle the challenges, while continuing to respond to the COVID-19 pandemic.

This year has been a transitional year for the ICS in anticipation of new legislation (the Health and Care Bill). All parts of the ICS have been working in partnership to streamline the commissioning approach, to develop system-wide strategic commissioning across health and care, which will align, and for some services be integrated, with social care commissioners.

The move to put ICSs on a statutory footing was delayed from 1 April 2022 to 1 July 2022 due to the parliamentary timetable of the Bill. This has provided Staffordshire and Stoke-on-Trent ICS with an opportunity to prepare and operate in shadow form with as much of the new infrastructure, arrangements, and meetings as possible.

Subject to legislation, on 1 July 2022 the anticipated Staffordshire and Stoke-on-Trent NHS Integrated Care Board (ICB) will form as a statutory organisation and the clinical commissioning groups (CCGs) will be abolished. The ICB will take over the CCGs' responsibilities for buying and monitoring healthcare services.

Earlier this year, a Designate Chair and Interim Chief Executive Officer were appointed to lead and develop the anticipated ICB. Over the past few months, five non-executive directors and six executive directors have been appointed. Recruitment is underway for other key executives for the ICB. [Read about the appointments on the ICS website.](#)

The Staffordshire and Stoke-on-Trent Integrated Care Partnership (ICP) is a statutory committee responsible for the quality of health and social care services. The ICP is also responsible for the overall strategy for how the ICS delivers services. The Integrated Care Strategy is in development. This outlines the systems' long-term priorities and will be published by March 2023.

National guidance indicates that an ICP and an ICB are a core component of all integrated care systems.

We are championing the need for local delegation and are supporting the development of locality Place-Based Partnerships that will plan and deliver services to meet the needs of local communities.

# Principal risks and issues

In view of the COVID-19 pandemic, the CCG decided to 'mothball' its business-as-usual corporate risk register and created a COVID-19 risk register to enable the CCG to focus on the work and risks of the pandemic.

Details of these risks can be found in the Governance Statement section.

## Financial review

### Summary of 2021/22 financial performance

Throughout the financial year, we have operated under temporary financial arrangements. Consequently, the annual funding allocation to spend on healthcare services for our population was replaced by a framework designed to reimburse the cost of delivering services including COVID-related expenditure.

The six Staffordshire and Stoke-on-Trent CCGs ended the year with a total allocation to spend on healthcare of £2,189 million including allocations to meet the costs of COVID-19. Included in this allocation is a separate financial allocation to spend on running costs (employing staff, running the organisation and buying support services). The running costs allocation was determined as approximately £19 per head of CCG population – or £22.2 million for the Staffordshire and Stoke-on-Trent CCGs.

The financial rules set by NHS England for CCGs are such that:

- We must not over-spend our total allocation, as this would be a breach of our statutory duty under the Health and Social Care Act 2012
- We are expected to under-spend our total allocation (healthcare allocation plus running costs allocation)
- We can use any under-spend on our running costs allocation to fund expenditure on healthcare
- We cannot use an under-spend on our healthcare to over-spend on running costs.

As an individual CCG, our actual financial performance for 2021/22 is summarised in the following table.

#### Summary 2021/22 financial performance

Area of expenditure	Budget £'000	Actual £'000	Over/under spend £'000
Patient services	338,421	338,504	83
Corporate / running costs	4,308	4,119	189
<b>TOTAL</b>	<b>342,729</b>	<b>342,623</b>	<b>106</b>

The highlights from our financial performance are as follows:

- The actual position we have reported at the end of the financial year is a cumulative under-spend or surplus of £0.11 million
- The actual spend on running costs was within the allocation.

Overall, financial performance this year has been effective and leaves us well placed to manage our financial performance in future years.

### Historic expenditure by area of healthcare expenditure

Area of expenditure	2019/20	2020/21	2021/22
	£'000	£'000	£'000
Acute	173,729	170,411	180,121
Mental health	24,266	29,610	31,008
Community	25,648	27,226	33,168
Prescribing	35,808	35,672	35,413
Primary care other	4,287	6,561	7,334
Primary care co-commissioning	27,320	28,665	30,902
Continuing care and funded nursing care	20,835	24,166	24,197
Other programme services	-386	1,106	-3,638
Corporate / running costs	4,194	4,012	4,119
<b>TOTAL</b>	<b>315,701</b>	<b>327,428</b>	<b>342,623</b>

The highlights from our historic expenditure are as follows:

- During 2021/22, the COVID-19 pandemic led to the suspension of local contract provisions and payments to providers were set centrally to maintain services which compares to the payment by results activity based contract values in prior years.

Our financial statements for 2021/22 are set out on pages 1-4 of the annual accounts. These have been prepared in accordance with a direction issued by NHS England, under the National Health Service Act 2006.

Our Statement of Financial Position is set out on page 2 of the annual accounts. The main assets and liabilities at 31 March 2022 are short-term receivables (amounts owed to the CCG by third parties) and short-term payables (amounts owed by the CCG, mainly to other NHS organisations). We do not own any significant operational assets (e.g. land, buildings or equipment). Nor do we have any interests in finance leases or private finance initiative schemes.

Note 19 to our financial statements discloses our performance in 2021/22 against our statutory financial duties. This confirms that all statutory duties have been met.

## Future financial plans

After two years of working under a temporary financial regime as a result of the Covid-19 pandemic the NHS has issued planning guidance for 2022/23 that sets out our priorities



and the financial regime for the year ahead. This guidance reconfirms the ongoing need to restore services, meet new care demands and reduce the care backlogs that are a direct consequence of the pandemic.

The Staffordshire and Stoke-on-Trent ICS estimated an underlying deficit of circa £200m before the pandemic. Over the past year the system has implemented a financial strategy which has started the process of financial improvement, and the latest estimate of the underlying deficit is £133m at the end of 2021/22. The system financial strategy has helped contain activity growth which has supported this improvement.

Achieving financial sustainability continues to be a significant control issue currently facing the CCG (ICB) in the short term, and we are working collaboratively with system partners to manage this by continuing with the system strategy to contain activity growth and reduce the underlying deficit further. In addition, the system will work to maximise the significant opportunities for productivity improvements across all areas, which will be used to drive out the remaining deficit over the next three years. Whilst these medium-term strategies are delivered to achieve a sustainable financial position the system will use short term, non-recurrent measures to mitigate the underlying deficits.

Subject to the Health and Social Care Bill progressing through parliament, the six Staffordshire and Stoke-on-Trent CCGs will be abolished on 30 June 2022. They will be succeeded by the Staffordshire and Stoke-on-Trent Integrated Care Board (ICB) from 1 July 2022.

## Overview analysis of COVID-19 expenditure

As a result of the COVID-19 pandemic, the CCG received additional funding to combat the disease. The table below provides a summary breakdown of what the CCG used the additional funding to procure within the financial year 2021/22.

### COVID-19 expenditure by type 2021/22

CCG COVID allocation and expenditure breakdown	South East Staffordshire and Seisdon Peninsula CCG £000's
Hospital discharge programme	£4,219
Support to primary care (excluding PPE)	£406
Other COVID-19 support	£72
<b>TOTAL CCG COVID-19 EXPENDITURE</b>	<b>£4,697</b>

## Mental Health Investment Standard

NHS South East Staffordshire and Seisdon Peninsula CCG considers that it has complied with the requirements of the mental health investment standard for 2021/22. The 2021/22 target spend was £27.38 million and actual spend was £27.39 million.

## Going concern

We have undertaken an assessment of our status as a going concern. In conjunction with the ICS (STP), we and our providers



across the system have produced a financial strategy and are currently working on the development of a medium-term financial recovery plan that is targeted with the objective of returning the system to an in-year financial balance.

This is based upon having established an Integrated Care Board supported by local Places and Provider Collaboratives, which enables all of the system partners within the health economy to focus upon delivering a collaborative transformation plan.

This has been supported by strengthened system governance measures, including the establishment of a System Transformation and Savings Group, to enable the CCG and system to make progress with their journey to a position of financial sustainability.

The Health and Social Care Bill was introduced into the House of Commons on 6 July 2021 and received Royal Assent on the 28 April 2022. The Bill allows for the establishment of Integrated Care Boards (ICBs) across England, and will abolish NHS clinical commissioning groups (CCGs). ICBs will take on the commissioning functions and will have transferred across to them all of the assets and liabilities of the CCGs.

Public sector bodies are assumed to be going concerns where the continuation of the provision of a service in the future is anticipated, as evidenced by inclusion of financial provision for that service in published documents.

Where a CCG ceases to exist, it considers whether or not its services will continue to be provided (using the same assets, by another public sector entity) in determining whether to use the concept of going concern for the final set of financial statements. If services will continue to be provided the financial statements are prepared on the going concern basis. The statement of financial position has therefore been drawn up at 31 March 2022 on a going concern basis.

## Performance overview

As a statutory body, we recognise the importance of providing assurance to our stakeholders and the public so that they have confidence in our ability to commission safe, high-quality and sustainable services within the resources that we have available.

The COVID-19 pandemic has continued to impact a number of our normal key performance measures this year. We are working hard to rise to the challenges of restoring services, meeting the new care demands and reducing the care backlogs that are a direct consequence of the pandemic. The health and care system will continue to go through a process of recovering from the impact of COVID-19 on patients and performance. There has been and will continue to be increased demand for services within acute, community and mental health providers.

As part of our process of assurance, NHS England and NHS Improvement (NHSE/I) regularly assess our operational effectiveness. Our performance is assessed against a wide range of indicators that reflect whether standards set out in the NHS Constitution

and the NHS Oversight Framework (NHS OF) are being delivered and whether health outcomes are improving for local people.

## Annual Assessment

As part of the oversight process, each CCG is assessed annually against five key domains in the NHS Oversight Framework.

This year, considering the different circumstances and challenges CCGs have faced in managing the NHS response to COVID-19, the assessment process was simplified. Due to the impact of the pandemic, it has not been possible to apply the established methodology and therefore no CCGs have been given an overall CCG rating for 2020/21.

The six CCGs in Staffordshire and Stoke-on-Trent remain separate commissioning organisations, however as part of the expectations set out in the Health and Care Bill we are in the process of becoming an Integrated Care Board as part of the wider Integrated Care System (ICS). In light of this, NHS England and NHS Improvement carried out a thematic review of performance for the ICS as a whole.

The five key domains are to:

- improve the quality of services
- reduce health inequalities
- involve and consult the public
- comply with financial duties
- leadership and governance.

Locally we have shown significant progress in a number of domains which also reflect the changes in our health and care landscape. The system has been recognised for:

- demonstrating strong leadership and excellent cross-system collaboration
- robust arrangements for performance, assurance, and financial oversight
- making improvements in health inequalities data and linking clinical, social care and population datasets
- examples of strong community engagement and capturing of patient experiences
- rolling-out the COVID-19 vaccination programme, in particular for our focus on improving uptake in vulnerable communities and minority groups.

Overall, we believe this reflects how well, as a system, we have adapted to the circumstances we have found ourselves in. We have seen some truly remarkable achievements which reflects the agility and willingness to adapt of our staff.

As our system transforms, the way we are assessed will also need to change and we're currently developing a memorandum of understanding with NHS England on how we will be regulated as a system.

## COVID-19 impact on performance

The COVID-19 pandemic has continued to evolve and present significant challenges across the system. COVID-19 has and continues to test our health and care services across Staffordshire and Stoke-on-Trent.

At the start of the financial year, COVID-19 cases were falling and the vaccination programme was well underway with the majority of vulnerable and elderly people having received at least one dose. As legal restrictions were eased, non-COVID-19 patient demand started to rise. Our primary care teams are seeing an increase in the number of people requesting appointments, while our community and domiciliary teams, nursing, and residential home staff, mental health care, ambulance crews and other vital services have also seen significant demand. Emergency departments have seen high numbers, including other illnesses as well as COVID-19.

Acute trusts have been required to continue delivering elective care, however waiting lists for surgery and treatment have grown. This is partly due to the backlog from the previous year when elective services were suspended, but operational capacity and productivity has also been affected by the introduction of infection prevention and control measures.

In November 2021, the first case of the Omicron variant of COVID-19 was detected in the UK. The new strain has been described as being milder, however it has proved to be more infectious and case numbers rose rapidly between November 2021 and January 2022. Hospital admissions and deaths did not rise at the same rate, although the number of people in hospital for both COVID-19 and non-COVID care remains high. The increased prevalence of COVID-19 has led to an increase in staff absence due to sickness and self-isolation across all partners, which has contributed significant pressures across health and care services.

This has been particularly challenging for Staffordshire and Stoke-on-Trent, as COVID-19 cases were higher than the national average. Although the number of confirmed cases across the area has decreased overall following the peak in January 2022 it remains higher than the rate for England.

The CCG has contributed extensively towards working in an integrated way, leading and providing support to addressing the continuing pressures across all care pathways.

The Staffordshire and Stoke-on-Trent ICS winter function has been established to ensure communication and system reporting from November 2021 through to March 2022 and to ensure cross-system decision making.

The six Staffordshire and Stoke-on-Trent CCGs lead the ICS Clinical and Care Risk meeting which continues to meet twice a week to ensure that the most significant risks to patient safety are understood across the system, allowing appropriate allocation of resource and support and escalation as required.

The CCG continues to work collaboratively with system partners across Staffordshire and Stoke-on-Trent to deliver solutions to support immediate and longer-term workforce needs. A system-wide workforce cell has been in place since March 2020 and functions as a hub to support workforce challenges and recruit staff to deploy where needed across the system.

## Restoration and recovery

The priorities and operational planning guidance for 2021/22 set out by NHS England and Improvement focused on restoring services and recovering elective activity. Accelerating the restoration of elective and cancer care and managing the increasing demand on mental health services were key priorities.

Systems were asked to develop plans to bring activity back to pre-COVID levels while meeting new care demands and reducing the backlogs that were a direct consequence of the pandemic. Supporting staff recovery and addressing inequalities in access, experience and outcomes were highlighted as key enablers.

The six CCGs across Staffordshire and Stoke-on-Trent worked with partner organisations to produce activity, workforce and finance plans to maximise service delivery and support recovery. It is to be noted however, that this was against a backdrop of the continued existence of COVID-19. Infection prevention and control measures to protect staff, patients and the public remained in place, which restricted available capacity for outpatient clinics and diagnostic and planned procedures.

The NHS as a whole is taking the opportunity to use what we have learned from the pandemic to work differently and better. The requirement to provide services remotely has highlighted numerous opportunities to roll out digital technologies in patient care. Examples include virtual wards to monitor patients' conditions at home, outpatient appointments delivered via video call and the NHS app. Across Staffordshire and Stoke-on-Trent, GP practices have been supported to utilise digital support methods for appointments and prescriptions including patient access, Electronic Prescribing Service (EPS) and the NHS app.

The ICS has significantly strengthened its system wide intelligence approach during 2020/21, and has established forums for analytical colleagues to input to and share expertise. A system-wide intelligence cell has been launched in response to the COVID-19 challenges. This brought together specialists from across the system to collectively look at data available and develop 'real time' data sets to enable the system to proactively support the system. The outputs of this work are evidenced through the growing sophistication of local COVID-19 winter demand modelling.

As part of managing the urgent care and recovery pressures we are working to understand the diverse needs of our population and target interventions to reduce health inequalities. Access to meaningful data is key to achieving this – we have worked with our partners closer than ever before to pool and analyse our data utilising digital population health management tools.

The focus for 2022/23 will continue to be the restoration of services and where possible exceeding activity delivery against the 2019/20 pre-COVID baseline. Systems are encouraged to work collaboratively to further transform service delivery making use of innovation and technology to develop new models of care which supports the population to live well and stay healthy.



## Constitutional Standards

During 2021/22, a number of Constitutional Standards were not achieved, due to the continued impact of COVID-19 on health and care services locally and nationally.

Due to the geography of South East Staffordshire and Seisdon Peninsula CCG, we have a number of main acute providers. These include University Hospitals of Derby and Burton NHS Foundation Trust (UHDB), University Hospitals Birmingham NHS Foundation Trust (UHB), The Royal Wolverhampton NHS Trust (RWT), Walsall Healthcare NHS Trust (WHT) and Dudley Group NHS Foundation Trust (DGFT).

The CCG is also an associate commissioner for various other providers in the area. This report highlights those providers relevant to the area.

# Key Performance Indicators

The table below summarises South East Staffordshire and Seisdon Peninsula CCG's performance against the NHS Constitutional Standards during 2021/22.

## South East Staffordshire and Seisdon Peninsula CCG

Indicators	Target	Year to date	Q1	Q2	Q3	Q4
<b>Healthcare acquired infections</b>						
MRSA	0	4	0	0	3	1
C. difficile	28/20/37	57	14	23	11	9
<b>Referral to treatment times</b>						
RTT admitted	N/A	57.04%	54.07%	56.20%	59.90%	57.71%
RTT non-admitted	N/A	76.10%	77.34%	79.25%	75.16%	73.15%
RTT incompletes	92%	60.40%	62.26%	62.28%	58.69%	58.60%
RTT 52 week+ waiters	0	21,970	5,196	4,923	5,916	5,935
<b>Diagnostic test waiting times</b>						
Diagnostics 6 weeks+	99%	66.60%	70.87%	65.66%	65.19%	65.42%
<b>Cancer waits</b>						
Cancer 2 week wait	93%	73.74%	76.24%	77.96%	71.27%	70.06%
Cancer breast symptoms 2 week wait	93%	42.00%	42.25%	82.54%	24.58%	18.80%
Cancer 31 day first definitive treatment	96%	90.19%	91.90%	90.57%	90.60%	87.99%
Cancer 31 day subsequent treatment – surgery	94%	75.27%	76.32%	76.67%	70.00%	77.08%
Cancer 31 day subsequent treatment – drug	98%	98.04%	100.00%	100.00%	98.56%	93.98%



Cancer 31 day subsequent treatment – radiotherapy	94%	92.35%	91.25%	94.32%	94.06%	89.69%
Cancer 62 day standard	85%	57.79%	65.96%	56.41%	59.59%	50.876%
Cancer 62 day screening	90%	69.72%	73.68%	92.59%	59.26%	58.33%
Cancer 62 day upgrade	0%	72.08%	76.47%	76.36%	70.51%	65.63%

#### Mixed sex accommodation breaches

Mixed sex accommodation breaches	0	8	-	-	4	4
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## A&E providers

### University Hospitals of Derby and Burton NHS Foundation Trust

2021/22	Target	Year to date	Q1	Q2	Q3	Q4
A&E 4-hour trolley target	95%	68.29%	75.16%	69.39%	65.12%	63.28%
12-hour trolley breaches	0	971	9	66	302	594

### The Royal Wolverhampton NHS Trust

2021/22	Target	Year to date	Q1	Q2	Q3	Q4
A&E 4-hour trolley target	95%	80.25%	82.42%	80.21%	79.17%	79.16%
12-hour trolley breaches	0	485	4	19	173	289

### University Hospitals Birmingham NHS Foundation Trust

2021/22	Target	Year to date	Q1	Q2	Q3	Q4
A&E 4-hour trolley target	95%	56.99%	65.50%	55.17%	53.55%	53.27%
12-hour trolley breaches	0	1,033	5	87	391	550

### The Dudley Group NHS Foundation Trust

2021/22	Target	Year to date	Q1	Q2	Q3	Q4
A&E 4-hour trolley target	95%	77.97%	83.00%	77.04%	76.73%	74.61%
12-hour trolley breaches	0	257	0	68	77	112

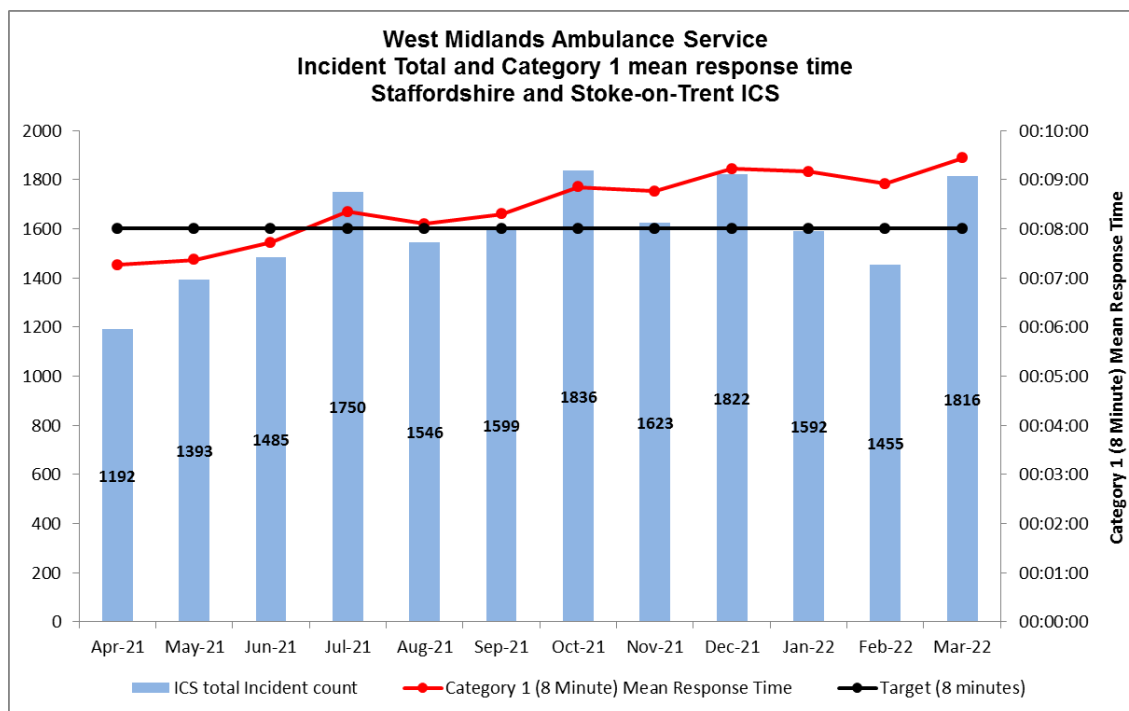
### Walsall Healthcare NHS Trust

2021/22	Target	Year to date	Q1	Q2	Q3	Q4
A&E 4-hour trolley target	95%	81.44%	90.75%	80.55%	77.86%	76.71%
12-hour trolley breaches	0	33	5	12	7	9

## West Midlands Ambulance Service

Ambulance services are measured by the time it takes from receiving a 999 call to a vehicle arriving at the patient's location.

The chart below shows the average (mean) response times in minutes to Category 1 (life-threatening) ambulance calls across the Staffordshire and Stoke-on-Trent ICS. The number of calls is also shown. The target response time is eight minutes.



From July 2021, response times have exceeded eight minutes. This coincides with an increase in the number of calls.

Further details on performance against the Constitutional Standards and other key targets are outlined in the Performance analysis section.

# Performance analysis

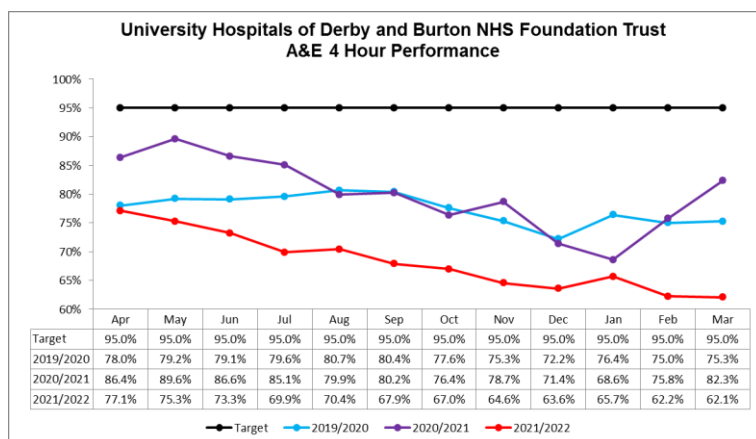
## Urgent and emergency care

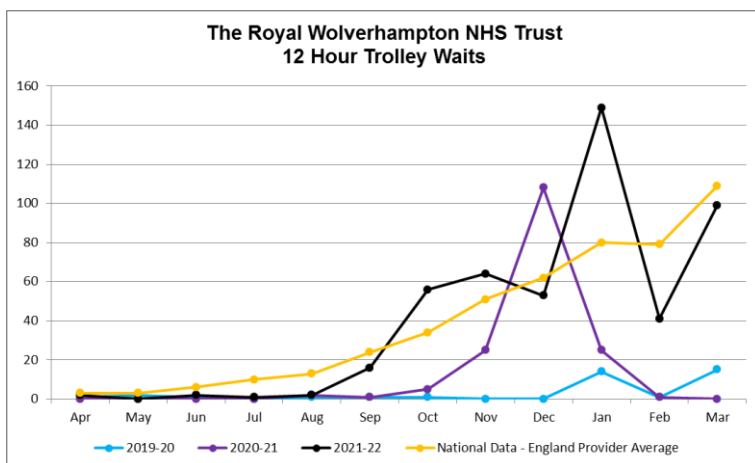
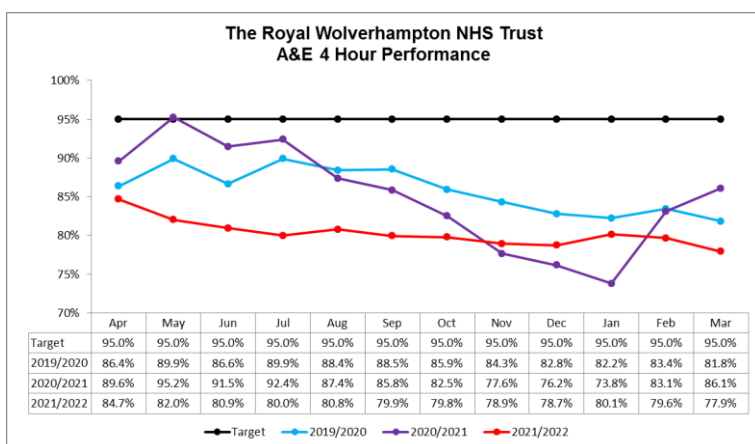
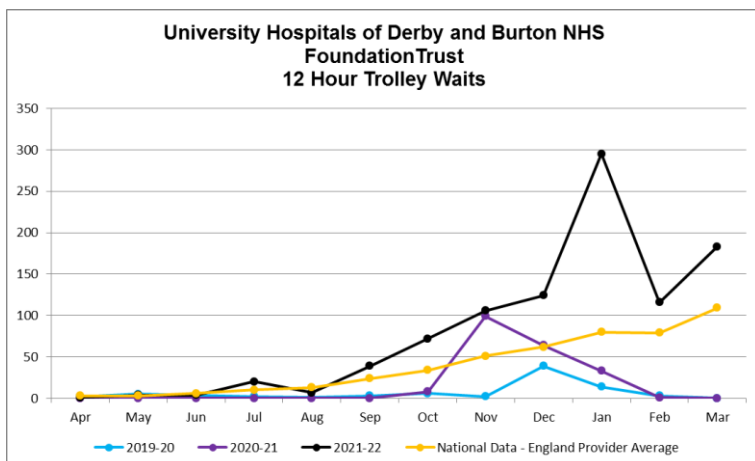
In 2020/21, numbers of emergency department attendances were close to pre-COVID-19 levels. Although the number of COVID-19 patients in hospital has been lower than 2020/21, the flow of patients through the hospitals has been affected. This is due to the longer length of stay for COVID-19 positive patients and restrictions on discharge of positive patients to care homes and community services.

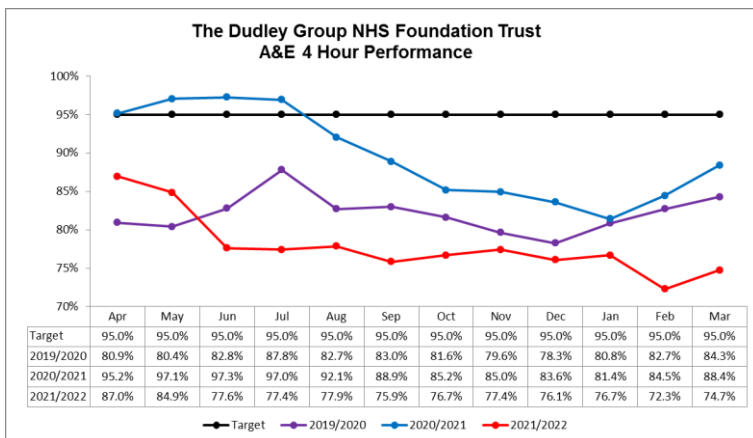
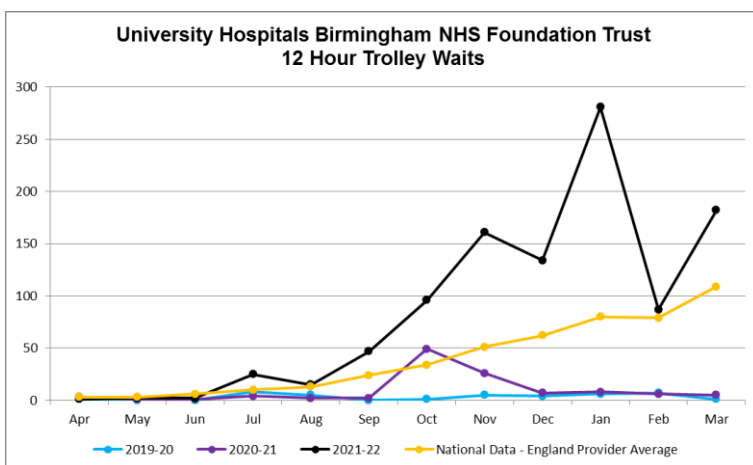
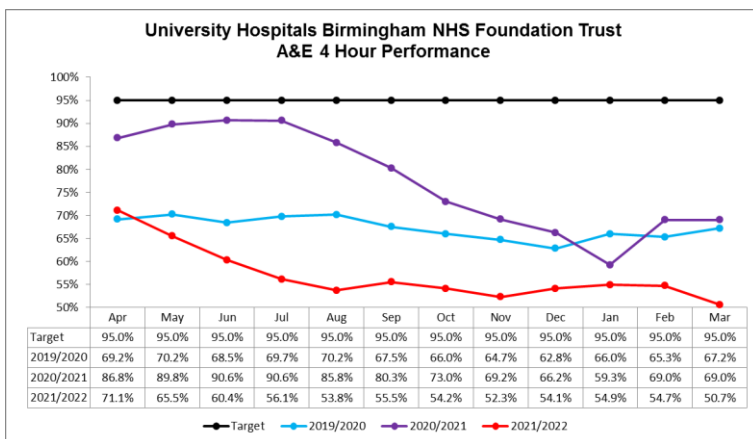
These unprecedented challenges are reflected in the performance against the urgent care constitutional standards – the proportion of emergency department patients seen within four hours of arrival, and the number of patients waiting on a trolley for 12 hours or more.

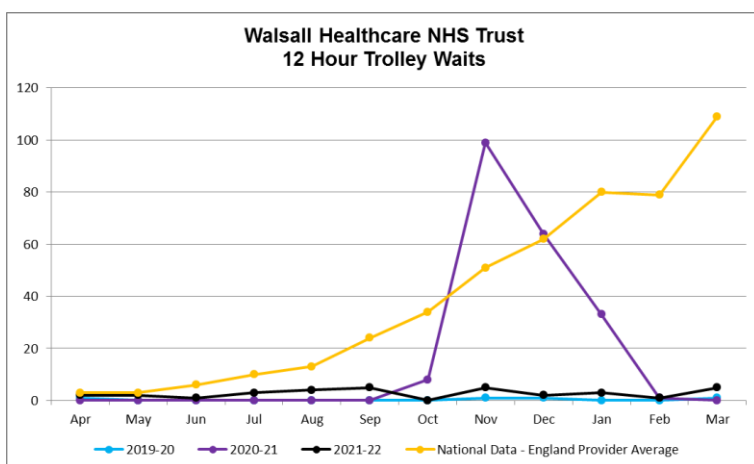
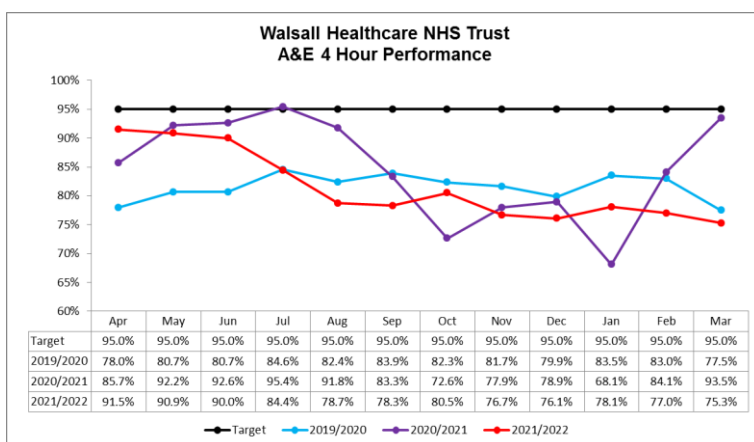
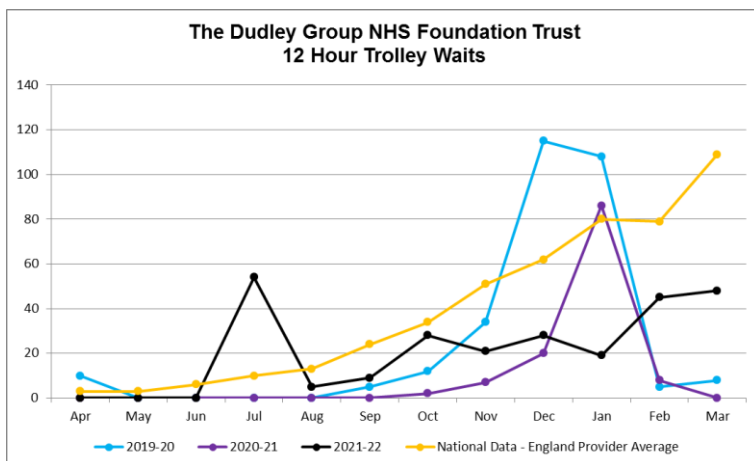
A&E performance is reported at provider trust level, rather than CCG.

All six of South East Staffordshire and Seisdon Peninsula CCG's acute core providers have seen an increase in 12-hour trolley breaches. Performance against the four-hour A&E standard (four hours from booking into A&E to being admitted, discharged or transferred to another facility) has continued to prove challenging. The target of seeing 95% of patients within four hours was not achieved during 2021/22.









The CCGs' Quality and Safety Committees in Common (QSCC) meet throughout the year to monitor and review all quality and safety risks.

The ICS Clinical and Care Risk meeting continues to meet twice a week to ensure that the most significant risks to patient safety are understood across the system, allowing appropriate allocation of resources and support escalation as required.

## Elective care

The key focus for the NHS in 2021/22 was the restoration of elective care services, as set out in the NHS operational planning



guidance. Providers have worked hard to step up elective capacity and tackle backlogs, however pressures on our health and care services across Staffordshire and Stoke-on-Trent due to COVID-19 have continued to impact on recovery of activity to pre-pandemic levels.

COVID-19 has had a significant impact on plans to recover planned care activity. During the lockdowns in 2019/20 fewer patients were seeing their GP and being referred to secondary care for treatment. These patients are now starting to come forward. There are existing backlogs on hospital waiting lists resulting from the postponement of elective surgery and some outpatient consultations during the same period.

The significant increase in COVID-19 from November 2021 meant that COVID-19 patients were occupying over 7% of acute beds in January 2022, rising to 10% in March 2022. Bed occupancy at UHNM was at 15.8%, UHDB was at 18.9% and RWT was at 9.9%. Total urgent care demand for beds has impacted on theatre and ward capacity to support elective care patients.

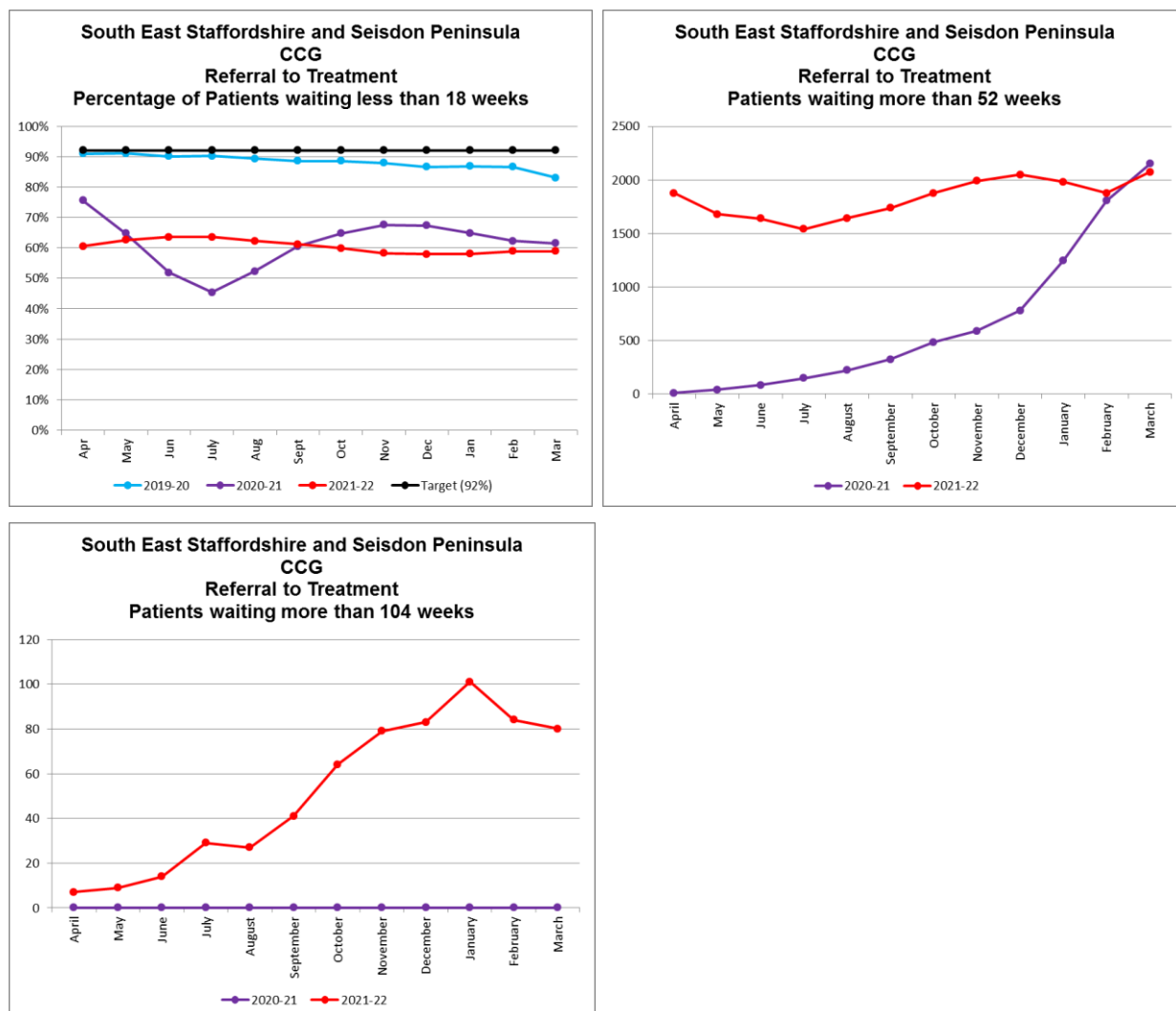
The above factors, along with staffing pressures and infection control measures, has meant that our patients are having to wait significantly longer for treatment in 2021/22. This has also meant that our acute providers have failed to meet the referral to treatment standards this year.

The Referral to Treatment (RTT) standard is part of the NHS Constitution and requires that 92% of patients should wait no more than 18 weeks from referral to the start of their treatment and that no patients should wait over 52 weeks for treatment.

The graphs below demonstrate that the proportion of patients waiting more than 18 weeks and 52 weeks for treatment has increased significantly throughout the year, and there has been significant growth in the number of people waiting more than 52 weeks, and a number of patients are now waiting 104 weeks (two years) or more. Long waits are much higher in comparison to last year however the number of patients waiting over 104 weeks has started to fall from February due to a concentrated effort from providers to focus on eliminating these very long waits.

In March 2022, a total of 2,075 patients were waiting over 52 weeks for South East Staffordshire and Seisdon Peninsula CCG and 80 were waiting over 104 weeks.

## Referral to Treatment – Total percentage of South East Staffordshire and Seisdon Peninsula CCG patients seen within 18 weeks, 52 weeks and 104 weeks



All breaches of 52 and 104 weeks are subject to a harm review by the provider and a meeting is held which the CCG Quality team attends, to identify if any harm has occurred, and any learning and improvement are needed to patient pathways. Providers continue to ensure that patients who have already had an extended wait for treatment can be prioritised alongside more urgent patients.

The sustainability and further improvement in reducing the numbers of beds occupied by patients who are medically fit for discharge (MFFD) is a key component of elective recovery, as well as of COVID-19 and winter resilience. Work is ongoing to ensure full system capacity is being utilised.

## Outpatient services

The system and providers are working collectively to transform outpatient services and reduce waiting times. For example, many outpatient consultations were held via video call so patients do not always have to travel to hospital.

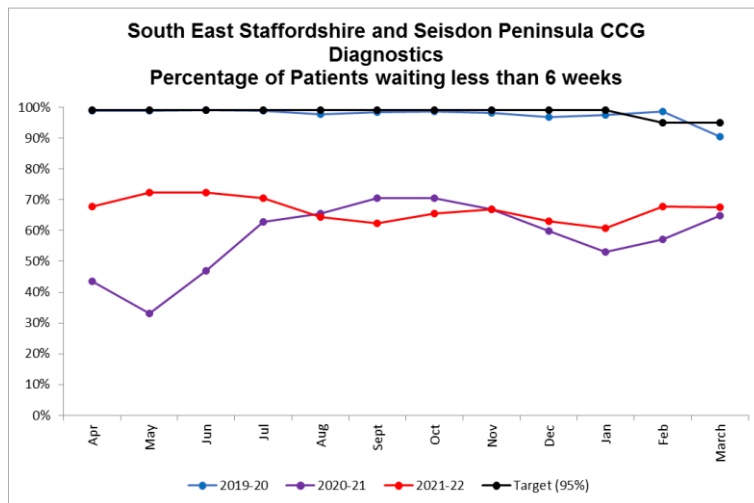
Work is underway to reduce the number of unnecessary follow-up appointments. For example, in certain services patients with long-term conditions are being empowered to

contact the hospital when they experience a flare-up in their condition and receive an appointment quickly.

## Diagnostic services

Diagnostic services have been affected throughout the year by the continued impact of COVID-19, particularly in terms of staffing and infection control measures, as tests must be delivered in person by a trained operative.

The diagnostics standard is for patients to wait fewer than six weeks for a diagnostic test. The target was 99% up to January 2022, then the target was amended to 95% from February onwards. For South East Staffordshire and Seisdon Peninsula CCG, performance for Quarter 4 (January to March 2022) was 65.4%.



As with other activity diagnostic capacity has been affected by recent pressures, particularly since October 2021 due to rising levels of COVID-19 in the community.

South East Staffordshire and Seisdon Peninsula CCG is working intensely with our core acute providers to support them to manage pressures in elective care with a focus on reducing harm to patients. Fortnightly meetings are held with trusts to review those patients waiting the longest, and providers continue to ensure that patients who have already had an extended wait for treatment can be prioritised alongside more urgent patients.

Our independent sector partners have also supported us in providing additional capacity to treat patients. Patients currently sitting on acute NHS trust waiting lists are being offered the opportunity to receive care in those facilities.

We are working with our providers to plan for increasing elective activity in 2022/23 to levels above those seen in pre-pandemic years across all pathways in order to bring down waiting times for our patients.

## Cancer

Performance in cancer standards across South East Staffordshire and Seisdon Peninsula CCG has been variable throughout 2021/22. Relatively small patient numbers in some standards can lead to large fluctuations in performance month-on-month.

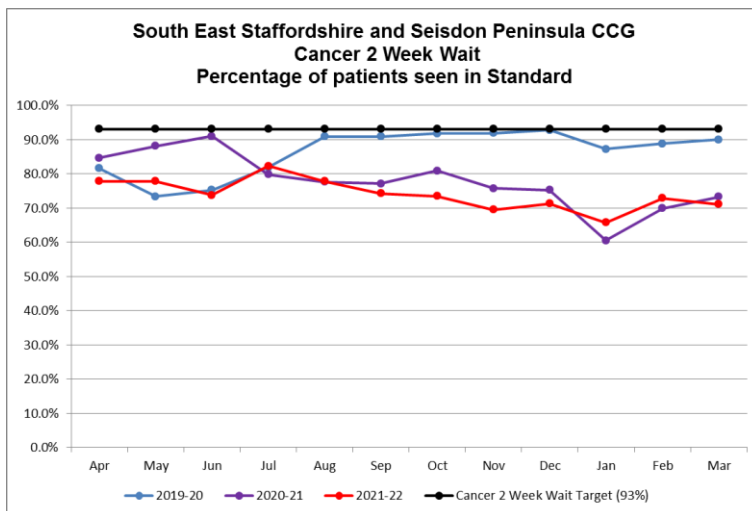
All cancer services have remained open throughout 2021/22, and have continued as a priority. However, the cancer pathway has been affected by staff sickness, in particular the need to self-isolate to protect this vulnerable group of patients. Cancer patients need access to diagnostics and specialist treatments, which have in turn been affected by COVID-19 pressures.

The overall number of patients attending their GP practice has returned to pre-COVID-19 levels and is starting to exceed levels seen in 2019. This has led to increased numbers of two-week wait referrals and patients attending screening.

### **Total number of South East Staffordshire and Seisdon Peninsula CCG patients seen as part of the two-week wait cancer standard by all providers**

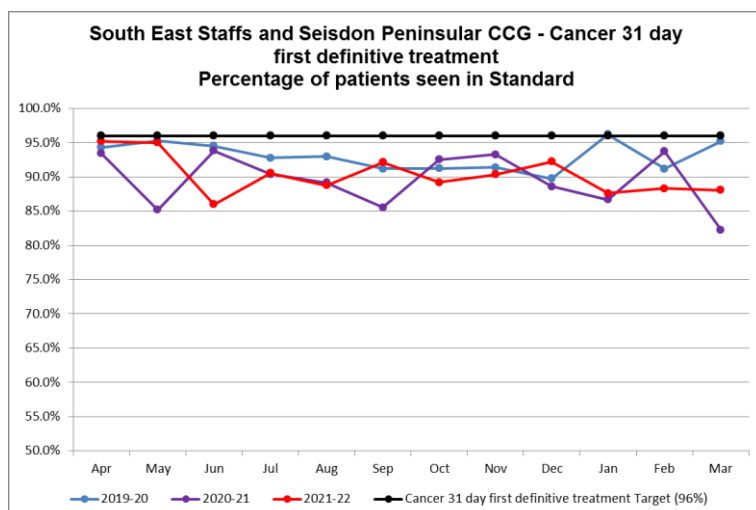
This standard covers patients seen by a specialist in secondary care following an urgent GP referral for suspected cancer. The standard states that 93% of patients should be seen within 14 days of the referral.

Although the target has not been met in 2021/22, performance has broadly followed 2020/21 levels.



### **Total number of South East Staffordshire and Seisdon Peninsula CCG patients seen as part of the 31-day decision-to-treat to first treatment standard by all providers**

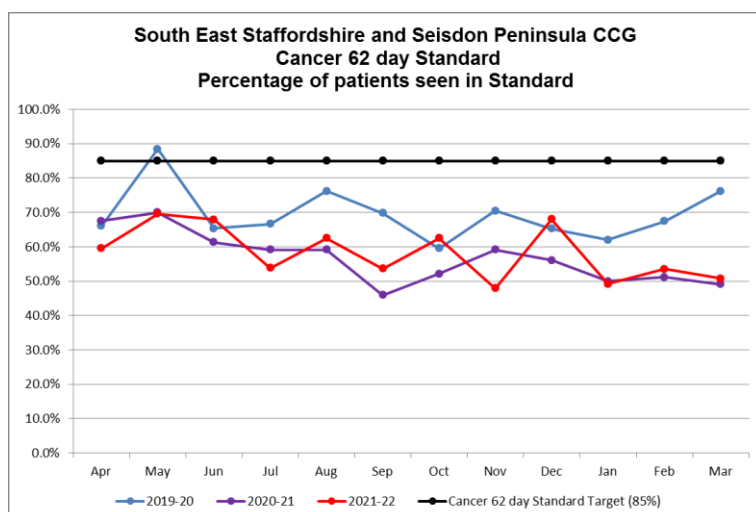
The standard covers patients starting a first definitive treatment for a new primary cancer within one month of a cancer diagnosis. The standard states that 96% of patients should receive a first definitive anti-cancer treatment within 31 days of the diagnosis date.



Performance against the 31-day decision to treat to first treatment standard has been variable since the pandemic started in 2020, although providers have been able to retain a position much closer to the 96% standard throughout. As at March 2022, UHNM reported 90% performance against the 96% standard. UHDB reported 91%, with RWT at 82%. The Dudley Group and Walsall Healthcare has largely been able to maintain a 100% position throughout the pandemic.

### Total number of South East Staffordshire and Seisdon Peninsula CCG patients seen as part of the 62 day cancer standard by all providers

The standard covers patients starting a first definitive treatment for a new primary cancer following an urgent GP referral for suspected cancer. The standard states that 85% of patients should receive a first definitive anti-cancer treatment within 62 days of the urgent referral date.



Performance has been variable across the six core providers for the 62 day urgent referral to first treatment standard since the first lockdown in April 2020. In 2021/22, none of the main providers achieved the 85% target against this standard.

## Total number of South East Staffordshire and Seisdon Peninsula CCG patients seen as part of the 62 day cancer screening standard by all providers

The standard states that 90% of patients should receive a first definitive anti-cancer treatment within 62 days following referral from an NHS cancer screening programme (breast, cervical or bowel).

Performance against this target has been affected by the build-up of demand from when screening programmes were paused during the height of the pandemic in 2019/20. For 2021/22, the numbers of patients added to the 62 day pathway each month are at similar levels as seen in 2019/20.

## 28 Day Faster Diagnosis

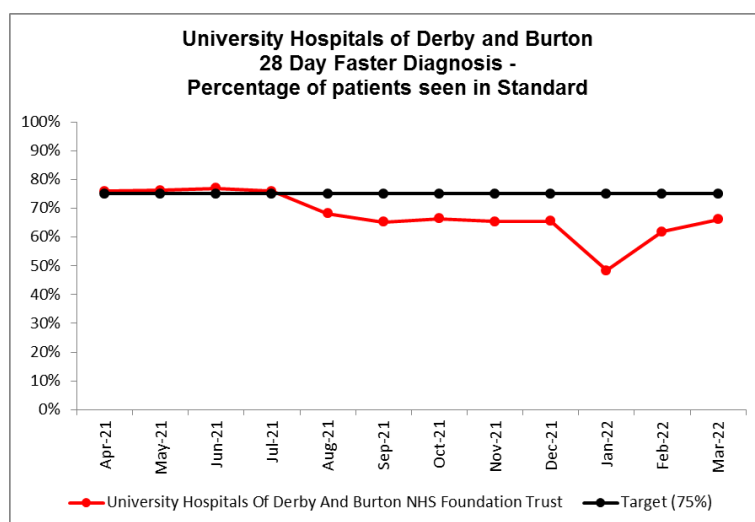
The Faster Diagnosis Standard (FDS) is a new performance standard to ensure patients who are referred for suspected cancer have a timely diagnosis. The standard was introduced in April 2020, and from October 2021 at least three quarters (75%) of patients should be told whether or not they have cancer within 28 days of an urgent referral from their GP or a cancer screening programme.

### Total number of UHDB, RWT, DGFT, UHB and Walsall Healthcare NHS Trust patients seen as part of the 28 day Faster Diagnosis standard

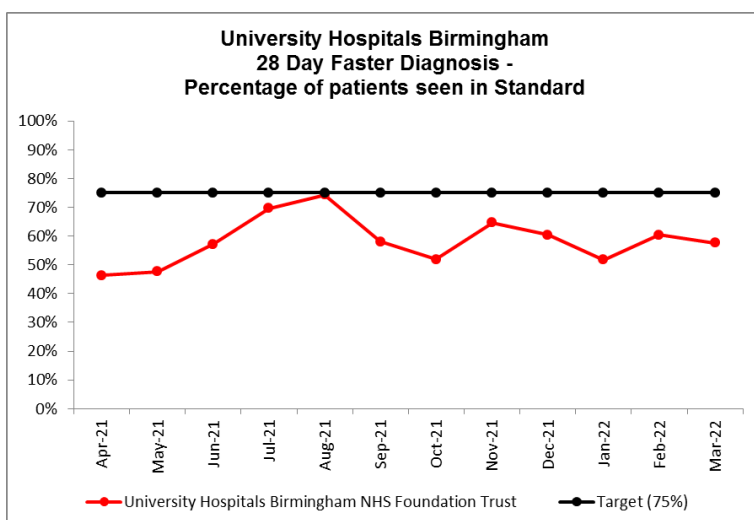
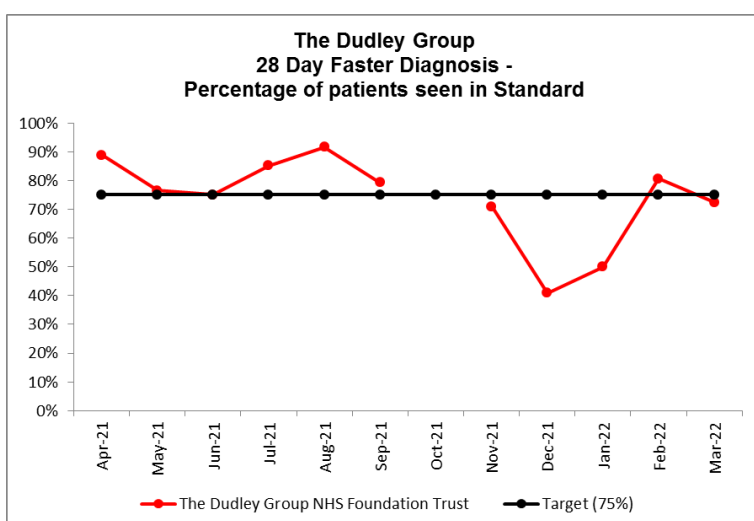
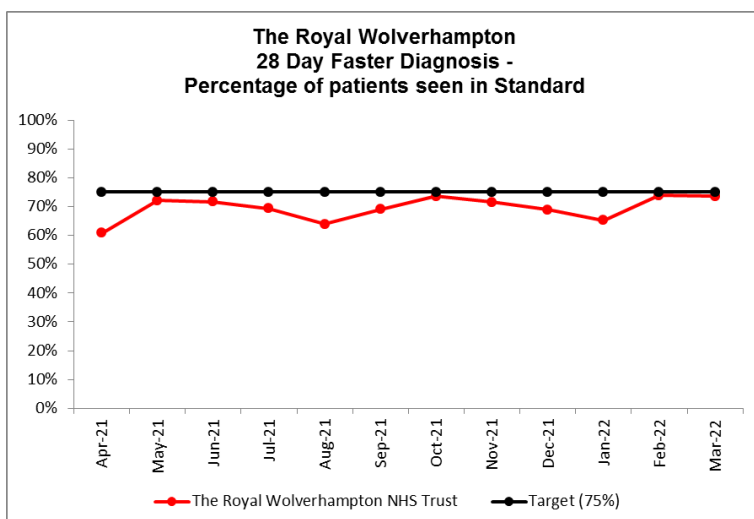
Please note that this data is currently reported at provider level.

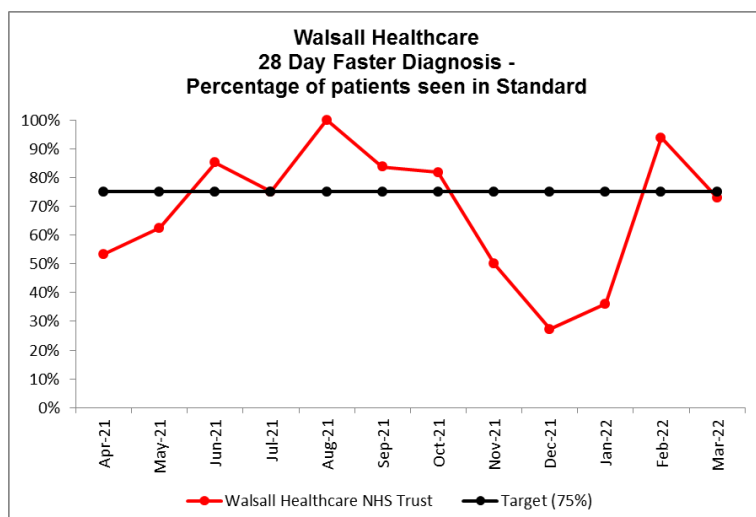
Performance for the 28 day faster diagnosis standard has remained variable across the six main providers. There has been a decline in performance across all providers in recent months. As of December 2021 all providers are below the 75% target.

The University Hospitals of Derby and Burton NHS Foundation Trust, The Royal Wolverhampton NHS Trust and The Dudley Group NHS Foundation Trust are close to achieving this target.









## Mental health

While the main focus has been around acute hospitals recovery, it is important to acknowledge the challenges and pressures which mental health, learning disabilities and autism services have faced, and also to acknowledge the achievements that have been made. NHS trusts providing mental health and learning disability services have and will continue to play a critical role, both to maintain services and to respond to COVID-19 and winter pressures. The main provider for South East Staffordshire and Seisdon Peninsula CCG is Midlands Partnership NHS Foundation Trust.

Demand continues to increase in primary and secondary care for mental health services which has had some effect on service delivery. However, notable improvements have been made in performance across our main providers (MPFT and North Staffordshire Combined Healthcare NHS Trust).

Access rates for many adult and children's mental health services have improved. For example, for adults, waiting times for Early Intervention in Psychosis have been steadily improving, in January 2022 (the latest available data) the ICS as a whole achieved 77.6% of people with a first episode starting treatment within two weeks of referral, exceeding the national ambition of 60% and above the Midlands average.

COVID-19 has had a significant impact on workforce and also capacity across inpatient wards. All wards have been affected by both staff and patient outbreaks with most being closed at some point. Guidance was utilised to ensure that where it's clinically the only option patients can be admitted to wards. Despite these challenges, people have not been placed inappropriately out of area. Out of area placements fell steadily throughout

the second half of the year – from 185 South East Staffordshire and Seisdon Peninsula CCG patients in Quarter 2 to 90 in January 2022.

Improving Access to Psychological Therapies (IAPT) referrals remain below target due to the impact of COVID-19, but there has been a significant increase in referrals. Pathways are established with long-COVID clinics, and training of all IAPT staff on assessment and treatment of long-COVID.

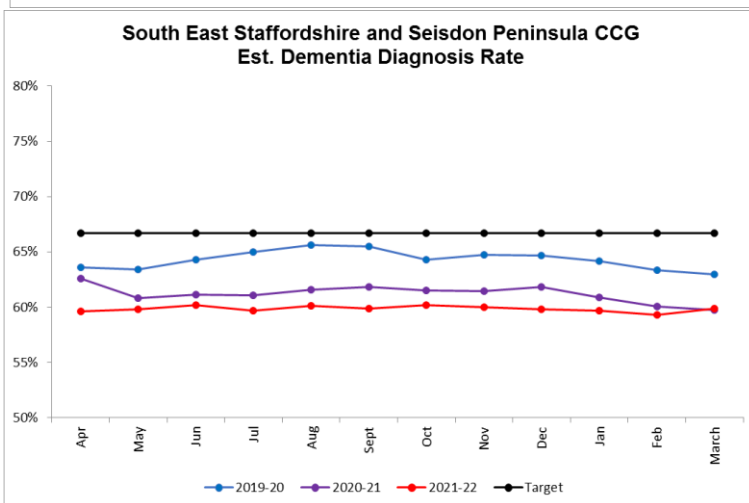
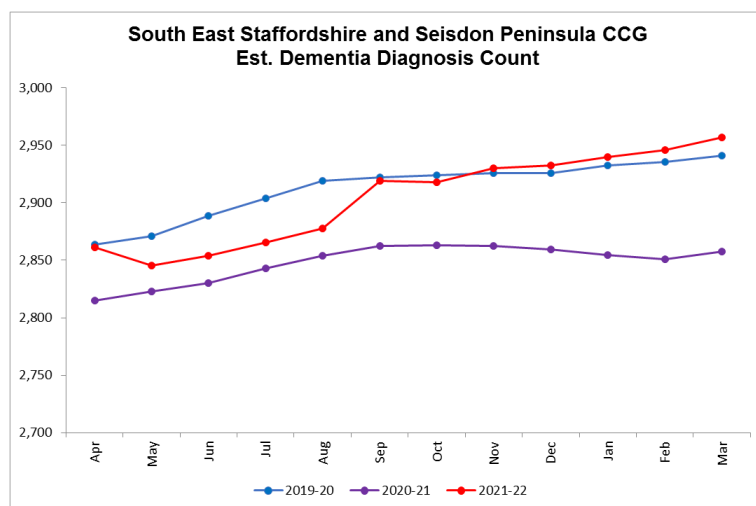
## Dementia diagnosis

Across Staffordshire and Stoke-on-Trent, the dementia diagnosis rate has improved slightly throughout the year, although rates remain below pre-pandemic levels. The estimated diagnosis rate remains around 65% for the ICS.

The overall number of patients receiving a dementia diagnosis in the CCG are rising, which has resulted in an increase in demand for local services.

The charts below show the number of dementia diagnoses made and the rate. The diagnosis rate is calculated as the number of patients aged 65+ diagnosed as a percentage of the estimated dementia diagnosis count.

Performance has remained consistently around 60% for South East Staffordshire and Seisdon Peninsula CCG.



The six CCGs in Staffordshire and Stoke-on-Trent have enhanced the Hospital Avoidance Function that currently has been successful in supporting people with dementia staying out of a mental health hospital and receiving their care and treatment at home or in their usual place of residence.

## **Children and young people (CYP)**

The ICS as a whole is on track to achieve the CYP access target. The target for 2021/22 is for 14,364 children and young people with a diagnosable mental health condition to have at least one contact with an NHS funded community mental health service. According to the most recent data available at the time of publication (January 2022), 13,952 children and young people have been seen.

## **Learning disabilities and autism**

People with a learning disability often have poorer physical and mental health than other people. An annual health check can improve people's health by spotting problems earlier. Despite pressures, GP practices have delivered more health checks and increased the number of people on the Learning Disability (LD) register.

Practice staff made reasonable adjustments to make sure people with a learning disability continued to have access to annual health checks. For example, health checks are offered by phone or video call, and where face-to-face was needed, made sure these were done in a COVID-safe way.

The six CCGs are focused on improving uptake of annual health checks to reduce health inequalities. We are working to increase the rate of health checks for people aged 14 and over on a GP LD register – towards the NHS Long Term Plan ambition to achieve 75% in 2023/24. Some of the CCGs are already achieving this, with the remainder on track to achieve 75% of all people with a learning disability having had an annual health check during 2023/24.

## **Learning from Lives and Deaths (LeDeR)**

The LeDeR programme was set up as a service improvement programme to look at why people with a learning disability or autism are dying, and the changes we can make to services to improve the health of people with a learning disability and reduce health inequalities. Partnership and collaborative working is taking place across the system, and early data is demonstrating an improvement in life expectancy for people with a learning disability.

## **Transforming Care Partnership**

The Staffordshire and Stoke-on-Trent Transforming Care Partnership (TCP) continues to progress the ambitions set out in the 'Building the Right Support' document. The last year has been particularly successful in progress towards the year-end trajectory. The TCP has been acknowledged for its significant improvement.

The number of autistic people and those with a learning disability in Staffordshire and Stoke-on-Trent who have been inpatients for a long period of time continues to decrease. There has, however, been an increase in admissions particularly for children and young people with autism who appear to be struggling mainly due to COVID-19 restrictions. This is not unique to the local system, and is being seen across the country.

For many of the people discharged, their lives have been completely transformed with many enjoying new experiences in the community with their families and friends. The TCP will continue to be committed to discharging patients from inpatient hospitals back into the community.

The Transforming Care team moved to North Staffordshire Combined Healthcare NHS Trust (NSCHT) on 1 April 2021. NSCHT continue to support the current programme while the CCGs concentrate their efforts on the delivery of the objectives set out in the NHS Long Term Plan.

## Reducing health inequalities<sup>3</sup>

South East Staffordshire and Seisdon Peninsula CCG is strengthening the governance and reporting arrangements in place to ensure that reducing health inequalities is a central part of achieving better outcomes for our patients. There is an Executive Board-level responsibility for addressing health inequalities in each NHS organisation – including the CCG. Both health and social care services are held to account for health inequalities through the Health and Wellbeing Board.

There are significant health inequalities across Staffordshire and Stoke-on-Trent, with Stoke-on-Trent being the 13th most deprived upper tier local authority in England.

There are also differences in health outcomes based on socio-economic factors. The life expectancy of the most deprived residents in Staffordshire is about eight years lower than the least deprived residents, and for Stoke-on-Trent this difference is about nine years. Reducing this gap will have a major impact on health outcomes for the population and achieve a major reduction in the demand for health and care services.

Early childhood indicators are poor across Staffordshire and Stoke-on-Trent. For example, Stoke-on-Trent has amongst the highest infant mortality rates in England, while rates in Staffordshire are also significantly higher than that of England.

The Marmot Review, published in 2010, highlighted the role of wider determinants of health by emphasising the strong link between social inequalities and disparities in health outcomes.

The COVID-19 pandemic has brought health inequalities back into sharp focus and has exacerbated health inequalities that already existed within the population.

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<sup>3</sup> References for 'Reducing health inequalities' section

- <https://fingertips.phe.org.uk/search/life%20expectancy>
- <https://fingertips.phe.org.uk/search/infant%20mortality>
- <https://fingertips.phe.org.uk/profile/wider-determinants>
- Disparities in the risk and outcomes of COVID-19, PHE. August 2020. Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/908434/Disparities\\_in\\_the\\_risk\\_and\\_outcomes\\_of\\_COVID\\_August\\_2020\\_update.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/908434/Disparities_in_the_risk_and_outcomes_of_COVID_August_2020_update.pdf)
- <https://www.health.org.uk/publications/reports/the-marmot-review-10-years-on>

Evidence shows that there have been disparities in the risk and outcomes from COVID-19 based around: age, geography, deprivation, ethnicity, socially excluded groups occupation, and comorbidities.

## Reducing the risk of worsening health inequalities

Staffordshire and Stoke-on-Trent have five key priorities to our approach to addressing health inequalities:

1. Restore NHS services inclusively
2. Mitigate against digital exclusion
3. Ensure datasets are complete and timely
4. Accelerate preventative programmes that proactively engage those at greatest risk of poor health outcomes
5. Strengthen leadership and accountability.

Given the impact of COVID-19 on health inequalities, as we restore NHS performance to pre-COVID-19 levels we are ensuring that we do not worsen inequalities. We therefore continue to expand the use of linked data, so that we can take into account population risk and health inequalities in reaching our decisions about how services are delivered and restored.

## Population management approach to addressing health inequalities

We are adopting a population health management (PHM) approach to ensure the right data and intelligence are used to identify and address existing health inequalities. This will allow system partners both to develop a shared understanding of population need and to plan targeted interventions that will meet people's needs and result in better health outcomes.

## Accelerating preventative programmes

Proactively reducing health inequalities and supporting the recovery of services in the community will involve community and social engagement and interventions for:

- preventative measures for COVID-19 including social distancing and hand hygiene
- promoting the uptake of COVID-19 vaccinations by communities at greatest risk
- promoting the uptake of the seasonal flu vaccination, childhood immunisations and vaccinations and accessing health services appropriately
- cardiovascular disease (CVD) prevention programmes as a key component of the NHS Long Term Plan and associated risks with COVID-19
- promoting non-medical models to improve wellbeing
- smoking cessation and other brief intervention advice to improve health.



## Update on preventative programmes

The acceleration of preventative programmes, which proactively engages those at greatest risk of poor health outcomes is a key ambition for the Staffordshire and Stoke-on-Trent ICS.

As part of our response to treating tobacco dependency in 2021/22, we have started to develop the initial building blocks which will support this work to implement the recommended models across all inpatient and maternity settings. This includes the development of a governance structure including a multiagency ICS Tobacco Steering Group and Tobacco Dependency Delivery Groups across providers which is chaired by the CCGs.

## Non-financial information, including social matters, respect for human rights, anti-corruption and anti-bribery matters

There are no issues to report for this financial year. Further information regarding these matters can be found in this report's dedicated Governance Statement section, including reference to Modern Slavery Act requirements for the CCGs.

The six Staffordshire and Stoke-on-Trent CCGs follow a robust process for Equality Impact and Risk Assessments (EIRAs) which includes governance, monitoring, one-to-one and/or team training and support in completing relevant and proportionate assessments. The EIRA process includes assessing any potential Human Rights impacts and gives consideration to the Human Rights Act 1998. Information is contained on the CCG's website regarding other key equality legislation, such as Human Rights Act 1998 and Health and Social Care Act 2012.

We also produce an annual Equality and Inclusion Report which can be accessed on our website. In addition, we have an accredited Local Counter-Fraud Specialist (LCFS) in place to undertake counter-fraud work proportionate to identified risks and this service is provided by our internal auditors – RSM. Work has continued throughout 2021/22 with a detailed Counter Fraud work programme approved by the CCG Audit Committees, with regular updates to these on progression of those deliverables and an annual Counter Fraud Report covering issues across the year as a whole. We have also continued to receive regular LCFS alerts about specific instances of fraud activities, which are cascaded to all staff. There are also regular staff awareness and training sessions conducted throughout the year to enhance staff vigilance about fraud.

Finally, all officers of the CCG and relevant decision makers are required to sign a declarations of interest form stating any relationships with other colleagues and organisations and are required to adhere to the updated CCG's Standards of Business Conduct policy, which was agreed by the governing bodies in October 2021.

## Sustainable development

As an NHS organisation spending public funds, we have an obligation to work in a way that has a positive effect on the communities for which we commission and procure healthcare services. Sustainability means spending public money well, using natural resources smartly and efficiently, and building healthy, resilient communities. By making the most of social, environmental and economic assets, we can improve health both in the immediate and long term, even in the context of rising costs of natural resources.

The CCG continues to demonstrate a commitment to actively promoting environmental and social sustainability through our actions as a corporate body as well as a commissioner. We recognise that everything we do has an impact on the environment, which in turn affects people's health and wellbeing.

All six CCGs in Staffordshire and Stoke-on-Trent are working together to make the most efficient use of our resources, including the estate. We continue to maintain HQ locality offices in Edwin House, Burton, and Smithfield One in Hanley, albeit with reduced staff footfalls and energy consumption due to pandemic response, as noted below.

Due to the COVID-19 pandemic, all staff (bar one or two exceptions) have worked from home for most of the year – in line with HM Government requirements. We have conducted all business meetings through Microsoft Teams, significantly reducing our carbon footprint by removing the need to travel and use utilities in buildings. Costs have fallen accordingly, with only the most essential journeys undertaken in a few isolated cases where homeworking was impossible.

All our offices are situated in purpose-built office blocks, designed to high environmental standards to reduce the carbon footprint of the CCGs. Smithfield One has been built to a Building Research Establishment Environmental Assessment Method 'excellent' standard. Energy consumption, water consumption and waste are all monitored and the Energy Performance Certificate for the building shows a 'B' standard of performance.

All our sites operate the following:

- Travel and transport schemes – as noted above, fuel costs have been reduced to negligible amounts due to enforced homeworking during COVID. Instead, the exclusive use of tele-conferencing and improved access to mobile IT devices as part of our Agile Working Framework have helped to achieve paper-light or paperless working
- Waste management – due to COVID-19 homeworking patterns and the use of tele-conferencing for all business meetings, there has been very little paper to recycle and confidential shredding is all but non-existent
- Procurement and supply chain management – ensuring that procured / commissioned goods and services are as energy-efficient as possible and reduce carbon emissions (included within the CCG's procurement strategy); including the use of contractual provisions to ensure that providers adopt sustainable business practices and implement the carbon reduction strategy

- Managing system risk – taking a whole-systems approach to our commissioning work and actively looking to manage future risks
- Staff training and attitudes – actively engaging our staff in delivering our Sustainable Development Plan objectives through the Back to the Future (Agile Working) programme. Staff cited environmental and business benefits as a positive reason to support changing people's base to their home (after consultation in summer 2020), effective as of 1 April 2021
- Quality Innovation Productivity and Prevention (QIPP) and transformation work – designing and implementing schemes that support the delivery of good quality healthcare, delivered at the right time and in the right place to the right person; to help reduce the use of resources and carbon and improve sustainability.

Events such as heatwaves, cold snaps and flooding are expected to increase as a result of climate change. To ensure that the CCG will continue to meet the needs of our local population during such events, we have developed and implemented a number of policies and protocols in partnership with other local agencies. These are included within our Business Continuity and Emergency Resilience Response Plans.

The Staffordshire and Stoke-on-Trent CCGs continue to play a core role in the “Greener NHS” response. We are members with the other statutory agencies and partners in the Staffordshire and Stoke-on-Trent Greener NHS Programme Board, which feeds into the main ICS Partnership.

Through this, we are also well represented at the NHS Midlands Greener Delivery Board, helping to deliver the Greener NHS Programme across the Midlands and East region. Both Boards help us to contribute to making the required progress towards delivering a net zero NHS.

To support our collective net zero ambition, every NHS Trust needs to develop a board-approved, three-year Green Plan. These set out each organisation's strategy and ambitions to reduce emissions in line with the national trajectory.

By 31 March 2022, our ICS will have collected and developed its first consolidated system-wide strategy, to be submitted and reviewed regionally. We are following NHSE/I Green Plan guidance to create an integrated document that describes our journey, governance arrangements and core local ambitions towards national net zero targets. As part of the initial work towards this, every NHS organisation and our ICS have confirmed a board-level net zero lead with accountability for this work, with our NHSE/I regional team.

Through North Staffordshire Combined Healthcare NHS Trust (acting as lead co-ordinating agency across the ICS partnership acting under a joint Memorandum of Understanding: MOU), we have secured additional specialist support needed to help us develop and then deliver our joint ICS Green Plan. This work has involved establishing pan-organisation baseline data on individual aspirations for sustainability to facilitate a co-ordinated ICS approach to the interim NHS Green Plan requirements of:

- corporate approaches
- greenhouse gas emissions
- capital projects

- sustainable use of resources, care models and sustainable travel
- our people
- climate change adaptation
- our sustainable procurement programme
- green space and biodiversity.

The purpose of this MOU is to define the functions and actions of local partners and the Regional Greener NHS team, as well as our core deliverables for 2021/22, set out as the three priorities of our ICS programme:

1. Meeting the NHS's net zero targets:
  - An 80% reduction in the emissions we control directly (NHS Carbon Footprint) by 2028-32, and net zero by 2040
  - An 80% reduction in our entire emissions profile (NHS Carbon Footprint Plus) by 2036-39, and net zero by 2045
2. Improving health and patient care and reducing health inequalities
3. Building a more resilient healthcare system that understands and is responding to the direct and indirect threats posed by climate change.

Meeting these three outcomes will result in a wide range of ancillary benefits – from improved air quality to reductions in plastic waste, across a broad range of sustainability issues. Importantly, the success of the programme will be measured against the extent to which the three priorities above are met locally.

## Statutory duties

The CCG has a number of statutory duties under section 14Z15(2)(a) of the Health and Social Care Act 2012 and section 116B(1)(b) of the Local Government and Public Involvement in Health Act relating to:

- improving the quality of services (Duty 14R)
- reducing inequalities (Duty 14T)
- public involvement and consultation (Duty 14Z2)
- contributing to the delivery of any joint health and wellbeing strategy
- section 116B(1)(b) of the Local Government and Public Involvement in Health Act 2007.

The CCG also has statutory duties relating to safeguarding adults and children which are as follows:

- the Children Act 1989
- the Children Act 2004

- the Adoption and Children Act 2002
- the Care Act 2014
- Working Together to Safeguard Children 2018.

The following sections of this report focus on quality, partnerships and public and patient involvement, and explain how the CCG has discharged its statutory duties in these areas during 2021/22.

The CCG certifies that we have complied with the statutory duties laid down in the National Health Service Act 2006, as amended by the Health and Social Care Act 2012.

## **Maintaining and improving the quality and safety of services**

The Staffordshire and Stoke-on-Trent CCGs work closely together. This is reflected in the joint governance through Quality and Safety Committees in Common (QSCC). The committee continued to meet (virtually) throughout 2021/22. During February 2021, due to system pressures and to enable the focus on managing the COVID-19 pandemic to continue, the QSCC agenda was refocused to prioritise patient safety and areas of risk across the system.

Quality is everyone's business, and the patient journey today often involves multiple providers. It is therefore important that all organisations and individuals involved have strong relationships and work together in a systematic way to understand patients' needs and ensure that care is safe, effective and provides a positive experience. It is only when all strands of quality come together that high-quality care is achieved. We have well-established working relationships, and we continue to work proactively with our main providers via Clinical Quality Review Meetings (CQRMs), to ensure that our vision for quality patient care is delivered.

The quality team works in partnership with providers to identify emerging quality concerns and assist with prompt resolutions. These have taken the form of CQRMs or touch-point meetings with a clear focus on patient safety.

The CCGs are committed to continually working with all providers as we move into 2022/23 and through the transition into the Integrated Care System. We aspire to maintain and continue to improve the high levels of quality and safety of care provided for our local population. The CCGs recognise the importance of working together to achieve the best health and wellbeing outcomes for the people of Staffordshire and Stoke-on-Trent, building on the progress and work currently being undertaken.

### **General quality improvement**

The Nursing and Quality Directorate in the CCG has continued to work tirelessly and in partnership to ensure the delivery of high-quality service provision for local people. We have continued to review the processes and mechanisms we use, and continued to build relationships with our respective stakeholders and providers of healthcare, which are:

- University Hospitals of North Midlands NHS Trust (UHNM)
- North Staffordshire Combined Healthcare NHS Trust (NSCHT)
- Midlands Partnership NHS Foundation Trust (MPFT)



- Vocare – Integrated Urgent Care
- Independent hospitals.

We also work with some out of area providers, detailed below.

The following summaries present an overview of the discussions that the quality team have had with key providers during the past year, and the identified quality improvements.

All [Patient-Led Assessments of Care Environment \(PLACE\) scores](#) for providers from which the CCG commissions services can be found on the NHS Digital website.

### **North Staffordshire Combined Healthcare Trust (NSCHT)**

North Staffordshire Combined Healthcare Trust (NSCHT) have worked as a valued system partner during the COVID-19 major incident response. We recognise the impact the pandemic has had on staffing and services since mid-January 2020. NSCHT remains rated as 'outstanding' by the Care Quality Commission (CQC). The CCG continue to work alongside the Trust to support it to maintain its strong reputation.

With the support of the Trust and Healthwatch Stoke-on-Trent, the CCG continues to complete virtual quality visits to provide real-time assurance on the quality of services provided. Vacancy management has been a major factor for the provider over the last 12 months. The Trust has devised a number of innovative recruitment projects, working closely with other providers and local universities, including the co-production of a joint bid to recruit international nurses and the continuation of the Nurse Preceptee course.

The Trust launched a Regroup-Reflect-Recharge campaign in April 2021 to seek the views of staff. Five key themes were captured including agile and flexible working, health and wellbeing, a move away from the perceived 'always on' culture with protected time and rest breaks, staff engagement and away days, as well as an estates and facilities review. A number of actions have been taken in response.

Projects continued throughout the year including Project Chrysalis to deliver the eradication of dormitory style wards and anti-ligature work, the introduction of a co-produced Wellbeing College and commencement of the three-year Community Mental Health Transformation Programme, giving service users the opportunity to get involved in the transformation of community mental health services in Stoke-on-Trent and North Staffordshire.

### **Midlands Partnership NHS Foundation Trust (MPFT)**

The Trust have encountered many more challenges over the past 12 months with the ongoing COVID-19 pandemic and the variations of the virus, which has meant that the Trust has had to react quickly to the demands on their services, ensuring patient safety remained a top priority. The Trust undertook a significant piece of work around learning from experience from the previous 12 months (2020/21), engaging with staff to understand what could be done differently to ensure that the right skill mix was in the right place and at the right time. Throughout this period, the CCG and Trust continued to hold bimonthly Clinical Quality Review Meetings. Or, where capacity was limited, either Touch Point meetings or Patient Safety Focus meetings, enabling continued assurance around the quality, safety and care for service users.



The Trust has continued to undertake a comprehensive Health Care Associated Infections (HCAI) programme of work relating to COVID-19 during 2021/22, managing outbreaks effectively even with the staffing challenges of COVID-related illness. The HCAI team have also worked as systems partners with regards to the vaccination programme with the Trust's Chief Executive Officer being the Senior Responsible Officer for the programme.

The Trust has undertaken a programme of virtual Quality Standards Assurance visits (QSAV), which have proved to be very successful and has enabled both the CCG and Trust the opportunity to have open and transparent discussions with staff from different care groups. The virtual QSAVs have given the Trust and CCG the opportunity to hear and gain assurance of the good work that has taken place across the service areas and support teams where there have been challenges.

The Trust were nationally recognised for their people and organisation development work and were shortlisted for two Healthcare People Management Association (HPMA) Excellence in People awards which recognise and celebrate the work of human resources (HR), organisational development (OD) and workforce professionals in healthcare across the UK. The first for the Capsticks Award for innovation in HR for the 'Big Shout Out', a virtual celebration and 'thank you' to staff for their efforts throughout 2020 and the challenges of the COVID-19 pandemic. The event included three virtual festival tents and over 40 hours of digital content, based on the themes of compassion, collaboration and celebration.

The second was for the Academi Wales Award for excellence in OD for an OD initiative or project that had significantly benefited the organisation through improved effectiveness or viability, for the Trust's innovative collaboration programme and hub, 'In Our Gift'. The programme aims to capture the art of the possible by harnessing the talents of staff from across the organisation. It uses a digital platform to enable colleagues to connect, influence and collaborate to improve the experiences of staff and service users.

The Trust were shortlisted for the Health Service Journal (HSJ) Mental Health Provider of the Year 2021, in recognition of the organisation's commitment to partnership and quality improvement alongside a strong focus on staff engagement and involvement in research.

### **University Hospitals of North Midlands NHS Trust (UHNM)**

UHNM had a second very challenging year due to the COVID-19 pandemic dominating 2021/22. Throughout the year and following relaxation of government restrictions, UHNM has seen an increase in emergency department (ED) attendances and has received high volumes of referrals for patients with suspected cancer. The ED has had times throughout the year when the Trust were moved to escalation level 4 and they declared a major incident during mid-September 2021 and January 2022 due to the Omicron variant of COVID-19.

During these times of high demand, 12-hour trolley breaches occurred along with ambulance handover delays as seen nationally. The Trust has undertaken harm reviews for the affected patients and has held panels with the CCGs' Quality Leads in attendance. These have continued throughout the year. Due to the number of ambulance handover delays and in order to maintain safety, the Trust introduced a standard operating procedure to monitor patients and escalate into ED when required.

UHNM has worked with system partners to undertake initiatives to try to reduce ED attendances and improve hospital flow.

During the second COVID-19 surge in the first year of the pandemic, due to high inpatient numbers, a major incident was declared which resulted in further cancellations of elective work. This has inevitably led to significant backlogs. Throughout the pandemic, the Trust has prioritised cancer work and urgent patients with the triage of referrals and clinical prioritisation of waiting lists. The Trust has undertaken harm reviews for those patients who waited longer than 52 weeks to complete their treatment. The CCGs' Quality Leads attended panels to review cases by speciality. The Trust have continued to utilise the independent sector hospitals for suitable elective patients.

In January 2022, the UHNM workforce was significantly impacted by the Omicron variant, with high sickness levels across the Trust. Many staff were either testing positive or self-isolating due to being in contact with a positive case. The Trust redeployed staff from elective areas and had support from the army to ensure patient care and safety were maintained. The Trust's COVID-19 vaccination programme, led by the Infection Prevention and Control team, has (at the time of writing) administered around 8,379 booster vaccines to UHNM staff.

UHNM had a CQC inspection in August and October 2021, and the report was published in December 2021. The Trust received an overall rating of 'Requires Improvement' with rating changes for the 'Caring domain' from 'Good' to 'Outstanding'; and the 'Well Led domain' from 'Requires Improvement' to 'Good'.

## **Integrated urgent care**

### **Urgent care centre and emergency department front door model**

Vocare work as an active system partner alongside the urgent care centre (UCC) and the emergency department at Royal Stoke University Hospital, working collectively to ensure there is a robust model of care in place to meet the needs of patients. Members of a joint working group chaired by the CCG work together to improve patient flow and patient experience, ensuring the model of care is clinically safe and strive to resolve system problems to mitigate risk to patient safety.

A number of changes and improvements have been made over the last 12 months, including the introduction of a nurse navigator as a safety step which allows ambulatory patients to be immediately assessed and signposted to the most appropriate care setting. This includes sending patients direct to the UCC where they will be assessed as requiring primary care and ensuring patients are not transferred without appropriate clinical information being recorded on an appropriate auditable IT system.

NHS 111 kiosks have been installed at the front door of the accident and emergency department, which patients can use with the support of staff if required, to seek direction to the most appropriate care setting.

## **Independent hospitals**

During 2021/22, the CCG continued close working with all the independent hospitals within the Staffordshire and Stoke-on-Trent footprint, as well as with key partners such as the CQC and NHSE/I. Work continued to strengthen and further develop quality monitoring systems and processes for assurance for all stakeholders and service users.

On two occasions and with two of the independent hospitals, the CCG was required to have clear oversight and management of challenging situations for patients. Relocation was needed to be safely and appropriately facilitated by relevant placing commissioners.

In June 2021, a high dependency rehabilitation service was issued with an urgent notice of suspension of registration by the CQC with all patients required to be transferred within a six-week period. The CCG supported the provider of care and the placing commissioners in the safe management of closure and the safe relocation of 24 patients with complex needs. Following the closure, the CCG worked closely with NHSE/I in a debrief process to ensure clear lessons were learned and the learning shared appropriately. Unfortunately, those lessons were then required to be used soon after, to facilitate the closure of another independent mental health hospital, this time in Leek.

Following a poor CQC outcome, the CCG supported the hospital in Leek with their improvement plan, however the Board of Directors for the hospital made the decision to close the hospital, giving 12 weeks' notice. The CCG's Quality Team again supported the providers and placing commissioners in the safe management and safe relocation of all patients with complex needs, working closely with NHSE/I, the CQC and all system partners.

These events have led to the development and ongoing review of several processes, including clear oversight arrangements for CCG commissioned inpatient care for independent hospital review, a host commissioner escalation process and a Staffordshire system Memorandum of Understanding for failing independent hospitals.

As host commissioners, the CCGs continue to ensure appropriate communication processes are in place to share soft intelligence with meetings continuing throughout the year, despite pandemic pressures.

As was the situation last year due to the ongoing COVID-19 pandemic, several independent hospitals had COVID-19 outbreaks which were managed via a system-wide approach with assistance from key stakeholders as required, including NHSE/I and the UK Health Security Agency (previously Public Health England).

During 2021/22, the CCG continued with the quarterly meetings with independent hospitals and stakeholders, including NHSE/I, Healthwatch, Asist and safeguarding, to share intelligence, good practice and lessons learned.

As part of the quality improvement work planned for 2021/22, quality visits have occurred for all independent hospitals. Where required, action plans have been developed and monitored.

The CCG has also worked closely with NHSE/I to develop the national template used to support Safe and Well reviews for all children, young people and adults with a learning disability and autism. The 'Five Eye' review demonstrates the collective input and view of those involved with the individual. The aim is to ensure there is a system in place to receive intelligence and feedback regarding the quality of care from placing commissioners in decision making from provider service surveillance.

## **Out of area providers**

A number of residents in Staffordshire and Stoke-on-Trent access services managed outside the area. In these instances, the six CCGs are associates to the contract held by

another CCG (the lead commissioner) and work in partnership with the relevant trust and lead commissioner to support quality improvements for our residents.

The CQC inspected a number of these services throughout 2021/22, including:

### **The Dudley Group NHS Foundation Trust**

The CQC carried out an unannounced focused inspection of the emergency department at Russells Hall Hospital in February 2021 (findings published April 2021). The inspection framework focused on key lines of enquiry under Safe, Responsive, and Well-Led domains and covered aspects of care that included care of the critically ill patient, infection prevention and control, patient flow, workforce, leadership, and culture. The CQC identified no 'must do' actions and four 'should do' actions to improve services.

[The full report is available on the CQC website.](#)

### **University Hospitals of Birmingham NHS Foundation Trust (UHB)**

UHB had an unannounced inspection from the CQC in April 2021. The inspection focused on urgent emergency care, medical care, cancer services and surgery as well as the Well-Led domain. The Trust's overall CQC rating and Safe and Responsive domains were all changed from 'Good' to 'Requires Improvement'. The CQC identified areas of outstanding practice within cancer services as well as areas for improvement.

[The full report is available on the CQC website.](#)

### **University Hospitals Derby and Burton NHS Foundation Trust (UHDB)**

UHDB had an announced focused inspection from the CQC in June 2021 to look at infection prevention and control. The inspection was not rated. The CQC identified one 'must do' action relating to the storage of equipment in patient bathrooms. [The full report is available on the CQC website.](#)

### **Walsall Healthcare NHS Trust (WHT)**

The CQC carried out an unannounced focused inspection of the medical services at Manor Hospital in March 2021 (findings published May 2021). The inspection was in response to concerns around the safety and quality of services. Following the inspection, WHT were issued with a section 29a warning notice and the rating of the services changed to 'Inadequate'.

Further, the CQC carried out an unannounced focused inspection of the maternity service at the Manor Hospital in July 2021 (findings published October 2021). The inspection was in response to concerns around safety and governance. WHT were issued with two requirement notices.

[The full reports are available on the CQC website.](#) Black Country and West Birmingham CCGs have provided significant support to WHT and maintained oversight of the issues identified by the CQC.

## **General practice quality**

The Primary Care team continue to monitor the quality and safety in general practices working closely with the CCGs' Quality team and other stakeholders including the Care Quality Commission.

Across Staffordshire and Stoke-on-Trent, 99% of practices are currently rated by the CQC as 'Good' or 'Outstanding', with work ongoing for those practices rated as 'Requires Improvement'. We currently have no practices rated 'Inadequate'.

A quality visit programme has taken place in 2021/22 as a two-way conversation on areas such as workforce and access. Themes and trends will be gathered once the programme is complete early in 2022/23 to share learning and identify any additional support for practices.

Incident investigation processes are supported also by the Quality team including the sharing of wider learning.

### **The General Practice Nurse Evidence Based Practice (GPN EBP) Group**

The CCG continues to work collaboratively with Keele University to support the General Practice Nurse (GPN) Evidence Based Practice Group. The Group has been operational since 2015 with aims to review the most up-to-date evidence to deliver high-quality, safe and effective patient care with a focus on minimising unwarranted clinical variation.

The outcome is that evidence-based research translates into evidence-based practice. This is achieved through a partnership with primary care clinicians and clinical academics at Keele University. The group are very successful in supporting a change in practice where the evidence is available to promote more up to date ways of performing patient care and have further supported new studies where the evidence was lacking.

Since the group began, nurse participants have developed their leadership skills including co-authoring publications, presenting at conferences and lecturing on nurse education programmes. Many members of the group were also recognised by the Queen's Nursing Institute and received the Queen's Nurse award; an award that is available to individual nurses who have demonstrated a high level of commitment to patient care and nursing practice.

The group continues to flourish and highlights the value of the general practice nursing workforce with a focus on leadership, career framework, professional roles, innovation and quality improvement.

### **Suicide Prevention Strategy Programme**

The Staffordshire and Stoke-on-Trent Suicide Prevention Programme has succeeded in bringing multiple organisations around the table to discuss suicide-related matters and works at a strategic and operational level. The partnership, chaired by the CCG, coproduced and maintains a strategy and action plan with a primary aim of reducing the rate of suicide in Staffordshire and Stoke-on-Trent.

The current action plan is subject to refresh through a series of thematic workshops led by Public Health and Prevention at Staffordshire County Council with a focus on areas such as:

- targeting elevated risks or vulnerable groups
- reducing the risk of suicide for people in the criminal justice system
- ensuring a consistent approach to suicide mitigation
- assessment and safety planning across mental health (primary and secondary care)



- services for adults and children
- reducing access to means of poisoning (for example safer prescribing of painkillers and antidepressants)
- reducing the risk of suicide for people who misuse drugs and alcohol and for people who self-harm
- ensuring safe and appropriate access only, to certain physical locations of concern such as bridges and trainlines
- partnership response to emerging clusters of suicides
- ensuring timely updates of local and national data
- timely review of new publications to maintain best practice.

The core membership of the partnership is made up of multiple organisations who play a key role in suicide prevention including Stoke-on-Trent City Council Public Health, Staffordshire County Council Public Health, National Rail, Samaritans, the six Staffordshire and Stoke-on-Trent CCGs, Staffordshire Police, Staffordshire Fire Service, the Coroner's Office, Brighter Futures, North Staffordshire Combined NHS Trust, Midlands Partnership NHS Foundation Trust, Survivors of Bereavement by Suicide (SOBS), local universities, Changes and North Staffs User Group.

Links are being established with Staffordshire and Stoke-on-Trent Integrated Care System to ensure ongoing projects such as investment in bereavement support services, which dovetail with the work of the partnership.

As part of the #TalkSuicide campaign, suicide awareness and prevention training is available to small groups, using Zoom. The half-day online training is free and designed to:

- tackle misconceptions and stigma regarding suicide
- recognise the signs that someone may be at risk
- have open and honest dialogue about suicide
- use a simple four-step suicide intervention
- signpost to local support services.

Training is open to clinical staff across both primary and secondary care and members of the public with around 1,200 people attending training to date.

## Quality visits

During the pandemic, in recognition of the pressures faced by providers and respecting COVID-19 safety measures, routine planned quality visits were paused. However, responsive quality visits continued. Further virtual quality visits have been piloted in collaboration with providers during periods of reduced pressure.

As part of our quality assurance and quality improvement process, the Quality team agreed to virtually attend provider internal assurance meetings. This ensured robust scrutiny and assurance that appropriate learning and actions were embedded in order to drive quality improvement and ensure patient safety. These internal meetings have



included harm reviews, as well as reviews of pressure ulcers, falls, 12-hour trolley breaches and NHS Constitution breach panels, for issues such as waits over 52 weeks.

## **Delivery of the Quality and Patient Safety Strategy**

Our key role is to commission the best possible services and achieve the best health outcomes for the population that we serve, within available resources. We will always champion quality and patient safety as a central principle, demonstrating that it should, and can, be maintained and improved alongside financial sustainability.

The Quality and Patient Safety Strategy 2019-21 describes a systematic quality assurance structure to ensure that performance concerns and risks around quality are escalated appropriately and openly. The structure incorporates the provider CQRMs and the Quality and Safety Committees 'in Common' (gsq). In accordance with the National Quality Board guidance, a System Quality and Safety Committee was established in July 2021 to run in parallel with the CCG's existing meetings. Further changes are planned in line with updated guidance published in January 2022.

The CCG is clinically led and committed to engaging with clinicians so that those who deliver care directly to patients can use their clinical knowledge and experience to inform and influence service provision and commissioning decisions.

Patient feedback continues to be received, evaluated and triangulated with other data at the QSCC. This has informed the CCG quality assurance response, which included virtual quality visits and onsite visits to some providers.

The patient journey often involves multiple providers across Staffordshire and Stoke-on-Trent, requiring many patients to travel outside of their immediate area. It is therefore important that all organisations and individuals involved have strong relationships and work together in a systematic way to understand patient needs and ensure that care is safe, effective and provides a positive experience. Furthermore, where the experience is found to be less than positive, mechanisms exist to ensure early warnings, shared learning and continuous improvement.

## **Patient feedback**

The CCG understands how fundamental patient feedback is to the monitoring and influencing of high-quality and safe patient care that the CCG commissions. The patient voice and patient stories have the potential to identify any gaps and best practice in the quality of commissioned services. The patient feedback received by the QSCC is evaluated and triangulated, which informs CCG quality visits to providers or quality improvement work that is subsequently undertaken between the CCG and providers.

The Quality team gathers patient feedback from a variety of sources, including:

- patient group meetings at the QSCC
- Patient Engagement and Experience Reports
- Healthwatch and Soft Intelligence Reports
- CCG quality visits
- joint CCG and provider collaborative working
- GP 60-second reporting

- the Maternity Voices Partnership.

Patient feedback is communicated via the lay member representatives at the QSCC. If any quality or safety issues are identified, they are reviewed at the QSCC, which also hears patient stories and receives patient engagement and experience reports.

## Patient Experience Report

The QSCC receives a six-monthly Patient Experience Report which includes an overview of the key themes and trends of patient feedback relating to all providers. The report also includes an overview of actions taken by providers in response to patient and public complaints, Members of Parliament letters, Patient Advice and Liaison Service (PALS) contacts and complaints received directly by the CCG.

## Annual complaints analysis

All patients who are unhappy about a service that is funded or provided by the NHS have a right to make a complaint. We actively encourage patients and their families to complain when they are not satisfied with the service, care or treatment they receive.

People within the six Staffordshire and Stoke-on-Trent CCGs use a range of services in local hospitals, health centres or in their own homes and could choose who they make their complaint to. People can decide to complain directly to the provider of their care services or to the commissioner, in this case the CCGs.

From 1 April 2021, the CCGs took on the management of their complaints process from the CSU, with staff being TUPE'd (Transfer of Undertakings – Protection of Employment) across to fulfil this role. The team have immersed themselves well into the CCG. As part of this transfer, a new data system was also put into place – Ulysses – and this is now used to record all contacts with the Patient Services team.

A breakdown of the numbers and type of contacts received during 2021/22 is outlined below. Numbers have been high during this year and have continued to be heavily impacted by the COVID-19 pandemic. A three-month pause on complaints was put in place by NHS England from March to June 2020, and many large providers implemented a further pause when pandemic numbers increased. This continues to have an effect on the response times of our local providers.

### Types of feedback received this year across the six Staffordshire and Stoke-on-Trent CCGs

Feedback type	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	TOTAL 2021/22
PALS	277	436	412	259	1,384
Complaints	44	43	70	49	206
MP letters	39	48	84	50	221
Compliments	3	5	6	4	18

<b>TOTAL</b>	<b>363</b>	<b>532</b>	<b>572</b>	<b>362</b>	<b>1,829</b>
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## Themes and trends

The services with the highest amount of feedback during 2021/22 are detailed below:

- **General practice services** – predominantly about the COVID-19 vaccination programme including queries around appointments, availability of appointments, questions about the vaccine, and problems with the vaccination status process. As well as this, issues raised related to accessing appointments, particularly GP appointments, changes to prescribing, and access to services
- **University Hospitals of North Midlands NHS Trust** – about accessing appointments, delays in treatment follow up care, waiting times to be seen, and clinical treatment across all the hospitals' specialities and wards
- **CCG Commissioning Decisions** – about changes to prescribing, fertility services, and treatments not routinely commissioned
- **Midlands Partnership NHS Foundation Trust** – about the commissioned community services.

## Complaint outcomes

The table below shows the outcome of complaints closed during 2021/22. This is for cases closed, rather than received for this period. Some of the cases will have been received prior to Quarter 1 of 2021/22 and will remain open at the end of Quarter 4 of 2021/22.

<b>Outcome code</b>	<b>2021/22</b>
Closed by patient	14
Complaint / issue partially upheld	34
Complaint / issue already investigated / being investigated	11
Complaint / issue not upheld	30
Complaint / issue upheld	12
No consent therefore closed	3
No further action required	19
Referred on to Complaints Team	19
Information provided	5

Signposted to NHS England	4
Not recorded	45
<b>TOTAL</b>	<b>196</b>

### Lessons learned from complaints and PALS

Complaints are viewed positively by the CCG, as they provide us with the opportunity to constantly review our processes to ensure that we continue to meet the needs of our service users. Investigating officers are provided with an investigation report detailing the objectives of their investigation and the issues which require a response. As part of that process, investigating officers tell us about changes or improvements they have made or plan to make and lessons learned where appropriate. We include this detail in our responses providing as much detail as possible.

The PALS team have worked closely with the System Vaccination Operation Centre (SVOC) during this year, dealing with many enquiries relating to the COVID-19 vaccination process.

### Parliamentary and Health Service Ombudsman (PHSO)

The PHSO has contacted us in relation to three new cases this reporting period. Numbers per CCG areas are shown below:

- Stoke-on-Trent CCG: 1
- East Staffordshire CCG: 1
- South East Staffordshire and Seisdon Peninsula CCG: 1

### Soft intelligence

Monitoring soft intelligence allows patients, the public and healthcare professionals to provide their feedback to the CCG about healthcare services in their local area. Soft intelligence is triangulated with other forms of quality data, to inform the quality team of any areas of quality and safety and good practice which require further attention.

Soft intelligence is reported on our Datix system and reviewed on a weekly basis by clinicians, to identify any themes or trends. Potential Serious Incidents and Never Events are acted upon immediately and processed via the most appropriate governance safety process. Soft intelligence is triaged by the Quality team and shared with Providers, where appropriate. All soft intelligence is presented to the Datix Monitoring Group for the purpose of reviewing themes and trends, and, where appropriate, undertaking a multidisciplinary review to propose further actions.

The group has representation from General Practice, Medicines Optimisation, the Primary Care team, patient representatives, members of the Nursing and Quality Directorate and lay members. The group meets monthly with the aim of improving patient care and safety and ensuring robust governance and assurance. A quarterly soft intelligence report is completed and reviewed by the group's membership prior to wider circulation to stakeholders.

## Serious Incidents (SIs)

The Serious Incident function transferred from the Midlands and Lancashire Commissioning Support Unit to the CCGs on 1 June 2021 in readiness for system-wide operating once the ICS is established. The Serious Incident (SI) team have undertaken work to streamline processes across all functions to ensure a focus on lean methodology and to work more collaboratively with providers to ensure robust assurance.

The SI process supports the implementation of learning to prevent recurrence of harm and promote high quality, safe and effective patient care. Investigations are undertaken to identify how and why serious incidents happen, which result in recommendations and action plans to effectively and sustainably address system factors and help deliver safer care for patients.

The SI team continues to work closely with providers and quality leads and support the administration required for the Serious Incident Review Group and Serious Incident subgroup meetings held across the CCG's footprint. These meetings monitor the completion rate, discuss any concerns detailed in the investigation and address any learning, which requires support or wider dissemination across the system.

Work to transfer the SI function into the CCGs, has enabled the team to be able to provide a more responsive service that better meets the needs of the system.

## Learning Disabilities Mortality Review (LeDeR)

The 'Learning from lives and deaths – People with a learning disability and autistic people' (LeDeR) programme has remained integral to the work of health and social care partners across Staffordshire and Stoke-on-Trent. With the introduction of autism to the LeDeR programme in January 2022, we plan to continue to uphold the programme's aims of tackling the causes of early morbidity and preventable deaths in people with a learning disability and autism, through:

- improving the quality of health and social care service delivery for people with learning disabilities and autism
- reducing premature mortality and health inequalities among these groups
- positively influencing practice at individual, operational and strategic levels which affects the lives of our population with a learning disability and autism
- ensuring a positive patient and carer experience.

We are committed to ensuring effective communication and good working relationships with our reviewers and stakeholders. The system had secured a contract with the South Central and West Commissioning Support Unit in February 2021. This was paused in May, as advised by NHSE/I, to allow time for the implementation of a new national LeDeR platform. The contract continued in July 2021 and has supported and enabled a new review allocation, completion and reporting process which has enhanced the overall delivery of the programme. It has also enabled prompt access to records with reviewers critically identifying any local issues and learning that will need to be put into action. This arrangement has enabled a quicker turnaround of reviews, resulting in a greater number of reviews being undertaken by the programme.



The programme worked collaboratively with the North of England Commissioning Support Unit, commissioned by NHSE/I, to complete all “stacked” backlogged reviews which occurred as a result of suspending the programme. This supportive collaboration ensured that all outstanding “stacked reviews” were completed, quality assured and closed before the end of the deadline set by NHSE/I.

The local LeDeR Steering Group meets monthly and includes membership from all our system partners. They have been instrumental in implementing actions from the findings and recommendations that arise from our LeDeR reviews. The group has ensured an active shift in focus from reporting on data, to providers reporting demonstrable actions and impact, captured on a slide deck which can in turn be used by each of our partners within their own organisations.

The national LeDeR Policy, published in March 2021, identified a number of actions to be delivered by 1 April 2022. These included the production of a three-year strategy, setting out the ambitions for our LeDeR programme up to 2024 and the establishment of a Governance Panel to identify and monitor actions that arise from focused reviews. Our three-year strategy was produced in September 2021. Reports are being produced quarterly to demonstrate progress against the Strategy and plans for further implementation going forward. The LeDeR Governance Panel is currently at an advanced stage with the first meeting scheduled for February 2022 ahead of the April 2022 deadline date mandated in the LeDeR Policy.

All systems have received an allocation to support ‘Learning into Action’. We are using that funding to develop a Digital Patient Hospital Passport. All system partners are involved with the project at an advanced stage and very near completion. The aim is to produce hard copies as well as digitalising the document via a QR (Quick Response) matrix barcode which can be accessed via a smart device. A training module will be developed to support the document as well as promotional activities to maximise its effectiveness.

Inclusion, collaboration and co-production remain priorities of the LeDeR programme. The attendance of a lady with lived experience at our Steering Group meetings is invaluable and uplifting. We will continue to champion the inclusion of families, carers and people with lived experiences as well as our Ethnic Diverse Group population within the LeDeR programme, ensuring they are appropriately represented within the programme activities.

## **Special Educational Needs and Disabilities (SEND)**

In 2021/22, the CCG has strengthened its collaborative working relationship with the local authorities and parents and carers to ensure that co-production principles are embedded across the local area and all workstreams. The aim is to deliver a robust response to the requirements of the SEND reforms (2014) and to ensure that the initiative lives up to its intended ambition.

The reforms were ambitious, aiming to place children and young people at the heart of the system with the role of health providers and the meshing of the two systems being pivotal. A Parliamentary Select Committee Report (2019) has confidently stated that the reforms were the right ones, while acknowledging the challenges for partners in delivering them. We are anticipating the publication of the long-awaited SEND Review which will be published in Quarter 1 of 2022 alongside a green paper with proposals and



will make recommendation on how the system needs to be overhauled and improved upon. Alongside this a new Inspection framework will also be launched with a focus on strategic leadership and governance, joint commissioning and co-production.

The CCG's Executive Director of Nursing and Quality has overall responsibility for SEND at Board level and has overseen a number of quality initiatives during 2021/22 as follows:

- maintaining CCG representation across the partnerships at both an operational and strategic level
- continued improvements in the EHCP (Education, Health and Care Plan) process including quality markers that support co-production principles
- delivering targeted training to health providers in conjunction with all partners to ensure a continuous cycle of improvement
- preparing and responding to the re-inspection of Staffordshire with regards to the Local Area Review in 2018 and the subsequent Written Statement of Action.

In Staffordshire and Stoke-on-Trent, there are clear governance processes to support the implementation of the SEND agenda, with the SEND inclusion and partnership groups being pivotal in scrutinising delivery of distinct improvement programmes. The CCG jointly chairs key meetings and are represented at all levels of the SEND agenda to support joint working and joint commissioning. SEND governance processes are reviewed regularly, and at least annually, to ensure processes continue to be efficient and equitable.

## **Infection prevention and control (IPC)**

IPC work during 2021/22 has continued to be dominated by the COVID-19 pandemic. Working closely with colleagues across local authorities, UKHSA, NHSE/I and other NHS colleagues, we have supported the wider health and social care systems in maintaining systems to facilitate specialist IPC advice and support, not only in health but across the wider care services across Staffordshire and Stoke-on-Trent. Working together has enabled the maintenance of expected standards and the ongoing provision of safe IPC care across services during a time of frequent guidance changes and concerns.

The response to supporting a system-wide approach commitment to IPC during 2021/22, is seen in the examples set out below:

- Investment into MPFT's IPC service provision allowing the team to provide wider IPC services across Staffordshire and Stoke-on-Trent care services, in particular supporting outbreak management with specialist advice and review of IPC practices. This builds on the achievement to provide IPC training to a consistent standard, to all our care homes during 2020/21, following a national directive
- Continued additional investment from the CCG and both local authorities for the provision of a Strategic Improvement Lead for IPC for a further 24 months, hosted by the CCGs.

IPC leads, and associated roles, from across commissioning and provider organisations, including local authorities, have continued to show a commitment to joint working and shared learning throughout the pandemic. A well-established weekly IPC meeting has

enabled a considered approach to new guidance, sharing and concerns of specific issues as well as professional support, in an open and informal forum.

The review of incidence of health care associated infections (HCAIs) continues and enables themes to be identified and learning shared within the wider health and social care systems, resulting in improved practice. This shared learning also supports the national ambition to reduce the incidence of gram-negative blood stream infection and other healthcare associated infection with a commitment for a collaborative approach and focussed workstreams.

## **Quality Impact Assessments (QIAs)**

We remain committed to evaluating the impact on the quality of care for patients for any proposed service changes, either temporary or permanent. A single QIA policy and process for all six Staffordshire and Stoke-on-Trent CCGs has been in place and reviewed annually over a number of years. The process includes a single QIA sub-group, which has a range of members including lay members of the Governing Bodies and members of the Quality team.

The sub-group continues to scrutinise commissioning activities and challenge decision making so that staff who propose the change can ensure that quality is not compromised and, if necessary, mitigate against actions that would impact on the residents that the CCG serves. The subgroup meets at least monthly, and will flex to meet more often, if needed, in response to the fluctuation in QIAs as they arise.

During 2021/22, the CCG further embedded the improvements made in 2020/21 as well as continued to be flexible to the demands within the system. This is supporting plans to develop a system-wide QIA process as we move into 2022/23 and the introduction of an Integrated Care System (ICS).

In recent times, the process was scaled back and QIA sub-groups were cancelled to accommodate the national response to COVID-19. Over this period, the CCGs enacted a 'short form' QIA process that analysed the quality impacts of any changes enforced on the system by COVID-19. Later, the sub-groups resumed and the 'short form' QIA process was incorporated into the sub-group's oversight function. During 2021/22, the full QIA process has resumed with the sub-group members meeting virtually.

QIA development to enable a system-wide QIA process with partners across the local NHS footprint continues, following pauses in response to COVID-19. A working group has now been established with representation from partners across the ICS footprint. Changes include a more robust review of the impact on quality, identified mitigations and aspirations, and oversight using pathway mapping to identify where the change sits within the system. Feedback to the CCG is via the Quality and Safety Committees in Common (QSCC) and the newly formed System Quality and Safety Committee (SQSC). This work will continue into 2022/23, as we design an overarching ICS to ensure quality for patients remains at the heart of the work we do.

## **Maternity Transformation Programme (MTP)**

The CCGs in Staffordshire and Stoke-on-Trent actively support the recommendations within Better Births (2016), Saving Babies Lives Care Bundle Version 1 and 2 (SBLCB v1/v2), the Neonatal Critical Care Review, the NHS Long Term Plan (2019) and Phase 3 COVID-19 priorities through the Staffordshire and Stoke-on-Trent Maternity

Transformation Programme (MTP) and Local Maternity and Neonatal System (LMNS). The LMNS membership includes the six CCGs, both Staffordshire and Stoke-on-Trent local authorities, NHS maternity providers, NHS providers, NHSE/I, and women who use maternity services.

NHSE/I provided transformation funding for 2021/22 with revised targets and deliverables which were echoed within the operational and planning guidance of March 2021. These deliverables will be carried over into 2022/23, with realigned trajectories to reflect the ongoing position and are set out below:

### **Pandemic recovery**

Including reopening all services, supporting staff to recover and implementation of four actions to minimise risks for black, Asian and minority ethnic women. An operational policy has been developed and proactive communication via social media routes has promoted early presentation for women when concerned and COVID-19 vaccinations for all pregnant women and maternity staff.

While restrictions have been lifted across the whole maternity pathway in order to support attendance at appointments and visiting arrangements, our maternity services continue to allow the attendance of only one birth partner during labour. The intermittent redeployment of registered staff to support clinical services has also resulted in suspension of some elements of maternity services, for example home births, 'continuity of carer' teams and birth care at the free-standing midwifery led birthing units during the duration of Q3 and Q4. All our providers remain committed to supporting the reinstating of these services and, with the support of the LMNS and Together We're Better strategy team, will engage with the public to coproduce and strengthen the proposed clinical models.

### **Ockenden actions**

The Chief Operating Officer's letter of 14 December 2020 included the expectation that LMNS would oversee the implementation of immediate and essential actions (IEAs) as set out in the Ockenden report. In addition, the operational planning guidance set out specific changes which were required for LMNS Governance in response to Ockenden, including strengthening ICS oversight and the LMNS role in quality surveillance and learning. The maternity programme governance framework has been reviewed and updated in line with these recommendations and the revised perinatal quality surveillance model implemented.

### **Maternity transformation**

LMNSs were asked to take responsibility – with accountability to ICSs – for ensuring universal implementation of initiatives, in view of the local and national variation in implementation highlighted by the Ockenden report. The CCG remains committed to ensuring women receive 'continuity of carer' as set out in Better Births, the Long Term Plan and the National Guidance on planning implementing and monitoring 'continuity of carer' as published during 2021.

Co-production and transformation of maternity services via the MVP (Maternity Voices Partnership) has continued to progress, with the MVP providing feedback on the Postnatal Improvement Plan, MTP Plan, Neonatal Critical Care Review and leaflets.

Bi-monthly meetings are now taking place, as opposed to quarterly meetings. This provides more focused discussion and engagement from champions and stakeholders. A quarterly service user feedback report, 'You said, we did', has been produced. This allows for champions to feel their opinion is valued and provides feedback to service users and families. Each LMNS workstream now has MVP Champion representation, which has supported even greater co-production of services.

## **Safeguarding children and vulnerable adults**

Safeguarding is a statutory responsibility for the CCG, led by the Executive Director of Nursing and Quality and supported by the Designated Safeguarding Nurses for Children, Looked after Children and Adults. CCG safeguarding responsibilities are covered in key legislation. During this unprecedented period of the COVID-19 pandemic, safeguarding duties and responsibilities remained high priorities for the CCG with the Safeguarding team maintaining a 'business as usual' approach.

The CCG is a statutory partner of both the Adult and Children's Local Safeguarding Boards (or equivalent meeting) with the safeguarding arrangements of our most vulnerable remaining as a key priority. The Designated Nurses for Safeguarding Children, Looked after Children and Adults remain committed to working with multi-agency partners and neighbouring CCGs to ensure that children and adults at risk are protected from harm.

Robust governance and contractual arrangements are in place for reporting and responding to safeguarding issues which fulfil the national and local safeguarding requirements. The CCG's Safeguarding Dashboards, with agreed trajectories for each metric, are now fully embedded within provider organisations and reviewed by the Safeguarding Leads, enabling a full view of performance, quality and trends, and the identification of targeted areas requiring action.

### **Safeguarding Children priorities**

The Designated Nurses, Doctors and Named GPs for Safeguarding Children have prioritised safeguarding workstreams across Staffordshire and Stoke-on-Trent. This has included:

- partnership working with multi-agencies on the Domestic Abuse Strategic Commissioning Board and associated working groups
- partnership working with multi agencies on the Violence Reduction Executive Board and Delivery Groups
- developing and supporting the Domestic Abuse Strategy, the Serious Violence Strategy, Violence Against Women and Girls Strategy and child exploitation task groups, including county lines and modern slavery
- developing the Child Sexual Exploitation Strategy and the Female Genital Mutilation Steering Group agenda
- steering and contributing to the workstreams and contributing towards the Staffordshire and Stoke-on-Trent priority agenda for neglect.

The Designated Nurses have continued to support and guide the CCG regarding their statutory safeguarding duties. Policies for safeguarding children have been developed and updated including the Safeguarding Children Policy, Safeguarding Children



Supervision Policy, and the Managing Safeguarding Allegations Against Staff and Domestic Abuse Policy.

The Designated Nurses remain committed to implementing the changes in 'Working Together to Safeguard Children' (2018), stipulated as part of the CCG's responsibilities outlined in the Children and Social Work Act 2017. This work is ongoing and involves development of a revised Safeguarding Executive Partnership in Stoke-on-Trent and an associated Quality and Assurance group, a Safeguarding Children Board in Staffordshire and associated Scrutiny and Assurance group, a Child Death Overview Panel, and two Child Safeguarding Practice Review subgroups.

The newly formed Safeguarding Children Health Forum began in November 2019 with the aim of enabling and coordinating the health economy to improve the wellbeing of children and families. It remains committed to the former joint Safeguarding Children Board's arrangements, ensuring that the relationships and co-production around priorities are owned and valued by all partners across the wider partnership. It specifically seeks to achieve the following goals:

- Provide a communication network for safeguarding children's health professionals, reinforcing relationships and sustaining reciprocal communication and collaboration between the Staffordshire and Stoke-on-Trent Safeguarding Children Board / Partnership and health provider safeguarding teams
- Facilitate the sharing of best practice and encourage members to promote this within their organisations
- Discuss, share and reflect on current areas of safeguarding work, and identify areas of concern, gaps and themes that require local attention and multi-agency problem solving
- Provide scrutiny and challenge to the Safeguarding Children Scrutiny and Assurance Group, and report to the Staffordshire and Stoke-on-Trent Safeguarding Children Board / Partnership
- Escalate matters that require further scrutiny or investigation to the appropriate forums.

The Designated Professionals chair the Child Safeguarding Practice Review sub-groups of the Staffordshire Safeguarding Children Board and Stoke-on-Trent Executive Children's Partnership, and act as Vice Chair of the CDOP (Child Death Overview Panel) for Staffordshire and Stoke-on-Trent. Both Designated Nurses remain officers of the respective Local Safeguarding Children Boards (or equivalent). Learning from reviews is shared across the wider health system and robustly monitored and tested.

As part of its improvement plan, Stoke-on-Trent City Council has introduced a new model of working, which the Designated Nurses have supported as a health reference group. This group are now members of the Children's Advice and Duty Service (CHADS) working group.

The Safeguarding Partnership has developed a performance framework to enable assurance and monitoring of the newly commissioned Graded Care Profile 2 (GCP2) and Restorative Practice.

The CDOP Nurse Practitioner became an employee of the CCG and a valued member of the Safeguarding Team in 2020. This role provides assurance that providers of health

services are compliant with the child death overview processes and deliver valuable training and information pertaining to the prevention of child deaths across Staffordshire and Stoke-on-Trent. The Safeguarding Team enabled a secondment opportunity in 2021 for an experienced Specialist Health Visitor to join the team to deliver the CDOP duties whilst the CDOP Nurse Practitioner commenced her secondment at NHS England. This has proved to be a positive developmental experience, enhancing skills, knowledge and confidence.

The Designated Nurse for Looked after Children has embedded processes across Staffordshire and Stoke-on-Trent, working in partnership with the Local Authority and provider organisations. A robust quality assurance system is in place to monitor the quality of health assessments and this role continues to be an expert source of advice and guidance to medical staff completing the required assessments.

The Designated Nurse and Doctors for Looked after Children are core members of the Corporate Parenting Boards for Staffordshire and Stoke-on-Trent.

### **Safeguarding adults**

The Designated Nurse for Safeguarding Vulnerable Adults for the CCGs in Staffordshire and Stoke-on-Trent, co-ordinates the adult team. They ensure delivery against the statutory duties and responsibilities detailed within the Care Act 2014 and in accordance with the NHS England Safeguarding Accountability Framework, to demonstrate the CCG's compliance with statutory safeguarding functions.

The Designated Nurse is vice chair of the Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board (SSASPB). Together with the Senior Nurse for Adult Safeguarding, they provide leadership and support to the sub-groups of the Board. The CCG has received the SSASPB Annual Report, which has been discussed in detail at the CCGs' Safeguarding Group, a sub-group of the Quality and Safety Committees in Common (QSCC).

The Safeguarding Group, chaired by the Clinical Chair and Non-executive GP Lead for Adult Safeguarding, agree the workstreams and work plans for the safeguarding team. It discusses safeguarding issues for adults, children and young people in detail, and escalates relevant matters to the QSCC. This has strengthened safeguarding throughout the CCG and ensured robust governance and reporting.

The Designated Nurse, supported by the Senior Adult Safeguarding Nurse and Named GP for Adult Safeguarding, have undertaken Domestic Homicide Reviews (DHRs) and Safeguarding Adult Reviews (SARs), statutory reviews that the Safeguarding Team undertake on behalf of Primary Care General Practice.

The Adult Safeguarding Roles and Competencies for Healthcare Staff intercollegiate document was published in August 2018 and is endorsed by NHSE/I and the Royal Colleges. It was designed to guide professionals and the teams they work with to identify the competencies they need to ensure that people receive personalised and culturally sensitive safeguarding support. The adult safeguarding team has worked with NHS Providers to ensure action plans derived from this document have been delivered and demonstrate compliance.

Across the six CCGs, there have been a high number of Section 21a Deprivation of Liberty Challenges. These have been overseen by the Safeguarding Team in



collaboration with external providers and NHS Midlands and Lancashire Commissioning Support Unit (MLCSU).

The Adult Safeguarding Team is working with the Executive Director of Nursing and the Commissioning Team to prepare for the implementation of the MCA (Mental Capacity Act) Amendment Act (2019). This will see a change in the CCG's duties when authorising the arrangements enabling the care or treatment of people who lack capacity to consent to the arrangements, which gives rise to a deprivation of their liberty.

The Designated Adult Nurse also ensures that the Prevent agenda and requirement set out in the Counter Terrorism and Security Act (2015) is achieved by all NHS commissioned services.

The Designated Adult Nurse is a member of the NHSE/I Safeguarding National Network, which is a clinical reference group influencing national policy and developing key partnership working at a national level.

## Hospices

End of life (EOL) care remains one of the priority areas for the CCG. A palliative and end of life cell (PEOLC) was developed in 2020/21, linking with the CCG's EOL operational cell. As part of the Palliative Care and EOL Strategy, developed at the end of November 2019, the EOL cell was created to support a system-wide approach to delivering improvements in EOL care during COVID-19. The group is made up of partners from the community services, acute hospitals and the voluntary and community sectors. This cell reports to the COVID-19 response governance structure which then reports into the CCG's Governing Body.

The Quality team representative for the EOL cell is the Designated Nurse for Safeguarding Vulnerable Adults. Due to the escalation of the COVID-19 pandemic, the EOL cell met weekly to focus on operational issues that arose. The Quality team has not conducted quality visits in adult and children's hospices during the pandemic. However, regular communication through the EOL cell and reporting mechanism has ensured ongoing engagement.

## Nursing homes

Quality improvement in nursing/care homes remains one of the CCG's priorities. To accomplish this, the local system Nursing Home Quality Assurance and Improvement Group (NHQAIG) meet monthly to ensure the safety and wellbeing of the residents in care homes with nursing provision and other care providers who have residents or service users in receipt of NHS funded care across the local economy. This is achieved through working with key partners, principally the local authorities and regulatory bodies, using new and established governance systems and new innovations to provide strategic oversight of reporting of exceptions, trends and patterns. The main functions of the group are to seek assurance and drive improvement in respect of the safety and quality of nursing care in all areas commissioned through the CCGs and to inform the commissioning process and the market management of care homes with nursing.

The Provider Improvement Response Team (PIRT) has been operational since March 2019, and is an integrated service jointly funded by Staffordshire County Council and the six Staffordshire and Stoke-on-Trent CCGs, with the aim of working with care home services identified as being in urgent need of support. The PIRT works collaboratively

with providers across the health and social care system who have triggered PIRT criteria, with a predominant focus on ensuring safe, effective, evidence-based and high-quality care to patients and residents.

The team's aims and intended outcomes are to:

- improve patient safety and quality of life by ensuring care home providers meet individuals' needs
- improve market quality by working with care homes that have an escalated level of risk and those which have continuously struggled to improve the quality of their service
- reduce unnecessary hospital admissions by identifying issues, understanding hospital admission difficulties and working with the care homes to reduce unnecessary non-elective hospital admissions. The aim is to ensure a timely response to care needs from the right care professional in the right setting
- ensure greater market choice with more services with a CQC 'Good' or 'Outstanding' rating to improve the standards of patient care
- avoid urgent closures by the regulator under Section 30 of the Health and Social Care Act 2008. The aim is to minimise the impact on people and their families and carers in the event of a care home closing (CQC, 2020)
- use quality interventions to reduce the duration of contractual suspensions, increasing the available capacity within the market.

Through their input and collaborative working, the PIRT has been able to demonstrate considerable impact by:

- preventing urgent care home closures
- reducing the need for multi-agency processes including large scale enquiry and quality improvement processes
- enhancing timely response to quality assurance action plans
- supporting referrals to training resources to enhance staff knowledge and adherence to training standards.

To support information sharing, a localised version of MiDoS named 'MiDoS for Care Homes', which is a directory of information and services, has been designed as an online information hub for care homes in Staffordshire and Stoke-on-Trent. It provides access to elements of the NHS Directory of Services (DoS) and a wide range of supportive information, which includes links to various community teams and associated key guidance. The platform itself is a collaboration between the six Staffordshire and Stoke-on-Trent CCGs, West Midlands Ambulance Service and the Staffordshire County Council Quality Assurance team.

There is a wide range of information that can be accessed on the platform, some of which includes:

- contact details for community teams, contract management teams, care review requests and care brokerage services
- contact details for dentists, pharmacies, GPs, opticians and hospitals

- referral links for safeguarding, serious incidents and regulatory notifications
- key information pages for NHS.net
- guidance around safeguarding referrals, mental capacity and other associated guidance
- links to organisations that provide supportive guidance to care homes.

There is a rolling programme of reviews that see the content refreshed and updated, following feedback and the availability of new resources. Promotional work on MiDoS for Care Homes continues to support frontline professionals including, community teams and PCN care coordinators, who work with care homes to have access to the system which enables staff to signpost to appropriate resources.

## Care at Home (Domiciliary Care)

The Care at Home (Domiciliary Care) workstream oversees those in receipt of NHS Continuing Healthcare (CHC) and where care is brokered by Midlands and Lancashire Commissioning Support Unit (MLCSU) or MPFT's Palliative Care Centre (PCC).

There are many challenges with this area of work, including a large supplier base, transient workforce and lack of robust intelligence sharing between commissioners of these services. In 2021, it was recognised that the assurance provided to care homes, is not in place for care at home. A Care at Home Monitoring Group, therefore, was establishment in September 2021.

The Care at Home Monitoring Group has representation from the CCG's Nursing and Quality team (Corporate Nursing and Safeguarding), MLCSU, the Primary Care Commissioning Committee and the Care Quality Commission (CQC). All intelligence received by members is shared, discussed and contributes to a discussion about the safety of patients and the continuation, pausing or suspending of services.

A Standard Operating Procedure (SOP) has been developed and includes making recommendations, where appropriate, to the CCG's Executive Director of Nursing and Quality or Deputy Director where it is agreed actions need to be taken to keep people safe. Signed approval is submitted to the monthly CHC Quality Performance and Operations meeting and reported up to the Individual Patient Activity Board (IPA). Any actions are reviewed monthly and aligned to discussions that take place at the system wide monthly Quality and Safeguarding Information Sharing Meeting (QSISM), chaired by Staffordshire County Council.

The group continues to grow in knowledge and breadth, increasing the intelligence received into the CCG, and thereby increasing the level of assurance about care delivery.

## Engaging people and communities

The COVID-19 pandemic has altered the way that we engage with people and communities. It forced us to broaden our thinking and accelerate transformation, particularly towards greater digital engagement, but also emphasised the importance of working in collaboration.

Partnership working across the NHS, local authorities, police, fire, and the voluntary and community sector has been key to the success of our local response to COVID-19 and

the ongoing work to support the restoration and recovery of health and care services. It is also at the heart of the Staffordshire and Stoke-on-Trent Integrated Care System, which was formally established on 1 April, and continues to be the driving force behind plans for a new way of working.

Responding to the pandemic has underlined how health inequalities can only be addressed by listening to and understanding the people we collectively serve. This year we have built on this learning to develop a more targeted and inclusive approach to communication and engagement and of working directly with communities to understand their needs, reliably identify potential barriers, and co-produce solutions.

The pandemic also demonstrated the value of having common goals that all partners can get behind and the impact of a consistent approach to messaging through shared channels and mutual support. This year we have continued to adopt this approach to deliver a collective response to communication and engagement activities and have worked collaboratively to develop a new approach to future engagement for the system.

Due to the ongoing impact of COVID-19, we have continued to use new approaches to maintain and widen engagement, without losing sight of those who are unable to engage through digital channels. We have used online platforms, such as Microsoft Teams, WhatsApp and social media, to engage with the population as well as creative materials such as videos and animations to reach a wider audience including translated versions and through the use of BSL interpreters.

In addition, we have continued our engagement with community and voluntary sector networks to reach seldom-heard groups, such as ethnic minorities as well as those with disabilities, homeless people and travelling communities. We have also worked with community champions and local networks to help reach and understand the needs of our diverse population and adapted both our communication activities and operational delivery of services accordingly.

Throughout the pandemic, we have proactively sought feedback from stakeholders and the public through a variety of channels including:

- working with Healthwatch to capture people's experiences during the pandemic
- regular surveys through the Together We're Better People's Panel, which aims to be broadly representative of our general population – including by age, geography, and protected groups
- working with existing patient groups through digital channels
- temperature check surveys – shared through partner channels and online including social media, websites and staff
- social media conversations and webinars/online focus groups encouraging people to share their views on specific areas of interest
- phone calls with community groups that represent seldom-heard groups, for example with ASIST to understand the needs of people with learning disabilities/hearing impairments as we move towards more virtual working.

## Engagement to support the COVID-19 vaccination programme

Vaccine hesitancy provided us with new challenges around engagement and behaviour change and forced us to think more creatively on how to communicate with the diverse populations across Staffordshire and Stoke-on-Trent.

We worked with partners, including third sector, voluntary and community organisations, to reach out to communities to capture thoughts and feedback about the vaccine and to have discussions with groups where we knew uptake of the vaccine was low, such as with Black, Asian and minority ethnic groups.

Working with faith leaders, we learned more about the issues for some of the faith groups and through conversations with community champions we adapted our approach for different audiences to maximise our impact. Some of the tailored approaches we used to encourage uptake of the vaccine include:

- information in appropriate languages to improve vaccine uptake in Bangladeshi, Pakistani and Black communities
- information in The Muslim Council of Britain 'Safer Ramadan' guide that was later used nationally
- pop-up vaccine clinics in mosques and community centres which improved uptake by 23%
- GP-led virtual sessions with communities in different languages
- interviews on a variety of radio stations with GPs about hesitation, concerns, and Ramadan
- ad-vans at local football grounds with football-themed messages
- a 'Safe spaces' campaign – including Q&A webinars for parents of 12 to 15-year-olds, and young adults in care
- mobile vaccination units working with system partners to reach wider communities, for example pop-up vaccination clinics in local fire stations, seasonal fruit farms, churches, and large industrial distribution centres
- dedicated sessions for people with sensory or learning disability needs – including translated materials such as videos in British Sign Language (BSL)
- mobile vaccination bus – providing outreach vaccination clinics in rural areas or areas where there may be challenges. One of the first locations was to provide vaccines to refugees from Afghanistan
- digital engagement – reaching out to young adults during Valentine's Day, running a Q&A campaign for parents of 12 to 15-year-olds to provide assurance
- celebration engagement – Chinese New Year digital campaign, Holi festival campaign
- clinically extremely vulnerable and learning disability groups – targeted communications from GPs to ensure clarity of messaging from trusted sources



- a resource centre so partners can find relevant toolkits, and for toolkits to be easily accessible, with identified languages included and version controlled
- daily updates to partners listing the COVID-19 vaccination walk-in clinics available across the patch pulled from the National Booking System. This helps stakeholders and partners have the information readily available for them to promote.

In addition to the engagement, regular information has been shared across a range of channels to ensure people have been kept up to date with the programme as well as providing reassurance and clarity on areas of concern. A dedicated COVID-19 vaccine bulletin has been sent to stakeholders fortnightly sharing the latest news, resources, FAQs and media coverage, as well as weekly updates on the vaccination figures.

Meetings have also taken place with MPs and council leaders to keep them informed about the latest news and updates, led by the programme team and supported by communications. Following each meeting, stakeholders were sent an information pack, which included the key messages, so they were able to respond to queries from their constituents or other stakeholders.

Social media continues to be an important and effective channel for the system in the delivery of the COVID-19 vaccination programme. The vaccine materials and content shared on social media relating to the vaccination programme have achieved high levels of engagement and organic reach. A blend of paid and organic content has been pushed out on social media, targeting specific audiences based on their demographics, geographic location and interests. The vaccine content has also achieved much higher levels of engagement and reach through community pages.

A range of graphics and videos from local clinicians (using different languages) were produced to increase reach with our followers. These resources were routinely shared with partners, including GP practices, to support consistent messaging, and there has been a responsive approach to feedback received across all social media channels.

## Monitoring soft intelligence

Regular monitoring of soft intelligence and proactive engagement with a range of community groups has helped to shape the communications response to the vaccination programme. Comments and questions raised via social media or directly through discussions, highlighted areas of focus for communications, which were then addressed through a variety of activities, including social media messaging, videos and stakeholder bulletins.

A COVID-19 vaccine intention survey was shared among stakeholders to help evaluate how many communities were intending to get the vaccine and the reasons why. Most respondents welcomed the vaccine, however the survey helped to identify a key theme of hesitancy related to the safety of the vaccine and fears that it was developed too quickly.

A COVID-19 patient refusal survey was also produced for GPs to send via email or text message to patients who had refused the vaccine. The survey provided soft intelligence on the reasons for hesitancy and refusal, which were then fed back into the seldom-heard workstream and used to shape and form communication strategies.



Working with groups such as Asist and DeafLinks enabled communications to be tailored to meet the needs of the people with sensory impairments and supported the vaccination programme operationally. Feedback from Communities2gether and meetings with faith leaders helped to identify concerns that people had in relation to the vaccine, which could be addressed through communication resources. This also led to a number of pop-up clinics in the relevant areas.

## Engaging with seldom-heard groups

To support our ongoing response to COVID-19, we have continued to work in partnership with the Communities2gether forum and our Local Equalities Advisory Forum (LEAF) to help shape our approach to engagement with seldom heard groups. This has supported a more targeted approach to communication and engagement and ensured information was both inclusive and accessible.

The Communities2gether forum includes representatives from the wider equality and health inclusion groups, such as faith leaders, support groups and members of the community and voluntary sector. It supports and informs the development of local resources as well as helping to disseminate key messages to its own groups, organisations, and wider networks. The forum has also helped to collate feedback from the community highlighting examples of good practice as well as areas that needed further focus or development.

LEAF is a group of people who represent communities with protected characteristics and vulnerabilities and acts as a critical friend to all six CCGs in Staffordshire and Stoke-on-Trent. They help to inform our decision making by advising on policies, public campaign material and service change proposals. The group also includes representatives from vulnerable communities (such as homeless people, asylum seekers and refugees) and people who can help more broad consideration of how health inequalities can be reduced.

As the members of LEAF are asked to join from local organisations that support people from seldom-heard groups, this provides access to their wider networks and they kindly give support by promoting information or circulating consultations. This enables views and feedback to be gathered from a wide range of people.

Commissioners attend the meetings when they are considering changing the way health services are delivered, to be able to understand whether there would be any unintended consequences from the changes or any mitigations needing to be put in place to minimise adverse impacts on groups. The forum is chaired by a CCG lay person with responsibility for patient and public involvement. There is a doctor at each meeting to answer any medical questions.

Some of the areas of work that LEAF has influenced this year include:

- Learning from COVID-19 vaccinations
- The role of the CRUK Facilitator within primary care
- GP primary care
- Together We're Better Transformation Programme updates:
  - Maternity
  - Urgent and emergency care

- George Bryan Centre
- Community Diagnostic Hubs
- General practice access
- Equality statement for job applicants
- Communications and engagement.

## Developing the future approach to working with people and communities

Community engagement and involvement has always been recognised as a key enabler in supporting effective health and social care service planning and delivery across Staffordshire and Stoke-on-Trent. However, there is also a recognition that it could be done better.

There is now an opportunity as a new Integrated Care System (ICS) to strive further and harder than ever before to ensure people and communities are at the heart of everything done. That includes developing our new approach to community engagement.

The core requirements of the ICS guidance around working with people and communities is for the Integrated Care Board (ICB) to develop a system-wide strategy. The strategy will describe the ICB's principles and arrangements for working with people and communities. It will also set out its approach to working with partners to ensure that Integrated Care Partnerships (ICPs) and Place-Based Partnerships have representation from local people and communities in priority-setting and decision-making forums.

To develop a system-wide strategy for the ICB in Staffordshire and Stoke-on-Trent that is transparent, effective, and meaningful, there has been collaborative working with partners, the public, Healthwatch and the voluntary, community and social enterprise sector (VCSE).

There was recognition and desire to build on established relationships and the work already being done by partners across the system to involve and engage with people and communities. There was also a need to align the approach to existing organisational principles and continue to work with system communications and engagement leads to develop these further as the strategy evolves.

In the summer of 2021, work was undertaken with partners and the public to review how to involve people in the work, including with seldom heard groups or groups representing communities with protected characteristics and vulnerabilities. Collectively a core set of principles were developed that reflect how the public would like to be engaged and would empower people to become active participants in their own health and wellbeing.

During autumn 2021, partners were engaged, including lay members, Healthwatch, community groups and system leads to sense-check the approach and the principles in draft before recommending them to the ICS Board. Further engagement included an online survey to the Together We're Better People's Panel, focus groups with existing forums, and targeted engagement with seldom-heard groups and place-based leads to understand if they had any specific requirements, or if there were any potential barriers that needed to be addressed.

In December 2021, the local principles, which are set out below and echo the principles that have been set out within the ICS guidance, were agreed by the ICS Partnership Board, along with the recommendation to use these principles to shape the ICB strategy for engaging with people and communities.

The local principles for working with people and communities are:

- Health and wellbeing are everyone's business – engagement needs to be inclusive and accessible to all
- Put the public voice at the heart of decision making
- Don't make assumptions – ask how best to engage
- Recognise the different needs of the population, especially those who could be excluded
- Do it once and do it well – shared intelligence between partners
- Allow enough time to engage properly, adapting the approach where necessary
- Be honest, open and transparent – authentic involvement
- Clear communication that can be understood by all – be clear on what you are asking and consider your audience
- Commit to feedback – explain what impact engagement has made in simple terms
- Build on what is already there – utilise existing knowledge, relationships, experience and local assets, including the community and voluntary sector.

Board members also agreed to support the development of the strategy through their own organisations, including helping to map existing channels and to ensure the strategy was aligned with their individual organisation's strategies for patient and/or public involvement.

Conversations have already started with leads who can help to champion and embed this work across the system and build on local strengths and assets to improve the way that community involvement takes place, and to establish a co-ordinated approach between partners that puts the person at the centre of everything we do. There will also be further engagement with the public and community groups to develop a strategy that will be effective, inclusive and support continuous engagement with the populations across Staffordshire and Stoke-on-Trent.

## Transformation

One of the key areas of engagement for the ICS this year has been the clinically-led transformation programme that started in 2019 with a listening exercise but was paused in 2020 in response to the COVID-19 pandemic.

Involvement work was restarted this year with a refresh of previous activity to understand if anything had changed, if there was anything new, and what impact the pandemic had had on experiences of health services.

The pandemic created a number of challenges and opportunities for the system, particularly in relation to engaging with the public, with a requirement to shift to a 'Digital First' approach instead of face-to-face discussions and involvement opportunities

(retaining the use of traditional methods where possible). Recognising the barriers this approach might have created for some people, we developed a series of robust approaches, including:

- Accessibility Approach – a process to manage and monitor how to support people for who English is not their first or preferred language, or who live with barriers to online routes to involvement because of infrastructure and geographic connectivity, access to devices or skills
- Voluntary Sector Partnerships – a new approach to build on existing relationships with partners to either:
- Reach their networks with communications and updates, including invitations to participate in involvement activity
- Support their events by attending to provide an update, hear views and answer questions
- Host voluntary sector partners to translate online meetings and events, either in live scenarios or with translated recordings of presentations and updates being shared during discussions
- Access the extensive network of translation partners to provide materials in a range of alternative formats spanning languages, large-print, Braille, BSL and others as requested
- Learning from COVID-19 – using the approaches developed during the system's approach to the pandemic to reach diverse communities via the established network of 'Trusted Voices and Trusted Faces' - people who are already living and working in the county, and in many cases in contact with communities that have historically struggled to be reached. This approach has helped understand communities better, appreciate their different cultural priorities and concerns, and benefit from an increased use of networks and community relationships.

As this work continues during 2022/23, alternatives continue to be reviewed to provide virtual events to allow groups of people in face-to-face environments to participate. And the best methods to deploy continue to be reviewed, based on current guidance and the audience involved.

## Online

### Digital communications

Digital communications have continued to be developed and strengthened over the last 12 months, partly due to ongoing restrictions due to COVID-19, but also because of positive feedback from stakeholders. During joint engagement with Staffordshire County Council to develop a strategy for children with Special Educational Needs and Disabilities, for example, parents and carers fed back that they welcomed the online approach as for many it was a more accessible way to engage.

This activity also supports the Digital Communication Strategy, which involves using a variety of digital assets and innovative methods to share our messages and engage with the local population as well as internal colleagues and GP practices.

## Social media

Social media has been a key channel of communication for both the CCGs and the wider partnership, supporting the use of more innovative and accessible methods of sharing information. Videos and infographics have enabled more effective explanation of complex information and to target key messages more effectively, particularly using paid-for advertisements on channels such as Facebook.

As social media channels have developed, and the digital audience expanded additional channels such as Spotify, pay-per-click adverts (PPC) and Snapchat have been used. A tester budget was used to reach younger demographics on Snapchat. This achieved 439,913 impressions and 1,009 link clicks over a four-week period. The vaccination campaign was targeted at 18 to 29-year-olds and surpassed other platforms used for this campaign that are favoured by older age groups, such as Facebook.

By using platforms such as Spotify, it has been possible to target audience through other senses besides visual, in this case audio, allowing key local NHS messages to be pushed through various sensory routes in addition to widening accessibility opportunities. Assets have also been tailored to meet the needs of different communities using interpreters to translate information into different languages or using British Sign Language (BSL) interpreters.

Storytelling has been used through Facebook carousels to push several key health messages at once, allowing the audience to understand important, key messages and action all at once. Training was also provided to the team around organic targeting, which has allowed specific audience demographics to be targeted, preventing over-saturating of channels by using a more targeted approach.

Innovation will continue on social media and digital strategies and implementations through learnings from the past year.

## Live meetings/webinars

The use of virtual meetings and webinars has continued to support communication and engagement with stakeholders of all levels across the system. This has included virtual focus groups to support engagement on several projects including the SEND joint strategy, the clinical transformation programme and the mental health transformation for community services.

The joint Annual General Meeting (AGM) was held as a live webinar again this year where attendees could hear about achievements and focus for the next year. Feedback from the previous year's event was used to improve the format and approach to this year's meeting and received positive feedback from those who attended.

Governing Body meetings and the Primary Care Commissioning Committee meetings have also continued as virtual meetings in public with videos of these events and meetings made available for people to watch after the event on the website.

GP-led sessions have been supported as have presentations by GPs about the vaccine to community groups members, and other vaccine-related sessions with faith leaders and councillors. The communications and engagement team have provided further technical support and training for other departments to hold their own virtual meetings, such as unconscious bias training and protected learning time (PLT) sessions with GP practices.



Internally, live meetings and webinars have supported the ongoing Back to the Future programme of work for staff. Weekly live conversations, known as the Team Brief, have taken place between senior leaders and staff about the organisational development work programme, as well as interactive development sessions with all staff throughout the year.

### **E-newsletters**

E-newsletters have been used to support communication around key activities across the integrated care system, including a dedicated newsletter for the COVID-19 vaccination programme. Regular bulletins have continued to be delivered to stakeholders that provide updates on the work of the partnership, including the development of plans to support the transition from CCGs to an Integrated Care Board and Integrated Care Partnership.

Internally there continues to be delivered twice-weekly bulletins to staff within the CCGs. This is supported by a weekly webinar hosted by the accountable officer and other members of the executive team to provide updates from different departments within the organisation. There is also a continuous feed of information through other mediums such as social media, websites, Microsoft Teams chats and intranets.

### **Websites and intranets**

The website is central to providing meaningful public information and feedback in accessible formats. The website is AA standard compliant. The site map and functionality were co-designed with patients, who said what they needed to know and how they wished to access the information they seek.

Feedback was provided on what has been done with the information that people give to let them know how services have changed as a result – this is covered in the engagement and consultation section of the site. It details all current and previous activity covering the background, the activity, what people said and a ‘you said, we did’ approach so people can clearly see how their impact has made a difference.

Information and resources around COVID-19 and the vaccination programme are hosted on the Together We’re Better website for a system-wide approach. Various materials and resources in different languages and formats are hosted on the website, while toolkits and social media posts all feed to this page to help measure its usage.

The staff intranet continues to be the one-stop host of resources for CCG colleagues including news, training opportunities and resources. This year the intranet was moved to a SharePoint platform to aid easier access for staff, and the use of features to connect with the Microsoft package. The GP intranet, developed in response to COVID-19, has also now been moved to a SharePoint platform and has been developed to incorporate primary care news, forms, operational procedures and other resources.

### **Face-to-face**

Engagement with our various patient groups has continued using online mechanisms put in place due to social distancing restrictions. Feedback has also been responded to from some of the groups to introduce Zoom meetings where required to support engagement with those who were struggling to use Microsoft Teams.



## Patient Congress/Board/Council

An active Patient Congress continues to bring together a group of informed participants to contribute to the strategic planning, development and delivery of local health services. Patient Congress meets in common with North Staffordshire CCG Patient Congress.

The Lay Member for Patient and Public Involvement for each CCG co-chairs the meetings, which this year have continued online using Microsoft Teams. There is an embedded process for gathering soft intelligence through the collection of patient stories which are reported to the CCGs' Quality and Safety Committees in Common and then disseminated to patient participation groups (PPGs) and locality groups by the Congress members.

## Lay Member for Patient and Public Involvement (PPI)

Lay members are integral to the assurance and governance processes of the CCGs. The Lay Member for PPI ensures that patients' voices are brought to the table and able to influence decisions taken at a strategic level.

All decision-making committees of the CCG include lay member representatives to ensure patient and public views are heard in all aspects of the CCG's business including the Governing Body and the Primary Care Commissioning Committee. The front cover of all Governing Body papers requires officers to provide assurance about patient and public involvement activity undertaken to support the proposals being made.

Through the Communication, Engagement, Equality and Employment Committee, equality and inclusion are woven into day-to-day practice. The Lay Member for PPI has a key role to play in assuring the CCG in relation to public involvement and holds the CCG to account for its involvement activity.

For every engagement process undertaken, every endeavour is made to gather on an optional basis, equality and diversity monitoring data. This is so assurance can be given that information is gathered from a representative sample group and reaching out for feedback to all sections of local communities.

Some examples of patient representatives' involvement in CCG activities this year includes:

- The Communications, Engagement, Equalities and Employment (CEEE) Committee monitors and shapes patient and public involvement activity regularly. The CEEE Committee has a strategic responsibility and reports to the Governing Body
- The Primary Care Commissioning Committee monitors public involvement through the contracts with primary care services. The meetings are chaired by CCG lay members and part of their role is to ensure that GP practices have undertaken the correct level of involvement in relation to potential changes to services, such as branch closures and mergers
- Together We're Better undertook listening events during the pandemic to capture people's experiences and to understand how COVID-19 had affected their access to services. The feedback was fed into the restoration and recovery work and will continue to be used to shape planning of future services.

## Clinical and Professional Leadership

NHS England and NHS Improvement released guidance in September 2021 around implementing effective clinical and professional leadership within integrated care systems (ICSs). ICS and designate Integrated Care Board (ICB) leaders have been asked to agree on a local framework and associated development plan, as well as to ensure that leaders from all clinical and care professions are involved and invested in the vision, purpose, and work of their ICS as it matures.

Clinical and care professionals will be involved in decision-making at every level of the system and the ICS has been engaging with multiple partners to inform the emerging framework and model. This includes the development of communication materials to explain the vision and five core principles for clinical and professional leadership at a local level.

During 2021/22, the first multi-organisation and multi-professional networking event for clinical and care professionals across Staffordshire and Stoke-on-Trent was held. The event enabled clinical and care professionals to understand what the framework is and how they can connect and contribute towards the panel as well as highlighting opportunities or challenges. The event also allowed attendees to shape and inform the evolution of the local clinical and professional leadership approach.

A survey was run alongside the event and feedback from both is currently being collated and analysed to inform the approach going forwards. Due to the success of this event, another event is being planned for the summer of 2022.

## Overview and Scrutiny Committee

The Health and Care Overview and Scrutiny Committee is responsible for scrutiny of matters relating to the planning, provision and operation of health services in the local authority's area. This includes public health, in accordance with regulations made under the Health and Social Care Act 2001 and subsequent guidance.

The Committee has the power to make reports and recommendations to NHS bodies conferred by the Health and Social Care Act 2001 and may respond independently to health-related consultations from government and external agencies.

The Committee takes the lead in scrutinising the work of the CCG, which has been actively engaged with the Committee throughout the year in formal meetings and informal briefings. This is to make sure that Committee members can scrutinise our plans and proposals in a public forum.

Items that have been presented to the Committee for consideration during 2021/22 include:

- The journey towards an Integrated Care System / Integrated Care System Delivery Plan
- The George Bryan Centre
- Maternity services
- Difficult Decisions engagement work
- Phase 3 COVID-19 vaccination



- Transforming urgent and emergency care engagement
- The Transformation programme
- Performance overview and dashboard
- Quality assurance of independent hospitals providing care for patients with mental health and/or learning disabilities
- General practice access
- System pressure and emergency care.

## Health and Wellbeing Strategy

The Staffordshire/Stoke-on-Trent Health and Wellbeing Board, which is co-chaired by North Staffordshire CCG's Clinical Chair, brings together key health and care organisations to improve the health of local people and ensure fair access to services.

The Health and Wellbeing Board meets to understand local needs, agree priorities, and ensure NHS organisations and the council work more closely, including commissioning services together where possible. The Health and Wellbeing Board is key to delivering integrated health and social care through strong local leadership across health, local authority, and voluntary sector partners.

The Board's key functions are:

- to undertake a Joint Strategic Needs Assessment (JSNA)
- to develop a joint Health and Wellbeing Strategy
- to ensure that the commissioning plans and activities of CCGs and the council are consistent with the Joint Strategic Needs Assessment (JSNA) and the Health and Wellbeing Strategy
- to support the development of joint commissioning, integrated delivery and pooled budgets
- to assess the need for pharmaceutical services in its area, and publish a statement of its first assessment and of any revised assessment
- to encourage integrated working under the Health and Social Care Act 2012.

Examples of the contribution to the Health and Wellbeing Board include the following:

- The board is co-chaired by a senior elected member of Staffordshire County Council and North Staffordshire CCG's Clinical Chair. This has been the case since the board was established
- While there are five CCGs within the Staffordshire County Council footprint, they act as one body and contribution to the board reflects this arrangement
- Regular updates have been provided to the Health and Wellbeing Board on the system's response to the COVID-19 pandemic.
- During 2021/22, the NHS, working closely with the local authorities, has continued to manage the largest vaccination programme in the history of the NHS. Regular updates have been provided to the board and any feedback has been shared with the programme to inform the approach to the programme
- During the second half of the year, the Health and Wellbeing Board have been actively engaged in the development of plans for the Integrated Care System.

This information has been developed in conjunction with the Health and Wellbeing Board and was agreed to be included in this year's Annual Report.

# Key achievements

## Supporting the workforce

### Staff Survey

The NHS National Staff Survey has been participated in again, with a high rate of 85% of staff responding. This feedback was and continues to be an essential source of information in which the CCG(s) can develop programmes and tools to support the workforce.

### Acknowledging equality, diversity and support

We continue to support the wellbeing of the workforce, and in the past 12 months have appointed a number of volunteer Diversity Champions, Menopause Ambassadors, Change Ambassadors, Domestic Abuse Ambassadors, and a further 10 trained Mental Health First Aiders. These Champions and Ambassadors work alongside the staff network groups through Executive sponsorship, which include the Ethnic Diverse Group, Disability and Neuro-diverse Group, Carers Group and LGBTQ+ Group.

Health and Wellbeing conversations for all staff are held annually, in addition to monthly development sessions.

Our job adverts include an Equality Statement, and the requirement for all new starters to attend unconscious bias and invisible disabilities training and a specific Equality Induction session.

### Additional roles into primary care

A core component of the PCN Direct Enhanced Service (DES) is the provision of funding for the Additional Roles Reimbursement Scheme (ARRS). These are additional roles recruited to support general practice to help address the workforce gaps by introducing alternative roles to improve timely access for patients.

Roles include physiotherapists, dietitians, advanced paramedics, nursing associates, podiatrists, occupational therapists, mental health workers, care coordinators, social prescribers, clinical pharmacists and physician associates. As of January 2022, Staffordshire and Stoke-on-Trent had recruited 375 whole-time equivalent (WTE) staff, and this number continues to grow.

The introduction of these new roles has been linked to the local communications campaign to increase the public awareness about what these roles can do, and why reception staff may ask questions when patients are booking appointments.

### Flexible Staff Pools

To recruit and provide locum GPs for practices across Staffordshire and Stoke-on-Trent, an online pool called 'Find me a Locum' is in place. There are currently around 50 locum GPs available on this platform, and work continues to increase the number of locums available. Through close working with Staffordshire Training Hub, a GP Locum Peer Support Network has been developed to support locums working in the local area.

In addition, Clinical Champions for workforce have also been recruited which will support workforce planning, recruitment and retention into 2022/23, who again are working very closely with the Staffordshire Training Hub.

## Supporting patients

### Access to general practice

During the COVID-19 pandemic, access to general practice has been challenging with key drivers to this including pent-up demand, donning and doffing of personal protective equipment (PPE) and social distancing challenges within the general practice buildings and also the longer waits on the telephones due to vaccination and outpatient referral queries.

Since early into the pandemic, the Primary Care team have continued to develop and implement a seven-point access action plan which includes communications, the rollout of an access improvement programme with NHS England's Time to Care team, digital solutions, record keeping, quality/variation/resilience, training and development and workload initiatives.

Some key achievements have included:

- the widespread ability for general practice to work remotely by providing the relevant digital infrastructure
- ongoing communications with the public on how general practice is operating
- the continuing implementation of the Community Pharmacy Consultation Service to facilitate patients having a same-day appointment with their community pharmacist for minor illnesses or an urgent supply of a regular medicine
- improving access to services
- providing more convenient treatment closer to patients' homes.

### Long-term conditions

The care of patients with long-term conditions is one of the greatest challenges for the health and care system. There is significant variation in the prevalence of long-term conditions in Staffordshire and Stoke-on-Trent, which has implications for how health and care services are provided.

The Long-Term Conditions Programme is looking at the way work is undertaken and is making improvements top quality, stops waste, and delivers care where it is needed. The aims are to improve care delivered without increasing costs.

There is commitment to joint working in the key areas of prevention and reducing health inequalities. This will involve actively working in partnership with public, private, and third sector organisations, as well as local communities and citizens, towards a shared vision of improving health and wellbeing across neighbourhoods and communities.

By reviewing respiratory, diabetes and cardiovascular pathways using the National Institute for Health and Care Excellence (NICE) Baseline Toolkit, best practice is used to ensure the necessary skills and capacity are in place and agreeing a plan to close the gaps in core provision and levelling up.



A methodology has been agreed for using Population Health Management for the approach to transformation. Rich sources of data have been identified, and data packs are currently being developed for each Place-Based Partnership.

Clinical Improvement Groups have been established in all Place-Based Partnerships, and a Long-Term Condition Forum for sharing ideas and challenges. Commissioners across the three PBPs are working closely together to understanding the impact of COVID-19 on the Quality Outcome Framework and on people with long-term conditions.

### **Respiratory**

- Following the successful pilot across four of the six CCGs, Pulmonary Rehabilitation Virtual Reality across all six CCGs for clinically appropriate patients is being rolled out
- A training programme is in development for respiratory nurses
- The Spirometry service will commence very soon
- British Lung Foundation Asthma Bundles are being scoped.

### **Cardiovascular disease**

The national Blood Pressure@Home programme is being rolled out locally. A total of 3,403 blood pressure monitors were distributed across the six CCGs during 2021/22. Pharmacists are also undertaking blood pressure checks.

A smartphone app called FibriCheck monitors heart rhythm to detect irregularities and prevent strokes. A training plan and communications plan are in development to support local implementation, and a hub model will allow full roll-out to Primary Care Networks.

### **Diabetes**

- Formal reporting on the eight care process in the National Diabetes Audit is being restored
- There is a focus on socio-economically deprived populations and certain ethnic minority groups
- One of three North PBP diabetes workshops have been held to date.

### **Pulse Oximetry@Home**

Pulse oximeters are small devices attached to the finger to measure the oxygen level (oxygen saturation) of the blood. During 2021/22, a total of 4,654 pulse oximeters were distributed across the six Staffordshire and Stoke-on-Trent CCGs, another 500 were allocated to care homes across the county, and 1,600 were allocated by the Community Rapid Intervention Service (CRIS) team.

## **Transforming local services**

Over the last 12 months, work has taken place with communities, patients, and health care providers through the Southeast Place-Based Partnership to deliver local transformation priorities.

An inclusive approach has been embedded with clinicians and patients to agree how to improve patient outcomes and any changes that could be made to integrate provision. Clinical improvement groups have been established to focus on each local priority and

include patients and clinicians from primary care, community and the local hospital services.

Some examples of the service redesign and integration work undertaken together over the last 12 months include:

- Redesigning and integrating the hip and knee pathway
- Redeveloping a falls and fragility prevention pathway
- Redesigning the ophthalmology service pathway between primary and secondary care
- Integrating the adult wound care pathway and establishing a multidisciplinary forum to drive forward continuous improvement
- Redesigning the heart failure service and embedding atrial fibrillation remote monitoring
- Integrating the respiratory service including a trailblazer project to improve access to pulmonary rehabilitation
- Integrating the diabetes service with a focus on the eight care processes
- Tackling health inequalities through a range of solutions co-produced with our communities and third sector partners. These focused on our health and wellbeing priorities: diabetes, falls/frailty, heart disease, hospital discharge, mental health, musculo-skeletal conditions, respiratory conditions, and stroke
- Mobilising the Community Rapid Intervention Service (CRIS) to support patients to receive enhanced care from hospital and community clinicians whilst remaining in their own home.

# Accountability Report

## Corporate Governance Report

The Corporate Governance Report seeks to explain the composition and organisation of the CCG's governance structures and how they support achievements.

### Member profiles

Dr Shammy Noor was the Chair of South East Staffordshire and Seisdon Peninsula CCG until 31 October 2021. On 1 November 2021, Dr Sukhdip Johal took over as Chair of the CCG.

Marcus Warnes is the single Accountable Officer for Cannock Chase CCG, East Staffordshire CCG, North Staffordshire CCG, South East Staffordshire and Seisdon Peninsula CCG, Stafford and Surrounds CCG and Stoke-on-Trent CCG.

### South East Staffordshire and Seisdon Peninsula CCG member practices

Practice Name	Address	Post Code
Aldergate Medical Practice	The Mount, Salters Lane, Tamworth	B79 8BH
Bilbrook Medical Centre	Brookfield Road, Bilbrook, Wolverhampton	WV8 1DX
Burntwood Health and Wellbeing Centre	High Street, Burntwood	WS7 3XH
Claverley (The Surgery)	Spicers Close, Claverley, Wolverhampton	WV5 7BY
Crown Medical Practice ( <i>Trinity Surgery merged into Crown Medical Practice 01/06/21</i> )	Tamworth Health Centre, Upper Gungate, Tamworth	B79 7EA
Dale Medical Practice	Planks Lane, Wombourne, Wolverhampton	WV5 8DX
Darwin Medical Practice	Burntwood Health Centre, Hudson Drive, Burntwood <b>Branch Surgeries:</b> St Chads Health Centre, Dimbles Lane, Lichfield Chasetown Medical Centre, 29-31 High Street, Chasetown, Burntwood	WS7 0EW WS13 7HT WS7 3XE
Featherstone Family Health Centre	Old Lane, off Hilton Road, Featherstone	WV10 7BS
Gravel Hill Surgery	Gravel Hill, Wombourne, Wolverhampton	WV5 9HA
Heathview Medical Practice	Glascote Heath Health Centre, Caledonian, Glascote Heath, Tamworth	B77 2ED

	<b>Branch Surgeries:</b> Cadogan Road, Dosthill, Tamworth Parson Street, Wilnecote, Tamworth	B77 1PQ B77 5BD
Hollies Medical Centre	Tamworth Health Centre, Upper Gungate, Tamworth	B79 7EA
Lakeside Medical Centre	Church Road, Perston, Wolverhampton	WV6 7PD
Langton Medical Group	Langton Grange Medical Centre, Langton Grange, Eastern Avenue, Lichfield <b>Branch Surgery:</b> Whittington Village Hall, Langton Crescent, Whittington, Lichfield 11 Longfellow Road, Boney Hay, Burntwood	WS13 7FA WS14 9LR WS7 2EY
Laurel House Surgery	12 Albert Road, Tamworth <b>Branch Surgery:</b> Fazeley Health Centre, Albert Road, Fazeley	B79 7JN B78 3QJ
Peel Medical Practice	Peel Court, 2 Aldergate, Tamworth	B79 7DJ
Riverside Surgery	41-42 Balfour, Riverside, Tamworth	B79 7BH
Russell House Surgery	Russell House, Bakers Way, Codsall, Wolverhampton	WV8 1HD
Salters Meadow Health Centre	Rugeley Road, Chase Terrace, Burntwood	WS7 1AQ
Dr Khare, Stoneydelph Medical Centre	Stoneydelph Medical Centre, Ellerbeck, Stoneydelph, Tamworth	B77 4JA
Dr Rajput, Stoneydelph Medical Centre	Stoneydelph Medical Centre, Ellerbeck, Stoneydelph, Tamworth	B77 4JA
Tamar Medical Centre	Severn Drive, Perton, Wolverhampton	WV6 7QU
The Trinity Surgery (Merged with Crown Medical Practice 01/06/21)	Stoneydelph Medical Centre, Ellerbeck, Stoneydelph, Tamworth <b>Branch Surgery:</b> 49 Smithy Lane, Wilnecote, Tamworth	B77 4JA B77 5LB
Tri Links Medical Practice	130 Tamworth Road, Amington, Tamworth <b>Branch Surgery:</b> Derwent (off Field Farm Road), Belgrave, Tamworth	B77 3BZ B77 2LD
The Westgate Practice	Greenhill Health Centre, Church Street, Lichfield <b>Branch Surgery:</b> 26 Lincoln Croft, Shenstone, Lichfield	WS13 6JL WS14 OND

### Composition of the Governing Body

Voting	Number
Board Nurse/Secondary Care Consultant	2

GPs	2
Officers	2
Lay Members – statutory	2

### Governing Body members

Title	First name	Surname	Position	Date of joining the committee*	Date of leaving the committee*
Dr	Shammy	Noor	Chair and Lichfield and Burntwood Locality Director		31/10/2021
Dr	Doug	Robertson	Secondary Care Consultant		
Dr	Sukhdip	Johal	Chair and Seisdon Locality Director	01/11/2021 (took over as Chair)	
Mr	Neil	Chambers	Lay Member for Governance		30/09/2021
Mr	John	Howard	Lay Member for Governance	01/10/2021	
Ms	Anne	Heckels	Lay Member for PPI/Vice Chair		
Mr	Paul	Gallagher	Lay Member		
Mr	Marcus	Warnes	Accountable Officer		
Mr	Paul	Brown	Chief Finance Officer		
Mrs	Heather	Johnstone	Executive Director of Nursing and Quality/Chief Nurse		

*\*Dates will only be included if there has been a change in-year*

[Governing body profiles can be viewed on our website.](#)

## Committee(s) including Audit Committee

### Audit Committee

This is a committee held in common with Cannock Chase CCG, East Staffordshire CCG, North Staffordshire CCG, Stafford and Surrounds CCG and Stoke-on-Trent CCG. Only South East Staffordshire and Seisdon Peninsula CCG members vote on South East Staffordshire and Seisdon Peninsula issues.

#### South East Staffordshire and Seisdon Peninsula CCG representatives on Audit Committee

Title	First name	Surname	Position	Date of joining the committee*	Date of leaving the committee*
Ms	Anne	Heckels	Lay Member for PPI		
Mr	Neil	Chambers	Lay Member for Governance		30/09/2021
Mr	John	Howard	Lay Member for Governance	01/10/2021	
Mr	Paul	Gallagher	Lay Member for Quality		
Dr	Doug	Robertson	Secondary Care Consultant		

#### Cannock Chase CCG representatives on Audit Committee

Title	First name	Surname	Position	Date of joining the committee*	Date of leaving the committee*
Mr	Neil	Chambers	Lay Member for Governance		30/09/2021
Mr	John	Howard	Lay Member for Governance	01/10/2021	
Mr	Paul	Gallagher	Lay Member for Patient and Public Involvement (PPI)		
Dr	Doug	Robertson	Secondary Care Consultant		

#### East Staffordshire CCG representatives on Audit Committee

Title	First name	Surname	Position	Date of joining the committee*	Date of leaving the committee*
Mr	David	Harding	Lay Member for Governance		



Ms Anne Heckels Lay Member for  
PPI and Quality

Dr Doug Robertson Secondary Care  
Consultant

#### North Staffordshire CCG representatives on Audit Committee

Title	First name	Surname	Position	Date of joining the committee*	Date of leaving the committee*
Mr	John	Howard	Lay Member for Governance		
Dr	Doug	Robertson	Secondary Care Consultant		
Mr	Tim	Bevington	Lay Member		

#### Stafford and Surrounds CCG representatives on Audit Committee

Title	First name	Surname	Position	Date of joining the committee*	Date of leaving the committee*
Mr	Neil	Chambers	Lay Member for Governance		30/09/2021
Mr	John	Howard	Lay Member for Governance	01/10/2021	
Mrs	Diana	Smith	Lay Member		
Mr	Paul	Gallagher	Lay Member		
Dr	Doug	Robertson	Secondary Care Consultant		

#### Stoke-on-Trent CCG representatives on Audit Committee

Title	First name	Surname	Position	Date of joining the committee*	Date of leaving the committee*
Mr	John	Howard	Lay Member for Governance		
Mr	Tim	Bevington	Lay Member		
Dr	Doug	Robertson	Secondary Care Consultant		

*\*Dates will only be included if there has been a change in-year.*

## Remuneration Committee

The Remuneration Committee has met in common once with Cannock Chase CCG, East Staffordshire CCG, South East Staffordshire and Seisdon Peninsula CCG, Stafford and Surrounds CCG and Stoke-on-Trent CCG during 2021/22.

Details of membership can be found in the Remuneration and Staff Report.

Further details of the sub-committees of the Governing Body can be found in the Annual Governance Statement.

## Register of Interests

Details of company directorships and other significant interests held by members of the Governing Body which may conflict with their management responsibilities, as well as details of how these conflicts are managed, can be viewed on the website: [Governing Body Members Conflicts of Interest](#).

Please see the Governance Statement for more information.

## Personal data-related incidents

Please see the Governance Statement for more information.

## Statement of Disclosure to Auditors

Each individual who is a member of the CCG at the time the Members' Report is approved confirms:

- so far as the member is aware, there is no relevant audit information of which the CCG's auditor is unaware that would be relevant for the purposes of their audit report
- the member has taken all the steps that they ought to have taken in order to make him or herself aware of any relevant audit information and to establish that the CCG's auditor is aware of it.

## Modern Slavery Act 2015

The Modern Slavery Act 2015 establishes a duty for commercial organisations with an annual turnover in excess of £36 million to prepare an annual 'Slavery and Human Trafficking Statement'. This is a statement of the steps the organisation has taken during the financial year to ensure that slavery and human trafficking is not taking place in any of its supply chains or in any part of its own business. Income earned by NHS bodies from government sources, including CCGs and local authorities, is considered to be publicly funded and is therefore outside the scope of these reporting requirements.

After discussion with our Auditors, the CCG does not consider that it has any activities that requires it to be treated as a commercial organisation for the purpose of the Modern Slavery Act 2015. We do not engage in profit-making activities, and so do not trigger the mandatory reporting requirements.

However, we fully support the government's objectives to eradicate modern slavery and human trafficking. Even though we do not meet the requirements for producing an annual statement, as best practice, the six Staffordshire and Stoke-on-Trent CCGs have provided a [combined Modern Slavery Act statement](#).

## Statement of Accountable Officer's responsibilities

The National Health Service Act 2006 (as amended) states that each Clinical Commissioning Group shall have an Accountable Officer and that Officer shall be appointed by the NHS Commissioning Board (NHS England). NHS England has appointed Mr Marcus Warnes to be the Accountable Officer of South East Staffordshire and Seisdon Peninsula CCG.

The responsibilities of an Accountable Officer are set out under the National Health Service Act 2006 (as amended), Managing Public Money and in the Clinical Commissioning Group Accountable Officer Appointment Letter. They include responsibilities for:

- the propriety and regularity of the public finances for which the Accountable Officer is answerable
- keeping proper accounting records (which disclose with reasonable accuracy at any time the financial position of the Clinical Commissioning Group and enable them to ensure that the accounts comply with the requirements of the Accounts Direction)
- safeguarding the Clinical Commissioning Group's assets (and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities)
- the relevant responsibilities of accounting officers under Managing Public Money
- ensuring the CCG exercises its functions effectively, efficiently and economically (in accordance with Section 14Q of the National Health Service Act 2006 (as amended)) and with a view to securing continuous improvement in the quality of services (in accordance with Section 14R of the National Health Service Act 2006 (as amended))
- ensuring that the CCG complies with its financial duties under Sections 223H to 223J of the National Health Service Act 2006 (as amended).

Under the National Health Service Act 2006 (as amended), NHS England has directed each Clinical Commissioning Group to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Clinical Commissioning Group and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accountable Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by NHS England, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts

- prepare the accounts on a going concern basis.

The CCG has complied with its financial duties under Section 223H to 223J of the National Health Service Act 2006 (as amended) and has made a surplus. In all other respects to the best of my knowledge and belief, I have properly discharged the responsibilities set out under the National Health Service Act 2006 (as amended), Managing Public Money and in my Clinical Commissioning Group Accountable Officer Appointment Letter.

I also confirm that:

- as far as I am aware, there is no relevant audit information of which the CCG's auditors are unaware, and that as Accountable Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the CCG's auditors are aware of that information
- the Annual Report and Accounts as a whole is fair, balanced and understandable. I take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.



*Marcus Warnes*

*Accountable Officer*

*NHS South East Staffordshire and Seisdon Peninsula CCG*

**22 June 2022**

# Governance Statement

South East Staffordshire and Seisdon Peninsula CCG is a corporate body established by NHS England on 1 April 2013 under the National Health Service Act 2006 (as amended).

The CCG's statutory functions are set out under the National Health Service Act 2006 (as amended). The CCG's general function is arranging the provision of services for persons for the purposes of the health service in England. The CCG is, in particular, required to arrange for the provision of certain health services to such extent as it considers necessary to meet the reasonable requirements of its local population.

As at 1 April 2022, the CCG is not subject to any directions from NHS England issued under Section 14Z21 of the National Health Service Act 2006.

## Scope of responsibility

As Accountable Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the CCG's policies, aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money. I also acknowledge my responsibilities as set out under the National Health Service Act 2006 (as amended) and in my CCG Accountable Officer Appointment Letter.

I am responsible for ensuring that the CCG is administered prudently and economically and that resources are applied efficiently and effectively, safeguarding financial propriety and regularity. I also have responsibility for reviewing the effectiveness of the system of internal control within the CCG as set out in this Governance Statement.

## Governance arrangements and effectiveness

The main function of the Governing Body is to ensure that the group has made appropriate arrangements for ensuring that it exercises its functions effectively, efficiently and economically, and complies with such generally accepted principles of good governance as are relevant to it.

This has been achieved by the following.

### Key features of the CCG's constitution for governance

The CCG will promote good governance and proper stewardship of public resources in pursuance of its goals and in meeting its statutory duties.

The principles of good governance are established in [our Constitution](#).

The CCG will at all times observe these generally accepted principles in the way it conducts its business.

These include:

- the highest standards of propriety involving impartiality, integrity and objectivity in relation to the stewardship of public funds, the management of the organisation and the conduct of its business

- the Good Governance Standard for Public Services
- the standards of behaviour published by the Committee on Standards in Public Life (1995), known as the ‘Nolan Principles’
- the seven key principles of the NHS Constitution
- the Equality Act 2010.

## Information about the Governing Body, the Membership Board and the committees

The Governing Body has an ongoing role in reviewing the CCG’s governance arrangements, to ensure that they continue to reflect the principles of good governance. The CCG has a programme of organisational development sessions for the Governing Body held bi-monthly to strengthen commissioning arrangements and provide mandatory training. As CCGs are permitted to delegate to the Governing Body and its committees that meet at the same time and in the same location as other committees (from other CCGs) it is referred to as “committees in common”.

Our Membership Boards have a clinician from each of the 23 practices in South East Staffordshire and Seisdon Peninsula. The Membership Boards provide the professional clinical expertise and scrutiny to ensure the CCG’s decisions are clinically led.

### Committees of the Governing Body (all held in common)

- Audit Committee
- Remuneration and Terms of Service Committee
- Quality and Safety Committee
- Finance and Performance Committee
- Primary Care Commissioning Committee
- Communication, Engagement, Equality and Employment Committee.

South East Staffordshire and Seisdon Peninsula CCG and East Staffordshire CCG have met as a Joint Committee at the Locality Commissioning Board, however, due to its geographical location Seisdon Peninsula has aligned with the South West Locality Commissioning Board and met 12 times during April 2021 and March 2022. They also held two confidential meetings.

These have been set up in the South West (Cannock Chase CCG, the Seisdon locality of South East Staffordshire and Seisdon Peninsula CCG and Stafford and Surrounds CCG); in the South East (South East Staffordshire and Seisdon Peninsula CCG, minus Seisdon locality and East Staffordshire CCG) and the North (North Staffordshire and Stoke-on-Trent CCGs).

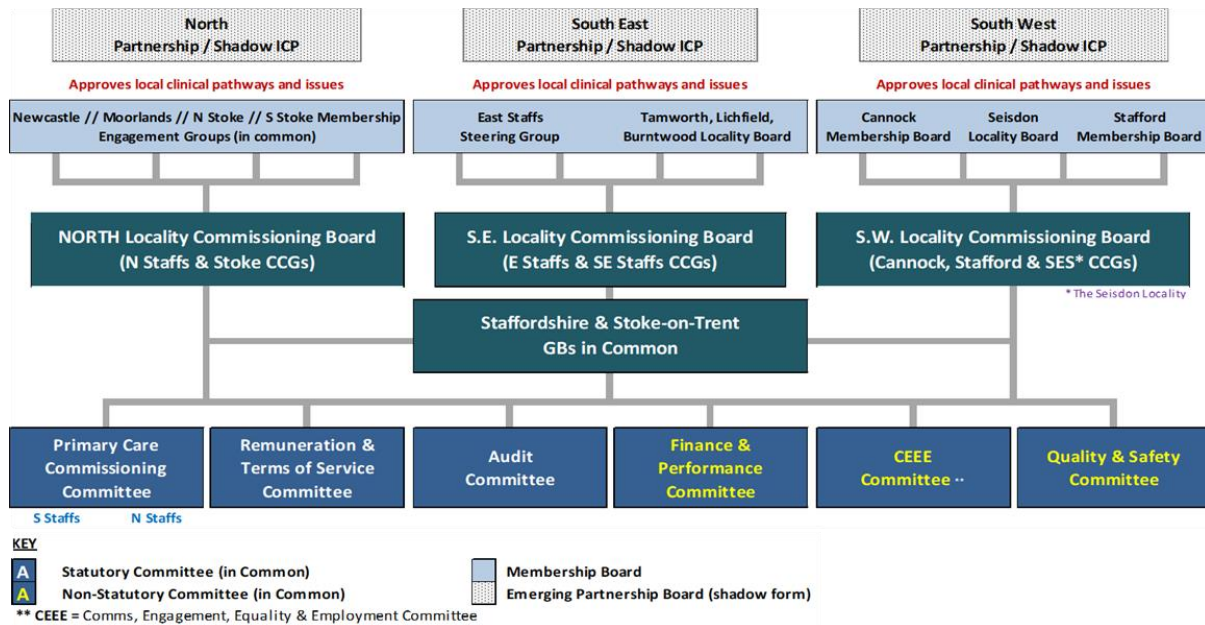
### Joint arrangements with other CCGs

A White Paper was released in February 2021 setting out plans for wide-ranging reforms to how health and social care services are to be commissioned in England, with CCG functions being taken over by integrated care systems (ICSs). These plans will be implemented in 2022.



The CCG has been working towards the establishment of the ICB, which was intended to be formed at 1 April 2022, but following directives from NHSE/I this has now been put back to 1 July 2022.

The CCGs continue their close working and maintain arrangements for holding meetings in common.



## Meetings of the Governing Body

As a CCG we have a duty to demonstrate accountability to our key stakeholders. Our staff continue to work from home due to the COVID-19 pandemic. We continue to hold our meetings remotely including our statutory meetings via Microsoft Teams. We held six Governing Body meetings in public that were all quorate, 12 in private that were all quorate and an Annual General Meeting on Teams to which the public could listen in and were able to submit questions.

In addition, South East Staffordshire and Seisdon Peninsula CCG also held a confidential Governing Body meeting with East Staffordshire CCG in January 2022. The meeting was quorate.

## Information about the committees

The Finance and Performance and the Quality and Safety Committees have at least one clinician, executive and lay member as part of their membership. The membership of the Audit Committee, the Remuneration and Terms of Service Committee, the Communication, Engagement, Equality and Employment Committee and the Primary Care Commissioning Committee consists of the CCG's lay members.

The terms of reference for each of the CCG's committees provide further details of their membership, roles and responsibilities, and can be found in [our Constitution](#).

## Performance of the Membership Board and Governing Body, including their own assessment of their effectiveness

During 2021/22 we have continued to hold our Membership and Governing Body meetings virtually as part of our response to COVID-19.

The switch to virtual meetings continues to be of benefit making the majority of meetings quorate, as people have not had to travel across the county.

Virtual meetings have also created efficiency savings thanks to reduced travel cost claims and savings in other corporate overheads, such as printing (see the Sustainability section of this report).

In addition, public meetings have had a better attendance than those held face-to-face and for these reasons we will continue to meet virtually.

Each committee meeting has a standing agenda item to review its effectiveness (against terms of reference, objectives for the meeting, and so on). All members who are present complete a series of self-assessment questions, which are noted in the minutes – with any issues escalated by the Chair through routine highlight reports that go to subsequent Governing Body meetings for information.

The questions are as follows.

- Did we achieve what we set out to do; linking back to the Agenda?
- Were the Nolan Principles adhered to during the meeting?
- Was the meeting conducted effectively, in line with the Meetings Charter?
- Do we need to escalate any issues or inform anyone of our decisions?

The CCG has now had nine years' experience of delivering its functions as a statutory organisation, and we have used a review of performance against key standards and domains designed by NHS England to evaluate the effectiveness and impact of the CCG.

As part of ensuring that the required professional standards are achieved, the CCG's Governing Body and committees adhere to the following principles, drawn from our Constitution and their terms of reference.

The Governing Body audits its own and its committees' performance and effectiveness in a number of ways:

- it does so according to provisions within our Constitution
- Governing Body and committee members abide by the 'Nolan Principles'
- quoracy and conflicts of interest are recorded at the start of each meeting and throughout, and include details of how conflicts are managed
- draft minutes of each preceding meeting are approved at each subsequent meeting
- approved minutes of committees are submitted to each Governing Body meeting

- the Governing Body delegates powers to the committees to manage certain items: for example, policy approvals (the Governing Body still formally ratifies these)
- Board observations are carried out by our internal auditors
- escalation and highlight reports are submitted for each subsequent Governing Body meeting, and the Chair raises any issues by exceptions.

Our internal auditors – RSM – undertook an observation of the Governing Body's approach to managing risk. The risk observation formed part of the reports on the CCG's overall risk management arrangements and the recommendations are being overseen by the Audit Committee.

There is also provision in our Constitution for our member practices to call a meeting of the Governing Body (where due process has been followed and using the Teams approach as noted previously). Member practices have not called for a meeting of the Governing Body in 2021/22.

The names of all members present at Governing Body, the Membership Board and formally constituted committee meetings in 2021/22. have been routinely recorded in the minutes of these meetings. Attendance has been more than satisfactory throughout 2021/22. with the use of Microsoft Teams, as we have achieved more than minimum quoracy requirements for all CCG in common meetings.

[All papers for the meetings held in public can be found on our website.](#)

In the very few areas where quoracy has not been maintained for meetings, the arrangements to mitigate this have been set out in the minutes.

All Governing Body meetings were quorate throughout 2021/22, as these were held virtually through Microsoft Teams.

The CCG Governing Body can confirm that it has received verbal reports from the CCG committees, along with approved minutes, and it is satisfied with the composition, attendance and efficacy of these committees.

## **Highlights of the work of all the above committees, sub-committees and joint committees**

### **Locality Commissioning Board**

Our CCG have two Locality Boards – one in Tamworth, Lichfield and Burton and one in Seisdon Peninsula.

The Tamworth, Lichfield and Burton Board has met 12 times throughout 2021/22, and were not quorate for the meetings in April, June, July, August, September, October, December 2021 and January, February and March 2022. The Board focused on:

- Long COVID team update
- Workforce reports
- Community Children's nursing team service
- CRIS update

- Maternity service change update
- Formulary harmonisation
- Integrated urgent care OOH service
- Update on ICS guidance
- HUDB two-week wait cancer referral forms
- Free of charge medicines scheme
- Finance update
- S140 guidance.

The Seisdon Locality Board has met 12 times during 2021/22. The meetings were not quorate for April, June, July, August, September, October and December 2021 and February and March 2022. The Board focused on:

- Health Navigator – proactive health coaching
- Diagnostics – current performance and recovery
- NHS Civility and respect toolkit
- Quality Improvement Framework – 2021/22
- Patient access and activity levels
- Workforce report
- Termination of pregnancy service specification
- Area prescribing
- Children and Young People's Mental Health Long Term Plan
- Finance update
- Royal Wolverhampton NHS Trust ultrasound referral criteria and vetting guidance.

## **Audit Committee**

The Audit Committee meetings in common with the other five Staffordshire and Stoke-on-Trent CCGs were held in April, May, September and November 2021, and February and March 2022. The meetings were held via Microsoft Teams and all were quorate.

The committee's role is to provide assurance to the Governing Body on systems of internal control through the independent, objective review of financial and corporate governance / risk management arrangements. These include internal and external audit matters, compliance with the law, guidance and regulations pertinent to the NHS.

The Audit Committee focused on:

- The Internal Audit Plan
- The receipt and scrutiny of reports from both external and internal auditors and the scrutiny of action plans to address these reports
- Annual Report for 2021/22

- The ongoing review of fraud prevention including the summary reports from any investigations
- Scrutiny of Board Assurance Framework and risk register
- Scrutiny of CCG registers for conflicts of interest, and gifts and hospitality, freedom of information and active monitoring of an agreed conflicts of interest action plan
- Scrutiny of single tender waivers.

### **Extra Ordinary Audit Committees in Common – Due Diligence**

The Audit Committees in Common also held six Extra Ordinary Due Diligence meetings in the period October 2021 to March 2022.

The purposes of these meetings were in line with the national guidance released by NHS England in September 2021, to comply with due diligence requirements as the sending organisation to incorporate the functions of the CCG into the Integrated Care Board (ICB).

The Audit Committees agreed to hold these meetings to complete a deep dive into each area and highlight any areas of concern or highlight any areas that may be missing to ensure a smooth transition into the ICB.

Extra Ordinary meetings held have covered the following areas:

- Finance
- HR
- Quality
- Information Governance (IG) and Information Technology (IT)
- Strategy Planning and Performance and Business Interruption (BI)
- Commissioning
- Primary care.

In May 2022, we will do a further review to ensure the CCGs have completed a thorough check of the requirements of the due diligence before they hand over to the ICB.

Membership of the CCG's Audit Committee is cited as part of the Members' Report within this Annual Report.

## **Remuneration Committee**

Remuneration Committee meeting in common met once with the other five Staffordshire and Stoke-on-Trent CCGs in July 2021.

The committee's role is to make recommendation to Governing Bodies on determinations about remuneration, conditions of service, benefits and allowances for Very Senior Managers and any alternative to the NHS scheme for employees and members of the Governing Bodies.

The meetings were quorate.

## Quality and Safety Committee

Committee meetings were held in common with the other five Staffordshire and Stoke-on-Trent CCGs. The Quality and Safety Committee met 10 times in 2021/22, and all meetings were quorate. The committee's role is to provide assurance to individual Governing Bodies on the quality and safety of all services commissioned for local patients, including those led by other CCGs where the CCGs from Staffordshire and Stoke-on-Trent are an 'Associate Commissioner'.

It also leads on other joint commissioning duties relating to pan-CCG quality strategy elements such as the assurance of non-clinical services (including Commissioning Support Unit Quality KPIs, approval of Quality Impact Assessments (QIAs) for QIPP schemes, research governance matters, the agreement of policies, and receipt / management of clinical risk registers).

All of the meetings were quorate.

The committee focused on:

- A COVID-19 Quality and Safety report, which included:
  - provider assurance – where the CCGs are the lead/host commissioner
  - incidents management
  - independent sector assurance
  - QIAs
  - quality and safeguarding
  - soft intelligence
  - risk register and issues log
  - COVID-19 testing
- waiting list backlog
- patient engagement
- safeguarding
- D2A (Discharge to Assess).

The committee also received reports on:

- the LeDeR programme
- Special Educational Needs and Disabilities (SEND)
- autism services – Independent Review Report
- patient safety
- Primary care quality
- Nursing Home Quality and Assurance Group
- the PIRT (Patient Improvement Response Team)
- CHC (continuing healthcare) and Care at Home (domiciliary care)



- infection, prevention and control
- patient engagement
- complaints and soft intelligence
- medicines optimisation
- serious incidents
- QIA sub-group
- maternity and neonatal services.

## Finance and Performance Committee

Committee meetings were held in common with the other five Staffordshire and Stoke-on-Trent CCGs. The Finance and Performance Committee has met 12 times. All meetings were quorate, with the exception of the meetings held in October 2021 and March 2022. The committee's role was to assure the Governing Bodies on issues related to finance, performance and contracting, including financial and commissioning plans and performance management of contracts.

The discussion of meetings focused on:

- Performance report
- Month 9 Performance Report: Staffordshire and Stoke-on-Trent System Summary
- COVID-19 finance update and returns
- Contracting report
- Risk register
- System Financial Strategy and Transformational Savings
- Prescribing Local Improvement Scheme 2020/21 Results Summary
- 2022/23 financial plan
- Contractual arrangements with independent sector providers.

As noted in the Performance Report sub-sections on NHS Oversight Framework (NHS OF) and NHS Constitutional Standards, a number of system provider and commissioner failures occurred this year in the delivery of key performance indicators (KPIs) or outcome measures.

Performance improvement is being targeted to align with national priorities linked to restoring access and services post COVID-19, with system organisations continuing to operate in partnership to deliver improved performance for 2021/22. Performance improvement within individual areas is led by cross-system boards focussed respectively on urgent and elective care.

The Finance and Performance Committee will continue to monitor system wide improvement plans throughout 2021/22. It will look for evidence in further performance reports that the necessary improvements in performance are being made in each individual performance area.

## Primary Care Commissioning Committee

The Primary Care Commissioning Committee met in common with Cannock Chase CCG, East Staffordshire CCG and Stafford and Surrounds CCG 10 times in public. All public meetings were quorate.

The committee is responsible for corporate decision making in the management of the delegated functions / exercise of delegated powers in relation to primary medical services review, planning and procurement.

The meetings have focused on:

- Primary Care Stocktake
- COVID-19 vaccination programme update
- Summary of decisions made during step down of public meetings
- Board Assurance Framework update
- Finance update:
  - Review of 2020/21 final position
  - Delegated budget – 2021/22
- Workforce update
- Roadmap to recovery – General Practice
- COVID-19 vaccination update
- GP Access update
- PCN Audit
- Staffordshire and Stoke-on-Trent GP retention plan proposal for 2021/22
- Risk register and Board Assurance Framework (BAF).

The Primary Care Commissioning Committee has also held 11 confidential meetings. The meetings focused on local primary care issues relating to specific practices.

## Communications, Engagement, Equality and Employment Committee

The Communications, Engagement, Equality and Employment Committee (CEEE) has met in common with the five other Staffordshire and Stoke-on-Trent CCGs 11 times. All meetings were quorate with the exception of the meeting held in June 2021.

The committee's role is to support strategic commissioning by feeding in local views. It also provides a vehicle for Patient and Public Involvement lay members from the six CCGs to agree common approaches. It covers all CCGs' statutory duties, pertinent to title, including the Equality Act 2010.

It provides meaningful and timely communication to stakeholders, and engagement with communities, clinicians and staff (including consultation arrangements for changes to healthcare services in line with legislation). It oversees the joint Organisational Development Plan to develop and empower Governing Bodies, the senior leadership team and staff to deliver strategic objectives. It provides oversight of aspects of

employment (including labour law compliance, employment standards and employee relations).

The committee focused on:

- COVID-19 position update including the impact on the CCGs and the vaccination programme
- Annual Report and AGM
- Gender Pay Gap Report
- 2020/21 Public Sector Equality Duty (PSED) Equality and Inclusion annual report
- Statutory and mandatory training
- Staff engagement
- Membership engagement
- Agile Framework
- Board Assurance Framework (BAF)
- Creating a single commissioning organisation (CCG) application update
- ICS People transition
- Coaching and mentoring framework
- Staff development events
- Human Resources and Organisational Development (HR OD) Plan
- Staff support groups.

Equality Impact and Risk Assessments (EIRAs) are a tried and tested way to evidence 'due regard' to the Equality Act and Public Sector Equality Duty. Update documents are produced on a quarterly basis and assurance is given to the CEEE Committee.

## **UK Corporate Governance Code**

NHS Bodies are not required to comply with the UK Code of Corporate Governance. However, we have reported on our Corporate Governance arrangements by drawing upon Good Governance Institute best practice.

## **Discharge of statutory functions**

The CCG has put in place arrangements, developed with expert external legal advice, to ensure our compliance with all relevant legislation. That legal advice also informed the matters reserved for Membership Body and Governing Body decisions and the scheme of delegation.

In light of the recommendations of the 1983 Harris Review, the CCG has reviewed all of the statutory duties and powers conferred on it by the National Health Service Act 2006 (as amended) and other associated legislative and regulations. As a result, I can confirm that the CCG is clear about the legislative requirements associated with each of the statutory functions for which it is responsible, including any restrictions on delegation of those functions.

Responsibility for each duty and power has been clearly allocated to a lead director. Directorates have confirmed that their structures provide the necessary capability and capacity to undertake all of the CCG's statutory duties.

## **Risk management arrangements and effectiveness**

As part of the Staffordshire and Stoke-on-Trent CCGs' Internal Audit Plan for 2020/21, a BAF and risk management review was undertaken to provide assurance on the frameworks in place and any changes made to them during COVID-19. During 2021/22 the CCG has continually reviewed the BAF and made changes to enhance the reporting and provide robust assurance to the CCG's board and committees.

In 2021/22 a decision was made to suspend the risk register and introduce a COVID-19 register, which continued to be reviewed during 2021/22 until the suspended risk register was re-introduced in August 2021.

The CCG now uses a system called Ulysses, which captures all the risks the CCG consider would harm the business of the organisation. Risk owners provide their updates onto Ulysses in a timely manner enabling the Governance team to provide reports to the various Boards and committees.

The Ulysses system also captures the Board Assurance Framework risks.

The Governance team have provided training to all CCG staff and provided a working guide to assist them completing updates on the system.

There is also oversight through the CCG's Committees and Governing Body in Common which now receive monthly full versions respectively of the BAF and risk registers.

The administration of both the BAF and risk registers is undertaken by the governance team who have provided support on the completion of the new system.

We have auditor-assured and adequate risk management control frameworks, with clear reporting lines and regular review of the CCG's identified risks.

In this way we have continued to actively support our 'risk culture', despite the impact of COVID-19 on normal risk management business processes. We have ensured that risk management has remained fully embedded in the CCG's core business activity (including interlinked areas such as undertaking Equality Impact Assessments with in-built risk assessment checks, or to support all incident reporting to be carried out openly).

The BAF and the risk register work together to identify and monitor threats to the CCG's strategic goals. A 2021/22 BAF was agreed by the Governing Bodies and internal auditors in June 2021 to ensure the Governing Bodies are alerted to risks that could impact delivery of the strategic objectives throughout the year.

The Governing Body receives the risk register and BAF early on the agenda to ensure discussions are informed by risk. All Board reports identify links between their content and items on the risk register. At the end of each meeting, the committee considers whether any new risks have been identified and are recommended for addition to the risk register. This practice remains embedded in the work of all the Governing Body sub-committees.

An audit was carried out by RSM on our BAF this year and noted that the BAF aligned to the CCG's seven strategic aims. It contains risks, controls and assurances. Gaps in

control and assurances are identified and appropriate actions are allocated to individuals to address the gaps.

Risks are scored at three stages: initial risk score, residual risk score and target risk score.

Testing confirmed that regular review, monitoring and scrutiny of the BAF and risk registers are undertaken by the CCG Governing Body in Common and its sub-committees.

These meetings are attended by lay members – both statutory and non-statutory. Risk is discussed at the CCG's Annual General Meeting, where the Governance Statement and Annual Reports and Accounts are presented.

The RSM audit reviews of the corporate governance and risk management processes, and a more focused piece on risk management, have resulted in the following findings.

Three 'medium' category management actions relating to the following:

The CCGs will review the Board Assurance Framework and ensure the following:

- The control description is clearly recorded and assessed as genuine, relevant and timely
- Any actions are removed from the control description and transferred to the gaps in control column, with an appropriate action identified to address the gap.

The CCGs will review the Board Assurance Framework and ensure the following:

- Assurances are specific enough to allow readers to identify what information they are expecting and how this provides assurance against an individual objective and risk
- Assurances are actual assurances and not controls or actions
- Where possible, explicitly reference the source of assurance (for example document/report name – January 2020). Where negative assurances are highlighted, additional actions will be raised to address the issue(s)
- Assurances are received from a range of sources (for example Internal Audit, Clinical Audit or CQC relating to providers, etc) and their independence, objectivity and relevance considered.

The coversheets will be further enhanced to ensure that it clearly draws out key information such as:

- Whether all risks have been reviewed each time
- Where slippage is identified including the likelihood of achievement and the implementation of actions
- Significant changes to risk (this should also be highlighted on the BAF, so it is clear for the reader)
- For the Audit Committee and Governing Body, the coversheet should highlight key areas discussed at sub committees which should be brought to their attention in respect of the BAF.

RSM also noted that the majority of assurances identified within their sample were from an internal source/process. A range of assurance sources should be considered to diversify and strengthen the assurances received (internal audit, external audit, KPIs, independent reports, and so on).

## Capacity to handle risk

The CCG Governing Body is responsible for the organisation's systems for internal control, including risk management. The Accountable Officer is designated with overall responsibility for ensuring the implementation of external assurances covering risk management and reporting to the Governing Body. The Accountable Officer delegates some of these responsibilities to senior officers of the CCGs.

### Single leadership team

The role of the single leadership team covering all six CCGs in Staffordshire and Stoke-on-Trent is to have oversight of the BAF and the encompassing risk register for all risks. Executive directors through their 'Start the Week' weekly meeting were responsible for validating and managing risks within their designated remit of work, including COVID-19 response.

### Audit Committee (held in common)

The Audit Committee ensures that effective systems of integrated governance, risk management and internal control are maintained.

The Audit Committee reviews the risk register and BAF.

The sub-committees of the Governing Bodies are responsible for overseeing the risks relating to their workstreams. The Audit Committee has oversight of all risks.

### Accountable Officer

The Accountable Officer has overall responsibility to ensure appropriate systems of internal control are in place for all aspects of governance, including financial and risk management as well as plans for dealing with emergencies that may impact on the CCGs.

Day-to-day management of risk management processes is delegated to the Executive Director of Corporate Services, Governance and Communications.

### Executive directors

The relevant executive director ensures that all risks are identified, managed and mitigated for their workstreams and that the risk owner carries out their duties effectively. The attribution of risks is aligned with the programme portfolios (including the COVID-19 response). Executive directors led the interim risk review process throughout the COVID-19 response.

### Risk owners

The risk owners will ensure that their risks are continuously managed. They will check that the risk register is updated on at least a monthly basis or as deemed appropriate by their executive director.

The directors are:

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**Executive leads**

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**Area of work (including COVID-19 ICC Cell)**

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Chief Finance Officer	Finance, Governance and Senior Information Risk Owner
Executive Director of Quality and Safety – Chief Nurse	Quality, Safety, Safeguarding, Caldicott Guardian
Executive Director of Corporate Services, Governance and Communications	Corporate Governance, Human Resources, Organisational Development, Equalities and Communications and Engagement
Executive Director of Primary Care	Primary Care and Medicines Optimisation
Executive Director of Strategy, Planning and Performance	Performance, Information, Planning and Strategy, as well as formal processes for ICC incident response
Executive Director of Strategic Commissioning and Operations	Commissioning and Operations, including the operational cells' work in COVID-related areas

## Risk assessment

As noted above, the COVID-19 pandemic required the CCGs to deploy staff to work in other areas while still maintaining their statutory duties in relation to risk management. In doing so, the executive management team made a decision to “mothball” the corporate risk register and develop the dedicated COVID-19 risk register. However, a decision was made to “stand up” and reinstate the “mothballed” risk register. The register was re-introduced in August 2021 once the work on Ulysses had been completed.

To ensure further scrutiny, the formal committees of the Governing Bodies received copies of the COVID-19 risk register at their regular meetings for risks scoring 15 and above.

The CCG can declare that it is currently managing 14 risks on the register scoring 15 and above, which will be carried forward into 2022/23. This includes:

- Four risks scoring 20 (extreme)
- Seven risks scoring 16 (extreme)
- Three risks scoring 15 (extreme).

The Audit Committee and the Governing Body have oversight of these risks and details of the top extreme scoring risks are as follows.

## Top extreme scoring risks

Risk description	Actions to mitigate
<b>1. Underlying deficit:</b> Without the delivery of robust system saving schemes, the system and consequently the CCGs will be unable to deliver a financially stable position, in line with the regional control total (yet to be confirmed).	<p>System Directors of Finance meeting weekly until March 2022.</p> <p>System reporting of savings to resume.</p> <p>System and organisational plans being reviewed at system director of finance and deputy's meetings for submission March and finalisation April 2022.</p> <p>Longer-term financial plan expected to prepare Quarter 2 of 2022/23.</p>
<b>2. NHS Oversight Framework (NHS OF):</b> Deterioration of performance, deterioration across the NHS of indicators and may impact on overall CCG annual rating.	<p>Meeting held with MDs on 17 January 2022. Further work being undertaken to support MDs with indicators and metrics.</p>
<b>3. Ambulance handover delays at Queen's Hospital Burton and Royal Stoke University Hospital:</b> Impact upon flow for the ambulance service and quality of patient experience.	<p>Frequency and duration of ambulance delays have increased within Staffordshire. Both QHB and UHNM have confirmed that they will facilitate rapid transfers if required to allow WMAS to respond to CAT 1 / 2 calls within the community.</p> <p>All patients pending transfer into ED receive clinical review on arrival and throughout the duration of their wait.</p> <p>CRIS transfers continue to positively impact upon the level of conveyances undertaken by WMAS.</p>
<b>4. Cancer activity UHDB and UHB:</b> There is an overall increase in the number of two week wait referrals due to the pandemic, with increases in referrals for dermatology, breast cancer which is potentially delaying diagnosis and treatment.	<p>Task and finish group in place. UHB changed two week wait forms focusing on additional capacity and pathway management reviews, health checks on patients likely to breach.</p> <p>UHDB standard 28-day letters being sent out for tumour sites, pathway redesign is being implemented. "Deep dives" taking place. Additional clinics and straight to test pathways in place.</p>
<b>5. New ICS White paper:</b> A risk that staff will leave rather than put themselves through the organisational changes likely to be ahead, includes disengagement of staff, loss of or significantly reduced discretionary effort.	<p>Risk re-opened at the request of the lay members at the last CEEE meeting due to the concern in relation to the post of CEO not being filled and uncertainty generally.</p>

## 6. Maternity transformation

**programme:** The system is unlikely to deliver the requirements of the MTP due to delays resulting from COVID-19.

Recruitment process completed and new team members expected in post by mid-March 2022. Exception reports still requested, QSOF forum reduced but not cancelled. Regular short update catch-ups continue with DOM and Neonatal service. Oversight maintained by appropriate meetings.

**7. The long-term consequences to patients and staff of Staffordshire and Stoke-on-Trent following the demands placed on the system in response to COVID-19 are not yet known.** There is a potential unintended consequence which will have significant impact on physical / emotional patient wellbeing and optimal treatment outcomes across all commissioned services.

There is significant increased demand for services within acute, community and mental health providers and workforce challenges, exacerbated by COVID-19 outbreaks and staff isolations across all partners, both of which impact on increasing already high waiting lists across the system. System partners continue to work collaboratively to identify early warning of emerging issues or impact.

**8. Risks to finance team/function:** If the transition on 1 July 2022 leads to a national system that has capacity issues and delays to running reports, raising orders and making payments.

Meetings continuing, although will be less frequent in February and March 2022. Project continues with clear tasks and timelines.

**9. There is a risk that payment will not be made properly to supplier for purchase orders that have been receipted.**

Monitored weekly at senior finance team meeting and improvement continues. Meeting with SBS Director of Finance due mid-February 2022 to gain assurance on delivery of their action plan.

**10. There is a risk that the gaps in Maternity and Neonatal workforce due to vacancies and retention will impact on the implementation of safety initiatives and the transformation agenda**

Workforce papers go to provider boards six monthly. LMNS workforce group will be held quarterly and oversee progress.

**11. To ensure that the trajectory is met:** and patients are discharged in line with their individual care plans

Trajectory still on target to deliver.

**12. Urgent Care flow:** Staffordshire urgent care system has been subject to extensive intervention in order to support the achievement of sustained flow and improved process which results in a zero tolerance to 12-hour trolley breaches and achievement of 95% four-hour wait target. Risk community service.

Ambulance and discharge delays continue to impact upon patient flow within ED, acute bed base and community services. Mitigating actions have been identified and rolled out to reduce impact.

Actions are monitored through the System Assurance meeting, Ops Cell and UEC board.

**13. Maternity services:** Unable to deliver continuity of carer trajectories for the NHS Long Term Plan of continuity of carer for the default model of care for the majority of women by March 2023. May not be achieved due to insufficient staffing levels within provider trust.

Some UHDB teams continue to provide antenatal, post-natal and some intro-partum care. Progress reported via CNST and internal quality meetings. National policy remains in place. Both maternity services have action plans.

**14. Delegated commissioning:** A new model is coming into place in April 2020 which removes the local team. There is a risk that there is not the capacity to deliver the delegated commissioning functions.

A primary care working group for the West Midlands is in place to review the GMAST support function as well as the functions relating to pharmacy, dentistry and optometry PODs. Currently working through a function mapping exercise with a workshop being planned for early 2022.

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The risks detailed above are considered to be important to the CCG as they directly impact on patient care and the services provided, it is therefore important that these are monitored regularly and mitigations put in place to reduce them. [The extreme risks listed above, and the high-scoring risks can be found in the Governing Body papers on our website.](#)

However, during January and February 2022 the risk management was reported by exception due to staff being re-deployed in the wake of the Omicron outbreak. Normal reporting functions will resume in March 2022.

## Other sources of assurance

### Internal control framework

A system of internal control is the set of processes and procedures in place in the CCG to ensure it delivers its policies, aims and objectives. It is designed to identify and prioritise the risks, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control allows risk to be managed to a reasonable level rather than eliminating all risk; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The BAF and review of the risk register are included within the Governing Body and Audit Committee Cycle of Business, as appropriate. The BAF will be refreshed to develop the objectives in 2022/23. Work is underway to develop an ICS BAF that includes taking forward elements from the CCG BAF that remain outstanding.

### Assessment of CCG effectiveness

The CCGs in Staffordshire and Stoke-on-Trent are and have been working towards the cessation of the CCGs and development of the new Integrated Care Boards (ICBs). CCGs will cease to be statutory organisations on 30 June 2022 with the ICBs being formalised on 1 July 2022.

The Remuneration and Terms of Service Committee oversees the performance appraisal cycle for senior staff. 'Senior staff' are defined as those staff who are directly

accountable to the Accountable Officer, and the Accountable Officer post which is appraised by the Clinical Chair.

As part of ensuring that the required professional standards of performance and effectiveness are achieved, the Governing Body and its committees adhere to the following principles, drawn from our Constitution and terms of reference.

- All Governing Body and committee members abide by the Nolan Principles
- Quoracy and conflicts of interest are recorded at / throughout each meeting
- Draft minutes of preceding meetings are approved at each subsequent meeting
- Committee Chair reports are presented to the Governing Body on the business conducted by the committee, if not covered by another paper, for example the finance report. Approved business cycles govern the items of business to be transacted at each meeting to ensure that the right report is sent to the right meeting at the right time
- All committees are encouraged to undertake a self-assessment as part of their annual business cycle.

### **Annual audit of conflicts of interest management**

The statutory guidance on managing conflicts of interest for CCGs (June 2017) requires CCGs to undertake an annual internal audit of conflicts of interest management. To support CCGs to undertake this task, NHS England has published a template audit framework.

### **Headlines/summary of findings**

The six CCGs in Staffordshire and Stoke-on-Trent have an aligned Conflicts of Interest Policy. They have also reviewed and aligned the templates used to collate the declarations from their staff and membership. CCGs were not required to submit quarterly returns to NHSE during the last year. We publish our register of interest on our website and we request conflict of interest returns on an annual basis as per the statutory guidance.

Our internal auditors, RSM, carried out their annual internal audit of conflicts of interest on behalf of the CCG in September 2021 and presented their finding in Quarter 3 of 2021/22. RSM's review focused on:

- Policies and procedures established by the CCG, including process for recording and monitoring gifts and hospitality and capturing conflicts of interest
- Roles and responsibilities related to the conflicts of interest
- Roles and responsibility of Conflicts of interest guardian
- Conflicts of interest registers and requirements for boards and committees
- Communication, training and engagement of staff to ensure their awareness
- CCG commissioners involved with PCNs
- Conflicts of interest in relation to the maintenance and requirement of procurement decisions.



The review identified a well-designed control framework, however two medium priority management actions were identified which relate to the completion and retention of Conflicts of Interest forms during the procurement process; and ensuring in date Declaration of Interest forms are in place for all members of staff attending Governing Body in Common and sub-committee meetings.

Taking account of the issues identified, the Governing Body in Common can take reasonable assurance that the controls upon which the organisation relies to manage this area are consistently applied and effective.

Whilst opportunities for some enhancements to the control environment were identified, Internal Audit have based their opinion assessment on the following work undertaken in 2021/22:

- COVID-19 Emergency Preparedness and Business Continuity Plans (Reasonable Assurance)
- Quality Innovation, Productivity, and Prevention (QIPP) Programme Framework (Reasonable Assurance)
- Safeguarding Adults (Reasonable Assurance)
- Governance Arrangements – Phase One (Substantial Assurance)
- Board Assurance Framework and Risk Management – Phase One (Reasonable Assurance)
- Financial Model Health Check (Advisory)
- Management and Resilience of IT and Home Working Arrangements (Substantial Assurance)
- Financial Feeder Systems (Reasonable Assurance)
- Provider Contract Management and Performance – During the COVID-19 pandemic (Substantial Assurance)
- Financial Management Review (Advisory)
- Board Assurance Framework – Phase Two (Reasonable Assurance)
- We have also undertaken an advisory piece of work around Personal Health Budgets (PHBs) which has been completed outside of the 2020/21 Internal Audit Plan. This has not formed part of our opinion.

Internal Audit has not issued any 'No Assurance' or 'Partial Assurance' opinion reports in 2020/21 to date. In the audits shown as providing 'Reasonable Assurance', we have identified some areas where enhancements are required and in each of these cases management actions have been agreed – the implementation of which will improve the control environment. Topics judged relevant for consideration as part of the Annual Governance Statement.

The ongoing action tracking has identified progress against actions taking place although there are some which have been impacted due to the COVID-19 pandemic. The Audit Committees in Common has been kept apprised of progress through the year via our progress reports.



## **NHS England conflicts of interest training**

We have proactively encouraged staff to complete mandatory training on time, with regular monitoring and reporting throughout the year. We send notices to staff regularly reminding them of the importance of completing their training, and a training report is received monthly.

Further action is put in place in cases where training has not been completed by the required date. This includes potential restrictions on attending meetings until either training or declarations gaps are remedied, in line with the agreed conflicts of interest action plan monitored by the Audit Committees.

## **Data quality**

The Governing Body agrees that the data, information and intelligence brought to its attention and the attention of the Membership Board and its committees are fully acceptable and fit for purpose.

## **Information governance (IG)**

The NHS Information Governance Framework sets the processes and procedures by which the NHS handles information about patients and employees, in particular personal identifiable information. The framework is supported by a Data Security and Protection Toolkit (DSPT) and the annual submission process provides assurances to the CCG, other organisations and to individuals that personal information is dealt with legally, securely, efficiently and effectively.

We place high importance on ensuring there are robust information governance systems and processes in place to protect patient and corporate information. We have established an information governance management framework and have developed information governance processes and procedures in line with the NHS DSPT. All staff undertake annual information governance training, and we regularly update the staff IG handbook to ensure staff understand their information governance roles and responsibilities.

There are processes in place for reporting and investigating serious incidents. We have information risk assessments and management procedures, and we will establish a programme to embed an information risk culture against identified risks throughout the organisation.

The Data Protection Act 2018 and General Data Protection Regulation (GDPR) introduced more rights for individuals and the accountability principle for organisations to provide greater assurances relating to data-sharing practices and protocols.

We adhere to the legislation and have implemented data protection by design.

- We appointed the Deputy Director of Corporate Governance, Compliance and Data Protection and Data Protection Officer as the Data Protection Officer
- A Data Privacy Impact Assessment is completed for all projects, processes and services carried out by or on behalf of the CCG in which personal data is or may be processed or accessed
- We publish privacy notices on our website explaining what data is collected and how the data is collected, shared and processed – with appropriate legal basis to support processing evidence

- We maintain an Information Asset Register to show all information assets held and that associated data flows are mapped.

The DSPT is an online self-assessment tool that enables organisations to demonstrate and publish their compliance against the 10 data security and protection assertions. We will be completing our DSPT declaration as required, for the financial year 2021/22. This is planned to take place by 30 June 2022.

To support staff, a suite of documents was produced, incorporating the IG handbook, Staff Code of Conduct and Information Governance and Data Security and Protection Policies. Staff are required to read and acknowledge their understanding of these documents to ensure accountability of processes. All staff employed by or on behalf of CCGs must undertake and pass annual IG training.

## Personal data-related incidents

There have not been any personal data breaches during the period 1 April 2021 to 31 March 2022.

## Freedom of Information (FOI) requests

The Freedom of Information service was previously provided to the CCG by the NHS Midlands and Lancashire Commissioning Support Unit. At 1 April 2021, the CCG in-houseed the service and had its own dedicated team to oversee the requests.

During 2021/22, the six Staffordshire and Stoke-on-Trent CCGs received 196 FOI requests, and an additional 12 requests were solely for South East Staffordshire and Seisdon Peninsula CCG. This year's FOIs had a focus on:

- Integrated care systems
- Continuing healthcare
- Contract procurement
- Weight management services
- Primary care rebate schemes
- Primary Care Networks
- Blood glucose formulary
- IT support services
- Mental health and learning disabilities
- NHS 111 / out of hours services.

All FOIs were responded to within the statutory 20 working days.

All of the FOIs specifically relating to South East Staffordshire and Seisdon Peninsula CCG and 187 of the joint FOIs have been closed and the final response sent. Of the remaining requests sent to the six CCGs, one was withdrawn, two were closed due to no further action, two were closed due to no further contact, and four are awaiting information from an internal contact.

## Business critical models

In line with the best practice recommendations of the 2013 MacPherson review into the quality assurance of analytical models, we confirm that an appropriate framework and environment are in place to provide quality assurance of business critical analytics and modelling.

### Third party assurances

The CCG commissions its back-office support from NHS Midlands and Lancashire Commissioning Support Unit (MLCSU). Monthly performance reviews are scheduled with MLCSU.

MLCSU's Internal Audit support is provided by Deloitte. The CCG is awaiting the outcome of the MLCSU's Service Auditor Reports, and will include any identified weaknesses in controls within the final submission.

### Control issues

No material issues requiring reporting beyond the underlying financial position were identified via the Month 9 Governance Statement return to NHSE. However, we face an ongoing control issue relating to the COVID-19 pandemic.

The financial framework for 2022/23 is returning to a population-based funding method. The system operating plan is still under development with a publication date of 28 April 2022. This plan will describe the system response to all operational requirements. The accompanying financial plan is based on the latest system allocations and is currently showing that the system will have a financial deficit in 2022/23. This financial forecast is under discussion with NHSE/I and an agreed plan will be published as soon as agreements have been reached.

While it was determined that this issue did not prejudice the achievement of the other organisational priorities or undermine the integrity or reputation of the CCG and/or wider NHS, advice and opinions were sought by both internal and external audit and provided to the Audit Committee, including briefings on the financial position by the Chief Finance Officer throughout the year.

At the time of writing the external audit, opinion on the financial statements is expected to be unqualified; therefore, delivery of the standards expected of the Accountable Officer are not deemed to be at risk. Furthermore, the issue has not made it harder for us to resist fraud or other misuse of resources, and has not diverted resources from another significant aspect of the business.

### Review of economy, efficiency and effectiveness of the use of resources

Financial planning and in-year performance monitoring (such as details about the CCG's recovery planning process) are covered within the Performance Report section.

Central management costs are provided in the Financial Performance Targets note in the Accounts section.

Our Governing Body in Common and the Finance and Performance Committee and Audit Committees meeting in Common have been kept fully abreast of the CCG's financial position, and have provided both support and challenge as would be expected.

The CCG's QIPP delivery and monitoring function has been paused and revised during this financial year due to COVID-19 national requirements. In addition, business processes have been restructured to enable the Finance and Performance Committee to scrutinise and lead the COVID-19 financial agenda within standard business processes.

## Delegation of functions

The key financial systems (general ledger, accounts payable, accounts receivable and payroll) are operated by Shared Business Support under contract to MLCSU. These systems undergo a separate regime of Internal Audit assessment which is provided by Deloitte. Their Service Auditor Reports are published twice a year, presented to the Audit Committee and reviewed by our external auditors in terms of informing the overall audit opinion.

For details on internal delegations, please refer to [our Constitution](#).

## Counter-fraud arrangements

The CCG has an accredited Local Counter Fraud Specialist (LCFS) in place to undertake counter fraud work proportionate to identified risks. This service is provided by RSM. The CCG seeks to ensure that a comprehensive counter fraud and anti-bribery culture exists throughout the CCG as detailed in the Counter Fraud and Bribery Policy and through the work undertaken by the LCFS. All such policy and procedure is subject to review by the LCFS to ensure all documentation is maintained in accordance with Service Condition 24 (SC24) of the NHS Standard Contract 2021/22 and the NHS Requirements to meet Government Functional Standard 013: Counter Fraud.

The Chief Finance Officer and Counter Fraud Champions work with the LCFS to support a proactive work plan to address identified risks. We have undertaken the annual Counter Fraud Functional Standard Return (CFFSR) we met the majority of areas and were rated as compliant in May 2022. Any areas subject to 'Amber' or 'Red' assessment will have detailed actions set – which will form part of the Integrated Improvement Plan and routinely be monitored through the Audit Committee.

Fraud information is available on the CCG intranet and is effectively signposted on the CCG website. Regular articles appear in staff newsletters highlighting this important issue. The LCFS actively promotes such policies at all awareness events.

We have not had any areas identified or actions recommended to be taken as a result of the NHS Counter-Fraud Authority (NHSCFA) quality assurance. The Chief Finance Officer is proactively and demonstrably responsible for tackling fraud, bribery and corruption.

# Head of Internal Audit Opinion

## Review of the effectiveness of governance, risk management and internal control

In accordance with Public Sector Internal Audit Standards, the head of internal audit is required to provide an annual opinion, based upon and limited to the work performed, on the overall adequacy and effectiveness of the organisation's risk management, control and governance processes. The opinion should contribute to the organisation's Annual Governance Statement.

This section provides RSM's annual internal audit opinion for 2021/22 as at 4 March 2022.

**For the 12 months ended 31 March 2022, as at 4 March 2022, our head of internal audit opinion for the six Staffordshire and Stoke-on-Trent CCGs is as follows:**

**The organisation has an adequate and effective framework for risk management, governance and internal control.**

**However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.**



*Marcus Warnes*

*Accountable Officer*

*NHS South East Staffordshire and Seisdon Peninsula CCG*

**22 June 2022**

# Remuneration and Staff Report

## Remuneration Report

### Remuneration Committee

The CCG has a Remuneration and Terms of Service Committee in Common, which is a sub-committee of the Governing Bodies in Common. The Chair of the Remuneration Committee is the Lay Member for Governance and its members are the Clinical Chairs of each CCG, lay members and secondary care consultants.

The purpose of the committee is to advise the Governing Bodies about appropriate remuneration and terms of service for the Accountable Officer, Director of Finance and other senior employees, on Very Senior Manager contracts, including:

- all aspects of salary
- provisions for other benefits, including pensions and cars
- arrangements for termination of employment and other contractual terms
- discipline and dismissal of officer members of the Governing Body.

The Director of Corporate Services, Governance and Communications and the HR lead from the Midlands and Lancashire Commissioning Support Unit, support the meeting with the Chair, the Accountable Officer and the Director of Finance being asked to attend as appropriate.

#### Remuneration Committee members

First name	Surname	Position	Date of joining the committee	Date of leaving the committee
Anne	Heckels	Lay Member for Public and Patient Involvement	07/12/2017	
Paul	Gallagher	Lay Member for Quality	07/12/2017	
Shammy	Noor	Clinical Chair	12/06/2019	30/10/2021
Doug	Robertson	Secondary Care Member	07/12/2017	

Details of the Remuneration and Terms of Service Committees meeting in Common can be found in the committee section of the Annual Governance Statement.



## Policy on the remuneration of senior managers

Senior Managers are paid under one of three national frameworks.

- The Accountable Officer and the Director of Finance were paid under remuneration guidance for Chief Officers (where the Senior Manager also undertakes the Accountable Officer role) and Chief Finance Officers, published in 2012.
- The following posts were paid on the Very Senior Manager pay scale:
  - Director of Strategy, Planning and Performance
  - Director of Commissioning and Operations
  - Director of Nursing and Quality, and Chief Nurse
  - Director of Corporate Services, Governance and Communications
  - Director of Primary Care and Medicines Optimisation
  - Managing Director – North Staffordshire
  - Managing Director – East Staffordshire
  - Managing Director – South Staffordshire.
- Agenda for Change – see next paragraph.

### Agenda for Change

All other staff except medical and dental staff are paid through the Agenda for Change pay structure.

Lay member remuneration was based on the rate for PCT non-executive directors set by the former Appointments Commission in accordance with national policy.

No senior managers have been paid/will be paid through a performance-related pay mechanism in 2021/22.

Everything relating to the remuneration and terms and conditions of the Accountable Officer, Director of Finance and Very Senior Managers is subject to approval by the Remuneration Committee.

### Remuneration of Very Senior Managers

In accordance with the Department of Health and Social Care Group Accounting Manual 2021/22 paragraph 3.90, we can confirm Marcus Warnes, Accountable Officer is paid more than £150,000 per annum.

A letter from Amanda Pritchard, Chief Operating Officer NHS England and Chief Executive NHS Improvement was received by the Remuneration Committee in July 2021 outlining a recommendation for a 3% pay rise for Very Senior Managers. This recommendation was adopted/approved by the CCGs Remuneration Committee meeting of 07 July 2021.

The outcome of adopting this recommended pay rise was to increase the overall remuneration of the Accountable Officer above £150,000 per annum.

**Senior manager remuneration 2021/22 (including salary and pension entitlements) (subject to audit)**

Name and title	a) Salary (bands of £5,000)  £000	b) Expense payments (taxable to nearest £100)  £	c) Performance pay and bonuses (bands of £5,000)  £000	d) Long-term performance pay and bonuses (bands of £5,000)  £000	e) All pension- related benefits (bands of £2,500)  £000	f) Total a-e (bands of £5,000)  £000
Marcus Warnes - Accountable Officer *	25 - 30	1300	0 - 0	0 - 0	7.5 - 10	35 - 40
Paul Brown - Chief Finance Officer *	25 - 30	700	0 - 0	0 - 0	5 - 7.5	30 - 35
Jane Moore - Director of Strategy, Planning and Performance *	20 - 25	0	0 - 0	0 - 0	5 - 7.5	30 - 35
Heather Johnstone - Director of Nursing and Quality *	20 - 25	0	0 - 0	0 - 0	5 - 7.5	25 - 30
Lynn Millar - Director of Primary Care *	20 - 25	800	0 - 0	0 - 0	5 - 7.5	25 - 30
Sally Young - Director of Corporate Services, Governance and Communications *	20 - 25	0	0 - 0	0 - 0	5 - 7.5	30 - 35
Cheryl Hardisty - Director of Strategic Commissioning and Operations *	20 - 25	0	0 - 0	0 - 0	0 - 0	20 - 25
Craig Porter - Locality Director South *	20 - 25	0	0 - 0	0 - 0	5 - 7.5	25 - 30
Mark Seaton - Locality Director North *	20 - 25	0	0 - 0	0 - 0	7.5 - 10	30 - 35
Nicola Harkness - Locality Director East *	15 - 20	1300	0 - 0	0 - 0	0 - 2.5	20 - 25
Shammy Noor - CCG Chair **	30 - 35	0	0 - 0	0 - 0	30 - 32.5	60 - 65
Paul Gallagher - Lay Member for PPI ****	5 - 10	0	0 - 0	0 - 0	0 - 0	5 - 10
Neil Chambers - Lay Member for Governance ****	0 - 5	0	0 - 0	0 - 0	0 - 0	0 - 5
Douglas Robertson - Secondary Care Specialist *	0 - 5	0	0 - 0	0 - 0	0 - 0	0 - 5
Sukhdip Johal - Locality Chair **	25 - 30	0	0 - 0	0 - 0	5 - 7.5	30 - 35
Anne Heckels - Lay Member for PPI ***	5 - 10	0	0 - 0	0 - 0	0 - 0	5 - 10
John Howard - Lay Member for Governance *	5 - 10	0	0 - 0	0 - 0	0 - 0	5 - 10

*Note: Taxable expenses are expressed to the nearest £100.*

Ehtesham (Shammy) Noor CCG Chair for Governance left the organisation on 07/11/21 (left committee 31/10/21). Sukhdip Johal Locality Chair then took over as CCG Chair on 01/11/21.

Neil Chambers Lay Member for Governance left the organisation on 30/09/21 and was replaced on 01/10/21 by John Howard.

All other post holders were employed for the full duration of the financial year (01/04/21 – 31/03/22).

The three locality directors have been included within the tables above as they have significant influence over the decisions of the entity, however they are not governing body members.

All expense payments in the tables above and below relate to benefits in kind in relation to lease cars.

NHS South East Staffordshire and Seisdon Peninsula CCG shares a single leadership team with five other Staffordshire and Stoke-on-Trent CCGs. The remuneration of those senior officers is apportioned on a capitated basis unless stated otherwise.

The table above shows the costs apportioned to NHS South East Staffordshire and Seisdon Peninsula CCG associated with the remuneration of the senior management team.

\*Note: NHS South East Staffordshire and Seisdon Peninsula CCG pays 19.45% capitated basis of the highlighted individuals' costs.

\*\*Note: NHS South East Staffordshire and Seisdon Peninsula CCG pays 100% capitated basis of the highlighted individuals' costs.

\*\*\*Note: NHS South East Staffordshire and Seisdon Peninsula CCG pays 50% capitated basis of the highlighted individuals' costs.

\*\*\*\*Note: NHS South East Staffordshire and Seisdon Peninsula CCG pays 43.90% capitated basis of the highlighted individuals' costs.

The table below shows the costs of the individuals 100% attributable to the six Staffordshire and Stoke-on-Trent Clinical Commissioning Groups.

Name and title	a) Salary (bands of £5,000)  £000	b) Expense payments (taxable to nearest £100)  £	c) Performance pay and bonuses (bands of £5,000)  £000	d) Long-term performance pay and bonuses (bands of £5,000)  £000	e) All pension- related benefits (bands of £2,500)  £000	f) Total a-e (bands of £5,000)  £000
Marcus Warnes - Accountable Officer	145 - 150	6900	0 - 0	0 - 0	40 - 42.5	195 - 200
Paul Brown - Chief Finance Officer	135 - 140	3400	0 - 0	0 - 0	30 - 32.5	170 - 175
Jane Moore - Director of Strategy, Planning and Performance	115 - 120	0	0 - 0	0 - 0	35 - 37.5	150 - 155
Heather Johnstone - Director of Nursing and Quality	115 - 120	0	0 - 0	0 - 0	32.5 - 35	150 - 155
Lynn Millar - Director of Primary Care	110 - 115	4300	0 - 0	0 - 0	25 - 27.5	145 - 150
Sally Young - Director of Corporate Services, Governance and Communications	120 - 125	0	0 - 0	0 - 0	30 - 32.5	150 - 155
Cheryl Hardisty - Director of Strategic Commissioning and Operations	115 - 120	0	0 - 0	0 - 0	0 - 0	115 - 120
Craig Porter - Locality Director South	105 - 110	0	0 - 0	0 - 0	27.5 - 30	135 - 140
Mark Seaton - Locality Director North	105 - 110	0	0 - 0	0 - 0	45 - 47.5	150 - 155
Nicola Harkness - Locality Director East	100 - 105	6500	0 - 0	0 - 0	7.5 - 10	115 - 120
Shammy Noor - CCG Chair	30 - 35	0	0 - 0	0 - 0	30 - 32.5	60 - 65
Paul Gallagher - Lay Member for PPI	15 - 20	0	0 - 0	0 - 0	0 - 0	15 - 20
Neil Chambers - Lay Member for Governance	5 - 10	0	0 - 0	0 - 0	0 - 0	5 - 10
Douglas Robertson - Secondary Care Specialist	5 - 10	0	0 - 0	0 - 0	0 - 0	5 - 10
Sukhdip Johal - Locality Chair	25 - 30	0	0 - 0	0 - 0	5 - 7.5	30 - 35
Anne Heckels - Lay Member for PPI, Finance and Performance	15 - 20	0	0 - 0	0 - 0	0 - 0	15 - 20



John Howard - Lay Member for Governance	20 - 25	0	0 - 0	0 - 0	0 - 0	20 – 25
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*Note: Taxable expenses are expressed to the nearest £100.*

Ehtesham (Shammy) Noor CCG Chair for Governance left the organisation on 07/11/21 (left committee 31/10/21). Sukhdip Johal Locality Chair then took over as CCG Chair on 01/11/21.

Neil Chambers Lay Member for Governance left the organisation on 30/09/21 and was replaced on 01/10/21 by John Howard Lay Member for Governance.

All other post holders were employed for the full duration of the financial year (01/04/21 – 31/03/22).

The three locality directors have been included within the tables above as they have significant influence over the decisions of the entity, however they are not governing body members.

All expense payments in the tables above and below relate to benefits in kind in relation to lease cars.

### Senior manager remuneration 2020/21 (including salary and pension entitlements)

The 2020/21 values in the table below have been represented to ensure consistency with the 2021/22 format.

The prior year tables below have been re-stated following a review. Sekhar Singu, Vije Rajput and Adrian Parkes have been removed from these tables as they are not Governing Body members, nor are they deemed to have a role of senior authority in the CCG.

Name and title	a) Salary (bands of £5,000)  £000	b) Expense payments (taxable to nearest £100)  £	c) Performance pay and bonuses (bands of £5,000)  £000	d) Long-term performance pay and bonuses (bands of £5,000)  £000	e) All pension- related benefits (bands of £2,500)  £000	f) Total a-e (bands of £5,000)  £000
Marcus Warnes - Accountable Officer *	25 - 30	1,200	0 - 0	0 - 0	37.5 - 40	65 - 70
Paul Brown - Chief Finance Officer *	20 - 25	0	0 - 0	0 - 0	0 - 0	20 - 25
Neil Cook - Interim Chief Finance Officer *	5 - 10	0	0 - 0	0 - 0	5 - 7.5	15 - 20
Jane Moore - Director of Strategy, Planning and Performance *	20 - 25	0	0 - 0	0 - 0	27.5 - 30	50 - 55
Heather Johnstone - Director of Nursing and Quality *	20 - 25	0	0 - 0	0 - 0	0 - 2.5	20 - 25
Lynn Millar - Director of Primary Care *	20 - 25	600	0 - 0	0 - 0	0 - 2.5	20 - 25
Sally Young - Director of Corporate Services, Governance and Communications *	20 - 25	0	0 - 0	0 - 0	0 - 2.5	20 - 25
Cheryl Hardisty - Director of Strategic Commissioning and Operations *	20 - 25	0	0 - 0	0 - 0	0 - 0	20 - 25



Craig Porter - Locality Director South *	20 - 25	0	0 - 0	0 - 0	5 - 7.5	25 - 30
Mark Seaton - Locality Director North *	20 - 25	0	0 - 0	0 - 0	0 - 2.5	20 - 25
Nicola Harkness - Locality Director East *	20 - 25	500	0 - 0	0 - 0	0 - 2.5	20 - 25
Shammy Noor - CCG Chair **	50 - 55	0	0 - 0	0 - 0	7.5 - 10	55 - 60
Paul Gallagher - Lay Member for PPI ***	5 - 10	0	0 - 0	0 - 0	0 - 0	5 - 10
Neil Chambers - Lay Member for Governance ****	5 - 10	0	0 - 0	0 - 0	0 - 0	5 - 10
Douglas Robertson - Secondary Care Specialist *	0 - 5	0	0 - 0	0 - 0	0 - 0	0 - 5
Sukhdip Johal - Locality Chair **	20 - 25	0	0 - 0	0 - 0	0 - 2.5	25 - 30
Anne Heckels - Lay Member for PPI ***	5 - 10	0	0 - 0	0 - 0	0 - 0	5 - 10

The table above shows the costs apportioned to NHS South East Staffordshire and Seisdon Peninsula CCG associated with the remuneration of the senior management team.

The table below shows the costs of the individuals 100% attributable to the six Staffordshire and Stoke-on-Trent Clinical Commissioning Groups.

Name and title	a) Salary (bands of £5,000)  £000	b) Expense payments (taxable to nearest £100)  £	c) Performance pay and bonuses (bands of £5,000)  £000	d) Long-term performance pay and bonuses (bands of £5,000)  £000	e) All pension- related benefits (bands of £2,500)  £000	f) Total a-e (bands of £5,000)  £000
Marcus Warnes - Accountable Officer	140 - 145	6,400	0 - 0	0 - 0	202.5 - 205	350 - 355
Paul Brown - Chief Finance Officer	105 - 110	0	0 - 0	0 - 0	0 - 0	105 - 110
Neil Cook - Interim Chief Finance Officer	50 - 55	0	0 - 0	0 - 0	30 - 32.5	80 - 85
Jane Moore - Director of Strategy, Planning and Performance	115 - 120	0	0 - 0	0 - 0	147.5 - 150	260 - 265
Heather Johnstone - Director of Nursing and Quality	115 - 120	0	0 - 0	0 - 0	10 - 12.5	125 - 130
Lynn Millar - Director of Primary Care	110 - 115	3,200	0 - 0	0 - 0	2.5 - 5	115 - 120
Sally Young - Director of Corporate Services, Governance and Communications	110 - 115	0	0 - 0	0 - 0	2.5 - 5	115 - 120
Cheryl Hardisty - Director of Strategic Commissioning and Operations	115 - 120	0	0 - 0	0 - 0	0 - 0	115 - 120
Craig Porter - Locality Director South	105 - 110	0	0 - 0	0 - 0	25 - 27.5	130 - 135
Mark Seaton - Locality Director North	105 - 110	0	0 - 0	0 - 0	5 - 7.5	110 - 115

Nicola Harkness - Locality Director East	100 - 105	2,700	0 - 0	0 - 0	5 - 7.5	110 - 115
Shammy Noor - CCG Chair	50 - 55	0	0 - 0	0 - 0	7.5 - 10	55 - 60
Paul Gallagher - Lay Member for PPI	15 - 20	0	0 - 0	0 - 0	0 - 0	15 - 20
Neil Chambers - Lay Member for Governance	15 - 20	0	0 - 0	0 - 0	0 - 0	15 - 20
Douglas Robertson - Secondary Care Specialist	15 - 20	0	0 - 0	0 - 0	0 - 0	15 - 20
Sukhdip Johal - Locality Chair	10 - 15	0	0 - 0	0 - 0	90 - 92.5	100 - 105
Anne Heckels - Lay Member for PPI	20 - 25	0	0 - 0	0 - 0	0 - 2.5	25 - 30

### Pension benefits as at 31 March 2022 (subject to audit)

The Cash Equivalent Transfer Values contained in the table below relate to the total value accrued by the individual across all six Staffordshire and Stoke-on-Trent CCGs. The total amount is shown due to not being able to reliably estimate the split of the CETVs by individual CCG.

Name and title	a) Real increase in pension at pension age (bands of £2,500) £'000	b) Real increase in pension lump sum at pension age (bands of £2,500) £'000	c) Total accrued pension at pension age at 31.03.22 (bands of £5,000) £'000	d) Lump sum at pension age related to accrued pension at 31.03.22 (bands of £5,000) £'000	e) Cash Equivalent Transfer Value at 31.03.21 £'000	f) Real increase in Cash Equivalent Transfer Value £'000	g) Cash Equivalent Transfer Value at 31.03.22 £'000	h) Employer's contribution to stakeholder pension £'000
Marcus Warnes - Accountable Officer	2.5 - 5	0 - 2.5	55 - 60	110 - 115	1,046.41	48.55	1,121.39	0
Paul Brown - Chief Financial Officer	2.5 - 5	0 - 2.5	35 - 40	80 - 85	733.01	39.05	795.48	0
Jane Moore - Director of Strategy, Planning and Performance	2.5 - 5	0 - 0	65 - 70	0 - 0	1,046.61	45.88	1,114.91	0
Heather Johnstone - Director of Nursing and Quality	2.5 - 5	0 - 2.5	40 - 45	75 - 80	714.37	33.73	768.86	0
Lynn Millar - Director of Primary Care	0 - 2.5	0 - 0	30 - 35	60 - 65	478.88	18.87	516.72	0
Sally Young - Director of Corporate Services, Governance and Communications	0 - 2.5	2.5 - 5	35 - 40	105 - 110	835.09	49.81	906.97	0

Craig Porter - Locality Director South	0 - 2.5	0 - 0	10 - 15	0 - 0	114.82	14.39	144.53	0
Mark Seaton - Locality Director North	2.5 - 5	2.5 - 5	25 - 30	75 - 80	597.39	51.53	666.66	0
Nicola Harkness - Locality Director East	0 - 2.5	0 - 0	35 - 40	70 - 75	637.40	10.26	664.72	0
Shammy Noor - CCG Chair	0 - 2.5	0 - 0	15 - 20	35 - 40	264.36	23.72	293.77	0
Sukhdip Johal - Locality Chair	0 - 2.5	0 - 0	10 - 15	30 - 35	179.82	4.63	189.09	0

\*\*Column E disclosed the growth of all pension-related benefits during the year. It reflects pension-related benefits and is sourced from the Greenbury information.

Paul Gallagher, Neil Chambers, Anne Heckels and John Howard are all lay members who are not eligible to opt into the pension scheme.

Cheryl Hardisty and Douglas Robertson chose not to be covered by the pension arrangements during the reporting year.

NHS Pensions are using pension data from their systems without adjustment for potential future legal remedy required as a result of the McCloud judgement. This is a legal case concerning age discrimination over the manner in which UK public service pension schemes introduced a CARE benefit design in 2015 for all but the oldest members who retained a Final Salary design.

Given the considerable uncertainty, this means that the benefits and related CETVs presented do not allow for a potential future adjustment arising from the McCloud judgment.

## Cash equivalent transfer values

A cash equivalent transfer value (CETV) is the actuarially assessed capital value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's (or other allowable beneficiary's) pension payable from the scheme.

A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures and the other pension details include the value of any pension benefits in another scheme or arrangement which the individual has transferred to the NHS pension scheme. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

## Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation or contributions paid by the employee (including the value of any benefits transferred from another scheme or arrangement).

## Compensation on early retirement or for loss of office

No payments have been made in respect of compensation on early retirement. Payments paid or payable in respect of loss of office are summarised within the notes relating to Exit Packages.

## Payments to past members

No payments have been made in relation to Exit Packages.

## Pay multiples (subject to audit)

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director / member in their organisation against the 25th percentile, median and 75th percentile of remuneration of the organisation's workforce. Total remuneration is further broken down to show the relationship between the highest paid director's salary component of their total remuneration against the 25th percentile, median and 75th percentile of salary components of the organisation's workforce.

For the majority of staff, costs are shared across the six Staffordshire and Stoke-on-Trent CCGs in proportion to their Running Cost Allocation. To report the salary band of the highest paid director/member for each individual entity based upon the share of basic salary costs paid by each CCG would result in an abnormally low figure. Therefore, to maximise transparency and to show a true and fair view of the pay multiple across the six Staffordshire and Stoke-on-Trent



CCGs, the banded remuneration of the aggregate total salary cost of the highest paid director/member for the six Staffordshire and Stoke-on-Trent CCGs is shown and used as the basis for the pay multiple calculation.

The banded remuneration of the highest paid director / member in the organisation in the financial year 2021/22 was £150,000 - £155,000 (2020/21, £145,000 - £150,000). The relationship to the remuneration of the organisation's workforce is disclosed in the below table.

2021/22	25th Percentile	Median Salary Ratio	75th Percentile
<b>Total remuneration (£)</b>	32,306.00	47,126.00	65,664.00
<b>Salary component of total remuneration (£)</b>	32,306.00	47,126.00	65,664.00
<b>Pay ratio information</b>	4.72	3.24	2.32

2020/21	25th Percentile	Median Salary Ratio	75th Percentile
<b>Total remuneration (£)</b>	33,326.75	45,753.00	63,751.00
<b>Salary component of total remuneration (£)</b>	33,326.75	45,753.00	63,751.00
<b>Pay ratio information</b>	4.43	3.22	2.31

*Note: Salary movement for all pay scales reflects annual pay award and incremental movement only.*

There has been a 1% increase in the salary of the highest paid director and a 3% increase to average the employee's salary when compared to 2020/21. Salary movement for all pay scales reflects annual pay award and incremental movement only.

In 2021/22, 0 (2020/21, 0) employees received remuneration in excess of the highest-paid director / member. Remuneration ranged from £3,707 to £136,391



(Restated 2020/21 £3,574 - £135,000. This restatement now excludes the highest-paid director in line with the requirements of the 2021/22 Group Accounting Manual).

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind, but not severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

# Staff Report

The six CCGs in Staffordshire and Stoke-on-Trent agreed to transfer their staff onto a single payroll administered through Stafford and Surrounds CCG in 2019. This was to ensure that efficiencies were achieved by going from six separate payrolls to one. This section reflects staffing information pertaining to all six organisations, unless otherwise stated.

## Number of senior managers

A senior manager is defined by NHS Business Services Authority as those persons in senior positions having authority or responsibility for directing or controlling the major activities of the NHS organisation.

For the purposes of this report, we believe those persons in Band 8a and above are senior managers.

### Senior Staff Analysis by Band (based on staffing at 31.03.2022 – Extracted from ESR 19.04.2022)

Pay band	Headcount
Apprentice	1
Band 1	0
Band 2	4
Band 3	2
Band 4	28
Band 5	24
Band 6	35
Band 7	35
Band 8 - Range A	59
Band 8 - Range B	32
Band 8 - Range C	20
Band 8 - Range D	9
Band 9	7
Medical	23
Very Senior Managers	31
Governing Body (off payroll)	0
<b>TOTAL</b>	<b>310</b>

## Staff numbers and costs (subject to audit)

The table below shows average number of people employed in 2021/22 for NHS South East Staffordshire and Seisdon Peninsula CCG:

### Average number of people South East Staffordshire and Seisdon Peninsula CCG employed in 2021/22

	Permanently employed	Other	Total
Administration and estates	37.16	1.15	<b>38.31</b>
Medical and dental	1.80	0.00	<b>1.80</b>
Nursing, midwifery and health visiting staff	3.70	0.00	<b>3.70</b>
Other	0.60	0.00	<b>0.60</b>
Scientific, therapeutic and technical staff	3.98	0.00	<b>3.98</b>
<b>TOTAL</b>	<b>47.24</b>	<b>1.15</b>	<b>48.39</b>

The table below shows the associated staff costs for NHS South East Staffordshire and Seisdon Peninsula CCG:

### Associated staff costs for South East Staffordshire and Seisdon Peninsula CCG for 2021/22

	Permanently employed (£000)	Other (£000)	Total (£000)
Salaries and wages	£2,297	£153	£2,450
Social security costs	£249	£0	£249
Employer contributions to NHS Pension Scheme	£442	£0	£442
Apprenticeship levy	£10	£0	£10
<b>TOTAL</b>	<b>£2,998</b>	<b>£153</b>	<b>£3,151</b>

## Staff composition

### Staff Analysis by Gender (based on staffing at 31.03.2022 – Extracted from ESR 19.04.2022)

Staff grouping	Female	Male	Totals
Governing Body	6 (42.9%)	8 (57.1%)	<b>14</b>
Other senior management (Band 8C+)	45 (59.2%)	31 (40.8%)	<b>76</b>
All other employees	182 (82.7%)	38 (17.3%)	<b>220</b>
<b>TOTAL</b>	<b>233 (75.16%)</b>	<b>77 (24.84%)</b>	<b>310</b>

## Sickness absence data

The sickness absence data for the six Staffordshire and Stoke-on-Trent CCGs in 2021/22 was whole time equivalent (WTE) days available of 56,999.53 and WTE days lost to sickness absence of 1,429.8 and average working days lost per employee was 5.64 which was managed through the absence management policy.

### Staff sickness absence across the six Staffordshire and Stoke-on-Trent CCGs

	2021 number
Total days lost	1,429.80
Total staff years	253.33
Average working days lost	5.64

## Staff turnover data

The Staff Turnover Rate for the six Staffordshire and Stoke-on-Trent CCGs in 2021/22 has been calculated by dividing the total full-time equivalent (FTE) leavers in-year by the average FTE staff in post during the year. The total FTE leavers in-year was 39.94. The average FTE staff in post during the year was 254.08. The staff turnover rate for the year was 15.72%.

### Staff turnover rate across the six Staffordshire and Stoke-on-Trent CCGs

	2021/22 number
Average FTE employed 2021/22	254.08
Total FTE leavers 2021/22	39.94
Turnover rate	15.72%

## Staff policies

The CCG has continued to work with the Staff Engagement Group (SEG), Staff Network/support Groups, Staff Side Representatives and the Communications, Engagement, Equalities and Employment (CEEE) committee to align all HR policies across the six CCGs in Staffordshire and Stoke-on-Trent. As part of the due diligence process for the transition of staff to the ICB on 01 July 2022, a review of all policies is ongoing to ensure they are fully aligned at the point of TUPE transfer (Transfer of Undertakings – Protection of Employment). However, the policies in common across all six CCGs are used by managers and staff for consistency. All reviewed policies have an accompanying Equality Impact Assessment (EIA).

Our rolling programme of training for current staff and new starters on mandatory equality and diversity includes awareness of a range of issues impacting on people with disabilities. The CCGs introduced independent mandatory training for all staff on invisible disabilities and unconscious bias. We also ensure that any employee who needs training (either because they work with people with

disabilities, or because they have acquired an impairment or medical condition) receives the necessary support through workplace risk assessments and health and wellbeing conversations.

Through unconscious bias training, all interview panel members must have attended the training, and each panel has a band-related equality question to ask all candidates.

Staff can easily access HR policies and documents by using the staff intranet, 'Information and News', known by staff as IAN.

## **Trade union facility time reporting requirements**

We have one local representative across the six CCGs in Staffordshire and Stoke-on-Trent. However, as we continue to work across the Staffordshire and Stoke-on-Trent system, we have utilised a system of local representative as well as continuing to engage and consult with regional representatives from various trade unions. The percentage of facility time internally is not monitored.

## **Health and safety**

Midlands and Lancashire Commissioning Support Unit (MLCSU) provides advice and support on all health and safety-related matters. However, from October 2021, the majority of CCG staff had a change of base to home and relevant display screen equipment (DSE) assessments are reviewed annually. Those staff who are still office-based continue to be supported by the Buildings Management team, where they are based. The staff that continued to work in the office had additional safety precautions in place along with the appropriate personal protective equipment (PPE) and distancing guidance.

All staff are asked annually to undertake a DSE assessment for their home office set up, and this was sent to the HR team for inclusion in their personnel records. Staff were required to complete a risk assessment prior to visiting any of the offices for particular reasons, and for this to be signed off by their line manager within the national or local COVID-19 restrictions at the time.

MLCSU's Health and Safety team have also kept the CCGs updated on any changes in government guidance and health and safety legislation during this time – and continue to do so.

There were no health and safety-related incidents reported to the MLCSU Health and Safety Officer and no RIDDOR incidents.

## **Other employee matters**

### **Shift to remote working during COVID-19**

In line with national government guidance in March 2020, the majority of the CCGs' workforce have been working from home and agilely since March 2020.

This has resulted in continuing ways of working, embracing IT and other technology to continue to provide services without impact to patients and citizens. All meetings continue to be held virtually, and all staff have been trained to use Microsoft Teams. Technology has supported almost all staff to be able to



work from home successfully and further planned digital transformation continues to be reviewed into future models of working.

In October 2021, following a staff consultation, the majority of staff had a formal change of base to home. The benefits have been tangible from both an organisational and staff wellbeing perspective:

- Virtual meetings have proven more productive and seen higher attendance rates
- Staff sickness has been reduced since people have begun working from home
- Some directorates were previously spread across the three offices, but have found it easier to bring people together virtually in order to collaborate on larger strategic projects
- Internal 'workforce' communications improved, with a single team brief being held digitally and recorded for those members of staff who were unable to attend and many other initiatives
- Clinical engagement increased as the barrier of travel was removed, and clinicians could more easily attend meetings and workshops from their consulting rooms
- A large majority of staff reported their work-life balance had improved
- People have reported that they are more productive when working from home
- The CCGs' carbon footprint has reduced, along with a significant fall in travel expenses.

The health and wellbeing of the workforce has been a key concern as staff have been working from home. Throughout the year, monthly virtual development sessions have been held to continue with open engagement on health and wellbeing. In November 2021, the CCGs took part in the national NHS Staff Survey for the first time for a number of years, resulting in 85% response rate and with a resulting action plan to be published and engagement with the Staff Engagement Group (SEG)

The CCGs' HR lead has continued to ensure health and wellbeing is a priority for the culture of our workforce, ensuring that all staff are signposted to services, apps and the system Psychological and Wellbeing Hub.

## **Agile working**

Agile working is about what you do, and not where you do it. We have developed our agile working principles and framework to provide an opportunity to modernise our working practices – moving away from assumptions of traditional office working about where, when and how work should be done, to a culture of working wherever, whenever and however is most appropriate to get the work done.

It is not just about working hours, locations and workstyles – it is about being responsive and adaptive to service needs and advancements in

technology. Agile working aims to provide greater flexibility, particularly in relation to the time and location our staff can work, subject to the requirements of the service and individual job.

The 'Back to the Future Programme' brought together and co-ordinated the broad range of changes around digital transformation, estates, corporate governance, human resources, wellbeing and organisational development we require to implement the new Agile Framework from April 2021 which has been introduced successfully as part of the change of base consultation.

The Agile Framework provides the CCGs with information of how agile working will commence from April 2022, utilising two existing office hubs and a new hub in Stafford. It will help the CCGs to develop a new work culture and create new approaches to future agile and hybrid working.

## **Temporary redeployments**

As part of a Memorandum of Understanding (MOU), a number of CCG staff were temporarily deployed across the system into frontline and back-office posts external to the CCGs in January 2022. This was as a result of a critical incident response to the number of workforce absences due to COVID-19 and self-isolation as part of the system requirement to support the pandemic mutual aid workforce response. The MOU was signed by all system partners, and ensured a quick mechanism to deploy staff, without any financial impact of recharging, and was reviewed again in 2021.

## **Staff development days**

Development days have occurred virtually throughout the year, embracing new technology and new ways of getting staff together to hear key messages and provide feedback from previous events. Some of the events were recorded through Microsoft Teams, so staff who may have missed the event could watch back. Several equality, diversity and inclusion related topics and themes have been presented and discussed during these sessions – some of which have influenced the wider equality agenda across the six CCGs.

- 27 April 2021
- 26 May 2021
- 29 June 2021
- 10 August 2021
- 23 September 2021
- 17 November 2021
- 15 December 2021
- Due to the critical incident, the session for January 2022 was stood down
- 15 February 2022
- 15 March 2022.

## Staff training

The commitment to organisational development by the Governing Bodies remains strong and work will progress for 2021/22, with the release of the Training and Development catalogue. Over 218 courses have been approved during 2021/22, with 152 members of staff taking up the opportunity to develop their skills and knowledge. A broad range of training has been delivered, from nationally-recognised accreditation such as Prince 2 and Managing Successful Programmes, to ILM5 coaching and mentoring.

## Health and wellbeing support to staff

The CCGs took part in the national NHS Staff Survey in 2021 with a response rate of 85% resulting in feedback via free text which will form the Action Plan working group with staff members, to transfer to the ICB.

The CCGs' HR lead has continued to ensure health and wellbeing is a priority for the culture of our workforce, ensuring that all staff are signposted to local and national services and support, apps and the system Psychological and Wellbeing Hub. The introduction of the Coaching Culture app with various support modules has also been launched.

Our job adverts state that all staff will receive a health and wellbeing conversation with their line manager, and staff are signposted to support via two Wellbeing Guardians.

A significant number of staff are also trained Mental Health First Aiders, and we have recently appointed volunteer staff, Change Ambassadors, Menopause Ambassadors and Domestic Abuse Ambassadors.

## Whistleblowing

For our corporate whistleblowing obligations, we have a dedicated policy in place. We have appointed Freedom to Speak Up Guardians, and all our staff are assured that they can speak up freely to raise any concerns they may have.

## Governing Body Organisational Development session

Governing Body meetings are held in common for all six CCGs, with six Governing Body meetings in common held in public and a confidential meeting. These alternate with an OD session for six Governing Bodies and a confidential Governing Body meeting in common. A longer confidential meeting was held in February rather than the final OD session of 2021/22.

The OD sessions focus on planned development sessions aligned to the OD work and statutory training, to support the implementation of new ways of working. The following sessions were held during 2021/22:

- 29 April 2021 – Board Assurance Framework and key elements captured against risks within a Board Assurance
- 24 June 2021 – invisible disabilities training
- 28 August 2021 – ICS development update

- 28 October 2021 – information governance training and ICS development update.

## Staff Engagement Group

The six CCGs have successfully maintained a formal Staff Engagement Group (SEG) while working virtually, which includes core members and various volunteers from all directorates and reports directly to the Communications, Engagement, Equality and Employment Committees in Common (CEEE). During 2021/22, the group have continued to support staff events, supported charity and health awareness days, initiated investment in Mental Health First Aiders refresher training and provide monthly feedback on key issues.

The group have supported the business cycle review of a significant number of aligned HR Policies and a Standing Items have been introduced on the Equality, Diversity and Inclusion (EDI) and People Plan.

## Staff Survey

The Staff Survey ran between October and November 2021. Overall there was a response rate of 85%. The average response rate for similar organisations is 79%.

A Staff Survey Task and Finish Group has been established to review the feedback from the NHS Staff Survey to form an action plan to recognise the achievements, investigate areas of concern and seek new opportunities of support for staff.

We will ensure that the action plan tracks progress towards the seven elements of the People Promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team.

All members will be sent a copy of the free text submitted anonymously, which will be aligned to the People Promise, Bench Mark report of the CCGs to comparable organisations and responses broken down by directorates where the numbers in the teams are greater than 11.

The action plan will be shared with the ICB Chief People Officer to deliver during 2022/23 from 01 July 2022.

## Staff diversity and inclusion (best practice disclosures)

These best practice disclosures are as follows.

Changes to staff composition of under-represented groups at the entity over time, both for the workforce as a whole and for management and/or senior management positions, are provided in separate, nationally-published 2021 Workforce Race Equality Standard (WRES) reports and Combined CCG Staff Workforce Diversity Profile Review. In July 2021, the CCGs published a Gender Pay Gap Report.

The [Equality and Inclusion Action Plan](#) features a comparison of staff composition of under-represented groups against any diversity and inclusion targets that the CCG has. Alongside this are explanations of what the CCG has done to meet those to improve the diversity and inclusiveness of its workforce, including outputs and publications in respect of responsibilities under other legislation to report on the diversity and inclusiveness of the workforce and to promote equality of opportunity.

Further data is published in our WRES reports, Combined CCG Staff Workforce Diversity Profile Review 2021 and 2021 Public Sector Equality Duty (PSED) Annual Report (available on the CCG website). The CCGs' 2021/22 PSED Annual Report will be published in June 2022.

The CCGs are working with NHS provider partners around a system-wide staff ethnic minority, disability and neurodiversity, and LGBTQ+ groups; and in developing the Midlands EDI Strategy and Six High Impact Actions on race inclusion.

The six CCGs have mandated unconscious bias and invisible disability training for all its staff and an 'Introduction to EDI' session is incorporated within the new staff induction programme.

## Expenditure on consultancy

The table below details expenditure on consultancy for the financial year 2021/22.

### Consultancy Expenditure 2021/22

Consultancy provision	£000
Skills for Health	16
The Knowledge Academy	8
West Midlands Employers	14
NHS Property Services	41
Stand Transformation	1
Deloitte LLP	28
PJB Associate (UK) Ltd	16
Thinknow Consultancy Ltd	2
G Smith	1
HFMA	9
Liaison VAT Consultancy Ltd	2
FT Enterprises Ltd	1
<b>TOTAL</b>	<b>139</b>

## Off-payroll engagements

The six Staffordshire and Stoke-on-Trent CCGs operate under a single management structure, meaning that most employees are contracted to work across more than one CCG and their costs have been attributed accordingly. In relation to the off-payroll workers, the figures represent the number of engagements rather than the Full-Time Equivalent (FTE) of each contractor. For example, if an individual is contracted by all six CCGs irrespective of the hours worked, they will be represented within each CCG's Tables as a whole single engagement.

A £245 threshold is set to approximate the minimum point of the pay scale for a Senior Civil Servant.

**Table 1: Length of all highly paid off-payroll engagements**

For all off-payroll engagements as of 31 March 2022, for more than £245 per day:

	Number
Number of existing engagements as of 31 March 2022	4
<i>Of which, the number that have existed:</i>	
for less than one year at the time of reporting	1
for between one and two years at the time of reporting	1
for between 2 and 3 years at the time of reporting	0
for between 3 and 4 years at the time of reporting	2
for 4 or more years at the time of reporting	0

The CCG can confirm that all existing off-payroll engagements have at some point been subject to a risk based assessment as to whether assurance is required that the individual is paying the right amount of tax and, where necessary, that assurance has been sought.

**Table 2: Off-payroll workers engaged at any point during the financial year**

For all off-payroll engagements between 1 April 2021 and 31 March 2022, for more than £245 per day:

	Number
Number of temporary off-payroll workers engaged between 1 April 2021 and 31 March 2022	2
<i>Of which:</i>	
Number not subject to off-payroll legislation	2
Number subject to off-payroll legislation and determined as in-scope of IR35	0



Number subject to off-payroll legislation and determined as out of scope of IR35	0
Number of engagements reassessed for compliance or assurance purposes during the year	0
Of which: number of engagements that saw a change to IR35 status following review	0

**Table 3: Off-payroll board members/senior official engagements**

For any off-payroll engagements of Board members, and/or senior officials with significant financial responsibility, between 1 April 2021 and 31 March 2022:

	Number
Number of off-payroll engagements of board members, and/or senior officers with significant financial responsibility, during the financial year	0
Total number of individuals on payroll and off-payroll that have been deemed "board members, and/or, senior officials with significant financial responsibility", during the financial year. This includes both on payroll and off-payroll engagements	17

#### Exit packages, including special (non-contractual) payments

Exit package cost band (Inc. any special payment element)	Number of compulsory redundancies (whole numbers only)	Cost of compulsory redundancies (£s)	Total number of exit packages (whole numbers only)	Total cost of exit packages (£s)
Less than £10,000	0	0	0	0
£10,000 - £25,000	0	0	0	0
£25,001 - £50,000	0	0	0	0
£50,001 - £100,000	0	0	0	0
£100,001 - £150,000	0	0	0	0
£150,001 - £200,000	0	0	0	0
>£200,000	0	0	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

HM Treasury requires the disclosure of exit package information in the Annual Report and Accounts. In 2021/22, the CCG did not incur any expenditure arising from exit packages (compulsory or voluntary redundancies or other agreed staff departures).

When incurred, redundancy and other departure costs are paid in accordance with the provisions of the NHS Agenda for Change agreement. Where the CCG agrees early retirements, the additional costs are met by the CCG and not by the NHS Pension Scheme. When incurred, ill-health retirement costs are met by the NHS Pension Scheme.

### Analysis of other departures

	Agreements (number)	Total value of agreements (£000s)
Voluntary redundancies including early retirement contractual costs	0	0
Mutually agreed resignations (MARS) contractual costs	0	0
Early retirements in the efficiency of the service contractual costs	0	0
Contractual payments in lieu of notice*	0	0
Exit payments following employment tribunals or court orders	0	0
Non-contractual payments requiring HMT approval**	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

As a single exit package can be made up of several components each of which will be counted separately in this note, the total number above will not necessarily match the total numbers in Table 1 which will be the number of individuals.

*\*any non-contractual payments in lieu of notice are disclosed under 'non-contracted payments requiring HMT approval' below.*

*\*\*includes any non-contractual severance payment made following judicial mediation, and nil relating to non-contractual payments in lieu of notice.*

No non-contractual payments were made to individuals where the payment value was more than 12 months of their annual salary.

The Remuneration Report includes disclosure of exit packages payable to individuals named in that report.

# Parliamentary Accountability and Audit Report

South East Staffordshire and Seisdon Peninsula CCG is not required to produce a Parliamentary Accountability and Audit Report.

Disclosures on remote contingent liabilities, losses and special payments, gifts, and fees and charges are included as notes in the Financial Statements of this report at pages 5 to 24 of the annual accounts. An audit certificate and report is also included in this Annual Report at page 149.



*Marcus Warnes*

*Accountable Officer*

*NHS South East Staffordshire and Seisdon Peninsula CCG*

**22 June 2022**

# List of Acronyms

Acronym	Definition
<b>A&amp;E</b>	Accident and Emergency
<b>BAF</b>	Board Assurance Framework
<b>BSL</b>	British Sign Language
<b>CCG</b>	Clinical Commissioning Group
<b>CDOP</b>	Child Death Overview Panel
<b>CEEE</b>	Communication, Engagement, Equality and Employment Committee
<b>CETV</b>	Cash equivalent transfer value
<b>CFFSR</b>	Counter Fraud Functional Standard Return
<b>CHADS</b>	Children's Advice and Duty Service
<b>CHC</b>	Continuing healthcare
<b>CQC</b>	Care Quality Commission
<b>CQRM</b>	Clinical Quality Review Meetings
<b>CRIS</b>	Community Rapid Intervention Service
<b>CSU</b>	Commissioning Support Unit
<b>CYP</b>	Children and young people
<b>D2A</b>	Discharge to Assess
<b>DGFT</b>	Dudley Group NHS Foundation Trust
<b>DHRs</b>	Domestic Homicide Reviews
<b>DOS</b>	Directory of Services
<b>DSE</b>	Display Screen Equipment
<b>DSPT</b>	Data Security and Protection Toolkit
<b>EBP</b>	Evidence-Based Practice Group
<b>ED</b>	Emergency department
<b>EHCP</b>	Education, Health and Care Plan
<b>EIA</b>	Equality Impact Assessment
<b>EOL</b>	End of life
<b>FOI</b>	Freedom of Information
<b>GB</b>	Governing Body
<b>GDPR</b>	General Data Protection Regulation
<b>GMS</b>	General Medical Services contract
<b>GP</b>	General Practitioner
<b>GPC2</b>	Graded Care Profile 2
<b>GPN</b>	General Practice Nurse
<b>HCAI</b>	Healthcare Associated Infections
<b>HPMA</b>	Healthcare People Management Association

<b>HR</b>	Human Resources
<b>HSJ</b>	Health Service Journal
<b>IAPT</b>	Increased Access to Psychological Therapies
<b>ICB</b>	Integrated Care Board
<b>ICC</b>	Incident Co-ordination Centre
<b>ICP</b>	Integrated Care Partnership
<b>ICS</b>	Integrated Care System
<b>IEA</b>	Immediate and essential action
<b>IG</b>	Information Governance
<b>IPA Board</b>	Individual Patient Activity Board
<b>IPC</b>	Infection prevention and control
<b>IT</b>	Information Technology
<b>JSNA</b>	Joint Strategic Needs Assessment
<b>KPI</b>	Key Performance Indicator
<b>LD</b>	Learning disability
<b>LEAF</b>	Local Equality Advisory Forum
<b>LeDeR</b>	Learning Disabilities Mortality Review
<b>LGBTQ+</b>	Lesbian, gay, bisexual, transgender, queer and others
<b>LMNS</b>	Local Maternity and Neonatal System
<b>MCA</b>	Mental Capacity Act
<b>MHST</b>	Mental health support team
<b>MLCSU</b>	Midlands and Lancashire Commissioning Support Unit
<b>MOU</b>	Memorandum of Understanding
<b>MPFT</b>	Midlands Partnership NHS Foundation Trust
<b>MTP</b>	Maternity Transformation Programme
<b>MVP</b>	Maternity Voices Partnership
<b>NHQAIG</b>	Nursing Home Quality Assurance and Improvement Group
<b>NHSCFA</b>	NHS Counter-Fraud Authority
<b>NHSE</b>	NHS England
<b>NHSE/I</b>	NHS England and Improvement
<b>NHS OF</b>	NHS Oversight Framework
<b>NSCHT</b>	North Staffordshire Combined Healthcare NHS Trust
<b>OD</b>	Organisational Development
<b>PALS</b>	Patient Advice and Liaison Service
<b>PBP</b>	Place-Based Partnership
<b>PCC</b>	Palliative care centre
<b>PCCC</b>	Primary Care Commissioning Committee
<b>PCN</b>	Primary Care Network
<b>PEOLC</b>	Palliative and end of life cell



<b>PHB</b>	Personal Health Budget
<b>PHM</b>	Population health management
<b>PHSO</b>	Parliamentary and Health Service Ombudsman
<b>PIRT</b>	Provider Improvement Response Team
<b>PLACE</b>	Patient-Led Assessments of Care Environment
<b>PLT</b>	Protected learning time
<b>PMS</b>	Personal Medical Services contract
<b>PPC</b>	Pay-per-click
<b>PPE</b>	Personal protective equipment
<b>PPGs</b>	Patient Participation Groups
<b>PPI</b>	Patient and Public Involvement
<b>PSED</b>	Public Sector Equality Duty
<b>QIA</b>	Quality Impact Assessment
<b>QIPP</b>	Quality Innovation Productivity and Prevention
<b>QR code</b>	Quick Response code
<b>QSAV</b>	Quality Standards Assurance visit
<b>QSCC</b>	Quality and Safety Committees in Common
<b>QSISM</b>	Quality and Safeguarding Information Sharing Meeting
<b>RTT</b>	Referral to Treatment
<b>RWT</b>	The Royal Wolverhampton NHS Trust
<b>SARs</b>	Safeguarding Adult Reviews
<b>SBLCB</b>	Saving Babies Lives Care Bundle
<b>SEG</b>	Staff Engagement Group
<b>SEND</b>	Special Educational Needs and Disabilities
<b>SES&amp;SP</b>	South East Staffordshire and Seisdon Peninsula
<b>SI</b>	Serious Incident
<b>SMI</b>	Severe mental illness
<b>SOBS</b>	Survivors of Bereavement by Suicide
<b>SOP</b>	Standard Operating Procedure
<b>SQSC</b>	System Quality and Safety Committee
<b>SSASPB</b>	Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board
<b>SVOC</b>	System Vaccination Operation Centre
<b>TCP</b>	Transforming Care Partnership
<b>TUPE</b>	Transfer of Undertakings – Protection of Employment
<b>UCC</b>	Urgent care centre
<b>UHB</b>	University Hospitals of Birmingham NHS Foundation Trust
<b>UHDB</b>	University Hospitals of Derby and Burton NHS Foundation Trust
<b>UHNM</b>	University Hospitals of North Midlands NHS Trust
<b>VCSE</b>	Voluntary, community and social enterprise



<b>WHT</b>	Walsall Healthcare NHS Trust
<b>WMAS</b>	West Midlands Ambulance Service University NHS Foundation Trust
<b>WTE</b>	Whole Time Equivalent

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