

**DUDLEY HEALTH AND WELLBEING BOARD**

**Agenda Item no. 9**

<b>Date</b>	<b>17<sup>th</sup> September 2020</b>
<b>Title of Report</b>	<b>The Future of Commissioning in the Black Country and West Birmingham</b>
<b>Organisation and Author</b>	<b>Neill Bucktin – Dudley Managing Director – Black Country and West Birmingham Clinical Commissioning Groups</b>
<b>Purpose</b>	<b>To consider a proposal to merge the Black Country and West Birmingham Clinical Commissioning Groups (CCGs) and create a single CCG for the Black Country and West Birmingham.</b>
<b>Background</b>	<ol style="list-style-type: none"> <li><b>1. The NHS Long Term Plan published in January 2019 and latterly the “Phase 3” letter issued by NHS England regarding the restoration of services at the current stage of the COVID-19 pandemic, both made clear the intention to have a “single commissioning voice” for each Sustainability and Transformation Partnership/Integrated Care System. This means, in effect, establishing a single CCG for the Black Country and West Birmingham.</b></li> <li><b>2. This report and the accompanying presentation advises the Board of the current position in relation to progressing this and potential issues for Dudley.</b></li> </ol>
<b>Key Points</b>	<ol style="list-style-type: none"> <li><b>1. The Black Country and West Birmingham CCGs are engaging with GPs and other stakeholders about a proposal to establish a single CCG for the Black Country and West Birmingham as described in the NHS Long Term Plan.</b></li> <li><b>2. This builds on work that has already taken place to create a single management structure serving 4 CCGs, including the appointment of a single Accountable Officer and a Dudley Managing Director.</b></li> <li><b>3. There are a number of benefits associated with having an organisation that can exert influence at scale. However, there are a number of potential concerns to be addressed.</b></li> <li><b>4. In addressing these it is important to note that Dudley would have a local based management team led by the Managing Director and a local decision-making committee – the Dudley Commissioning Committee – which would</b></li> </ol>

	include representation from Council and Healthwatch colleagues.
Emerging issues for discussion	The report identifies a number of potential benefits and concerns that are worthy of further discussion.
Key asks of the Board/wider system	That the position in relation to the development of a single CCG for the Black Country and West Birmingham be noted.
Contribution to H&WBB key goals: <ul style="list-style-type: none"> <li>• Healthy weight</li> <li>• Reducing loneliness &amp; isolation</li> <li>• Reducing impact of poverty</li> </ul>	These goals are all identified within the Joint Health and wellbeing Strategy. The development of local strategies, in conjunction with partners, would be a key responsibility for the Dudley Commissioning Committee referred to in the report.
Contribution to Dudley Vision 2030	The Commissioning Committee would be expected to continue to support the local NHS contribution to the Dudley vision and other partnership arrangements.

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## **1.0 PURPOSE OF REPORT**

- 1.1 To consider a proposal to create a single Clinical Commissioning Group (CCG) for Sandwell and West Birmingham.

## **2.0 BACKGROUND**

- 2.1 The NHS Long Term Plan published in January 2019 and latterly the “Phase 3” letter issued by NHS England regarding the restoration of services at the current stage of the COVID-19 pandemic, both made clear the intention to have a “single commissioning voice” for each Sustainability and Transformation Partnership/Integrated Care System. This means, in effect, establishing a single CCG for the Black Country and West Birmingham.
- 2.2 This report and the accompanying presentation advises the Board of the current position in relation to progressing this and potential issues for Dudley.

## **3.0 DEVELOPMENT OF THE CCGs IN THE BLACK COUNTRY AND WEST BIRMINGHAM**

- 3.1 Given the direction of travel described in the NHS Long Term Plan some initial stakeholder engagement took place in late 2019/early 2020. The output from this emphasised:-
- the opportunity to exert greater influence as a single statutory body;
  - the need to maintain effective clinical leadership;
  - concerns about the complexity of governance arrangements for 4 separate CCGs trying to work together;
  - the need to recognise differences;
  - the need to retain effective local relationships with our local government partners, the wider public sector and voluntary sector organisations.
- 3.2 Alongside this engagement, the 4 organisations have taken steps to operate jointly through:-
- creating a set of governance arrangements whereby the governing bodies meet “in common” with a supporting sub-structure, including a place based Commissioning Committee with Council and Healthwatch representation;
  - appointing Paul Maubach as the single Accountable Officer for the 4 CCGs;
  - establishing a single Senior Leadership Team with a Managing Director for each “place”;
  - developing a single management structure for all 4 CCGs.
- 3.3 The governing bodies have now agreed to take the further step of considering a merger to create a single statutory body.

#### **4.0 POTENTIAL BENEFITS**

4.1 An organisation that can operate at scale can deliver a number of potential benefits including:-

- greater ability to exert leverage, hold acute hospital services to account and create more integrated provision;
- opportunity to address unwarranted service variations;
- addressing common health inequalities;
- management of financial risk;
- reduce duplication and management costs.

#### **5.0 CONCERNS**

5.1 Nevertheless, there are concerns and risks associated with this development that have been articulated by partners and GPs. These are addressed below:-

##### **a) The organisation will be centralised and remote**

Dudley will have its own locally based team and Managing Director, responsible to the Dudley Commissioning Committee. The Committee will include local representation and have a GP majority. It will be responsible for working with the Council and other partners, developing our Primary Care Networks and managing the Integrated Care provider (ICP) contract.

##### **b) We don't want our Primary Care Networks to disappear**

These are part of a national contractual arrangement. They are also critical to the operating model for the ICP – Dudley Integrated Health and Care NHS Trust.

##### **c) Clinically led influence, control and decision-making will be lost**

Dudley GPs will be represented at every level – governing body and Dudley Commissioning Committee – retaining their representation and a clinical majority.

##### **d) Dudley CCG has performed well historically – we don't want that to be lost**

All 4 CCGs are rated as “good”. There is no reason why that cannot be maintained and the local management and decision-making arrangements are designed to support that.

##### **e) We've developed the Dudley Integrated Health and Care NHS Trust – we don't want that to be lost**

The STP is committed to each place having an integrated care model. Dudley's is now at an advanced stage. It will be fully in place by 1 April 2021. This represents a significant commitment by the CCG. It also “locks in” significant commissioning and management resource for the Dudley population.

**f) Dudley's money will be spent elsewhere**

The current level of spend in each place will be retained. Dudley will manage its own budgets and plans through the Commissioning Committee. Dudley will have a say on how resources are committed through its governing body representatives.

**6.0 STAKEHOLDER ENGAGEMENT AND NEXT STEPS**

- 6.1 During July and August 2020, a number of events have taken place across the Black Country and West Birmingham, including an event for Dudley partners on 4 August 2020. These concluded on 7 September and a report on these will be considered by the 4 CCGs.
- 6.2 Should the CCGs decide to proceed a vote of the GP membership will take place in early Autumn 2020. If this is in favour of merger a report and application will be submitted to NHS England/Improvement with a view to the organisation being established from 1 April 2021.

**7.0 RECOMMENDATION**

- 7.1 That the position in relation to the development of a single CCG for the Black Country and West Birmingham be noted.
- 7.2 That a further report be considered in due course.

**Neill Bucktin**  
**Dudley Managing Director – Black Country and West Birmingham CCGs**

**August 2020**