

Meeting: CCG Governing Body			
Meeting Date	26 January 2022	Action	Receive
Item No.	6	Confidential	No
Title	ICS / Closedown Update		
Presented By	Clare Postlethwaite		
Author	Clare Postlethwaite		
Clinical Lead	Cathy Fines		

Executive Summary
<p>The closedown of the CCG and transition to new Integrated Care Organisational arrangements were originally planned for 1st April 2022. In December 2021, notification was received that these timescales were to be delayed by three months with a transition date of 1st July 2022 now anticipated.</p> <p>This report outlines work to date in relation to CCG closedown and also outlines the anticipated risks of the three-month delay along with how these risks will be mitigated.</p>
Recommendations
<p>To note the contents of this report and in particular work completed to date along with the implications of the three month delay now anticipated.</p>

Links to CCG Strategic Objectives	
SO1 - To support the Borough through a robust emergency response to the Covid-19 pandemic.	<input checked="" type="checkbox"/>
SO2 - To deliver our role in the Bury 2030 local industrial strategy priorities and recovery.	<input checked="" type="checkbox"/>
SO3 - To deliver improved outcomes through a programme of transformation to establish the capabilities required to deliver the 2030 vision.	<input checked="" type="checkbox"/>
SO4 - To secure financial sustainability through the delivery of the agreed budget strategy.	<input checked="" type="checkbox"/>
Does this report seek to address any of the risks included on the Governing Body Assurance Framework? If yes, state which risk below:	
GBAF	

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Have any departments/organisations who will be affected been consulted ?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any financial Implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
If yes, has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
If yes, please give details below:						
If no, please detail below the reason for not completing an Equality, Privacy or Quality Impact Assessment:						
This work will happen as necessary at Greater Manchester level linked to establishment of the new Integrated Care Organisational arrangements.						
Are there any associated risks including Conflicts of Interest?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are the risks on the CCG's risk register?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>

Governance and Reporting		
Meeting	Date	Outcome
CCG Governing Body	26/01/2022	

ICS / CCG Closedown

1. Introduction

- 1.1. This report outlines the work progressed to date in relation to CCG closedown and the related transition to the new Integrated Care Organisational working arrangements.

2. Background

- 2.1. It had been anticipated that the CCG would be formally disestablished on 1st April 2022 to allow commencement of the new Integrated Care Organisational arrangements, a national decision has now been made to delay this transition until 1st July 2022.
- 2.2. A nationally recognised due diligence checklist has been issued to aid CCGs in completing all relevant work to ensure a smooth transition to the new working arrangements and the related establishment of the Integrated Care Organisation.
- 2.3. In order to ensure the focus and delivery of this important work, the CCG has established a formal working group to monitor and support completion of work in all related workstreams.
- 2.4. This report details work completed to date via the working group that has been established and also outlines the risks that the three month delay creates for the CCG along with how attempts will be made to mitigate these risks.

3. CCG Closedown Working Group

- 3.1 The first meeting of this working group was held on 1st November 2021 and the group initially met on a weekly basis. It has now been agreed that the group meets in full on a fortnightly basis with detailed review meetings held with each workstream lead in the alternating weeks.
- 3.2 The terms of reference and membership of this group has been finalised to include key workstream area leads, the meeting is chaired by the CCG closedown lead. The membership is summarised in the table included below :-

CCG Closedown lead (chair)	Clare Postlethwaite
Corporate / Governance	Emma Kennett
HR	Julie Kernaghan
Finance and Contracts	Simon O'Hare
IT	Suzanne Russell
Data Security / Information Governance	Jacqueline Williams
Quality	Carolyn Trenbath
Internal Audit (MIAA)	Jonathan Haury

- 3.3 Executive level input into the group is provided by Sam Evans (Executive Director of

Finance) and Will Blandamer (Executive Director Strategic Commissioning) who attend on an adhoc basis and provide support to the group as required.

4 Key Work Areas Completed to Date

4.1 Whilst the end date of transition has been postponed, work within each workstream continues at pace to ensure that the CCG is fully prepared once the transition requirements of the Integrated Care Organisation become clearer.

4.2 Summarised here are key areas of work completed to date within each workstream area :-

4.3 Human Resources

4.3.1 First cut of Electronic Staff Record (ESR) now undertaken and submitted.

4.3.2 Ongoing assessment of all temporary and agency workers to be included as part of the transition.

4.3.3 Meetings with all staff and managers are being scheduled for January 2022/February 2022 to inform second ESR data submission.

4.3.4 Phase one of consultation relating to executive roles has started.

4.4 Corporate

4.4.1 Reconciliation undertaken to ensure that CCG closedown work also captures action points relating to the Integrated Care Board (ICB) set-up where appropriate.

4.4.2 Detailed work nearing completion to ensure all relevant clinical and non-clinical policies are held centrally to aid transition process.

4.4.3 Due diligence work has been extended to ensure that all statutory duties of the CCG are captured within the closedown work moving forward.

4.5 Finance and Contracts

4.5.1 Agreement reached with regard to finance items to be completed locally and those that will be led by the Greater Manchester Shared Services (GMSS) team.

4.5.2 Monthly review in place of debtor and creditor balances to ensure a clean handover to the ICB.

4.5.3 Various contract database reconciliations have been completed and submitted to inform the ICB set-up work at a Greater Manchester level.

4.6 Information Technology

4.6.1 Initial audit of software packages installed across the CCG has been undertaken. Work now progressing to assess this against likely Greater Manchester requirements moving forward.

4.6.2 Initial hardware audit has been undertaken with follow-up discussions now being progressed with staff to fill any information gaps identified by this initial audit.

4.7 Information Governance

4.7.1 Baseline assessment of current position and compliance with current regulations is being undertaken to identify any gaps in information that need

filling before transition.

- 4.7.2 The implications of the closedown delay in the Data Security and Protection Toolkit (DSPT) submission and related audit is being worked through to ensure that all necessary information is in place as required.

4.8 **Quality**

- 4.8.1 Where due diligence items in this area represent ongoing CCG areas of work, a detailed central log of the known current position and where related information held is being collated to ensure ease of access moving forward.
- 4.8.2. From January 2022 onwards, the System, Quality, Safeguarding and Performance Assurance Committee is to commence to enable ongoing handling and review of key areas moving forward towards transition.

5 **Impact and Risk of Three-Month Delay to ICB Transition**

- 5.1 Further to notification of the delay to CCG closedown to 1st July 2022, leads in all areas assessed specific issues and risks that this could create locally within their individual workstream areas.
- 5.2 None of the risks identified relating to the delay were unique to Bury and the majority are being addressed at both local and national level to agree an appropriate way forward.
- 5.3 Some of the key risks identified are summarised below for information: -
 - 5.3.1 Complexities created by a transition date that does not mirror the financial year end.
 - 5.3.2 Impact on CCG statutory duties and clarity on which organisation is actually responsible for quarter one submissions (- will be either Greater Manchester or local responsibility.)
 - 5.3.3 Significant additional work will be necessary to novate contracts mid-year rather than at the end of the financial year as previously anticipated.
 - 5.3.4 The impact of IFRS16 (lease accounting) now needs to be considered as this is effective from 1st April 2022.
 - 5.3.5 A number of short-term arrangements, acting up, etc. are in place that will need to be considered and decisions made in light of the three-month extension.
 - 5.3.6 An internal audit plan for quarter one will now need to be drawn up.
 - 5.3.7 Consideration of non-executive roles and the need to potentially extend these beyond 31/03/22 is required to ensure quoracy of committees during this period.
 - 5.3.8 A number of executive roles are already placed at risk, with this delay having an impact on process and uncertainty relating to these key posts.
 - 5.3.9 The delay creates additional uncertainty for staff which could impact on staff retention and the ability to effectively deliver CCG transition from April 2022 onwards.

6 Mitigation of Risk

- 6.1 Many of the risks identified relating to the three month delay are not specific to Bury and are being debated at both a Greater Manchester and national level in order to agree an appropriate way forward.
- 6.2 Locally within Bury, in parallel with Greater Manchester and national discussion, the following actions are being undertaken in an attempt to mitigate the risks created :-
 - 6.2.1 Approaches to non-executives already made to assess ability to extend beyond 31st March 2022.
 - 6.2.2 Forward planning within the CCG is progressing to assess which key meetings and committees will be necessary during the first quarter extended period.
 - 6.2.3 Whilst direction is awaited at a Greater Manchester ICO level, locally detailed evidence logs and listing of key documents and their current location is being put in place. This process will ensure easy access to all key information as soon as specific requests for information from the ICO as a receiver organisation are received.

7 Actions Required

- 7.1 The Governing Body are asked to note the content of this report and in particular note work progressed to date relating to CCG closedown and also the attempts being made locally to mitigate the impact of the three-month ICB transition delay.

Clare Postlethwaite

Associate Director of Finance