



## Summary Annual Report 2020/21

### Purpose and activities of the organisation

NHS Norfolk and Waveney Clinical Commissioning Group (CCG) is responsible for planning safe, high quality health services and agreeing contracts with hospitals, community services, mental health provider, GP practices and other organisations to provide care.

The CCG was launched on 1 April 2020. It was formed following the merger of the NHS CCGs for Norwich, North Norfolk, South Norfolk, West Norfolk, and Great Yarmouth and Waveney.

The CCG is given an annual allocation by NHS England, which it uses to pay for local health services. The total amount allocated to the CCG in 2020/21 to pay for health services was £1.9 billion.

The CCG is currently awaiting the final assessment rating from NHS England for 2020/21 in summer 2021. This is based on the Improvement and Assessment Framework indicators which are assessed by NHS England regularly. As this is the first year of the CCG there is no rating for previous years. Ratings for the five former Norfolk and Waveney CCGs (NHS North Norfolk CCG, NHS South Norfolk CCG, NHS Norwich CCG, NHS West Norfolk CCG and NHS Great Yarmouth & Waveney CCG) for the year 2019/20 can be found here:

<https://www.england.nhs.uk/wp-content/uploads/2020/11/ccg-annual-assessment-report-19-20.pdf>

The purpose of this overview is to provide enough information to understand the organisation, its purpose, the key risks to the achievement of its objectives and how it has performed during the year.

## Accountable Officer and Chair's statement

Covid-19 has been the single greatest health threat to the people of Britain since the NHS was founded in 1948. It has dominated the past year's activities of the Norfolk and Waveney Clinical Commissioning Group (CCG) requiring an unprecedented level of co-operation, support and innovation within the Norfolk and Waveney (N&W) health and care system.

The CCG co-ordinated the health service's response to the pandemic in N&W. The CCG became the main supplier of Personal Protection Equipment (PPE) to primary care during the first wave of the pandemic; provided the digital hardware and support to enable Covid-19 safe primary care patient consultations and interoperability between general practice, acute providers and care homes. Many CCG staff returned to frontline roles in our hospitals.

In the autumn of 2020 the CCG identified sites, staff and volunteers to deliver the Covid-19 vaccine programme which began in December 2020. The people of N&W have been vaccinated at one of the fastest rates of any health system, with the system consistently in the top five performing systems for vaccinations in England.

We take this opportunity to say a profound thank you to all the CCG's staff and others working for the NHS in N&W, as well as our colleagues in local authorities, volunteers and the many offers of support from individuals and businesses, without whom the challenge of Covid-19 would have been insurmountable.

Despite these best efforts by March 2021 more than 2300 people had died of Covid-19 in N&W's hospitals and care homes. These tragic deaths include several dedicated frontline and other NHS staff.

Routine elective and diagnostic procedures have been cancelled or delayed for long periods of the pandemic. As a result, patient waiting lists for referral and treatment for acute and mental health conditions have grown to levels not seen in more than two decades. Reducing waiting times and waiting lists to pre-Covid-19 levels will take many years and require further resources, innovation and adaptation by the health service.

What is more, some people are suffering post Covid-19 infection after-effects, conditions now receiving clinical recognition as "Long-Covid". For others, the anxiety of the last year and the stress of prolonged lockdowns has seen people develop or have exacerbated pre-existing mental health conditions. All of which will require support and resources in the years ahead.

Despite the pandemic the CCG continued to invest in developments to improve mental and acute health services. The CCG has actively encouraged greater co-operation between health and care providers, and the Norfolk and Waveney Health and Care Partnership, of which the CCG is an active member, was confirmed as an Integrated Care System in December 2020.

As we emerge into a post-pandemic world, we will harness the energy, innovation and creativity that the crisis spurred, working as an integrated health and care system to recover and improve the services the NHS provides to the people of Norfolk and Waveney.



Dr Anoop Dhesi  
Chair



Melanie Craig  
Accountable Officer

## The Norfolk and Waveney Health and Care Partnership

The CCG is an active member of the Norfolk and Waveney Health and Care Partnership which, in December 2020, was confirmed as an Integrated Care System, or ICS, by NHS England and Improvement. This was in recognition that over the past few years the CCG, with system partners in the NHS, local authorities, voluntary and charity sectors, has worked with increasing collaboration, and that we have a clear vision and set of common goals for improving the health, wellbeing and care of people living locally.

The CCG's response to Covid-19, has significantly accelerated our system working and deepened cross-system relationships at every level. Importantly, we have developed the right relationships between the different parts of our health and care system, which are vital to us achieving our ambitions.



### Our goals

Above everything else we want to achieve as a partnership, we have set ourselves three goals:

1. To make sure that people can live as healthy a life as possible - This means preventing avoidable illness and tackling the root causes of poor health. We know the health and wellbeing of people living in some parts of Norfolk and Waveney is significantly poorer – how healthy you are should not depend on where you live. This is something we must change.
2. To make sure that you only have to tell your story once - Too often people have to explain to different health and care professionals what has happened in their lives, why they need help, the health conditions they have and which medication they are on. Services must work better together.
3. To make Norfolk and Waveney the best place to work in health and care - Having the best staff, and supporting them to work well together, will improve the working lives of our staff, and mean people get high quality, personalised and compassionate care.

You can read more about the work of our partnership and the development of our Integrated Care System here: [www.norfolkandwaveneypartnership.org.uk](http://www.norfolkandwaveneypartnership.org.uk)

## Financial performance summary

As a result of the NHS response to the Covid-19 pandemic the 2020/21 financial regime changed significantly, in line with the commitment from Government that financial constraints would not get in the way of the pandemic response. This resulted in fixed block contract payments, set by NHSEI, being made to NHS providers, together with significant amounts of non-recurrent funding to cover the costs of the NHS in providing a fast and effective response.

This is also the first year of operation for the single Norfolk and Waveney CCG, an organisation representing the amalgamation of five legacy CCGs (Norwich CCG, North Norfolk CCG, Great Yarmouth and Waveney CCG, West Norfolk CCG and South Norfolk CCG), therefore, any figures for 2019/20 in this section are the sum of these five organisations which gives a more representative comparison.

The total amount of money allocated to the CCG was £1,904.9m (2019/20: £1,629.1m). Of this £243.1m was allocated non-recurrently.

This total allocation was split, £1,884.6m (2019/20: £1,606.4m) for commissioning health care and £20.3m (2019/20: £21.7m) for the CCG running costs.

## How we spent your money

	<b>2020/21</b>	<b>2019/20</b>
Acute Commissioning	£907.4m	£804.5m
Continuing Healthcare	£87.8m	£66.9m
Mental Health	£192.5m	£162.9m
Community Commissioning	£136.9m	£130.3m
Delegated Primary Care	£166.3m	£154.6m
Primary Care & Prescribing	£236.9m	£214.2m
Other Commissioning	£68.7m	£73.0m
Covid-19 costs	£68.6m	£0.0m
Running Costs	£20.3m	£21.7m

The CCG has seen a significant increase in the Acute, Community and Mental Health areas of expenditure compared to the previous year, resulting from nationally set block contracts with NHS providers which were designed to bring the Provider organisations to a break-even position together with additional expenditure in Continuing Healthcare, Primary Care, Prescribing and separately specific Covid-19 expenditure resulting from the response to the Covid-19 pandemic.



Running costs have decreased by £1.4m as a result of the benefits of the merger of five legacy CCGs into a single organisation together with the reduction in costs following remote working as a result of the pandemic.

This is how the CCG spent its total budget during 2020/21.

98.5% related to “programme” costs – the proportion of its budget devoted to commissioning healthcare for the patients of Norfolk and Waveney. Only 1.5% related to the costs of running the organisation.

As a result of the changes to financial regime the ability for the CCG to make efficiency savings which reduce the cost base have been restricted. The CCG has, however, achieved efficiency savings of £1.0m within its running costs (2019/20 total efficiency savings: £59.8m). At the end of the year, the CCG delivered an in-year surplus of £0.6m, against the planned deficit of £4.9m. This movement from plan resulted predominantly from lower independent sector activity which had been planned to recover activity levels but did not crystallise due to the second wave over the winter period.

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For the full annual report please visit our [website here](#).

