



## Summary Annual Report 2021/22

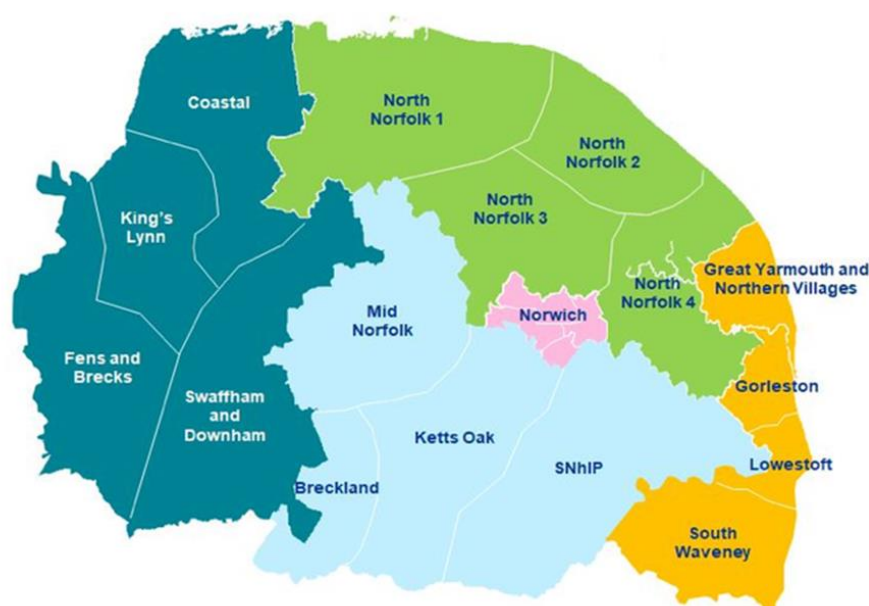
### Purpose and activities of the organisation

NHS Norfolk and Waveney Clinical Commissioning Group (CCG) is responsible for planning and buying safe, high quality health services. The CCG agrees and administers contracts with hospitals, community services, the mental health trust, GP practices, the ambulance trust, and other organisations who provide care and treatment services, and monitors the performance of the delivery of these services.

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.

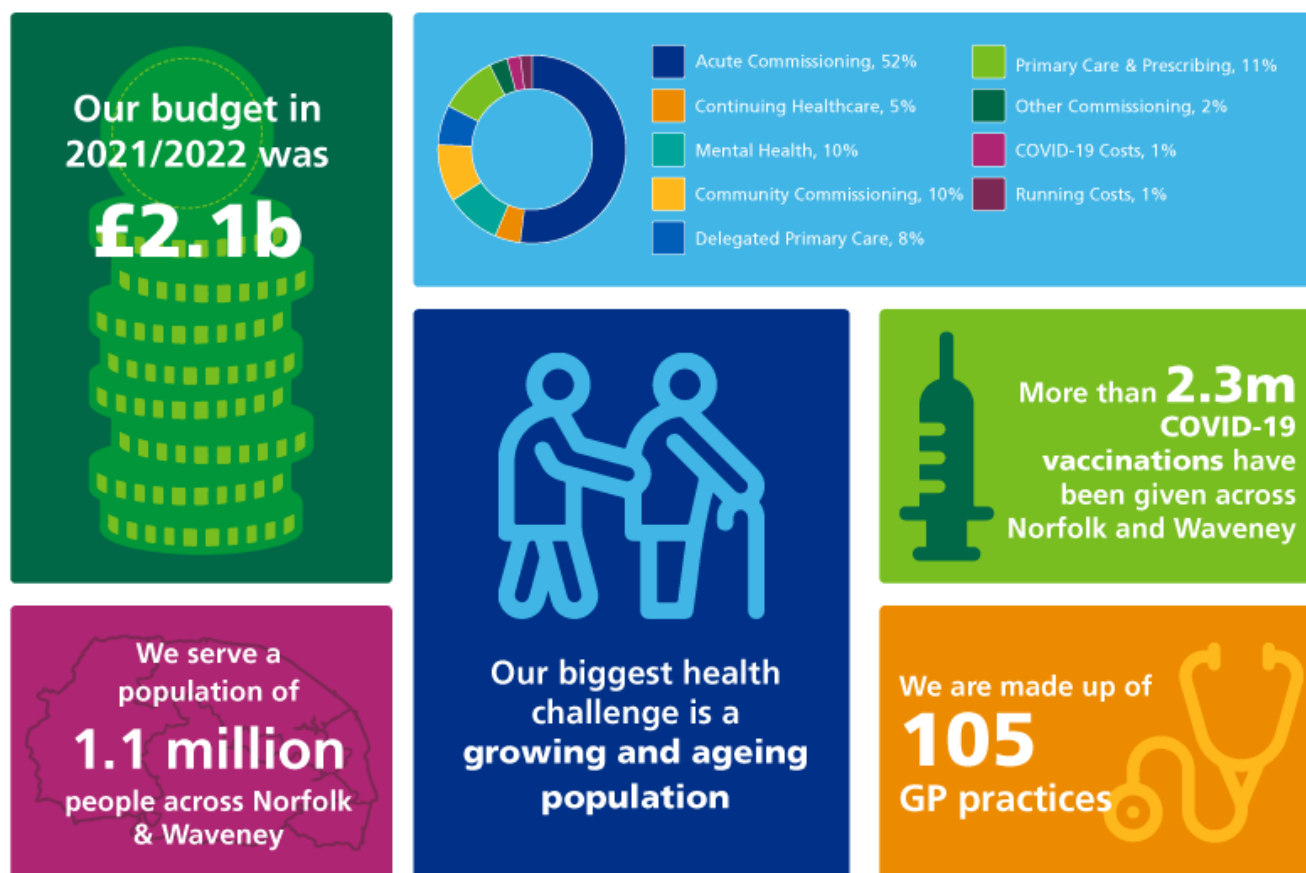
The services the CCG commissions are for people living (or registered with a GP) in Norfolk and Waveney.

Primary Care is now organised into Primary Care Networks (PCNs) which are groups of GP practices that work closely with community, mental health, and social care staff to improve services for local people. The map to the right shows the PCNs operating within the CCG geographical boundary.



The CCG is given an annual allocation by NHS England, which it uses to pay for local health services.

### The CCG at a glance:



### CCG Performance

The narrative assessment for 2020/21 by NHS England and NHS Improvement (NHSE/I) was received by the CCG in August 2021 and was the last received by the CCG prior to completion of the 2021/22 Annual Report.

NHSE/I recognised the CCG's efforts and commitments over the previous year to the COVID-19 response, vaccination programme, and steps towards restoration for partners, staff, and patients in extremely challenging circumstances.

The summary headline points from the 2020/21 assessment (the last received by NHSE/I) include:

- Delivery of an in-year surplus of £0.6m for the year ended 31 March 2021
- Successful merger of the five CCGs from 1 April 2020
- Delivery of COVID-19 and flu vaccination programme
- Supported the system to develop and deliver reset and recovery plans
- Nationally recognised COVID Protect scheme reaching out to over 40,000 of Norfolk and Waveney's most vulnerable people

Alongside these successes, NHSE/I also recognised the CCG needed to continue in its leadership role to advance the transformation of community mental health services to improve patient outcomes. Addressing elective, planned care and cancer waiting lists; developing an Urgent and Emergency Care blueprint to help the system cope better with the sustained growth in demand; and developing robust Discharge to Assess pathways to reduce the use of acute beds by medically fit patients so they can be used to meet the significant elective demands currently on the system were also highlighted as key priorities for the CCG looking forward to 2021/22.

The NHSE/I assessment for 2021/22 is expected in late Summer 2022.

### Performance of NHS services

The table below shows an overall RAG (Red / Amber / Green) performance against constitutional targets based on an average summary of monthly performance over the year 2021/22. Green indicates that all targets were achieved, Amber that some targets were achieved, and Red that no targets were achieved.

Constitutional Area	2021/22 Performance RAG
Cancer Waiting Times	2 / 8
Diagnostics Waiting Times	0 / 1
Referral to Treatment Waiting Times	0 / 2
A&E Waits	0 / 2
Ambulance Response Times	0 / 6
Ambulance Handovers	0 / 4
Infection Control	0 / 3
Mental Health - IAPT	3 / 4
Mental Health - Other	2 / 4
Community (RTT, 111 & OOH)	2 / 12

Further detailed information about the performance of NHS services is contained in the full [2021/22 Annual Report](#).

### Accountable Officer and Chair's statement

This has been another historic year for the NHS as we continue to address the impacts of the COVID-19 pandemic. A programme like no other, the Norfolk and Waveney COVID-19 vaccination programme has significantly reduced the impact of the virus on the people of Norfolk and Waveney, as more than 94% of people over the age of 18 have had at least one dose of the vaccine.

Throughout this year of recovery, COVID-19 has continued to influence how we manage and deliver our services. It has fostered continuing co-operation and support amongst our partners in the Norfolk and Waveney Health and Care Partnership and challenged us to be more innovative in our approach to how we deliver our services.

We are incredibly proud of the way our local system has come together to deliver the vaccination programme at such speed given the complexities involved and the significant pressures facing services.

The people of Norfolk and Waveney have been vaccinated at one of the fastest rates of any health system, with our system consistently in the top five performing systems for vaccinations in England.

In writing this report, we are both proud and humbled by the extraordinary amounts of effort, determination, and sacrifice that have been made to deliver the vaccination programme whilst continuing to deliver essential health and care services to the people of Norfolk and Waveney. We would like to take this opportunity to say a profound thank you to all CCG staff and others working for the NHS in Norfolk and Waveney, as well as our colleagues in local authorities, the care sector, and the thousands of volunteers for your hard work and commitment over the year.

The last two years have seen us face extraordinary challenges, and we know many of our staff and local NHS colleagues are feeling the effects of the pace and pressure of the last two years. Our people are our greatest asset, and as we look forward to the coming year, we will be ramping up our efforts in helping to make Norfolk and Waveney the best place to work in health and social care.

The impact of COVID-19 will be felt for a long time to come and will continue to present challenges. Like most other health and care systems across the country, we're now working at pace to address the backlog of routine elective and diagnostic procedures that were cancelled or delayed due to the pandemic. We know that many people are having to wait for planned and elective procedures, and we will continue to do all we can, working with colleagues in the local NHS to reduce waiting times and support people to stay well.

We continue to see the impact of the pandemic on people's mental health and wellbeing with increases in the number of people presenting with mental health conditions. To help address this, Norfolk and Waveney has invested heavily into our mental health transformation programme which is yielding improvements and innovation in our local mental services. There is a lot of work to be done, but we are committed to ensuring those who need help receive the support they need.

While we reflect on the successes and challenges of the previous year, we also must acknowledge where performance fell short, and seek to learn and improve on the quality of service when we do not get things right. This year the publication of the Norfolk Safeguarding Adult Review into the deaths of three patients at Jeesal Cawston Park highlighted serious failings in patient care. We are committed to learning from the mistakes that were made to prevent other individuals or families from experiencing harm because of ineffective services in future. We also recognise we need to improve our efforts in supporting our mental health provider, Norfolk and Suffolk Foundation Trust (NSFT) following its 'inadequate' rating by the Care Quality Commission (CQC). While we work with them to make the necessary quality improvements to improve safety and quality of care for those accessing mental services, we also would like to acknowledge our thanks and appreciation to NSFT staff, who were rated as 'good' within the CQC's report.

This year, we will formally transition to an Integrated Care Board, which you will read more about in this report. This is an important step for us as an Integrated Care System and will strengthen our approach to working more collaboratively with partners in the voluntary and community sector to deliver more joined-up care, and foster greater engagement with residents in how services are commissioned and delivered across Norfolk and Waveney.

COVID-19 has not left us and we now need to learn to live with the virus. As we move forward, we will adapt and rise to the challenge of living with COVID-19, as well as continuing our efforts to deliver quality, safe and effective health and care services to the people of Norfolk and Waveney.



**Tracey Bleakley**  
Interim Accountable Officer



**Dr Anoop Dhesi**  
Chair

## About the Norfolk and Waveney Health and Care Partnership

The CCG is an active member of the Norfolk and Waveney Health and Care Partnership which was confirmed as an Integrated Care System (ICS) by NHSE/I in December 2020.

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 goals of the ICS

The partnership has identified three overarching goals it would like to achieve as an ICS:

- 1. To make sure that people can live as healthy a life as possible** - Preventing avoidable illness and tackling the root causes of poor health to reduce health inequalities across our area.
- 2. To make sure that you only have to tell your story once** - Services must work better together so that key information doesn't have to be repeated to every health and care professional.
- 3. To make Norfolk and Waveney the best place to work in health and care** – Supporting staff development and wellbeing 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 NHSE/I, 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 second 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 £2,110.1m (2020/21: £1,904.9m). Of this £397.8m was allocated non-recurrently.

This total allocation was split, £2,089.5m (2020/21: £1,865.1m) for commissioning of health care services, and £20.6m (2020/21: £20.3m) for the CCG running costs.

Spend area	2021/2022	2020/2021
Acute Commissioning	£1,088.8m	£907.4m
Primary Care & Prescribing	£227.9m	£236.9m
Mental Health	£216.8m	£192.5m
Community Commissioning	£204.7m	£136.9m
Delegated Primary Care	£175.8m	£166.3m
Continuing Healthcare	£105.4m	£87.8m
Other Commissioning	£43.1m	£68.7m
COVID-19 Costs	£26.6m	£68.6m
Programme Costs	£2,089.5m	£1,865.1m
Running Costs	£20.6m	£20.3m
<b>TOTAL COSTS</b>	<b>£2,109.6m</b>	<b>£1,885.4m</b>

As noted in the table above 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 ongoing response to the COVID-19 pandemic.

Running costs have increased by £0.2m principally as a result of the unfunded pay awards in line with National directions. Ongoing benefits since the merger of five legacy CCGs in April 2020 continue to save costs from the single organisation structure together with the reduction in costs following remote working because of the pandemic.

As a result of the maintained changes to financial regime from 2020/21, the ability for the CCG to make efficiency savings which reduce the cost base have remained restricted. The CCG has focused on non-block discretionary spend and achieved total efficiency savings of £4.23m (2020/21 £1m). These savings arise from Programme expenditure costs for Prescribing and Continuing Healthcare, and from Running Costs.

At the end of the year, the CCG delivered an in-year surplus of £0.56m, against a planned breakeven position. This movement from plan results from net underspends in the Programme portfolio of £0.45m and Running costs of £0.11m.