

## ICB Primary Care Commissioning Committee

<b>Date of meeting</b>	29 August 2024
<b>Title of paper</b>	Delivery Assurance End of Year Report 2023/24
<b>Presented by</b>	Peter Tinson, Director of Primary and Community Care (Amy Lepiorz, Associate Director Primary Care)
<b>Author</b>	Amy Lepiorz, Associate Director Primary Care Sarah Danson, Senior Delivery Assurance Manager David Armstrong, Senior Delivery Assurance Manager
<b>Agenda item</b>	12
<b>Confidential</b>	No

<b>Executive summary</b>	
<p>This report provides an overview of the contractual management of primary care contracts which is undertaken by the delivery assurance team within the primary care and community care commissioning team. There is a range of contractual administration and contract monitoring that is undertaken by the delivery assurance team in addition to the significant contractual decisions undertaken by the Committee and operational ones undertaken by the relevant groups.</p> <p>The work undertaken by the delivery assurance team ensures the ICB meets the requirements of the delegation agreement with NHS England and that the ICB manages contracts in-line with national legislation and policy. The report provides an overview of activity for all four contractor groups. It also provides an insight into levels of contractual changes which are being received and processed by the team and operational issues encountered by the team.</p>	
<b>Advise, Assure or Alert</b>	
<p><b>Assure the committee:</b></p> <ul style="list-style-type: none"> <li>- that the contractual administration of primary care (plus community and secondary care) contracts have been undertaken in line with the Delegation Agreement</li> </ul> <p><b>Advise the committee:</b></p> <ul style="list-style-type: none"> <li>- of the contractual administration undertaken by the delivery assurance team within the primary and community care team</li> </ul>	
<b>Recommendations</b>	
<p>The Primary Care Commissioning Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Note the content of this report</li> </ul>	
<b>Which Strategic Objective/s does the report contribute to</b>	
<b>1</b>	Improve quality, including safety, clinical outcomes, and patient experience
<b>2</b>	To equalise opportunities and clinical outcomes across the area
<b>3</b>	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees
	<b>Tick</b>

4	Meet financial targets and deliver improved productivity	
5	Meet national and locally determined performance standards and targets	<b>X</b>
6	To develop and implement ambitious, deliverable strategies	

### Implications

	Yes	No	N/A	Comments
Associated risks	X			As articulated in section 3
Are associated risks detailed on the ICB Risk Register?	X			
Financial Implications		X		

### Where paper has been discussed

Meeting	Date	Outcomes
Primary Care Commissioning Groups for primary medical services, pharmacy, dental and optometry	During June and July 2024	For information

### Conflicts of interest associated with this report

Not applicable

### Impact assessments

	Yes	No	N/A	Comments
Quality impact assessment completed			X	
Equality impact assessment completed			X	
Data privacy impact assessment completed			X	

### Report authorised by:

Craig Harris, Chief Operating Officer

# ICB Primary Care Commissioning Committee

## 29 August 2024

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### Delivery Assurance End of Year Report 2023/24

#### 1. Introduction

- 1.1 The ICB contracts with over 1000 primary care providers, the associated contractual administration and assurance is undertaken by the delivery assurance team within the primary and community care commissioning team.
- 1.2 Alongside the significant contractual decisions undertaken by the Committee and the operational ones undertaken by the relevant groups there is a range of contractual administration and contract monitoring that is undertaken by the delivery assurance team. This work ensures the ICB meets the requirements of the delegation agreement and that the ICB manages contracts in-line with national legislation and policy.
- 1.3 This report provides an overview of the contractual management that has been undertaken by the delivery assurance team.

#### 2. Contract administration

- 2.1 The effective management of primary care contracts requires a range of administrative activities to take place that ensure contractual documentation is up-to-date and legally compliant. Decisions taken by the Committee and the associate groups often result in the requirement for a contract variation or a new contract to be issued. In addition, officers within the delivery assurance team process various transactional contractual variations.
- 2.2 Examples of contractual administration include:
  - 2.1..1 Following decisions made by the committee- issuing of a new contract following a contract award; issuing of contract variations following the agreement of a practice merger and to support investments agreed within the dental access plan.
  - 2.1..2 Following decisions made by the groups- issuing of contract variations following a change in contracted hours, change in activity levels
  - 2.1..3 Routine transactional processes such as adding or removing suitable individuals from a contract or issuing national variations.
- 2.3 Appendix one shows a summary of the various contractual administration activities undertaken by the delivery assurance team during 2023/24. There are 633 individual transactions which have been processed by the delivery assurance team.

### **3. Insights**

- 3.1 Levels of contractual administration activity were not routinely kept by NHS England, so we are unable to track any trends. However, soft intelligence from the team is that we are seeing an increase in partners coming on and off contracts, and requests by contractors to novate their contracts and merge with other contractors. One hypothesis is that this activity reduced during the covid pandemic as providers were focussed on the associated pressures and providers are now looking at their business models resulting in contractual changes.
- 3.2 The delivery assurance team work closely with the NHS Business Services Authority (NHSBSA) and Primary Care Services England (PCSE) who provide additional administrative support for certain primary care functions, such as processing payments for providers and the management of some new contract applications. Issues often occur between the handoff points between these providers and the delivery assurance team, and it is not always clear to providers which organisation is responsible for certain aspects of the contractual process. Additionally, work undertaken by these organisations has resulted in changes in work pressure for the delivery assurance team such as last-minute changes to the dental year end process and teething problems following the transfer of some general ophthalmic services contractual administration.
- 3.3 The time taken to process contractual variations has increased since the ICB has taken on delegated responsibilities. This is due to the internal governance arrangements which require all contract variations to be signed by the Director of Operational Finance regardless of the financial value. Previously transactional contract variations and those resulting from decisions made by the relevant governance groups were signed by a senior manager within the team, namely the Head of Primary Care. As they were closer to the contractual processes and decisions, they were more accessible to team members undertaking contractual administration and did not require additional explanations and assurances prior to signing.
- 3.4 It is good practice to regularly undertake a contracting housekeeping exercise to ensure all contracts on file are up-to-date. This has not taken place for several years and due to the loss of an IT system when contracting responsibility sat with NHS England there are several primary care providers where a recent contract is not held on file. This poses a significant risk to the ICB should contractual or legal action commence with a contractor. To undertake this work, it has been identified that short term additional contracting support is required. This risk is articulated on the primary care risk register.

### **4. Conclusion**

- 4.1 The report shows the significant amount of contractual administration undertaken by the delivery assurance team.

## **5. Recommendations**

- 5.1 The Primary Care Commissioning Committee is asked to:
- Note the content of this report

**Amy Lepiorz**

**Sarah Danson**

**David Armstrong**

**August 2024**

## **Appendix One**

PowerPoint Presentation