



Section C: Members' Report



The Members' Report describes the governance structure of the CCG, and should be read in conjunction with the Annual Governance Statement (AGS), located in Section F. Additional information is contained in the Important Information supplement, Section I. Together these sections include:

- A full list of member practices of the CCG
- The composition of the Governing Body throughout the year
- The composition of the Audit Committee and other committees
- Profiles of the members of the Governing Body and Senior Managers

Included in the Members' Report is information about:

- Conflicts of interest
- Details of political and charitable donations
- Details of pension liabilities
- Sickness absence data
- External audit
- Disclosure of Serious Incidents (SIs)
- Cost allocation and setting of charges for information
- Principles for remedy
- Employee consultation
- Disabled employees
- Emergency Preparedness, Resilience and Response

Conflicts of Interest

Each Governing Body member and Senior Manager's disclosed Declaration of Interest is shown within the Board profiles, located in the Important Information supplement, Section I.

As a membership organisation, we make certain payments such as Local Enhanced Service (LES) to GP Practices. Therefore, inevitably, there are occasions where conflicts of interest arise. These are taken into consideration when any decisions are made.

As an organisation based in Dudley, there are also a number of members and CCG employees that have family members or connections with local organisations where a conflict of interest might arise. These include Dudley Group NHS FT, Dudley Metropolitan Borough Council, Central Midlands Commissioning Support Unit and Sandwell & West Birmingham CCG.

Details of payments made to such organisations are identified in Related Party Transactions in the Annual Governance Statement, Section F.

Details of Political and Charitable Donations

The Companies Act requires disclosure of political and charitable donations. However, the Department of Health has received legal advice that takes the view that NHS bodies do not have the power to make such donations. NHS Dudley Clinical Commissioning Group has made no political or charitable donations.

Details of Pension Liabilities

Details of pension liabilities under the NHS Pensions Scheme are set out within note 1.92 Employee Benefits of the accounting policies of the full audited accounts and within the main body of the accounts as note 4.5 Pension costs. See the full accounts in Section H.

Past and present employees are covered by the provisions of the NHS Pensions Scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions.

The Scheme is a "final salary" scheme. Annual pensions are normally based on 1/80th for the 1995 section and of the best of the last three years pensionable pay for each year of service, and 1/60th for the 2008 section of reckonable pay per year of membership. Members who are practitioners as defined by the Scheme Regulations have their annual pensions based upon total pensionable earnings over the relevant pensionable service.

With effect from April 1st 2008 members can choose to give up some of their annual pension for an additional tax free lump sum, up to a maximum amount permitted under HMRC rules. This new provision is known as "pension commutation".

Annual increases are applied to pension payments at rates defined by the Pensions (Increase) Act 1971, and are based on changes in retail prices in the twelve months ending 30 September in the previous calendar year.



From 2011-12 the Consumer Price Index (CPI) has been used and replaced the Retail Prices Index (RPI).

Early payment of a pension, with enhancement, is available to members of the scheme who are permanently incapable of fulfilling their duties effectively through illness or infirmity. A death gratuity of twice final year's pensionable pay for death in service, and five times their annual pension for death after retirement is payable.

For early retirements other than those due to ill health the additional pension liabilities are not funded by the scheme. The full amount of the liability for the additional costs is charged to the employer.

Members can purchase additional service in the NHS Scheme and contribute to money purchase AVC's run by the Scheme's approved providers or by other Free Standing Additional Voluntary Contributions (FSAVC) providers.

Sickness Absence Data

Based on the period April 1st to December 31st 2013, the Clinical Commissioning Group had an average sickness level of 1.57 days FTE (full time equivalent) across an average staff in post of 53.48 FTE.

There were no retirements in 2013/14 due to ill health.

The full details are included at Note 5.3 of the Annual Accounts..

External Audit

Our appointed External Auditor is Grant Thornton UK LLP, Colmore Plaza, Colmore Circus, Birmingham B4 6AT.

Fees paid for audit services during 2013/14, including VAT are:

Statutory Audit	£105,600
Less: Audit Commission Rebate	-£8,000
Net Fees	£97,600

NHS Dudley CCG received a rebate of £8,000 from the Audit Commission towards the 10% exceptional increase in the fees for the first year of operation.

The External Auditor provided no other services in 2013/14.

Disclosure of SIs (Serious Incidents)

The Clinical Commissioning Group's arrangements for Serious Incidents are set out in the Accountable Officer's Annual Governance Statement later in the report (Section E) as are details of any Serious Incidents that occurred in 2013/14. There have been no Serious Incidents of an Information Governance nature that have required a report to the Information Commissioner's Office.

Cost Allocation and Setting of Charges for Information

We certify that the Clinical Commissioning Group has complied with HM Treasury's guidance on cost allocation and the setting of charges for information. Full guidance is available at Annex 6.1 and 6.2 to HM Treasury's Managing Public Money.

Principles for Remedy

The CCG's Complaints Procedure reflects the six principles for remedy as outlined in the Parliamentary and Health Service Ombudsman report Principles for Remedy, published in May 2010.

The CCG has, in accordance with the Principles, taken action to ensure that we are:

- Getting it right
- Being customer focused
- Being open and accountable
- Acting fairly and proportionately
- Putting things right
- Seeking continuous improvement

The CCG procured the Complaints service from Central Midlands CSU for the period April 1st 2013 to December 31st 2013. During this period, a total of 45 complaints were received by the Clinical Commissioning Group and these can be broken down as follows:



Of the 45 complaints received, 5 were responded to within the national timescales at the local resolution stage, which equates to 11% of complaints within the national standard. Of the remaining complaints, 6 are still under investigation, 22 were responded to outside the national timescales (12 of which were complex complaints), and 12 were withdrawn.

Due to the poor service delivery highlighted above, the CCG decommissioned the service from the CSU and established an in-house model from January 1st 2014. During the period January 1st 2014 to March 31st 2014 a total of 23 complaints were received by the Clinical Commissioning Group and these can be broken down as follows:

Of the 23 complaints received, 11 were responded to within the national timescales at the local resolution stage, which equates to 48% of complaints within the national standard. Of the remaining complaints, 3 are still under investigation, 6 were responded to outside the national timescales (4 of which were complex complaints), and 3 were withdrawn.

As can be seen above, performance improved significantly in the final quarter of the year, and we expect this to improve further in 2014/15.

Employee Consultation

The CCG takes staff inclusion and satisfaction seriously. Staff members have developed their own team values, from the organisational values, which are as follows:

- **TRUST** one another
- **RESPECT** one another
- Be **OPEN** to receiving feedback from others
- Maintain **PROFESSIONAL** integrity
- Be accessible, visible and **CONSISTENT**
- Take **RESPONSIBILITY**

We have developed a values based personal development appraisal process and values based recruitment training to further embed the values in the culture of our organisation.

We introduced a Staff Forum upon our inception which includes representation from each team and is the mechanism for the dissemination of information and issues between staff and management, in addition to formal consultation with staff on HR policies.

Staff were also very involved in the design of our new open plan offices at Brierley Hill Health and Social Care Centre.

Weekly staff briefings take place every Thursday morning and are led by the Chief Accountable Officer. These are supported by a monthly staff development session which is used to develop our team and to update staff on key business areas of the CCG.

Dudley CCG was among the first CCGs in the country to have a recognition agreement with unions. The Chief Accountable Officer meets the union representative regularly.

Disabled Employees

Our responsibilities towards our disabled employees are described within our Equality Strategy. Our recruitment guidelines have been refreshed to ensure that we are offering equal opportunities to disabled employees, and recognising any needs they may have in attending for interview or following employment.

Adjustments have been made to the office environment to ensure the needs of disabled employees are met. We do not have any employees who have become disabled during the year. We do, however, have appropriate policies to ensure disabled employees to continue working with any adaptation that they may need.

Our Equal Opportunities policy ensures that the same development opportunities and training are offered to all staff without discrimination, and recognises that disabled employees may need alternative arrangements to be made to ensure that they have the same access to training and development as others.



Team Values

TRUST one another

- Be honest.
- Focus discussion on real issues and on their resolution, allow differences to be forgotten.
- Embrace constructive challenge in a timely manner and use it as a positive way to learn.

RESPECT one another

- Accept others opinions are valid.
- Understand people have individual skills and knowledge.
- Show determination, tolerance and sensitivity.
- Be courteous and respect freedom to speak, disagree or remain silent.
- Ensure no-one becomes isolated in expressing their view and treat all ideas with respect.

BE OPEN to receiving feedback from others

- Embrace constructive feedback.
- Listen carefully to all ideas and comments and be tolerant to other points of view.
- Be sensitive to colleague's needs for support when challenging or being challenged.
- Ensure feedback is timely and objective.
- Celebrate success.

Maintain PROFESSIONAL integrity

- Show group support and loyalty towards the CCG and each other.
- Take personal responsibility for actions.

Be accessible, visible and CONSISTENT

- Be supportive of decisions made, even though as individuals we may not always agree.
- Demonstrate clear and cohesive leadership.

Take RESPONSIBILITY

- Look inwardly for continuous improvement.
- Be clear about roles and responsibilities.
- Manage own and others time efficiently.
- Consider the impact of our behaviour.

Thinking Differently



Emergency Preparedness, Response & Resilience

Our Annual Governance Statement confirms that the clinical commissioning group has incident response plans in development, but are yet to present our Business Continuity Plan to Board for approval. Whilst the Plan is yet to be ratified by the Governing Body, we can confirm that we do have steps in place to mitigate issues should they arise, as described below:

- The CCG headquarters is based in Brierley Hill Health & Social Care Centre, a fully serviced LIFT building covered by the landlord's contingency arrangements.
- Payroll is provided by an external provider, located off-site, with their own business continuity arrangements.
- Financial Services, including payments to suppliers, are provided by SBS, a national organisation with robust business continuity arrangements.
- A number of our services are provided by Central Midlands CSU, based in West Bromwich, and all have the ability to work remotely.
- Our biggest risk is IT, but as we are supported by an external IT provider we are covered by their Business Continuity Plan and IT Recovery Plan (copies available).
- The CCG have invested in the ability for the majority of staff to work remotely and therefore can maintain the delivery of most services.

Our Business Continuity Plan will be presented to Board in September 2014.

Research

The statutory responsibilities of NHS Dudley CCG are to:

- Promote research and support the treatment costs of patient participation in research. It will do this in collaboration with its providers in both primary and secondary care.
- Promote and conduct good research to improve the current and future health and care of the population.
- Encourage adoption of findings and using a robust evidence base in commissioning services.

We promote research and the treatment costs of patient participation in research both on a systematic and an individual basis by ensuring that the treatment costs are funded through normal arrangements for commissioning patient care in line with existing guidance. We have also produced a Research Plan that describes the CCG approach to embracing research opportunities and connecting with Academic Health Science Network.

We have taken an active part in undertaking research and have been involved in the following projects:

- The Prevention of Fall Injury Trial (PreFIT) which aims to study three fall prevention interventions that are currently available in Primary Care and to establish to what extent they are effective, cost-effective and acceptable to older people living in the community.
- The Barack D study which aims to recruit 22 eligible patients per practice to determine the effect of aldosterone receptor antagonism on mortality and cardiovascular outcomes (onset or progression of cardiovascular disease) in patients with stage 3B chronic kidney disease (CKD).
- Working with the Health Service Management Centre on an evaluation tool for our integration work in primary care.

As part of our work with the Health Services Management Centre at the University of Birmingham, we are appointing a Research Assistant who will undertake research in various areas of clinical practice to support our commissioning team deliver the best possible outcomes for patients.

Signed by Mr Paul Maubach, Chief Accountable Officer, on behalf of NHS Dudley Clinical Commissioning Group, on June 3rd, 2014