

Matthew Winn
Chief Executive
Cambridgeshire Community Services
NHS Trust
The Priory
Priory Road
St Ives PE27 5BB

9 February 2012

Dear Matthew,

**Tripartite Formal Agreement (TFA) Escalation meeting – Cambridgeshire
Community Services NHS Trust**

Further to our useful escalation meeting on 24 January 2012, I am writing as agreed to record the main details we discussed. I have at annex 1, provided an overview of the full conversation.

As you are aware, the Trust having been red rated for three consecutive months in the TFA monitoring, has triggered the first stage of the agreed Department of Health (DH) escalation process. The aim of the meeting was to discuss the issues, get clarity and an agreement on the way forward to progress towards Cambridge Community Services NHS Trust achieving Foundation Trust (FT) status.

The key areas of concern which had affected the submission and which we discussed were:

- Board governance concerns regarding the over-optimistic initial submission date;
- multiple Board changes of both Executive and Non Executive (NED) members;
- a recognised need for Board development;
- late transfer of the Peterborough community care services; and
- Care Quality Commission concerns.

Following the discussion we agreed that we would revise your date of submission to 1 November 2012 and you will be working alongside the Strategic Health Authority (SHA) to achieve the milestones included in the TFA which will include formal reviews with the Strategic Health Authority (SHA) starting at the end of March 2012. You will still be aiming earlier

internally to maintain momentum and if this means a submission before plan that would be good news.

I hope this accurately reflects our meeting and if you have any queries please feel free to contact Angela Lamb or me. If not, I look forward to receiving an updated draft TFA signed locally for DH review.

With reference to Annex 1, please come back to me if you feel I have misrepresented or omitted anything material from our discussion. Thank you again for the constructive session and for your commitment to the new dates and work that is required. I know you appreciate the potential consequences of missing any future agreed dates and so I look forward to receiving your application in November.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M Kershaw', with a large, sweeping loop at the end.

MATTHEW KERSHAW
DIRECTOR OF PROVIDER DELIVERY

CC:

Dale Bywater
Sir Neil McKay
Ian Dalton

Annex 1

Your TFA had a submission date of 1 February 2012. You failed to submit to that agreed plan.

I explained the purpose of the meeting was to understand and resolve the issues relating to this failure to submit and the future implications for your organisation moving towards gaining FT status. If we failed to agree the way forward today there was an opportunity for further escalation but I believed this was unlikely to be the case on the basis of papers shared in advance of the meeting and discussions already held with the SHA.

Heather explained the high number of Board changes there had been (three Executives, Chair and four NEDs) and the time it had taken to achieve a more cohesive Board.

You explained your Executive changes and that you felt these Board changes would lead to better overall Board Governance.

I explained I needed to understand how the Board had signed up to the original TFA date, especially since you both had been part of that Board.

The Trust's Chair described how she felt the Board had not properly understood Board Governance and how the previous Chair had not been appropriately challenged by the executives. There had also been a lack of Board development – something which had now been addressed using the Board Governance Assurance Framework and skills analysis. Recruitment had focussed on addressing the skills gaps.

You explained the Peterborough services and staff transferring 11 months later than expected (and without Social Services) has impacted on the benefits of operating as an enlarged organisation. There was also an impact of this on the HDD timetable. There was also the concern of the freehold estate transfer delay impacting on your FRR in 2011/12.

You also believed that the original Board had not properly understood the significance of the TFAs or the imperative of them.

You described issues relating to your portfolio of services and the block contracting arrangements hampering your viability. You also recognised the need to re-shape the organisation by reviewing viability of service lines, growing revenue streams and margins. The previous Chair and Medical Director had had no appetite for and had discouraged the service change debate.

It was acknowledged by the SHA that you had been a rapidly growing organisation with a significant amount of change taking place and that this has taken some time to embed.

We noted you have Care Quality Commission issues to resolve to avoid impact on your FT trajectory and that this is progressing.

In discussing a revised date for submission to the Department of Health we all agreed that November 2012 was a sensible date rather than October but you still intend to aim for October to maintain momentum. Timelines within the overall trajectory would be agreed locally between you and the SHA and reflected in the TFA with formal review points.

The Department does not believe there would be a need for a further escalation meeting although once your new timeline is agreed, any further missed deadlines could trigger the escalation process again.