

# Roles & Responsibilities

NHS Cancer Programme

October 2019

# Introduction

- This paper sets out an updated set of roles and responsibilities for the NHS Cancer Programme, covering Cancer Alliances, regional teams and the national team.
- This paper was discussed by the Cancer Performance and Delivery Group at its meeting in July and changes have been made as a result of that discussion.

**The Cancer Delivery Group is asked to review the pack and to:**

- **provide any comments;**
- **agree how the pack should be disseminated.**

# NHS Cancer Programme: Roles & Responsibilities

## Overview

The role of the NHS Cancer Programme is to deliver the ambitions for cancer set out in the Long Term Plan. Cancer is unique in having a specific system-level delivery architecture in the Cancer Alliances, which brings together STPs/ICSs at a cancer system level. The geographic footprints of the Cancer Alliances reflect as far as possible STP/ICS boundaries and cancer patient flows.

CancerAlliances, regional teams and the national team work together to deliver the Long Term Plan ambitions for cancer:

- **Cancer Alliances** are the cancer arms of their STPs/ICSs. Their role is to lead planning and delivery of the Long Term Plan ambitions for cancer for their populations, and to provide system oversight and coordination for cancer services.
- **Regional Directors** are accountable for the delivery of improved cancer performance and outcomes in their region. They will enable, monitor and assure Cancer Alliance delivery of the Long Term Plan priorities in a way which reflects local circumstances.
- **The national team** sets a clear and consistent national framework for delivery of the Long Term Plan ambitions and supports local delivery through 'doing things once' where it makes sense to do so.

This pack describes these roles in more detail, and the model of accountability for delivery.

To note: while it is the responsibility of the groups named in this pack to take forward their roles as described, there will be many examples of joint working that will be needed to effectively deliver these roles (e.g. regional teams and Alliances will input into the development of national policy, and the national team and regional teams will work together to assure and monitor progress of Cancer Alliance delivery through the Cancer Delivery Group).

# NHS Cancer Programme: Roles & Responsibilities

## *Cancer Alliances*

**Cancer Alliances are the cancer arms of their STPs/ICSs. Their role is to lead the planning and delivery of the Long Term Plan ambitions for cancer for their populations, and to provide system oversight and coordination for cancer services.**

The role of Cancer Alliances is to:

- **collaborate with partners** (STPs/ICSs, commissioners and providers ) **to provide system-level oversight and co-ordination** to deliver of the operational standards for cancer and the Long Term Plan ambitions across their cancer system;
- deploy **transformation funding** in a way that supports their whole population, and which complements baseline investment so that it maximises the impact on improving cancer outcomes;
- **provide clinical leadership for cancer services across their area** to ensure the delivery of a consistently high level of service to patients and to drive the rapid adoption of new approaches; and,
- work as part of the NHS Cancer Programme to **share best practice and solutions**, and to provide peer support to other Alliance teams.

For context, the 2019/20 Planning Guidance states that **STPs/ICSs** must: ‘ensure that commissioners and providers come together as part of their Cancer Alliance to agree and deliver a system-wide plan for cancer covering core operational performance and transformation.’

# NHS Cancer Programme: Roles & Responsibilities

## *Regional teams*

**Regional Directors are accountable for the delivery of improved cancer performance and outcomes in their region. They will enable, monitor and assure Cancer Alliance delivery of the Long Term Plan priorities in a way which reflects local circumstances.**

The role of the regional teams is to:

- work collaboratively with the Cancer Alliances to **oversee and improve the operational performance** of the local cancer system, and, where appropriate, use their formal intervention powers to hold providers and CCGs to account in a way that complements Alliance efforts to improve performance;
- **support and assure the development of delivery plans** by the Cancer Alliances, and jointly sign off (with the National Cancer Director and Alliance Chair) funding agreements that set out what the Alliances will deliver with the funding provided to them;
- lead **quarterly monitoring and assurance** of Alliance performance, and propose actions where Alliances are not delivering against their funding agreement (including holding back funding); and,
- support the **organisational development** of Alliances, in particular to ensure that their geography and leadership aligns with agreed principles, and enable Cancer Alliances in their region to **share lessons** and to come together to discuss common solutions.

# NHS Cancer Programme: Roles & Responsibilities

## *National team*

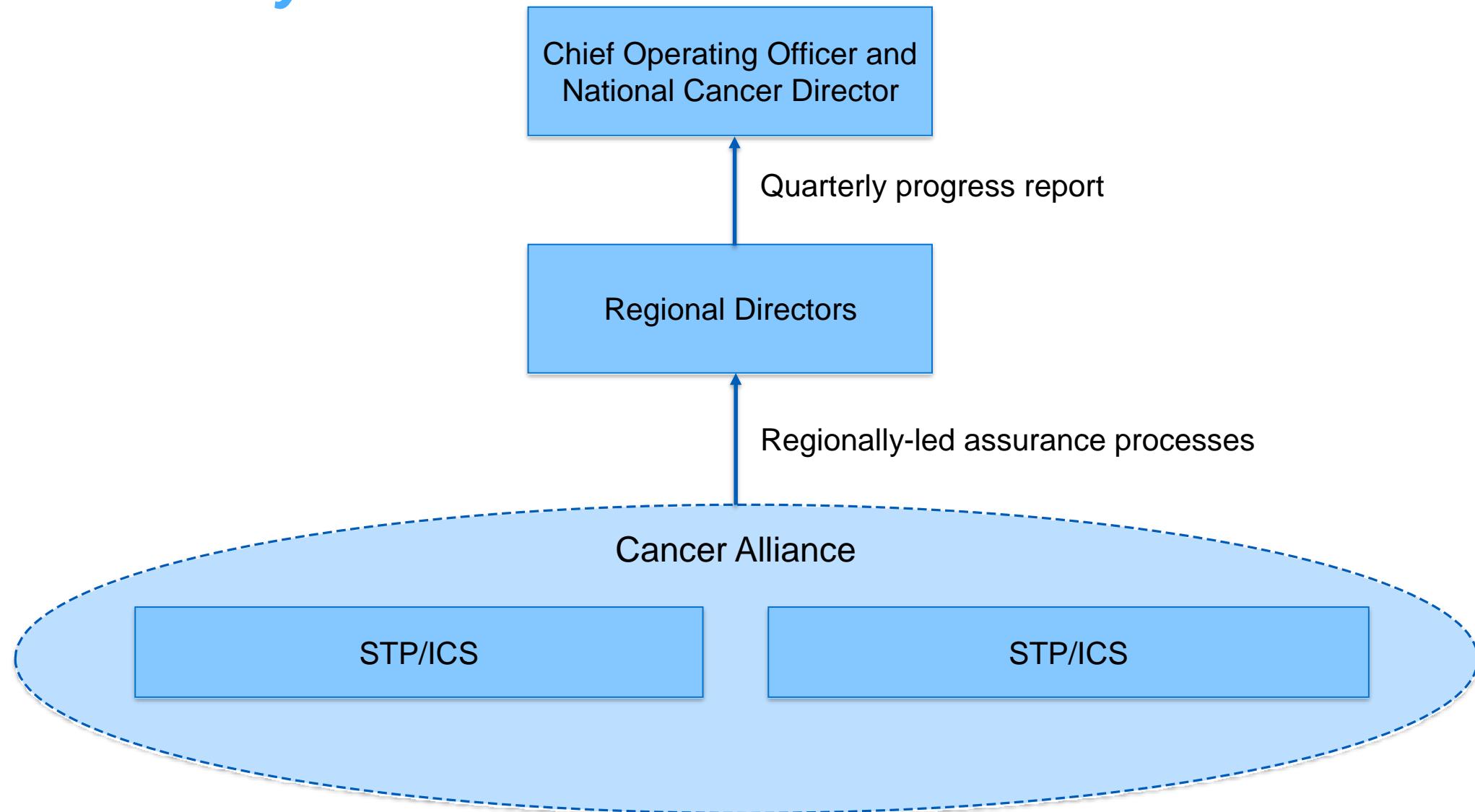
The national team sets a clear and consistent national framework for delivery of the Long Term Plan ambitions and supports local delivery through 'doing things once' where it makes sense to do so.

The role of the national team is to:

- set **clear policy priorities and deliverables for 2019/20 and beyond**, and to develop and implement a consistent and transparent approach to allocation of **transformation funding** to support delivery;
- set a **consistent operating model** for delivery, including working with regional offices to ensure that there are robust programme management and governance arrangements in place to track progress across the NHS Cancer Programme as a whole;
- deliver project-specific support activities that it **makes sense to do once nationally**, for example developing clinical and service models for projects like the targeted lung health checks, sharing best practice guidance and implementing nationally-coordinated evaluations;
- put in place a **comprehensive package of organisational support for Cancer Alliances** including: the provision of a dedicated data, evidence and analysis service and data tools; a national platform for information sharing; and, a series of national events to support delivery.

# NHS Cancer Programme: Roles & Responsibilities

## *Accountability*



### Notes

- This model of accountability applies to transformation and improvement activity (supported by service development funding). Individual organisations (and increasingly STPs/ICSs) continue to be directly accountable to Regional Directors for their operational performance.
- The number of constituent STPs/ICSs per Alliance varies across the country (two STPs/ICSs are shown as an illustration only).
- This model is underpinned by the following:
  - All Cancer Alliance delivery plans are signed off by both the Regional Director and National Cancer Director;
  - As part of the quarterly reporting and assurance process, the Cancer Delivery Group (CDG) agrees actions to be taken to tackle any delivery risks, including holding back funding; and
  - Significant changes to signed off delivery plans must be agreed by CDG.