

BOB ICB BOARD MEETING

Title	Board Committees Assurance Report		
Paper Date:	05 July 2023	Meeting Date:	18 July 2023
Purpose:	Information	Agenda Item:	15
Author:	Ros Kenrick, Executive Office Assistant and Catherine Mountford, Director of Governance – on behalf of Committee Chairs.	Exec Lead/ Senior Responsible Officer:	Catherine Mountford, Director of Governance
Executive Summary			
<p>Each Committee will provide an Escalation and Assurance Report to the Board with a summary of key points and to inform the Board of the extent to which the Committee was able to take assurance from the evidence provided and where additional information was required. A report will be provided for every meeting, although due to timing of meetings and publication dates for Board papers, there will be occasions where a verbal report will be provided with the written report presented to the subsequent Board meeting.</p> <p>The following reports are attached:</p> <ul style="list-style-type: none"> • Audit and Risk Committee meeting held on 27 June 2023 • Place and System Development Committee meeting held on 13 June 2023 • Population Health & Patient Experience meeting held on 27 June 2023 • System Productivity Committee meeting held on 4 July 2023 			
Action Required			
<p>The Board is asked to:</p> <ul style="list-style-type: none"> • Note the content of the Committee Escalation and Assurance Reports 			
Conflicts of Interest:	No conflict identified		

Committee Escalation and Assurance Report – Alert, Advise, Assure	
Report From:	Audit and Risk Committee
Date of Meeting:	27 June 2023
Committee Chair:	Saqhib Ali
Key escalation and discussion points from the meeting	
Alert:	
Advise:	
<ul style="list-style-type: none"> • The external auditors reported on progress with auditing the four sets of accounts and annual reports. To date no areas of concern had been found. The auditors complimented the ICB on the work undertake to have all sets of accounts and annual reports ready for submission. • Review of the Committee self-assessment indicated that whilst the Committee was working well there were areas to develop in 2023/24 as the ICB moved into embedding governance. 	
Assure:	
<p>The Committee received reports providing assurance in the following areas:</p> <ul style="list-style-type: none"> • Development of Board Assurance Framework (BAF) and Corporate Risk Registers and the management oversight that was being embedded. • The work of the Information Governance Steering Group (IGSG) had completed evidence collation for the Data Security and Protection Toolkit. Data security training compliance of 100% for Board members and >95% for all staff had been achieved. Freedom of Information (FOI) and Subject Access Request (SAR) annual reports were received showing compliance with response timescale of >99% for FOIs and >95% for SARs. • Final draft Annual reports and annual accounts had been prepared in line with agreed approach and national templates. NHSE review and external audit had not raised any areas of concern. Arrangements were in place to enable final sign off by ICB CEO, CFO and Audit Chair for submission by the deadline of 0900m on 30 June. • Internal Audit presented their annual report for 2022/23 and the Head of Internal Audit opinion; three of the six completed audits had substantial ratings and three reasonable which was consistent with the stage of development of the ICB. On this basis the Head of Internal Audit Opinion was positive with no issues to be reflected in the Annual Governance Statement. • The Committee received the 2022/23 Anti-crime annual report which indicated that the counter-fraud function is embedded well within the ICB, and the submission of the Counter Fraud functions Standards return had been assessed as green. 	

Committee Escalation and Assurance Report – Alert, Advise, Assure	
Report From:	Place & System Development Committee
Date of Meeting:	13/06/2023
Committee Chair:	Aidan Rave
Key escalation and discussion points from the meeting	
Alert:	
<p>Political Changes The elections in May saw some significant political changes in terms of the political control of a number of councils across BOB.</p> <p>Oxfordshire Four district council elections took place in Oxfordshire: Cherwell, Vale of White Horse, West Oxfordshire and South Oxfordshire. The Liberal Democrats held their majority in Vale of White Horse and took a controlling majority in South Oxfordshire and West Oxfordshire. Cherwell is now under no overall control.</p> <p>Berkshire West The local elections earlier in the year changed the political landscape of Berkshire West. The Lib Dems now control both West Berkshire and Wokingham whilst Reading continues under Labour control.</p> <p>These changes are strategically significant for the ICBs relationships across the system and Place Directors are managing the implication.</p> <p>Board members should note these changes and the potential significance of them.</p>	
Advise:	
<p>Provider Collaboratives</p> <ul style="list-style-type: none"> • BOB has two provider collaboratives (PCs); one covering the acute sector and the other community mental health. Representatives from both PCs provided a valuable update to the meeting on the work of their respective organisations. • The acute PC presentation was delivered by APC Director Naomi Radcliffe who advised: • MOU for the Acute Provider Collaborative was signed in November 2022 by the Chief Execs & Chairs of the 3 Trusts (Bucks Healthcare Trust, Oxford University Hospitals NHSFT & Royal Berkshire Hospital NHSFT). This is now being scoped into priority areas for 2023/24, aligned with the Joint Forward Plan and system challenges. The most appropriate governance model to support this delivery would also be created & aligned to place based programmes. • At a recent Joint forward Plan Workshop, the stakeholders agreed on the top priority areas – Opportunities & Improvements within the three clinical services (3 Acute Trusts); Corporate Services (Joint procurement team, Joint HR and payroll etc. to deliver greater efficiencies & standardise procedures); Elective Care Board (Transformation Programmes, Reduce Backlog, Improve patient access, Urology and Outpatients) and Acute Provider Collaboratives (APC) development. Each Programme to have been led by a mixed breath of leadership. 	

- Next steps – scoping out the actual programme work, delivery timescales & governance model.
- The community and mental health PC overview was presented by Amelie Bages and covered a range of issues. The BOB Mental Health Provider Collaborative had been developed by statutory NHS organisations, Berkshire Healthcare NHSFT (BHFT) and Oxford Health NHSFT (OHFT), in partnership with BOB ICB. It aims to broaden the focus on specialised commissioning by ensuring equitable access to outstanding care with the best use of resources, expertise & skills available across the wider system. However, its main focus would be to align the mental health programme of work with the ICS Joint Forward Plan whilst operating at both place & ICS level with the Voluntary Care Sector. The key areas of improvements identified initially would be providing transparency around decision making and appropriate use of resources for priorities. Next steps would include setting up a Provider Collaborative Design Group with representatives from providers, ICB, VCSE, LAs, service users and Primary Care, Identifying & setting up of key work streams and transformation priorities.

Place Deep Dive – Berkshire West

- Sarah Webster gave an excellent overview of Berkshire West, including the complexities that still exist in terms of the three unitary councils that make up Berkshire West.
- Berkshire West (BW) is typically perceived as a healthy and wealthy place overall. However, that does mask a level of variation because there is a gap between the wealthiest and the more deprived areas within the borough. A lot of effort has been invested in building relationships with partners to achieve a collective goal. A good example of the collective work being done is seen within the urgent and emergency care & improving same day urgent access across the entire place.
- SW highlighted the importance of the newly proposed place delegation development within the urgent emergency care sphere and how that might impact the financial planning process in the coming years. It is hoped that the discussions around this programme of work could take place at this committee meeting in order to achieve outcomes. CM supported this ask & reiterated that the success of the programme would depend on the strategic joint decision making from all partners and best use for overall resources

Assure:

Forward Plan

- The robustness of the committee's forward plan continues to be developed in line with its stated aims within the TOR. Future items will include a paper on Specialised Commissioning in autumn to discuss a deeper understanding of the governance around delegated decision making and pre delegation assurance frameworks. It was further suggested to discuss the Annual Review in July & bring the Forward Plan in August to map out the next 2 months in detail.

VCSE partners are also developing a significant piece of work around the workforce and MOU. This will enable a deeper dive into the system as a whole.

Committee Escalation and Assurance Report – Alert, Advise, Assure	
Report From:	Population Health and Patient Experience Committee
Date of Meeting:	27 June 2023
Committee Chair:	Margaret Batty
Key escalation and discussion points from the meeting	
Alert:	
<p>Estates: The Committee wishes to alert the Board to the risks to patient care surrounding the ageing healthcare estate within Buckinghamshire, Oxfordshire and Berkshire West. There will be a deep dive into the risks, and the impact that they have on patient care, experience and outcomes, to the August Committee.</p> <p>Community Pharmacy Service: The Board should be aware that plans for the Pharmacy First scheme could be at risk from workforce issues, but that there are mitigations in place to manage this going into winter. The Committee asked for a clear communication and engagement plan that ensures wide stakeholder awareness of the pharmacy improvement plan.</p> <p>New and escalating risks were highlighted to the Committee which included the recent CQC judgement following the national inspection of the British Pregnancy Advisory Service (BPAS). The service has been rated inadequate. NHS England are leading the improvement support and the local BOB quality team are involved.</p>	
Advise:	
<p>The Committee approved the Quality Assurance Framework that has been extensively developed with partners across the System. Important to work through the wider Quality Management System response to this following implementation and to ensure our approach to system wide improvement is clear. The CNO, CMO and Director of Quality will continue to work through with partners how this is now implemented and embedded.</p> <p>The Committee noted the report on health inequalities and requested future updates to include the measurement of impact on our population, recognising that this may take more time to do.</p> <p>The Committee noted reports on Primary Care (including pharmacy, optometry and dentistry) quarter four report, and the escalation reports from the clinical programme board, system quality group, joint safeguarding committee and infection prevention and control committee.</p>	

The Committee is working on how best to assure Board on our role in quality and performance and our oversight of our partners.

Assure:

Elective care deep dive: The Committee is able to assure the Board that elective care governance is robust but would highlight that OUH is an outlier in the report. Checks are underway to see whether they would be an outlier when compared with other tertiary centres.

The Committee undertook a deep dive into the BOB Integrated Cardiac Delivery Network (ICDN), receiving assurance that there is good innovation in this area.

Maternity and Neonatal services were discussed, and the committee was assured that there is robust governance in place to oversee the monitoring and role out of the single delivery plan (SDP). The Committee will receive a deep dive into women's health later in the year.

Committee Escalation and Assurance Report – Alert, Advise, Assure	
Report From:	System Productivity Committee (SPC)
Date of Meeting:	Tuesday 4 July 2023
Committee Chair:	Tim Nolan
Key escalation and discussion points from the meeting	
Alert:	
<p>SPC sees it as important to update the Board re items which are high risk in particular:</p> <p>Month 2 Finance position.</p> <ul style="list-style-type: none"> • Overall, the BOB System position shows a YTD variance to plan of -£10.9m FY22/23 but the forecast outturn has been held on plan (i.e. a Full Year deficit of -£20.4m). • The ICB itself is reporting a YTD deficit at M2 of £873k to plan but again the forecast outturn is as per plan (i.e., full year breakeven) • As with a number of ICS’s nationwide, the current BOB ICS financial position will, as anticipated, attract an enhanced monitoring regime from NHSE. • The Committee is seeking more clarity on the current forward run rates across the ICB and all providers in the System, with particular focus on gaining more clarity on the plans to mitigate the risks that are being reported for M3-12 • At the July Board meeting by which time the M3 figures should be available, the CFO will give a further update on performance and the implications of increased NHSE scrutiny. 	
Advise:	
<p>SPC is seeking further assurance & continuing to monitor carefully:</p> <p>ICS Efficiency Collaboration Group (IECG) Progress</p> <ul style="list-style-type: none"> • it is crucial that the BOB ICS continues to collaborate and work as a system to deliver improvements in productivity for our residents and taxpayers. • The SPC received another update on the initial progress of the IECG which will be central to delivering this goal with Jamie Drake (Program Director) outlining the Membership & Terms of Reference, along with the eight workstreams for 23/24 • Indicative savings identified of FY £17.25m and delivery timescales along with quick wins were also discussed. • SPC noted the progress and hard work undertaken to date but also that a number of workstreams are already flagging resourcing constraints and that progression and momentum has been slower than hoped for although mitigations have been put in place. <p>The Committee Terms of Reference & Forward Plan</p> <ul style="list-style-type: none"> • The Committee reflected that the ToR were originally drawn up over a year ago and as with other Committees they may now need to be adjusted in light of 12 months “real-world running” to avoid duplication and/or misalignment with other parts of the governance structure. • Similarly, the forward plan will need to be adjusted to reflect the new ToR to ensure all appropriate matters are addressed and scrutinised correctly. 	
Assure:	
<p>SPC received has been assured by the reports presented to it relating to:</p> <p>System IT performance</p> <ul style="list-style-type: none"> • the regular meeting update continues to show performance and satisfaction levels broadly meeting or exceeding SLA targets and expectations. 	

Digital Priorities Update

- The CDO reported that the format on the report will be adjusted in future to reflect the newly approved Digital Strategy but the core messages that while a number of major projects are approaching key milestones and are dependent on input from bodies outside BOB, the projects are generally progressing positively