

BOB ICB BOARD MEETING

Title	Board Committees Assurance Report		
Paper Date:	11 September 2023	Meeting Date:	19 September 2023
Purpose:	Information	Agenda Item:	16
Author:	Ros Kenrick, Executive Office Assistant; 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 22 August 2023 • People Committee meeting held on 8 August 2023 and Committee Annual report for 2022/23 • Place and System Development Committee meeting held on 08 August 2023 • Population Health & Patient Experience meeting held on 22 August 2023 • System Productivity Committee meeting held on 5 September 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 • Note the content of the People Committee Annual Report for 2022/23 			
Conflicts of Interest:	No conflict identified.		

Board Committees Assurance Reports

Committee Escalation and Assurance Report – Alert, Advise, Assure	
Report From:	Audit and Risk Committee
Date of Meeting:	22 August 2023
Committee Chair:	Saqhib Ali
Key escalation and discussion points from the meeting	
Alert:	
<ul style="list-style-type: none"> The CHC service had been in-housed to the ICB on 1 July. In order to ensure continued experienced staffing in post the ICB needed to agree a single tender waiver. (STW) of £1.56m with a specialist agency. It was highlighted that this is only looking at one small element of the service and the committee agreed they needed to look at the wider context (overall staffing, transformation programme and service costs for the c 1,000 individuals supported) and this will be done at a future meeting. 	
Advise:	
<ul style="list-style-type: none"> The Committee acknowledged that August was the quietest part of their business cycle but reflected there was a need to review meeting timings/content and move to more deep dives to increase level of assurance. 	
Assure:	
<p>The Committee received reports providing assurance in the following areas:</p> <ul style="list-style-type: none"> The work of the Information Governance Steering Group (IGSG) and the submission of the Data Security and Protection Toolkit (DSPT) with evidence provided for all assertions hence achieving the required level of compliance. The IGSG have already started work to ensure that evidence is more comprehensive for the 2023 submission and are addressing the recommendations from the audit report. Internal Audit reports on DSPT and Primary Care were discussed. The DSPT audit was advisory and reasonable assurance was obtained on the Primary Care audit and the Chief Medical Officer updated the committee on the implementation of the actions identified. Officers also confirmed that audit reports were taken to other committees as required to interrogate the detail. BAF and CRR development continues. The Committee were pleased to see the progress made on ensuring the CRR was more robust and agreed that focus needs to move to deep dives and risk management/mitigation. 	

Committee Escalation and Assurance Report – Alert, Advise, Assure

Report From:	People Committee Part A and Part B
Date of Meeting:	08 August 2023
Committee Chair:	Sim Scavazza

Key escalation and discussion points from the meeting

Alert:

No items.

Advise:

The people committee is structured in two parts with Part A focused on the system people priorities within the context of the national and regional direction of travel and associated infrastructure. Part B is dedicated to the development of the ICB as an organisation, including the organisational development plan. The effectiveness of the committee will be reviewed as part of the forward plan and adjustments made accordingly.

The August People Committee meeting received a briefing on the National Workforce Plan (published in June 2023) which sets out the strategic direction over the long term, as well as focussing on short-to-medium-term actions to be undertaken locally, regionally, and nationally.

Those actions fall into three priority areas:

- Train: Substantially growing the number of doctors, nurses, allied health professionals and support staff.
- Retain: A renewed focus and major drive on retention, with better opportunities for career development and improved flexible working options.
- Reform: Working differently and delivering training in new ways. Advances in technology and treatments will be explored and implemented to help the NHS modernise and meet future requirements.
- It was agreed that the BOB ICS People plan will be aligned to the long-term workforce plan.

The committee received an update following the Education and Training Summit attended by over 70 system partners. We have a commitment to take forward the recommendations as follows:

- To repeat the summit twice a year, either in person or virtually, to act as an expert reference group to a smaller education, learning and careers focussed steering group that has a line of accountability to the BOB People Committee.
- To identify 3-4 things that will make an impact across the BOB system that will allow trust to be built between Education providers and the system partners.

Assure:

The wellbeing of ICB staff was discussed considering the continued challenging climate and organisational change noting that expert leadership is required to manage the balance of performance and wellbeing which is supported through the Organisational Development programme.

PEOPLE COMMITTEE ANNUAL REPORT

Introduction

1. As a formal sub-committee of the Board and in accordance with best practice, the People Committee [*the Committee*] presents its Annual Report. The report covers the nine-month period from 1 July 2022 until 31 March 2023.
2. This report is submitted to the Board to provide assurance that the Committee has been operating effectively and in accordance with its Terms of Reference.

Overview of Committee

3. Proposed Terms of Reference of the Committee were discussed at the inaugural People Committee meeting on 24 November 2022. A revised draft was agreed at the People Committee meeting on 10 January 2023.
4. The Committee is responsible for assuring the strategic development of the Health and Care Workforce across the Integrated Care System (ICS).
5. The Committee's duty is to assure the board on:
 - a. Outcome based functions
 - b. System Oversight Framework
 - c. Workforce
 - d. Risk Management

Membership and Meetings

6. Four meetings were held in the period noted at paragraph 1, all were quorate and held via MS Teams. The Committee has agreed that it will timetable one face to face meeting per year during 2023/24 and every year thereafter.
7. The membership of the Committee comprises of the following and attendance has been as follows:

Attendees	Attendance
Members	
Sim Scavazza (chair)	3/3
Tim Nolan, non-executive director	3/3
Juliet Anderson, Director Buckinghamshire Health and Social Care Academy	3/3
Ansaf Azhar, Corporate Director of Public Health Oxfordshire County Council	2/3
Stephen Barnet, Partnerships Manager Voluntary, Community and Social Care Enterprise Health Alliance BOB	2/3
Rachael Corser, Chief Nursing Officer, BOB ICB	3/3
Tracy Daszkiewicz, Director of Public Health for West Berkshire	2/3
Rachael de Caux, Deputy CEO and Chief Medical Officer, BOB ICB	1/3
Charmaine D'Souza, Chief People Officer Oxford Health NHS Foundation Trust	3/3
Don Fairley, Chief People Officer, Royal Berkshire NHS	0
Louise Hall, Director of Workforce and OD NHS England South East	1/3
Abid Irfan, GP partner	0
Sarah Keyes, Human Resources Director Buckinghamshire County Council	1/3
Amir Khaki, Deputy Director, Inclusion, Education and Organisational Development, Buckinghamshire Healthcare NHS Trust	3/3

Ruth Monger, Health Education England Regional Director South East	2/3
Sarah Murphy-Brookman, Corporate Director Resources, Buckinghamshire Council	1/3
Jane Nicholson, Director of People, Berkshire Healthcare NHS Foundation Trust	3/3
Jane O'Grady, Director of Public Health, Buckinghamshire Council	0
Bridget O'Kelly, Chief People Officer, Buckinghamshire Healthcare NHS Trust	2/3
Terry Roberts, Chief People Officer, Oxford University Hospitals NHS Foundation Trust	1/3
Claire Taylor, Corporate Director, Oxfordshire County Council	1/3
Sonya Wallbank, Chief People Officer, BOB ICB	3/3
Regular Attendees	
Javed Khan OBE	3/3
Steve McManus	2/3

8. The following officers of the Integrated Care Board (ICB) attended the Committee during the year: Retention Director for Nursing, Midwifery and Allied Health Professional (AHP) and Senior Equality, Diversity, and Inclusion (EDI) Programme Lead.

In addition, Dr Bill Tiplady, Consultant Clinical Psychologist, Debbie Clark, Consultant Clinical Psychologist, Michael Pantlin, Surrey Chief People Officer attended to present the results of their work during the year.

Duties within Terms of Reference

9. The Committee's focus for 2022/23 was to establish itself following the set-up of the Integrated Care Board (ICB), exploring what key challenges and questions the system people agenda should focus on and laying the tracks for the future through an interim People Plan.
10. The following items were considered by the Committee during the year:
- The set up and development of the Buckinghamshire Health and Social Care academy.
 - A proposal for a system wide Health and Wellbeing Hub to support our people, hosted by Oxford Health.
 - Midwifery Workforce Strategy.
 - The Interim People Plan.
 - Education and nursing support.
 - The Fuller report.
 - Development of an ICS Career and Recruitment Hub.
 - ICS Equalities work.
 - Voluntary Sector workforce challenges.

Review of Effectiveness

11. The Committee discussed meeting effectiveness and agreed group values and behaviours at the November 2022 Committee meeting.

Conclusion

12. The Annual Report provides a summary of the People Committee's work in year. The Committee has complied with its Terms of Reference and Business Cycle. It is the opinion of the Chair and Members that the People Committee has effectively discharged its responsibilities for 2022/23.

Committee Escalation and Assurance Report – Alert, Advise, Assure	
Report From:	Place and System Development Committee
Date of Meeting:	08 August 2023
Committee Chair:	Aidan Rave
Key escalation and discussion points from the meeting	
Alert:	
No items on this agenda.	
Advise:	
Discussions about the term ‘place’ were being held in Berkshire West. Support was requested for the term ‘Berkshire West (Oxfordshire or Buckinghamshire) Health and Care Partnership’. This links to a wider issue the board may wish to consider in time regarding the concept of ‘places’ within BOB and indeed how BOB relates to the concept of place.	
Assure:	
<p>The committee discussed a paper on the proposed reporting process for the Joint Forward Plan. The process would be that the plan is monitored at Board, but that individual elements would be taken to the relevant committees for in-depth discussion. Place Directors were keen to offer their support through their local meetings.</p> <p>The ICB’s Net Zero plan will be monitored at the Place and System Development Committee. It was noted that the NHS plan to achieve net zero was to 2040, but that local authorities’ target was 2030, indicating that system working would need to accommodate the earlier target. This is a significant and complex issue alongside the many other challenges faced by the ICB and one which we will need to monitor closely.</p>	

Committee Escalation and Assurance Report – Alert, Advise, Assure

Report From: Population Health and Patient Experience Committee

Date of Meeting: 22 August 2023

Committee Chair: Margaret Batty

Key escalation and discussion points from the meeting

Alert:

The increasing effects of the ongoing and prolonged Industrial Action (IA) on sustaining service provision and meeting operational targets as reflected in BAF risk. No immediate impact on patient safety noted at this stage. Committee were alerted to impact that cancellations are having on staff and the issues with ensuring the workforce are supported during periods of IA.

The committee were alerted to the work underway to increase uptake from GPs and community pharmacies in light of revised funding model for the covid and flu vaccine campaign for Autumn 2023. Noted increased incidence of Covid across acute and community services.

Advise:

Community dental service access was highlighted as an area for continued focus and will come back for further discussion at the next PHPEC.

PHPEC were advised on the recent ruling following the hearing into the case for Lucy Letby. Freedom to speak up (FTSU) cultural development was discussed and the committee were advised of the plans in place to take details of actions underway across providers and the ICB. Progress in fully implementing the Medical Examiners role across the System is being monitored through the ICB Mortality Review Group, reporting to the System Quality Group.

GP patient survey results were highlighted in the primary care assurance report, noting that NHS BOB remains in the highest rating for experience, but the PHPEC noted experience was reported as a lower rate than in previous years, recognising that the response rate was also lower.

PHPEC were advised of the work underway to review the GP estates infrastructure.

Assure:

The British Pregnancy Advisory Service (BPAS) has developed a comprehensive improvement plan in response to their recently published CQC report and their Section 29 notice.

The PHPEC were assured of the actions in place to monitor the estates risks and confirmed that the programme of work will be led by the Chief Finance Officer, with PHPEC monitoring any quality elements.

PHPEC were assured that there is good collaborative work being undertaken to standardise the clinical effectiveness programmes across the SE region.

The Quality Assurance Framework (QAF) will address the unmitigated gaps in the BAF risk 1158 (Quality and Safety), with the aim of reducing the underlying risk score level in due course once implemented.

Committee Escalation and Assurance Report – Alert, Advise, Assure

Report From:	System Productivity Committee (SPC)
Date of Meeting:	5 September 2023
Committee Chair:	Tim Nolan

Key escalation and discussion points from the meeting

Alert:

SPC sees it as important to update the Board re items which are high risk in particular:

Month 4 Finance position

- Overall, the BOB System position shows a YTD overspend of -£47.1m, a variance to plan of -£28.2m. The Full Year forecast has been held on plan (i.e. a FY deficit of -£20.4m).
- The variance was driven by: OUH over plan by £16.1m (M3 £13.7m), the ICB by £12.6m (M3 £3.9m) and RBFT by £0.6m (M3 £1.0m), offset by a small surplus reported by BHFT £1.1m (M3 £0.8m). BHT and OH are reporting very close to plan.
- The ICB itself is also reporting a worsening position with a YTD deficit at M4 of £12.6m (M3 £3.9m) and a breakeven forecast outturn as per plan. The ICB is not able to change its forecast at this point in the year but at this early stage it would be expected to be in the region of c£39m if no further mitigations were found.
- The drivers for the ICB variance to plan are broadly the same as previously, but the position has deteriorated e.g., Prescribing by £4.7m from last month, CHC by £1.8m, MH by £1.5m and Community by £0.9m.
- The other area the Board should note is that net risk (after mitigations) has decreased to £93m from £101m last month driven by reductions to reported risk at BHT, OUH and the ICB, but this is still clearly a significant number.
- NHSE have issued further guidance to setting out expected controls to be implemented. The providers have assessed themselves against these controls and the majority are now in place including vacancy control panels (see below).
- At the September Board meeting (by which time the M5 figures should be available), the CFO will give a further update on performance and feedback from NHSE review meeting taking place on 8 September.

Advise:

SPC is seeking further assurance & continuing to monitor carefully:

ICS Efficiency Collaboration Group (IECG) Progress

- The SPC received another update on the progress of the IECG which will be central to the goal of delivering improvements in productivity for our residents and taxpayers. The initial 8 workstreams for 2023/24 are now showing indicative savings identified of £23.73m (up from £17.25m at the last meeting).

The following progress was noted in respect of the IECG since the previous SPC:

- Progression of identified opportunity values and gateway (GW) assessed values.
- Creation of momentum with workstream executive SROs, anticipated to crystallise increases in identified opportunity values in next several months.

- Completion of second more granular IECG meeting (minutes were shared with SPC).
- Development and presentation of proposal for cash call to create a central resource fund for workstream development if additional capacity is required which cannot be covered by 'ordinary means'.
- Progression of discussions in relation to scope of IECG, linked to proposed extension of IECG resource.
- Despite solid progress the Committee continues to want to monitor progress both around the actual firm delivery of the programs and their related savings and to ensure the scope is sufficiently wide to involve wider system partners.
- The IECG must also ensure that there are clear lines of communication with Provider Collaboratives and other existing working groups to avoid any overlap, confusion or duplication. SPC was assured that such measures and communication is already in place.

Financial Controls

- Tighter financial controls are being introduced across the system by NHSE. These steps are being taken in response to the challenging outlook for meeting the 2023/24 financial plan.
- The Committee was presented with a grid showing the current position of the summary of the 28 controls being put into place across each of our 6 main Providers & the ICB
- This list was only issued very recently but approx. 20% were showing as Amber with a further 10% flagged as currently Red. Firm dates need to be agreed on when all these controls will be in operation.

Assure:

SPC received has been assured by the reports presented to it relating to:

Deep Dive Report – IECG Estates Program

- The Committee received an in-depth presentation outlining the programme structure, methodology and goals relating to the System-wide Estates plan. While far from the finished article the report showed a sound way of working and sensible goals over the short and medium term in a complex area. Several questions and improvements were raised which were addressed and taken on board.

System IT performance

- The update the Committee receives regularly, continues to show performance and satisfaction levels broadly meeting or exceeding SLA targets and expectations.

Digital Priorities Update

- The report was presented in its new format which was positively received by the Committee and continued to show that the projects are generally progressing well. Some suggestions for further scrutiny were fed back particularly by our advisor Haider Husain and the wider committee felt that more clarity is still required on the EPR project for BHT.

ICS Productivity Metrics

- While continuing to be a work in progress the report showed reasonable performance on most metrics. In the coming months the metrics reported to the Committee will be aligned to report on the key productivity projects the ICS is undertaking via the IECG programme.