

Integrated Care Board

Date of meeting	5 July 2023
Title of paper	Committee Escalation and Assurance Report
Presented by	Committee Chairs: <ul style="list-style-type: none"> • Sheena Cumiskey, Quality Committee • Professor Ebrahim Adia, People Board • Roy Fisher, Finance and Performance Committee • Debbie Corcoran, Public Involvement Engagement and Advisory Committee and Primary Care Commissioning Committee • Jim Birrell, Audit Committee
Author	Louise Talbot, Board Secretary and Governance Manager (on behalf of the Committee Chairs)
Agenda item	7
Confidential	No

Executive summary		
<p>This report highlights key matters, issues, and risks discussed at committees since the last report to the Board on 3 May 2023 to alert, advise and assure the Board.</p> <p>Each summary report also highlights any issues or items referred or escalated to other committees or the Board.</p> <p>Minutes approved by each committee to date are presented to the Board to provide assurance that the committees have met in accordance with their terms of reference and to advise the Board of business transacted at their meetings.</p>		
Recommendations		
<p>The Board is asked to:</p> <ul style="list-style-type: none"> • Note the Alert, Advise and Assure committee reports • Note the ratified minutes of the committee meetings being presented to the Board 		
Which Strategic Objective/s does the report relate to:		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	✓
SO2	To equalise opportunities and clinical outcomes across the area	✓
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	✓
SO4	Meet financial targets and deliver improved productivity	✓
SO5	Meet national and locally determined performance standards and targets	✓
SO6	To develop and implement ambitious, deliverable strategies	✓

Implications				
	Yes	No	N/A	Comments
Associated risks		X		
Are associated risks detailed on the ICB Risk Register?			X	
Financial Implications			X	
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
Various committee meetings as listed within the report	During May and June 2023		To provide the Board of committee business during this period	
Conflicts of interest associated with this report				
Not applicable				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			X	
Equality impact assessment completed			X	
Data privacy impact assessment completed			X	

Report authorised by:	Committee Chairs
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Integrated Care Board – 5 July 2023

Committee Escalation and Assurance Report

1. Introduction

- 1.1 This report highlights key matters, issues, and risks discussed at committee meetings since the last report to the Board on 3 May 2023 to alert, advise and assure the Board.

Committee: Quality Committee	Date: 17 May 2023	Chair: Sheena Cumiskey
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Key Items Discussed		
Issue	Committee update	Action
Alert		
Quality Impact Assessments (QIAs)	No approved policy to underpin QIAs.	Under development.
Waiting times - Child and Adolescent Mental Health Services (CAMHS) and Autism Spectrum Disorder (ASD)	Waiting list pressures continued due to workforce deficits.	ICB teams across CYP and LD&A are undertaking work to review current pathways and continue to work with providers to mitigate risks associated with long waits.
Never Events	Details provided to the committee.	Monitored by the quality team and reported to the committee.
Liberty Protection Safeguards	Implementation of new process placed on hold nationally.	Ongoing work taking place to ensure the current process was fit for purpose.
Advise		
Infection protection measures for measles	MMR uptake rates in children had not reached the 95% target.	Work was underway to reach the target. Occupational Health to encourage MMR uptake in the workforce, given the outbreak in other countries. No cases of measles had been recorded in Lancashire and South Cumbria to date.
Joint Targeted Area Inspection was being undertaken at Blackburn with Darwen.	For awareness, this inspection will follow the national framework	The committee would be updated on the outcome.

Assure		
The needs of children with challenging emotional health and wellbeing needs who have prolonged stays in acute settings (after they become medically fit for discharged)	Committee assured of the progress being made.	
Quality Accounts	To be received by the committee at the June and July committee meetings.	June and July committee meetings
Continuing Healthcare	Assurance on the process however, no impact had been seen at the current time.	Monitoring and regular updates to the committee.

Appendix A – Approved minutes of the Quality Committee meeting held on 17 May 2023.

Committee: Quality Committee	Date: 21 June 2023	Chair: Sheena Cumiskey
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Key Items Discussed		
Issue	Committee update	Action

Alert		
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Maternity Services	<p>Workforce – Recruitment remains a challenge locally and nationally. Of the four maternity drivers, the system is struggling to meet the mobility of staff target.</p> <p>Funding – Meeting safe staffing levels is a challenge given each Trust financial position and national funding streams for ICB to support this agenda are annual and there can be delays in monies being released which raises potential issues to operational delivery.</p>	<p>Escalation to ICB Board</p> <p>Trusts and ICB to continue to mitigate risks</p>
Dental Contracting and Service Provision	<p>Access to services, waiting times and inequalities are all challenges.</p> <p>Contracting and provision to be developed by (primary care commissioning) and overseen by the Primary Care Commissioning Committee with a view for the plan to return to Quality Committee in January/February 2024.</p>	Escalation to the ICB Board
Patient Safety	<p>There have been concerning increases in Never Events.</p> <p>Regulation 28 issued by Blackpool Coroner affects a number of health providers.</p>	Escalation to the ICB Board and hold a system wide learning review.

ASD (Autism Spectrum Disorder) Waiting Times	ASD waiting times remain too high with variation across the four places. ASD/neurodevelopmental workshop to take place in June to develop a plan for improving the pathway.	Escalation to the ICB Board. CYP Board to oversee review of neurodevelopment pathway.
Advise		
Dental Access	Commissioning arrangements and operational delivery to be monitored through Primary Care Commissioning Committee with view to any quality commissioning elements to be shared with the Quality Committee.	Advise the Primary Care Commissioning Committee of commissioning and monitoring arrangements.
Assure		
Patient Safety Incident Review Framework (PSIRF)	Lancashire and South Cumbria NHS Foundation Trust (LSCFT) PSIRF Policy.	Approved by the Quality Committee on 21 June 2023.
NICHE Assurance Review	Mersey Internal Audit (MIA) Report – Re Lancashire and South Cumbria Integrated Care Board (LSC ICB) actions	Approved by the Quality Committee on 21 June 2023.
Maternity Single Delivery Plan - Maternity and Neonatal Implementation and Oversight Strategy	LSC arrangements for LMNS and oversight of maternity received assurance form Regional Midwives.	Approved by the Quality Committee on 21 June 2023

Committee: People Board	Date: 24 May 2023	Chair: Professor Ebrahim Adia
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Key Items Discussed		
Issue	Committee update	Action
Alert		
Covid-19 and Flu vaccinations 2023	Low uptake by staff was concerning.	Further discussion to be held at the People Board.
Workforce succession planning for primary care and social care	Work to date has focussed predominantly on hospital provider organisations and less on primary and social care.	Further discussion at the People Board in July and risks to be addressed through the workforce sustainability workstream (delivering the 2023/24 operational plan), working closely with the ICB Primary Care team.

Risk to delivering the 2023/24 operational plan	Risks (quality and sustainability) identified in delivering the total system FTE reductions in the 2023/24 operational plan.	Deep dive scheduled for the July People Board, to include risk impact assessment.
Advise		
Committee membership (ToRs)	Recommendation for two Place Directors on the People Board as members.	To recommend to the Board via this report
Committee membership (ToRs)	Recommendation for Freedom to Speak Up Guardian to join the People Board as a participant.	To recommend to the Board via this report
Assure		
Belonging Plan	Update presented and well received	Draft report to be presented at the People Board in July for recommendation to the Board in September
2023/24 Workforce Priority Programmes	First programme updates presented for all five work programmes. Project initiation documents approved for all five work programmes.	Strong progress demonstrated and well received by the People Board. Future updates to be taken to all People Board meetings with regular deep dives scheduled.
Five-year Workforce Strategy	People Board supported the plans to develop a five-year workforce strategy, working with all system partners. NHSE has awarded the ICB workforce development funding to engage external support/capacity to take forward this work. A paper would be taken to the ICB Executive.	People Board fully supported the plans to develop the five-year workforce strategy for the system.

Appendix B – Approved minutes of the People Board meeting held on 22 March 2023.

Committee: Finance and Performance Committee	Date: 11 May 2023 and 26 June 2023 (verbal)	Chair: Roy Fisher
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Key Items Discussed		
Issue	Committee update	Action
Alert		
Finance and Performance	It was recognised that the performance team is a small team in the ICB and a number of requests were being made to review information relating to areas of concern.	Reports now include a more indepth analysis of areas of concern.

2023/24 Planning Update and Assumptions	The committee noted the high level of risk in the 2023/24 plan in respect of savings expectations. The committee discussed the risk in the deliverability noting the work still required to identify some schemes, the need to ensure savings were recurrent and the plans for the majority to be delivered in the latter part of the year.	<p>A greater focus on CIP delivery within all organisations is being put in place and will be monitored through assurance meetings.</p> <p>For the ICB, a financial sustainability group had been established which reports to the committee, co-Chaired by the Chief Finance Officer and Chief Nursing Officer. This will review all schemes plus a monthly deep dive in high-risk schemes.</p> <p>All progress will be reported via a standing item to the committee.</p>
Advise		
2022/23 year-end Financial Movements	The committee received an update on the final year-end position in 2022/23. There were some allowable technical adjustments to a number of provider positions at year-end.	The ICB remained at break even and the final provider position was £49m deficit supported by the brought forward surplus and allowable adjustments.
Programme Management Officer (PMO)	A strong PMO and recovery approach will be required to support the delivery of the financial plans. The Deputy Chief Executive was leading as part of the recovery programme.	The committee would be kept up to date of progress.
Finance Assurance Framework	Work is being undertaken to develop a financial assurance framework which has started with some advisory work through MIAA. This will describe how the system works together on planning, oversight of programme delivery and reporting through to Boards. It will also describe how the ICB works with NHSE.	The committee will review this work at its meeting in July.

Draft Place Based Commissioning Procurement Strategy	<p>A strong collaborative approach has been taken by the Lancashire procurement collaborative with a presentation to the committee.</p> <p>The committee discussed how it could strengthen what is in scope, ie, procurement with local authorities/care market.</p>	Strategic consideration to be given about procurement at ICS level and further developing the collaboration across the system.
LTHFT Financial Recovery	The Trust had commissioned some work to support financial recovery and this had been completed.	An update report would be requested from the Trust and will be provided to the committee.
Assure		
Review of Contracts	A Commissioning Review Group was now in place which reports to the Executive Team. The committee discussed having stronger oversight and scrutiny of contracts.	The committee has asked for further information on contracts and assurances that these are being monitored and reviewed. Consideration is being given to the information required at future committees.
Review of Diagnostics	Further information was requested to understand how mutual aid and a shared approach to resources could improve the cancer waiting targets.	A piece of work has been commissioned to better understand diagnostics.
Provider Position - Efficiency and Productivity	The committee received the L&SC key productivity metrics and was assured of the positive position.	Focussed time for efficiency and productivity to be discussed further at the committee.

Appendix C – Approved minutes of the Finance and Performance Committee meeting held on 11 May 2023.

Committee: Primary Care Commissioning Committee	Date: 2 May 2023 (Workshop), 25 May 2023 (Development Session) and 8 June 2023 (Part 1 meeting held in public)	Chair: Debbie Corcoran
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Key Items Discussed		
Issue	Committee update	Action
Alert		
Committee membership / participants and capacity	<p>Two members and two participants awaiting appointment.</p> <p>General capacity would be kept under review.</p>	<p>Being progressed as a matter of urgency.</p> <p>Under review.</p>

Advise		
The committee held a workshop and development session in May in preparation for the inaugural committee meeting to be held in public on 8 June 2023	Good progress was made in meeting the committee terms of reference and business and the workshop and development session provided assurance to the committee members that arrangements were in place for the first meeting to be held in public. A number of items were discussed in detail around the committee workplan, Groups of the committee and their remit, operating model and assurance framework along with arrangements for holding meetings in public.	-
Involvement and engagement	Further clarity required in respect of involvement and engagement mapping back to the decision-making matrix.	Further discussion to be held at the July meeting.
Assure		
Committee operating model and assurance framework	Put in place to understand how the delegations will work.	-
Terms of reference (ToR) of the committee and groups reporting to the committee	Committee ToR as approved by the Board were noted by the committee. The ToR of the groups reporting to the committee were approved and provided assurance of the remit of the groups.	-

Appendix D – Approved minutes of the Audit Committee meeting held on 24 April 2023.

Committee: Extraordinary Audit Committee	Date: 21 June 2023	Chair: Jim Birrell
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Key Items Discussed		
Issue	Committee update	Action
Alert		
Healthcare contract management	The Committee was concerned at the comment made by MIAA that a request has been made to defer the planned audit because, "the whole process around managing contracts is still in a developmental stage and there is currently not a formalised structure that can be audited." Whilst it was suggested that the situation may not be as under-developed as this statement suggests, it was agreed that the matter needs urgent review.	Executive Team to review; matter to be referred to Finance and Performance Committee to assess; update to be provided to next Audit Committee

Completion of 2022/23 accounts	There is still some outstanding work to be undertaken by Grant Thornton on five sets of CCG Quarter 1 2022/23 accounts. This also impacts on KPMG's ability to agree the ICB's opening balances, effectively delaying completion of their work on the ICB's accounts	Outstanding work to be chased up; delegated approval to be sought from the Board for the Audit Committee Chair to approve delayed accounts, subject to there being no material changes from previously notified position
ICB 2022/23 Annual Report	Whilst the Annual Report contains all the requisite information, the content needs to be reviewed with the aim of producing a more polished and easier to read document	Editorial Panel to review and amend
Advise		
HFMA Final Accounts questionnaire	The completed questionnaire is still outstanding.	CFO to complete and distribute
Head of Internal Audit Opinion (HoIAO)	The final HoIAO is in line with the draft version that was reviewed and accepted in April. It provides Limited Assurance, which is a reflection of the fact that some key systems were not fully embedded at the time the assessment was made.	Noted but action required to ensure systems are embedded in 2023/24
Continuing Health Care, (CHC), Creditor assessment in 2022/23 Accounts	The basis for assessing the year-end CHC creditor, which was agreed with the external auditor, has resulted in a need to modify the initial approach adopted in the Quarter 1 2022/23 CCG accounts. This has a net zero impact on the ICB's financial position but it does change the reported in-year outturn figure.	Noted and change to be reported to the Board
Assure		
Anti-Fraud Annual Report	The ICB has been assessed as Green against the measures set out in the Government Functional Standard for Counter-Fraud.	Key action is to ensure a higher percentage of ICB staff complete Fraud Awareness training.
Data Protection Security Toolkit, (DSPT), Submission	At the time of writing this update since the meeting of the Audit Committee, the ICB has completed 113 out of the 113 requirements set out in the DSPT. It was anticipated that any other outstanding work would be completed before the 30 June 2023 submission.	Noted.

Committee: Public Involvement and Engagement Advisory Committee	Date: 28 June 2023 (verbal)	Chair: Debbie Corcoran
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Key Items Discussed		
Issue	Committee update	Action
Alert		
	Any matters will be provided verbally	
Advise		
	Any matters will be provided verbally	
Assure		
	Any matters will be provided verbally	

2. Summary of items or issues referred to other committees or the Board over the reporting period

Committee	Item or Issue	Referred to
Dental Access	Commissioning arrangements and operational delivery to be monitored through Primary Care Commissioning Committee with view to any quality commissioning elements to be shared with the Quality Committee.	Primary Care Commissioning Committee

3. Conclusion

3.1 Each of the committees has conducted their business in line with their terms of reference and associated workplans.

4. Recommendations

4.1 The Board is requested to:

1. Note the contents of the report.

Committee Chairs

23 June 2023