

Integrated Care Board

Date of meeting	13 March 2024
Title of paper	Reporting from Committees: Escalation and Assurance Report
Presented by	Committee Chairs: <ul style="list-style-type: none"> • Sheena Cumiskey, Quality Committee • Roy Fisher, Finance and Performance Committee • Debbie Corcoran, Public Involvement and Engagement Advisory Committee and, Primary Care Commissioning Committee • Jim Birrell, Audit Committee • Jane O'Brien, People Board
Author	Board Secretary and Committee Officers (on behalf of the Committee Chairs)
Agenda item	11
Confidential	No

Executive summary

This report highlights key matters, issues, and risks discussed at ICB committees since the last report to the Board on 10 January 2024 to alert, advise and assure the Board.

Each summary report also highlights any issues or items referred or escalated to other committees or to the Board.

Minutes approved by each committee to date are presented to the Board to provide assurance that they have met in accordance with their terms of reference and to advise the Board of business transacted at their meetings.

Recommendations

The Board is asked to:

- Note the Alert, Advise and Assure committee reports.
- Note the ratified minutes of the committee meetings.

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		✓		
Are associated risks detailed on the ICB Risk Register?			✓	
Financial Implications			✓	

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 and 2024	January February		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			✓	
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	

Report authorised by:	Committee Chairs
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Integrated Care Board – 13 March 2024

Committee Escalation and Assurance Report

1. Introduction

1.1 This report highlights key matters, issues, and risks discussed at ICB committee meetings since the last report to the Board on 10 January 2024 to alert, advise and assure the Board.

2. Committee Reports and Approved Minutes

2.1 Quality Committee

Date: 24 January 2024		Chair: Sheena Cumiskey
Key Items Discussed		
Item	Issue	Action
Alert		
Quality and Safety Report	There have been 134 unplanned closures of pharmacies in ICB locality since the beginning of July 2023. Members raised concerns that communities may be left without services especially in rural areas.	Alert the Board and primary care to continue to monitor and mitigate risks.
Quality and Safety Report	Dental access is still not improving.	Alert the Board regarding ongoing access challenges and primary care team to continue to deliver improvement initiatives.
Q3 Safeguarding Dashboard and Liberty Protection Safeguards Implementation	<p>There are ongoing challenges regarding non-compliance of statutory and corporate parenting responsibilities in South Cumbria.</p> <p>National PREVENT funding being reduced.</p> <p>Children in Care [CiC] health reviews remain an area of challenge and not currently meeting statutory targets</p>	<p>Mitigations are in place with North East and North Cumbria ICB and statutory partners.</p> <p>Work with partners to continue with PREVENT training.</p> <p>Plans to inhouse safeguarding team for CiC are being operationalised.</p> <p>Quality Committee to suggest there is a Board development session on safeguarding and SEND as both are key statutory functions.</p>
Risks and Escalations	Two Regulation 28 notices issued to NHSE/ICB and other partners by coroners in relation to NWAS emergency services related deaths. Quality committee noted actions and increased pressures across urgent care pathways.	Alert the Board, monitor action plans in relation to the serious incidents.

Advise		
Lancashire Teaching Hospitals (LTH) CQC 2023 Inspection - Summary Report	The final report was published on 24 November 2023 and the findings of which were included in the report circulated to members.	The overall CQC position will be monitored by the ICB via the Sustainability and Improvement Plan, which has been drafted by the ICB Quality Team in conjunction with LTH and reflects the NHS National Oversight Framework (NOF).
Care Quality Commission (CQC) Inspection Readiness	The new Care Quality Commission (CQC) inspection framework was presented to members to provide early insights into what this might mean for the Lancashire and South Cumbria System and the need for a work programme to prepare for inspection.	It was agreed to include this discussion in the AAA report to the Board to advise of the new framework and to ensure that other committees and the Board are aware of the requirements.
Primary Care Quality Group AAA report	A number of concerns continue to be raised regarding capacity within teams to address the increasing number of concerns being raised about primary care providers.	A workshop is scheduled to take place to review the work which is being triggered by the concerns being escalated in addition to capacity to deliver business as usual.
Clinical Effectiveness Group Terms of Reference	Approved Terms of Reference, version 1, December 2023.	Clinical Effectiveness Group to report to into the Quality Committee.
National Oversight Framework (NOF) ICB Quality Monitoring Arrangements	<p>The committee was advised on the approach being taken organisationally to work with Trusts to support improvement to National Oversight Framework (NOF) positions.</p> <p>The quality team will continue to work with Trusts to maintain oversight and provide assurance to the ICB Quality Committee and the Board that improvements are embedded and sustained.</p>	It was noted that the IAG meetings provide any areas of escalation through a AAA report to the ICB System Recovery and Transformation Board.
Quality Committee Risk Management Update Report	The committee received an update on relevant risks and approved the addition of a new risks.	To continue to have oversight of relevant risks on the Board Assurance Framework and the Corporate Risk Register.
Assure		
Maternity Update	The committee received assurance regarding LMNS oversight of Trust maternity services including quality visits and were assured of progress against national Ockenden plans.	LMNS to continue to monitor maternity services and report to Quality Committee.
Q3 Safeguarding Dashboard and Liberty Protection Safeguards Implementation	The committee received assurance on statutory safeguarding activity for both Childrens and adults in each partnership with local authorities and police.	The Quality Committee to continue to receive safeguarding dashboard and escalations.

Date: 21 February 2024		Chair: Sheena Cumiskey
Key Items Discussed		
Item	Issue	Action
Alert		
Paediatric Hearing Services Improvement Programme	<p>The committee received a report which highlighted a national improvement programme following concerns and issues in some services raised in another part of the country. There may be some unidentified 'harm'.</p> <p>This is nationally a 'fragile service' but wasn't identified by our Trusts before this programme. This was due to the national coding issues, namely there not being a specific code for paediatric hearing loss, this is classified under a generic ENT code.</p>	<p>Improvement plan in place with prioritisation of waiting list e.g., babies less than 4 weeks. Team to continue to monitor and report back to committee in 6 months.</p> <p>Need to use learning from this programme to consider other hidden 'fragile' services.</p>
Patient Safety Incident Response Framework	Backlog of serious incidents remains high.	Further discussion at to be held at March meeting of the Quality Committee as to how this can be mitigated.
Risks and Escalations	<p>Never Event at UHMBT – wrong site surgery.</p> <p>Reg 28 at LTH – poor discharge information.</p> <p>The committee discussed pressures in the system and a recent Never Event Learning session. System pressures and staff fatigue remain a concern and a potential factor in some incidences.</p>	Immediate actions taken to mitigate. System wide learning to be shared.
Advise		
Paediatric Hearing Services Improvement Programme	National programme and work underway locally to address gaps. Approved the proposed governance structure and action plan.	Continue with improvement plan and update on progress in six months' time.
Quality and Safety	Challenge surrounding housing concerns and particularly in relation to discharging patients who are homeless, which includes Out of Area Placements.	Lancashire Place Director has agreed to progress with Council colleagues to ensure a cross way of working, housing needs to be central to health and care initiatives and learning for opportunities.
Cancer	<p>The alliance risk register has recorded a significant number of patients will have scans outside of the programmes clinical protocol timeline.</p> <p>140 patients have waits over 104-days in latest report. This position has remained steady, in Q2 2023/24 there were 154 patients.</p>	<p>There is a plan in place to clear the backlog of scans.</p> <p>Detailed report to be brought to the committee in May 2024 on potential of harms and to include how addressing the potential for our population with health inequalities not to be disadvantaged.</p>

Mental Health	Initial Response Service (IRS) is undergoing a wider review by LSCFT's Transformation team to explore whether IRS systems and processes are contributing to harm or whether a perception of increased harm is a consequence of IRS centralising contacts with patients that may previously have been under a variety of different services.	The committee to be provided with an update.
Maternity	An external review of neonatal mortality and babies <27 weeks being born outside a Level 3 Neonatal Intensive Care Unit (NICU) at BTH has resulted in an action plan being produced.	Action plan to be taken to the March 2024 meeting of the Quality Committee.
Patient Safety Incident Response Framework	UHMB revised PSIRF business case submitted to Board which was approved internally. Development of a collaborative PSIRF plan and policy for the nine local Hospices with LSC ICB taking the lead.	The committee approved the proposal. The process to be undertaken was approved.
Non-Medical Prescribing Policy and Flow Chart	The ICB policy was amended to reflect changes made to the Misuse of Drugs Regulations (MDR) 2001.	The policy was approved by the committee.
Assure		
Mental Health	CQC report published on 31 January 2024 for LSCFT with an updated overall rating of 'Good', noting that the Safe and Effective domains still 'require improvement'.	The committee noted the excellent progress at LSCFT.
Maternity	Maternity and Neonatal Independent Senior Advocate Service (MNISA) launched in January 2024. Neonatal and mortality data is not currently flagging any units as outliers, but it was noted that this data is related to the previous financial year.	The MNISA will be working with two trusts on the Maternity Safety Support Programme (MSSP); UHMBT and BTH.
Risks	A workshop had taken place on how learning can be increased from incidents and never events.	Process to be established to be able to share key themes and test these to see a decline in incidents and never events across providers. Learning from the workshop to be discussed at the March 2024 meeting of the Quality Committee.
All Age Continuing Care and Individual Patient Activity	The committee received an update report on continued quality and performance improvement across AACC. Financial challenge remains but expected to meet QIPP.	The committee noted the significant transformation to this service and the ongoing work to ensure high quality and value for money.

Appendix A – Approved minutes of the Quality Committee meeting held on 20 December 2023.

Appendix B – Approved minutes of the Quality Committee meeting held on 24 January 2024.

2.3 Finance and Performance Committee

Date: 29 January 2024		Chair: Roy Fisher
Key Items Discussed		
Item	Issue	Action
Alert		
Financial outlook	There is still significant work required to deliver the revised 2023/24 outturn figures for both the ICB and the wider L&SC NHS system.	Close monitoring by the Board and the committee.
Recovery and transformation	Work is underway to develop the requisite detail and project plans that will underpin the delivery of the Recovery and Transformation Programme.	Update to next meeting.
Advise		
Committee's role and future work programme	The committee intends to review its role and purpose with a view to focusing on areas where it can add most value. This is likely to involve reduced emphasis on transactional reviewing of past performance.	Committee members to consider options and, if appropriate, submit a revised proposition to the Board.
Integrated performance report	The committee strongly supported the early production of an ICB integrated performance report covering, inter alia, quality, performance, workforce and finance.	Chief Digital Officer to progress.
Membership	The committee recognised the need for a member to bring a commissioning perspective and agreed to co-opt the Chief Operating Officer.	The Board is asked to approve the proposal to co-opt the Chief Operating Officer as a co-opted member of the Finance and Performance Committee.
Assure		
Health Inequalities Reporting	A presentation on the ICB's current inequalities database paid particular reference to the 24 indicators recently highlighted by NHSE. The committee would like to pursue the issue further with a view to identifying priority areas for early action.	Chief Digital Officer to progress.

26 February 2024 - The meeting scheduled to take place on 26 February 2024 was stood down however, members of the committee received reports via an information pack.

Appendix C – Approved minutes of the Finance and Performance Committee meeting held on 18 December 2023.

2.4 Public Involvement and Engagement Advisory Committee

Date: 28 February 2024		Chair: Debbie Corcoran
Key Items Discussed		
Item	Issue	Action
Alert		
-	-	-
Advise		
ICB Recovery and Transformation Programme	The committee received and welcomed an overview of the Recovery and Transformation Programme. It was recognised there are established approaches in place to embed engagement and involvement with the public and our communities in several areas/workstreams. It is critically important there is a systematic approach to this to support the principles of the ICB's 'Working with People and Communities' strategy being considered and demonstrated in the work, for maximum benefit and impact as well as connectivity into Place.	The committee has requested regular updates, with consideration of the under-pinning approach to engagement and involvement in the Programme a focus in the committee's Development Session planned for April.
Primary Care Involvement and Engagement Update	Update provided on engagement and involvement approaches in place in relation to primary care and integrated neighbourhood teams. Included GP access, and GP Patient Survey findings, with room for improvement recognised locally based on patient feedback in relation to accessing GP practices on the phone and appointments. Standing engagement report for PIEAC updates on key pieces of work at practice level, with summary of what matters most to patients being: ease of contacting their surgery, ease of access to appointments, convenience and consistency of care and treatment.	Review with primary care team, and consideration of the engagement and involvement feedback and approach in future reports on primary care to the ICB Board.
Insight - Co-production and engagement - Maternity and Neonatal	Overview shared of the insight, co-production and insight work being delivered across the Local Maternity and Neonatal System (LMNS), including commissioning of Healthwatch Together to host Maternity and Neonatal Voices Leads and piloting of the Independent Maternity and Neonatal Advocate role.	Report outlined that the Quality Committee has agreed robust reporting and oversight in this area, PIEAC can contribute and support as needed in relation to involvement, co-production and engagement approaches.

Forward work plan and priorities	Work programme for the Committee and priorities to be reviewed at a Development Workshop in April 2024, also considering the reduction in the number of meetings a year.	PIEAC Development Workshop
Complaints	Review and insight on complaints is included in PIEAC insight report, with trend analysis etc to understand patient experience and any areas for further consideration from an involvement and engagement perspective, and also considered by Quality Committee.	Review of approach by committee Chairs of PIEAC and Quality, with SRO, to support clarity and linkages
Assure		
Place Deep Dive – Blackburn with Darwen (BwD)	Overview welcomed from BwD Place leaders and the ICB's communication and engagement lead for Blackburn, on the approach to engagement and involvement with communities, key priorities, and pieces of work delivered and also planned. Good practice shared included their ongoing programme of engagement with families, winter messaging, easier access to preventative health support, the Hear Us Heroes Big Plan and work with Healthwatch with reports and insight highlighted round Dying Well, Priority Wards Engagement and Living with Dementia.	Consideration of how best to share the best practice and learning easily and systematically across Places, within the ICB and across the system.
'Public Engagement and Involvement Assurance Report' and 'Public and Community Insights Report'	Standing reports received and reviewed, with insight and assurance given on the ICB's approach to engaging and involving the public, patient and carers.	-

Appendix D – Approved minutes of the Public Involvement and Engagement Advisory Committee meeting held on 12 December 2023.

2.5 Primary Care Commissioning Committee

Date: 18 January 2024		Chair: Debbie Corcoran
Key Items Discussed		
Item	Issue	Action
Alert		
-	-	-
Advise		
Withnell Health Centre Public and Patient Engagement	<p>The committee received a report summarising the approach and insight through the public engagement exercise that was undertaken during September and October 2023, working closely with the patients of Withnell Health Centre.</p> <p>There had been significant engagement with the patient group and a number of lessons learned from the previous process undertaken. Assurance was shared that the approach to engagement and involvement had been robust, supported by the Withnell Patient Steering Group, and adhered to the ICB's principles of working in partnership with people and communities.</p>	-
Market Engagement and Special Allocation Scheme (SAS)	The committee received the results of the market engagement exercise to inform future commissioning arrangements for the SAS which was approved at the Primary Care Commissioning Committee in November 2023. This has been concluded in line with the Public Contract Regulations 2015 (as amended).	A detailed options appraisal would be presented to the February or March meeting of the committee in order to determine the best option.
Dental Commissioning Plan	<p>The Committee received the costed dental commissioning plan for 2024/25.</p> <p>The Chair agreed that a budgetary decision could only be made following clarity on the ICB's overarching 2024/25 financial planning process and priorities. An updated paper would be presented to a future committee meeting.</p>	An updated paper to be received including clarity around the broader 2024/25 financial planning process and commissioning priorities.

Assure		
Withnell Request for Information Outcome	The Committee received a report detailing the market engagement process that had been followed and provided a recommendation on the next steps in relation to the procurement.	In view of the need to consider additional specialist legal advice received and written views requested from NHSE in relation to the Provider Selection Regime (PSR) approach, the Committee agreed that a decision would need to be made at a future meeting of the Committee after legal advice had been fully considered, and timescales clarified and communicated.

Date: 8 February 2024		Chair: Debbie Corcoran
Key Items Discussed		
Item	Issue	Action
Alert		
-	-	-
Advise		
General Practice Capital Investment	The committee agreed: <ul style="list-style-type: none"> The General Practice Information Technology (GPIT) capital investment - £156,145. A General Practice Improvement Grant (GPIG) request for Castle Medical Group - £277,778. 	-
Primary Care Budgets 2023/24 Quarter 3 (April-December)	The committee received the Quarter 3 financial position for primary care delegated budgets with the key points being: <ul style="list-style-type: none"> The main variances at Quarter 3 were a continuation of what was seen at Quarter 1 and Quarter 2. Whilst prescribing remained an ongoing cost pressure, the position was slowly improving. Primary care and co-commissioning - the overspend was not a spend against individual contracts with GPs but was a consequence of the QIPP and mitigations as part of the 2023/24 financial plan.	The Chair and Vice Chair had recently met with the ICB's Place and Programme Finance Lead to discuss the format of future reports. Respective reports/oversight of PCCC and Finance and Performance Committee to be reviewed and clarified.
Primary Care Contracts Assignment Report 2023/24	The committee received the key findings following the recently completed audit of the ICB's primary care commissioning arrangements undertaken by Mersey Internal Audit Agency (MIAA). <p>An overall moderate assurance rating was received which recognised progress made, and clear recommendations in areas for strengthening.</p>	An update on progress and impact would be provided at the March meeting of the Primary Care Commissioning Committee.

Assure		
Primary Dental Care Prioritisation Framework	<p>The ICB Board and Primary Care Commissioning Committee have previously agreed to the delivery of the Dental Access and Oral Health Improvement Programme.</p> <p>One of the key deliverables of the programme is to develop a set of objective measures to help support the prioritisation of resources allocated to improving dental access and reducing oral health inequalities.</p> <p>The committee received a report detailing the engagement undertaken in the development of the framework and based on the feedback from stakeholders, and agreed to the implementation of the framework with immediate effect.</p>	The Dental Commissioning Plan and the implications of the Plan to be presented to the March meeting of the Primary Care Commissioning Committee.
General Practice Capital Investment	All investments were in line with national guidance and regulations.	-

Appendix E – Approved minutes of the Primary Care Commissioning Committee meeting held on 14 December 2023.

Appendix F – Approved minutes of the Primary Care Commissioning Committee meeting held on 18 January 2024.

2.6 Audit Committee

Date: 25 January 2024		Chair: Jim Birrell
Key Items Discussed		
Item	Issue	Action
Alert		
Mandatory Training	Work is underway to improve the ICB's oversight of mandatory training. It was estimated that at the end of December 2023, 81.2% of staff were compliant with their training requirements, against a target figure of 92%.	Monitor progress of new arrangements
Audit of 2023/24 Accounts	External Auditors have a legal duty to inform the Secretary of State when an ICB breaches its Break-even Duty. Given that Lancashire and South Cumbria ICB has revised its 2023/24 plan to an agreed £49m deficit, a referral would be made in respect of Lancashire and South Cumbria. Whilst it will not impact on the unqualified audit opinion of the accounts, it means that the ICB will have a qualified regulatory opinion as part of the accounts submission.	Note the position.

Advise		
Business Continuity Plan	Review of the ICB's Business Continuity Plan has been delayed and is scheduled for completion by July 2024.	Note the position.
Completed Internal Audit Reviews	Three reviews were considered: <ul style="list-style-type: none"> • QIPP/Cost Improvement Programme – limited assurance; • Primary Care Contracts – moderate assurance; and • Cyber Security – moderate assurance All high priority recommendations are in the process of implementation.	Ensure recommendations are followed up.
Assure		
Risk Management Policy	The updated Risk Management Policy, which includes the draft Risk Appetite Statement, was reviewed and, subject to minor wording changes, is recommended for approval by the Board.	For approval by the Board (Item 7 attached).
Head of Internal Audit's Interim Opinion	At this stage, MIAA anticipates issuing an assessment of Moderate Assurance, which is an improvement on the 2022/23 rating of Limited Assurance.	Note the position

Appendix G – Approved minutes of the Audit Committee meeting held on 23 November 2023.

2.7 People Board

A Development Session was held on 31 January 2024. The Committee Chair will provide a verbal update at the Board meeting.

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

Committee	Item or Issue	Referred to
Quality Committee	Infection, Prevention and Control Each GP practice does not have a lead on infection, prevention and control issues (IPC Champion), and the referral to PCCC is to seek to understand why this is not in place at every practice and whether as a result of this there is any detrimental impact.	Primary Care Commissioning Committee
Quality Committee	Infection, Prevention and Control How can encouragement be given to staff to have their vaccinations to protect themselves and the people/communities we serve. Highlighted in relation to the recent measles outbreak but covers all vaccinations.	People Board
Quality Committee	Pharmacy First Service To advise as to when the quality committee will be required to look at assurances for the Pharmacy First service.	Primary Care Commissioning Committee

Quality Committee	Maternity High levels of sickness in maternity relating the mental health of staff was raised at a recent NHSE assurance meeting and members requested that this should be referred to the ICB People Board as to how the ICB can support these staff members from a well-being perspective.	People Board
Public Involvement and Engagement Advisory Committee	Maternity and Neonatal Report outlined that ICB Quality Committee has agreed robust reporting and oversight in this area. PIEAC can contribute and support as needed in relation to involvement, co-production and engagement approaches.	Quality Committee
Public Involvement and Engagement Advisory Committee	Complaints/Patient Experience Review of approach by Committee Chairs of PIEAC and Quality, with SRO, to support clarity and linkages	Quality Committee

4. Conclusion

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

5. Recommendations

5.1 The Board is requested to note the contents of the report.

Committee Chairs

March 2024