

**North East and North Cumbria Integrated Care Board
Executive Committee (Public)**

**Minutes of the meeting held on Tuesday 12 September 2023, 10:15hrs in the
Joseph Swan Suite, Pemberton House, Colima Avenue, Sunderland**

Present: Samantha Allen, Chief Executive (Chair)
Levi Buckley, Executive Area Director (North & North Cumbria)
David Chandler, Executive Director of Finance
Graham Evans, Executive Chief Digital, and Information Officer
David Gallagher, Executive Area Director (Tees Valley & Central)
Annie Laverty, Executive Director of Improvement and Experience
Jacqueline Myers, Executive Chief of Strategy and Operations
Dr Neil O'Brien, Executive Medical Director
David Purdue, Executive Chief Nurse
Claire Riley, Executive Director of Corporate Governance,
Communications, and Involvement

In attendance: Rebecca Herron, Governance Manager (Committee Secretary)
Marc Rice, Senior Governance Lead
Kerry Knox, Children and Young People Programme Manager, NHSE

EC/2023-24/166 Agenda Item 1 - Welcome and introductions

The Chair welcomed all those present to the meeting.

The Chair welcomed Marc Rice, Senior Governance Lead; Kerry Knox, Children and Young People Programme Manager, NHSE

EC/2023-24/167 Agenda Item 2 - Apologies for absence

Apologies for absence were received from Deb Cornell, Director of Corporate Governance and Board Secretary who was represented by Marc Rice, Senior Governance Lead.

EC/2023-24/168 Agenda Item 3 - Declarations of interest

There were no declarations of interest made at this point in the meeting.

**EC/2023-24/169 Agenda Item 4 - Minutes of the previous meeting held on 8 August
2023**

RESOLVED:

The Executive Committee AGREED that the minutes from the meeting held on 8 August 2023, were a true and accurate record.

EC/2023-24/170 Agenda Item 5 - Matters arising from the minutes and action log

The Chair requested all executive committee members review and update their allocated actions.

ACTION:

All executive directors to review and update their allocated actions on the action log.

EC/2023-24/171 Agenda Item 5.1 – Corporate Risk Register

The Executive Director of Corporate Governance, Communications, and Involvement informed the committee that the risk register is currently being updated. It was noted that the updates to the register will take time to pull through into the risk report. The Chair asked members to conduct a sense check of the corporate risk register to ensure they are the organisations key highest risks at present. The Executive Director of Corporate Governance, Communications, and Involvement confirmed a report will be presented at the November Board.

It was noted that the risks are reflected within the Board Assurance Framework (BAF).

ACTION:

- 1) All Executive Directors to sense check the Corporate Risk Register.**
- 2) The Committee Secretary to add the BAF to the October Executive Committee Agenda.**

EC/2023-24/172 Agenda Item 5.2 – Winter Planning

The Executive Medical Director provided the Committee with an overview of the Winter Planning paper which included the top three winter planning priorities:

- Categories 3 and 4 Triage in 111 and 999
- Ambulance Handover Delays planned reduction to 15 Minutes
- Front Door Senior Navigation at ED

The Committee was assured engagement has taken place and the Clinical Networks support the recommendations. The Committee was asked to approve the top three system Winter Priorities for 2023/24 as outlined within the report.

It was noted a comprehensive communications plan is being finalised to target core messages and provide specific, data led, communications.

The Committee acknowledged the positive work carried out and wished to

record thanks to the team involved.

The Chair noted there will be a political focus on ambulance handover delays and four hour waits in the ED. The Executive Chief of Strategy and Operations clarified that the Category 2 action plan is in place and the team will be working closely with the North East Ambulance Service (NEAS) and the wider system on any outstanding actions. It was noted there is further work to agree the ICB escalation framework with NEAS for ambulance handover delays.

RESOLVED:

The Executive Committee APPROVED the top three system Winter Priorities for 2023/24 as outlined within the report.

EC/2023-24/173 Agenda Item 6 - Notification of urgent items of any other business

No items of any urgent business had been received.

EC/2023-24/174 Agenda Item 7.1 - Executive Area Directors Update Report September 2023 (North and North Cumbria)

The Executive Area Director (North and North Cumbria) provided a summary of the report.

The Committee was asked to particularly note from the report:

- Newcastle
 - The public, patient and staff engagement programme of the Urgent Treatment Centre Review has been completed.
 - Medicines Administration in Special Schools continues to be a challenge.
- North Tyneside
 - The first Emergency Care meeting took place recently. Future meetings have been scheduled.

The Executive Director of Finance raised a concern regarding the Nicotine Replacement Therapy Recharge as outlined in the decisions log. It was queried if the recharge had ceased or if it had only reduced. If the organisation can no longer recharge to the Local Authority this would have a significant impact on the prescribing budget. It was also queried if the Medicines Optimisation team have been involved in the review to ensure a precedent is not set that is unaffordable. The Executive Area Director (North & North Cumbria) will explore the queries with the Director of Medicines.

The Executive Medical Director stated there was a need to understand the overall spend on Stop Smoking Services from all local authorities.

Personal Health Budgets had been raised as an area of concern for people in the North of the patch; agreement has been reached to commence work on Personal Health Budgets.

ACTION:

- 1) **The Executive Area Director (North & North Cumbria) to link with Director of Medicines to clarify the queries around prescribing pressures.**
- 2) **The Executive Medical Director to link with local authorities to understand the spend on Stop Smoking Services.**

RESOLVED:

The Committee RECEIVED the report for assurance and NOTED the decisions and assurance logs included within the report.

EC/2023-24/175

Agenda Item 7.1 - Executive Area Directors Update Report September 2023 (Tees Valley & Central)

The Executive Area Director (Tees Valley & Central) provided a summary of the report.

The Committee was asked to particularly note from the report:

- Tees Valley
 - The third Integrated Care Partnership meeting had taken place and was well received.
 - There is currently a gap in provision for Spirometry as the interim service ended in June 2023. Discussions are being held with General Practices to provide the provision for this service.
 - Primary Care Networks (PCN) annual report has been produced. The Executive Director of Corporate Governance, Communications, and Involvement confirmed a similar report from North Cumbria was to be included in Pulse. It was agreed for the Tees Valley PCN annual report to also be included within Pulse.
- South Tyneside & Sunderland
 - Collaborative work is ongoing between South Tyneside and Sunderland around optimising discharge arrangements. An update will be brought to the Committee in due course.

It was noted from a mental health perspective there are challenges around Care & Treatment Reviews and Care, Education & Treatment Reviews.

The Chair enquired as to the overseas students issue in Sunderland which had been previously highlighted. The Executive Area Director (Tees Valley & Central) confirmed work is progressing to understand the size, scale, and potential cost. It was agreed that the Executive Chief Nurse will discuss impact of overseas students on the health and care system with all

universities within the region.

ACTION:

- 1) **The Executive Chief Nurse to link with all universities within our region to discuss the impact of overseas students on the health and care system.**
- 2) **The Executive Area Director (Tees Valley & Central to link with the Executive Director of Corporate Governance, Communications, and Involvement to include the Tees Valley PCN annual report alongside the North Cumbria report within Pulse.**

RESOLVED:

The Committee RECEIVED the report for assurance and NOTED the decisions and assurance logs included within the report.

EC/2023-24/176 Agenda Item 8.1 – EDI Implementation Plan (Presentation)

At 11:25am the Director of Equity, Diversity, and Inclusion joined the meeting to present the report.

The Director of Equity, Diversity, and Inclusion presented an update of the EDI plan to the Committee.

It was noted that there are three overarching objectives within the plan:

- Improved EDI capability and knowledge
- Legally compliant and confident
- Consciously inclusive

The Committee was assured of the actions which have been delivered and the next steps to progress the plan.

It was noted that there has been a significant amount of progress within the last six months and recognition of the collaborative approach across the system including national links.

It was suggested this could be positively supplemented with case studies to demonstrate the progress the ICB has made.

The Committee thanked the Director of Equity, Diversity, and Inclusion for the positive work which has been undertaken and requested a further update to be brought back to the Committee in three months.

ACTION:

- 1) **The Director of Equity, Diversity, and Inclusion to link with Committee members to draft individual case studies.**
- 2) **The Director of Equity, Diversity, and Inclusion to plan an EDI**

Implementation Plan update to the Committee in December 2023; followed by submission to the Board in January 2024.

- 3) The Director of Equity, Diversity, and Inclusion to link with the Senior Governance Lead, to consider how to embed the EDI Implementation Plan into the Better Health at Work programme for staff.**

RESOLVED:

The Committee NOTED the progress of the EDI Implementation Plan.

EC/2023-24/177 Agenda Item 8.2 – Organisational Development Plan

At 11:35am the Director of Organisational Development joined the meeting virtually to present the report.

The Director of Organisational Development introduced the report which provided the Committee with the proposed details of the organisational development (OD) plan aligned to the ICB strategy.

The Director of Organisational Development gave an overview of the Organisational Development plan.

The plan has four future state domains:

- Looking after our people
- Building an organisation for success
- Convening our system to lead
- Continuous learning and improvement

Culture change is a complex process. There is a recommended phased approach planned:

- Phase 1 - Building our organisation ICB 2.0
- Phase 2 Strengthening and becoming ICB 2.0
- Phase 3 Maximising the impact of our system

A query was raised around the timing of conducting 360-degree feedback. It was agreed that the Director of Organisational Development would consider the timing of implementing certain areas of the plan. The 360-degree feedback will be conducted following the implementation of the new structure.

The Executive Chief Nurse confirmed work was ongoing to review the apprenticeship levy and how funding can be utilised going forward. A paper will be presented at a future executive committee meeting.

The Committee approved the £9000 costs for 360-degree feedback.

ACTION:

The Director of Organisational Development to consider the timing of implementing certain areas of the plan.

RESOLVED:

- 1) The Committee APPROVED the Organisational Development Plan with recognition that it is a 'live' document and is subject to further iterations.
- 2) The Committee approved the £9000 costs for 360-degree feedback.

At 11:43am the Director of Equity, Diversity, and Inclusion and the Director of Organisational Development left the meeting.

EC/2023-24/178 Agenda Item 8.3 - Regional Commissioning Framework for Complex Care Provision

The Chair informed the Committee this item had been removed from the agenda.

EC/2023-24/179 Agenda Item 8.4 - Appraisal - Mid Year Review Proposal

The Executive Chief Nurse introduced the report which provided the Committee with the recommended appraisal process.

It was noted that ESR functionality does not support appraisals, the paper outlined two electronic options:

- Microsoft Forms
- JISC Online

A risk has been identified with Microsoft Forms as the data is held outside of the UK. It was confirmed JISC Online Surveys data is held in the UK and the program is already used to facilitate the quarterly Staff Survey.

It was confirmed an Equality Impact Assessment had been conducted.

The Executive Director of Corporate Governance, Communications, and Involvement suggested the Executive Chief Nurse write to all senior leaders to confirm the timeline for delivery and to include communications within Pulse to ensure that staff are aware of the expectation.

It was suggested that the People and OD Steering Group develop a summary update similar to the Area Director's Update to capture all the People work and present it to the Committee on a regular basis. The Executive Director of Improvement and Experience confirmed the Terms of Reference and the membership of the group would need to be reviewed.

ACTION:

- 1) **The Executive Chief Nurse to write out to Senior Leaders to confirm the timeline for delivery of the appraisal process.**
- 2) **The Executive Chief Nurse to draft a communication for the Pulse.**
- 3) **The Executive Director of Improvement and Experience to link with the Executive Chief Nurse to review the Terms of Reference and membership of the People and OD Steering Group.**

RESOLVED:

- 1) **The Committee APPROVED the appraisal framework with dates for completion.**
- 2) **The Committee APPROVED the use of JISC Online Survey.**
- 3) **The Committee APPROVED the capturing of personal development to inform an interim training needs analysis to support with ICB 2.0 in Autumn-Winter 2023 and a full training needs analysis in Spring-Summer 2024.**

EC/2023-24/180 Agenda Item 9.1 - NENC ICB and ICS Finance Report Month 4

The Executive Director of Finance introduced the report which provided the Committee with an update on the financial performance of the North East and North Cumbria Integrated Care Board (NENC ICB) and NENC Integrated Care System (ICS) in the financial year 2023/24 for the period to 31 July 2023.

In month four, the ICS reported an overall year to date deficit of £6 million against plan, two thirds of the pressure being provider positions relating to costs associated with strike action, Microsoft licences and pay award pressures and one third is with the ICB. The ICB is reporting a year to date overspend compared to plan.

The ICS month five position is projecting an £18 million deficit. It was recognised there is a major challenge around the Elective Recovery Fund where three organisations are currently underperforming.

The ICB unmitigated net risks has reduced to £21 million reflecting the impact of additional financial controls put in place within the ICB and further mitigations identified. The Committee was informed prescribing has accelerated in terms of cost. The NHSE forecast assumption for prescribing prices were to remain stable however, it has been identified prices are increasing by 10%. This is a known national, regional and local issue.

The unmitigated risk position of £25 million includes risks around the

delivery of stretch efficiencies, growth in continuing healthcare costs and prescribing costs. This will continue to be reviewed as further information on current year costs becomes available.

It was agreed that a broader financial narrative will need to be communicated to staff.

It was confirmed an action plan will be developed from the senior leaders session. The Chair requested the action plan be shared with committee members at the Executive Team meeting on Tuesday 19 September 2023.

The Committee recognised the financial risks and the ongoing work to mitigate the risks.

ACTION:

- 1) **The Executive Director of Finance to link with the Executive Director of Corporate Governance, Communications, and Involvement to draft broader staff financial communications.**
- 2) **The Executive Director of Finance to produce the financial action plan and share with Committee members at the next Executive Team meeting.**

RESOLVED:

- 1) **The Committee NOTED the latest year to date and forecast financial position for 2023/24.**
- 2) **The Committee NOTED there are a number of financial risks across the system still to be managed.**
- 3) **The Committee NOTED the approach in respect of financial controls and proposed oversight arrangements for both financial controls and efficiency going forward.**
- 4) **The Committee NOTED the approach in respect of financial controls and proposed oversight arrangements for both financial controls and efficiency going forward.**

EC/2023-24/181 Agenda Item 9.2 – Green Plan Investment Update

The Chair informed the Committee this item had been removed from the agenda.

EC/2023-24/182 Agenda Item 9.3 – Medium Term Financial Plan (Presentation)

The Executive Director of Finance provided a presentation which informed the Committee of the Medium-Term Financial Plan Programme.

The key messages included:

- Principles of the programme
- Medium Term Financial Plan Programme Framework
- High Level Timetable – Final submission 29 September 2023

- The plan has been produced at system level
- Underlying Financial Position – Deloitte are currently assessing the underlying financial position
- Medium Term Recovery Plan:
 - Efficiency – 2% recurrent and 1% non recurrent for ICB and providers delivery
 - System Efficiency savings of 0.5% per annum on top
 - Growth funding of £100 million assumed not spent in 24/25 and 25% used non recurrent for 2 years to support transformation
- Solution Asks to clarify:
 - Gain-shares - with Specialised Commissioning moving to the ICB
 - Cash - if there is a possibility for support for cash buyouts of PFIs
 - Capital – additional capital / CDEL for major clinical transformations
- Deloitte are currently analysing service models to identify the recommended top five areas that the ICBs transformation work should be focussed on
- Programme Risks.

The Committee acknowledged the pro-active work of the finance team to develop and implement the Medium Term Financial Plan programme.

The Executive Area Director (North & North Cumbria) referenced the Inpatient Quality Review for mental health and the opportunity for change which it represents.

It was agreed to share the plan with the senior team to raise further awareness. Considerations need to be given to spend to save proposals and how service development is aligned with clinical strategy development.

It was noted that financial challenge needs to be incorporated into the agreed transformation priorities to connect the programmes.

The Executive Chief of Strategy and Operations acknowledged the need to review the contracts and suggested the Contracts Group commence a piece of work to identify the sizing and categorisation of contracts.

The Chair proposed the need for there to be an increase in funding for prevention shown in the medium term financial plan.

The Executive Director of Finance assured the Committee on the following points:

- Financial leadership is present
- Engagement with the provider collaborative is taking place
- Ideas around growth funding has previously been undertaken in

Devon.

ACTION:

- 1) **The Executive Director of Finance to circulate the presentation material to committee members.**
- 2) **The Executive Director of Finance to communicate the Medium Term Financial Plan Programme to Senior Leaders.**
- 3) **The Executive Chief of Strategy and Operations to link with the Contracts Group to commence a piece of work to identify the sizing and categorisation of our contracts.**

EC/2023-24/183 Agenda Item 10.1 - Integrated Delivery Report

The Executive Chief of Strategy and Operations introduced the report which provided the Committee with an overview of quality and performance, highlighting any significant changes, areas of risk and mitigating actions.

The Committee was informed of the key messages as follows:

- Urgent and Emergency Care
 - A&E 4 hour wait performance remains above the national average. Work continues across NENC to understand and reduce variation in performance between sites.
 - Category 2 ambulance response times - plan was delivered in July, awaiting August data analysis
 - Units of Dental Activity are starting to be reported
- Electives
 - Concern regarding the waiting list numbers
 - New cancer simplified metrics are being introduced from October 2023. The backlog clearance plan is on track.
 - There is a new data set for children and young people's mental health. 1500 Children are currently waiting over two years for an ADHD or Autism assessment

RESOLVED:

- 1) **The Committee NOTED the new reporting cycle for the Integrated Delivery Report.**
- 2) **The Committee RECEIVED the report for information and assurance.**

EC/2023-24/184 Agenda Item 11 - Commissioning

No update for this item.

EC/2023-24/185 Agenda Item 12.1 – Women's Health Strategy Development (Presentation)

The Executive Director of Corporate Governance, Communications, and Involvement provided a presentation which assured the Committee of the progress of the Women's Health Strategy.

The key messages included:

- Resource and Approach
- People have been especially keen to get involved in this piece of work
- National Women's Health Hub Investment Plans – the ICB will be receiving an investment of £595,000 over two years to accelerate the development of new women's health hubs, improve services and help ease pressures facing the NHS
- A Women's Health Steering Group is being formed to agree the proposed allocation plans
- NENC Women's Health Conference is being held on 19 October 2023
- Professor Dame Lesley Regan, Women's Health Ambassador is being invited to the ICB Board on 28 November 2023 to provide an update following the conference

The Committee noted its thanks to the Director of Transformation (System) around this piece of work.

It was confirmed easy read/accessible/alternate language versions of the strategy are available through the organisations collaboration with voluntary sector colleagues.

RESOLVED:

The Committee NOTED the progress of the Women's Health Strategy.

.EC/2023-24/186 Agenda Item 12.2 – Joint Forward Plan

The Executive Chief of Strategy and Operations introduced the report which provided the Committee with the proposed final Joint Forward Plan.

The report had been previously presented to the Committee. It was noted that following extensive feedback the updated plan included key changes regarding dental and primary care access and a further section had been included on determinants work.

The Committee was assured this will now be moved into a deployment plan.

The Committee was asked to agree the final amendments, and to propose to the ICB Board for approval.

It was noted a communications version of the plan is being produced.

The Chair raised an issue around the use of both place and localities within the plan and requested that only one is used for consistency.

ACTION:

The Executive Chief of Strategy and Operations to perform a final proof read of the Joint Forward plan document.

RESOLVED:

- 1) **The Committee APPROVED the Joint Forward Plan with the agreed final amendments.**
- 2) **The Committee RECOMMENDED the Joint Forward Plan be submitted to Board for approval.**

EC/2023-24/187 Agenda Item 13.1 – Governance Assurance Report (GAR)

The Executive Director of Corporate Governance, Communications, and Involvement introduced the report which provided the Committee with an overview of the performance by exception in relation to the delivery of ICB's corporate governance functions during the period 1 April to 30 June 2023.

It was noted the report has been re-formatted since the previous version was submitted to the Committee.

The Committee was informed of the restraints which have been put in place around requesting legal advice. This will support the standardisation of the legal advice process.

It was noted exception six suggests standards were not met for the Data Security & Protection Toolkit. The Executive Chief Digital and Information Officer confirmed all standards were met.

ACTION:

All Executive Directors to forward any comments/suggestions to the Director of Corporate Governance.

RESOLVED:

The Committee RECEIVED the GAR for assurance.

EC/2023-24/188 Agenda Item 13.2 – Place Sub-Committee Terms of Reference

The Executive Director of Corporate Governance, Communications, and involvement introduced the report which provided the Committee with the revised Terms of Reference from the Place Sub-Committees.

The Committee was asked to ratify Place Sub-Committee Terms of Reference for:

- Sunderland Place
- South Tyneside Place
- County Durham Place

The Committee noted the work which had gone into developing these Terms of Reference.

RESOLVED:

The Committee APPROVED the Terms of Reference for:

- **Sunderland Place**
- **South Tyneside Place**
- **County Durham Place**

EC/2023-24/189 Agenda Item 14.1.1 – ICB 2 Steering Group Highlight Report

Noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the report for assurance.

EC/2023-24/190 Agenda Item 14.1.2 – Contract Group Report

Noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the report for assurance.

EC/2023-24/191 Agenda Item 14.2.1 – Place Sub-committee Minutes

Sunderland - noted for information and assurance only.
South Tyneside - noted for information and assurance only.
Gateshead - noted for information and assurance only.
Hartlepool - noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the Sub-Committee minutes as listed above for assurance.

EC/2023-24/192 Agenda Item 14.2.2 – Pharmaceutical Services Regulatory Sub-Committee Minutes

Noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the Pharmaceutical Services Regulatory Sub-Committee minutes for assurance.

EC/2023-24/193 **Agenda Item 15.1.1 – Redeployment Policy**

RESOLVED:

The Executive Committee APPROVED Redeployment Policy.

EC/2023-24/194 **Agenda Item 15.1.2 – Organisational Change Policy**

RESOLVED:

The Executive Committee APPROVED Organisational Change Policy.

EC/2023-24/195 **Agenda Item 16.1 - Any Other Business**

There were no items of any other business for consideration.

EC/2023-24/196 **Agenda Item 16.2 - New Risks to add to the Risk Register**

There were no new risks identified.

EC/2023-24/197 **Agenda Item 17 - CLOSE**

The meeting was closed at 12:57hrs.

Date and Time of Next Meeting

Tuesday 10 October 2023 10:30am.

Signed: **Sam Allen**



Position: **Chief Executive (Chair)**

Date: **10 October 2023**