

**Agenda Item 13a**

**Meeting:** Buckinghamshire, Oxfordshire and Berkshire West CCGs Governing Bodies Meeting in common (in public)

<b>Date of Meeting</b>	10 March 2022
<b>Title of Paper</b>	Integrated Care System Development Update
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<b>Paper Type</b>	<b>For Discussion and Assurance</b>
<b>Action Required</b>	The Members of the Governing Bodies are asked to note the progress of the ICS Development programme

**Executive Summary**

This paper sets out the summary progress position for the programme.

The members of the Governing Bodies are invited to review the updates and next steps for the programme.

Key areas of update included in the paper are:

- ICB recruitment progress
- NHSEI Regional Feedback and Guidance
- Progress Highlights, including Constitution Development
- Communications and Engagement
- Next steps and look forward

# INTEGRATED CARE SYSTEM DEVELOPMENT UPDATE

## 1. Introduction

This report is provided to the system leaders group as a summary highlight of key aspects of progress and delivery. Board members will be aware that the NHS remains at a level 4 incident. Managing responses to Omicron and the vaccination booster programme has impacted on system delivery through January but progression of the programme continues to go well.

## 2. Recruitment Position

Last month, Amanda Lyons joined BOB as the Interim Director of Strategy and Partnerships for the ICB. Her key areas of focus will be developing our 18-month plan and putting our five-year strategy into place, which will include work on provider collaborative assurance.

The Non-Executive Director post advertisements closed last month, and prospective candidates have undergone interviews. We are working through the final stages of the selection process and will share the outcomes of this in due course.

The consultation process, for the current Executives, for the ICB closed in January. Feedback received concerned role outlines and descriptions, reporting arrangements, the allocation of responsibility to address health inequalities and where commissioning should sit in the new ICB. This feedback is being considered as part of the ongoing organisational development work headed by Dr Sonya Wallbank.

The Executive Structure has now been finalised and shared across the three CCGs. The following mandatory roles, Chief Medical Officer, Chief Nursing Officer and Chief Financial Officer, will go live in February with interviews scheduled to take place in late March. Work has also commenced to fill the Executive Structure on an interim basis, whilst recruitment campaigns to substantively fill the roles are conducted.

The detailed consultation process, for individuals below executive level, is being developed and is due to commence on 1 April 2022. Details of the consultation will be shared with the Board at the meeting in March.

## 3. NHSEI Regional Feedback and Guidance

An interim update to the Readiness to Operate Statement was shared with the Regional team to support collective discussions on progress and challenges on 15 February. The next formal submission is 31 March. This is attached as Appendix 1 and shows that the programme continues to progress well. Please note that the template has not yet been adapted to reflect the new July 1 establishment date.

## 4. Progress Highlights

### 4.1. Governance – Draft Constitution

NHSE provided feedback on the draft Constitution submitted in December 2021 and where possible this has been addressed in submission of revised draft on 14

February 2022 (this is available on request and will be uploaded to the engagement microsite when transferred to the latest version of the model template). A meeting between the SRO and NHSE lead gave further assurance on the engagement underway with partners that would inform the finalisation of key aspects of the governance structure (for example the operation of Place Based Partnerships). The submission was supported by additional information outlining the work in progress to develop the nomination and selection processes for partner members and a first outline of the functions and decision map and options for Board Committees.

Regular meetings are being held with the Chair designate to ensure early input to and oversight of the decisions required. The focus over the next few weeks is to continue to develop the Functions and Decisions map and the Committees structure.

NHSE held a Constitution and Governance clinic on 11 September which highlighted that version 1.4 of the model Constitution template had just been issued and the change made in line with the passage of the legislation. Some of the

- Removal of disqualification criteria for Councillors from being members of ICB Boards, though the expectation will remain that, in most circumstances, the local government nominated 'partner' member of the ICB will be a senior executive, to ensure there is executive input to the decision making of the board.
- More guidance on Partner members
  - Reminder – minimum of three required, bring sector expertise not representatives
  - Nomination and selection processes; both required and all Board members must be approved by the Chair in the context of responsibility to build a board, complementary, greater than the sum of its parts
  - Advised not to start seeking nominations until April (no pre-empting legislation)
- First Constitution agreed as part of establishment order

#### 4.2. Safe Transfer of Functions

The review conducted by Wilf Williams has been completed and a report has been submitted to the CE designate and programme executive lead and will be reviewed as part of the detailed development plan for ICB structures.

#### 4.3. ICB Strategy Development

The ICS is progressing of the design of its approach to the ICS Strategy development through a series of discussions with NHS Provider Directors of Strategy and Directors of Public Health and CCG Clinical Chairs. As a result of the feedback from SLG and these discussions we are revisiting our specification and approach to secure extended support to ensure it is fit for purpose and meets the needs of the ICS.

#### 4.4. 18-month road map

A detailed paper is included within board paper that outlines key outcomes and work programmes. This will set the foundation for the System Development plan that needs to be submitted at the end of March.

#### 4.5. Finance

Following the change of target date for the transfer to ICB, the decision as to whether to delay the payroll transfer was reviewed. It was agreed that progress would continue at pace to aim for the current 3 CCG payrolls to be merged into one payroll by 1 April 2022. The Oxfordshire CCG payroll will then act as a host for the other 2 CCG payrolls until 30 June 2022. This will make the formal transition to ICB on 1 July 2022 easier, as there will only be one payroll to transfer and adjust the name of.

#### 4.6. Delegated Commissioning

Work continues to undertake the specified due diligence that will provide system assurance to support decision making as set out in the system Pre-Delegation Assessment Framework (PDAF) submission in October '21. Collaborative agreement has been reached between commissioners for independent, external review of progress against PDAF requirements. The system refresh of the PDAF documentation continues, working towards a draft timeframe to achieve governance signoff, to submit documentation for regional and national progress review.

There is continued focus on establishing the appropriate delegation governance framework, this has highlighted the need for appropriate Hub/ICB governance alignment with system governance vision and architecture. This work is ongoing and is being supported via the Hub/Host infrastructure. The National Delegation Agreement is anticipated by end of February.

Over the last month there has been increased focus on internal alignment to the emerging ICB governance and functional responsibility, that will include the assessment of system capacity and capability and development of any mitigation actions required.

National interest in the development and progress of the SE model continues with offer of advice and support as required.

### 5. Communications and Engagement

As part of our ongoing commitment to engage with our key stakeholders throughout the ICS transition, we have created a public-facing engagement website. The site is an opportunity for the public to submit ideas and comment on key draft documents, such as our developing constitution and engagement strategy. It also contains a range of information relating to the evolving ICS, including key papers and submissions in a single, easy-access digital library. The website can be found [here](#).

Other achievements include an engagement workshop held in partnership with BOB VCSE Alliance, which will be used to further develop the first draft of the BOB ICB Comms & Engagement strategy.

## **6. Next steps and look forward**

The board will continue to be updated on workstream progress and will receive a draft SDP at the March meeting. As we progress to formal Integrated Care Board establishment the programme and oversight mechanisms that we are presently operating will be reviewed.