BOB ICB BOARD MEETING

Title	Board Committees Annual Reports 2022/23		
Paper Date:	05 July 2023	**Meeting Date:**	18 July 2023
Purpose:	Information	**Agenda Item:**	16
Author:	Ros Kenrick, Executive Office Assistant and Catherine Mountford, Director of Governance – on behalf of Committee Chairs.	**Exec Lead/ Senior Responsible Officer:**	Catherine Mountford, Director of Governance

Executive Summary
In accordance with best practice each Committee will provide an Annual Report to the Board with a summary of the remit of each committee, highlights of items discussed through the year, forward look and attendance figures. The following reports are attached: • Audit and Risk Committee • Place and System Development Committee • Population Health & Patient Experience Committee • System Productivity Committee   The Annual Report for the People Committee has not been reviewed and agreed by the committee as the June meeting was not held. The People Committee Annual Report will be presented to the September Board meeting.

Action Required
The Board is asked to: • Note the content of the Committee Annual Reports for the financial year 2022/23

Conflicts of Interest:	No conflict identified

AUDIT AND RISK COMMITTEE ANNUAL REPORT

Introduction

1. As a formal committee of the Board and in accordance with best practice, the Audit and Risk Committee present its Annual Report. The report covers the nine-month period from 1 July 2022 until 31 March 2023.

2. This report was considered at the Audit and Risk Committee meeting on 25 April 2023 and is now 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. The Terms of Reference of the Committee were agreed by the board of the Buckinghamshire Oxfordshire and Berkshire West Integrated Care Board (BOB ICB) at its establishment meeting on 1 July 2022. No revisions have been made this year.

4. The purpose of the committee is to provide assurance to the board on governance, risk management and internal control processes.

5. The Committee's duty is to assure the board on:
   a. Integrated Governance and Systems Risk
   b. Internal Audit
   c. External Audit
   d. Other Assurance Functions
   e. Counter Fraud
   f. Financial Reporting
   g. Information Governance
   h. Conflicts of Interest

Membership and Meetings

6. Four meetings were held in the period, all were quorate and held via MSTeams. The Committee has agreed that it will timetable one face to face meeting per year.

7. The membership of the Committee comprises three non-executive directors and attendance has been as follows:

Member	Attendance
Saqhib Ali (Chair)	4/4
Margaret Batty	3/4
Aidan Rave	2/4

8. The following officers of the ICB attended the Committee during the year: Chief Finance Officer, Chief Medical Officer, Chief Nursing Officer and Director of Governance. In addition, the ICB's Internal Auditors (RSM), external Auditors (Ernst and Young) and Local Counter Fraud Specialists (TiAA) attended to agree activity and to present the results of their work during the year.

Duties within Terms of Reference

9. A forward plan, aligned to the organisation's business cycle was agreed the first meeting and is reviewed and updated at each meeting. The Committee's focus for 20223/23 was to be to ensure a safe transition of CCG functions to the ICB and the full development and implementation of the organisational governance and processes.

10. *Risk Management:* The Committee has overseen the development of risk management processes within then ICB and reviewed the Board Assurance Framework and Corporate Risk register.

11. *Information Governance (IG):* The Committee agreed the establishment of the Information Governance Steering Group (IGSG) to provide executive oversight and leadership to the BOB ICB to ensure it meets its statutory duties and assurance to the Audit and Risk Committee on matters relating to IG and information security to The IGSG has provided regular reports to the Committee including the work in hand to ensure the ICB can evidence its category 1 compliance with the requirements of the Data Security and Protection Toolkit for submission by 30 June 2023.

12. *Conflicts of Interest:* The Committee reviewed the self-assessment submitted by the Chief Executive on the management of Conflict of Interest within the ICB and noted that action was in hand to address the two areas of non-compliance (all ICB staff completing declaration and a clear Single Tender Waiver (STW) process).

13. *Financial Governance:* The following items were considered by the Committee during the year:

    a. Proposed amendments to the Scheme of Reservation and Delegation to ensure it supported the operation of the organisation.
    b. Review of Single Tender Waivers highlighted that the process was not systematically used within the organisation. A revised process was agreed and the committee asked the Director of Governance and Chief Finance Officer (CFO) to continue to report to the Committee to give assurance that the highlighted concerns had been addressed.
    c. Organisations who received additional funding for cost-pressures for 2022/23 were required to undertake a self-assessment against the HFMA checklist "Improving NHS financial sustainability -are you getting the basics right?" and have the assessment audited. The outcomes of both were reported to the Committee who noted the areas where further work was required to ensure the new organisation had sound financial governance and the actions that were in place to address this.

14. *Annual report and Accounts for 2022/23.* For 2022/23 the ICB needs to submit Q1 reports and accounts for each of the predecessor CCGs and one for the ICB. Timelines and plans for development of annual reports and annual accounts were shared giving assurance that the Committee members will have time for review submission deadlines will be met. In the annual cycle this work starts in Q4 of the year and is signed off in Q1 of the next financial year (so straddles two reporting years).

15. *Internal Audit:* The Committee ensured that there was an effective internal audit function that met mandatory NHS Internal Audit Standards and provided appropriate independent assurance to the Committee. This was achieved by:

    a. Reviewing and agreement an internal audit plan that recognised the stage of development of the ICB so included some advisory reviews in advance of assurance reviews.
    b. Six internal audits for 2022/23 were reported to the Committee– all received either substantial (3) or reasonable (3) assessments. Some control weaknesses were identified, and the agreed management actions will be implemented by the ICB.

16. *External Audit*: The external audit team have provided information and assurance to the Committee to highlight their approach and resources to deliver the 2022/23 audit of the Q1 submissions for the three predecessor CCG alongside the ICB annual report and accounts. This work is completed within Q1 of 2023/24.

17. *Counter Fraud:* The committee has received regular reports outlining the proactive and reactive work undertaken against the agreed work plan including completion of a provisional assessment against the NHS counter fraud requirements.

Review of Effectiveness

18. The Committee has carried out a comprehensive self-assessment of its processes and effectiveness using the NHS Audit Committee Handbook self-assessment checklist. The results of this assessment were discussed at the June 2023 Committee meeting. This reflected the operation of the committee during the establishment phase of the ICB and has highlighted some areas to develop during 2023/24.

Conclusion

19. The Annual Report provides a summary of the Audit and Risk 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 Audit and Risk Committee has effectively discharged its responsibilities for 2022/23.

Looking Forward

20. The core forward plan for the Committee is linked to the organisation's business cycle. In addition, the Committee will undertake deep dives, and these will encompass identified risks and considering assurance mapping/identifying where assurances go.

PLACE AND SYSTEM DEVELOPMENT COMMITTEE ANNUAL REPORT

Introduction

1. As a formal sub-committee of the Board and in accordance with best practice, the Place and System Development Committee present its Annual Report. The report covers the nine-month period from 1 July 2022 until 31 March 2023.

2. This report was considered at the Place and System Development Committee meeting on 13 June 2023 and is now 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. The Terms of Reference of the Committee were agreed by the Board of the Buckinghamshire Oxfordshire and Berkshire West Integrated Care Board (BOB ICB) at its meeting on 17 January 2023. No revisions have been made this year.

4. The purpose of the Committee is to provide assurance that the three Places in BOB ICS (Buckinghamshire, Oxfordshire and Berkshire West) and system working arrangements across the ICS are being developed to fulfil the ICS aims:
   - Improve health and wellbeing
   - Reduce health inequalities
   - Increase system productivity
   - Support local socio-economic development

5. The Committee's duty is to assure the Board on:
   - Place development
   - System development

Membership and Meetings

6. Three meetings were held via MS Teams, of which all were quorate.

7. The membership of the Committee comprises:
   - Non-Executive Director (Committee Chair)
   - Non-Executive Director or Chair of ICB
   - Director of Strategic Delivery and Partnerships
   - Voluntary Sector Representative
   - ICB NHS Trust/Foundation Trust Partner Member (currently vacant)

   - Two local authority attendees and as required up to three additional members with relevant experience in system working and system development.

8. The following officers of the ICB attended the Committee during the year: Place Director, Buckinghamshire, Place Director, Oxfordshire, Place Director, Berkshire West, Interim Chief Delivery Officer, Deputy Director of Strategy and Partnerships.

Duties within Terms of Reference

9. A forward plan, aligned to the Committee's business cycle, has been discussed and refined at each meeting.

10. *Place Development:* The Committee has received papers on the development of Place-based partnerships at each meeting, with a report on a shared learning project in December. A deep dive into the Buckinghamshire Place was received at the February meeting,

11. *System Development:* The Committee reviewed the System Development Plan and the draft Integrated Care Partnership Strategy. A discussion was held on the VCSE challenges and opportunities.

Review of Effectiveness

12. The Committee will carry out a comprehensive self-assessment of its processes and effectiveness. The results of this assessment will be discussed at the 08 August 2023 Committee meeting.

13. The committee has made a promising start over its first twelve months.

14. In the initial stages, consideration was given to the formulation of the terms of reference (TOR), specifically addressing the question of how we can best add value to the work of the ICB, building a better understanding of the BOB system and facilitating the development of strategic linkages and networks across it. To this end, a perspective was developed on both place and system with an ambition to explore both aspects in more detail through the committee agenda.

15. The first twelve months has seen the commencement of a rolling programme of place-focused 'deep dives' each presented by the respective Place Director and covering all aspects of place, but with a clear emphasis on outcomes and impact in terms of ICB priorities. These have been well led by the Place Directors and equally well received by the committee members.

16. The committee has also explored elements of the system, hearing detailed assessments of different organisations and sectors, including the voluntary and community sector (VCSE) and the Academic Health Service Network (AHSN). Again, these provided useful insight into what works – and in some cases what doesn't work - which has been fed back to the ICB. The committee has also undertaken deep dive exercises into both acute and community health provider collaboratives.

17. Of particular note was the work undertaken on providing commentary and challenge on the emerging Joint Forward Plan (JFP) which was considered by the committee in some detail and benefitted from the amount of time invested in it which would have been difficult for the main board.

18. One area of ongoing concern has been the consistency of attendance from partners. We raise this not as a criticism of individuals or organisations, but rather as a point of reflection as we head into our second year, particularly as a challenge to the committee to ensure that the agenda is sufficiently relevant and valuable to ensure that attendance is automatic. To this end, the committee will seek to 'refresh' the

invitation to partners in 23/24 with a view to ensuring that attendance is more comprehensive and consistent.

Conclusion

19. The Annual Report provides a summary of the Place and System Development 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 Place and System Development Committee has effectively discharged its responsibilities for 2022/23.

20. In summary, the committee has made a good start in its first year of operation, there is a clear focus on better understanding system optimalisation and creating better outcomes at place level in the coming year.

Looking Forward

21. The Committee will receive deep dives into the Oxfordshire and Berkshire West Places, and the mental health and acute provider collaboratives over the next few months. There will be a focus on VCSE at the October meeting.

22. The Joint Forward Plan will be brought for discussion and recommendations to Board on its ratification by the ICB.

23. The Chief Operating Officer of the Oxford Academic Health Sciences Network (AHSN) will present the AHSN annual review in April and he will attend every second meeting to update the Committee on progress on the collaboration across BOB.

Place and System Development Committee Meetings 1 July 2022 – 31 March 2023

Attendees	11 October 2022	13 December 2022	14 February 2023
Members			
Aidan Rave, Non-Executive Director, BOB ICB, Committee Chair	Y	Y	Y
Ansaf Azhar, Director of Public Health and Wellbeing Oxfordshire County Council	Y	Y	Y
William Butler, BOB VCSE Health Alliance Chair	Y	Y	Y
Amanda Lyons, Director of Strategy, BOB ICB	Y		
Gillian Quinton, Corporate Director (Adults and Health Directorate) Buckinghamshire County Council	Y	A	A
Regular Attendees			
Philippa Baker, Place Director, Buckinghamshire, BOB ICB	A	Y	Y
Robert Bowen, Deputy Director of Strategy, BOB ICB		Y	Y
Tracy Daszkiewicz, Director of Public Health for West Berkshire	Y	A	A
Katie Higginson, Chief Executive Community Impact Buckinghamshire	A	A	Y
Javed Khan OBE, Chair, BOB ICB	A	Y	Y
Daniel Leveson, Place Director, Oxfordshire, BOB ICB	Y	Y	Y
Matthew Tait, Interim Chief Delivery Officer, BOB ICB	A	Y	Y
Sarah Webster, Place Director, Berkshire West, BOB ICB	Y	Y	Y

Buckinghamshire, Oxfordshire and Berkshire West
Integrated Care Board

POPULATION HEALTH AND PATIENT EXPERIENCE COMMITTEE ANNUAL REPORT

Introduction
- As a formal sub-committee of the Board and in accordance with best practice, the Population Health and Patient Experience Committee present its Annual Report. The report covers the nine-month period from 1 July 2022 until 31 March 2023.

- This report was considered at the Population Health and Patient Experience Committee meeting on 27 June 2023 and is now 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
- The Terms of Reference of the Committee were agreed by the Board of the Buckinghamshire Oxfordshire and Berkshire West Integrated Care Board (BOB ICB) at its meeting on 01 July 2022. No revisions have been made this year.

- The purpose of the committee is to provide assurance to the Board on service quality and performance, Population Health Management (PHM), and patient and public involvement.

- The Committee's duty is to assure the board on:
  - Service quality (incorporating patients' safety, clinical effectiveness and patient experience) and service performance
  - Population Health Management (PHM)
  - Governance

Membership and Meetings
- Three meetings were held via MS Teams, of which all were quorate.
- The membership of the Committee comprises:
  - Non-Executive Director (Committee Chair)
  - Non-Executive Director
  - Chief Medical, Nursing and Delivery Officers
  - Director of Primary Care
  - Independent Clinical Advisor (secondary care)
  - ICS lead on Equalities
  - A Director of Public Health
  - A Healthwatch representative
- The following officers of the ICB attended the Committee during the year:
  - Director of Quality (interim)
  - Director of Safeguarding (interim)
  - Chief Clinical Information Officer
  - Deputy Director of Clinical Programmes (Long Term Conditions)
  - Clinical Director for Health Inequalities

Duties within Terms of Reference

- A forward plan, aligned to the Committee's business cycle, has been developed and will be expanded into the new financial year.

- *Service quality and service performance:* Standing items on the Committee's agendas include quality and performance reports, and updates on clinical programmes. The Committee received reports relating to quality assurance on safeguarding, maternity, mental health, medicines optimisation, respiratory, primary care, including pharmacy, optometry and dental services.

- *Population Health Management (PHM):* The Committee received reports on social prescribing and plans to address the variation across health inequalities and access to care.

- *Governance:* Committee members discussed the quality and performance risks, quality strategy and the quality aspects of the Integrated Care System Joint Forward Plan.

Review of Effectiveness

- The Committee will carry out a comprehensive self-assessment of its processes and effectiveness. The plans for this assessment will be discussed at the 27 June 2023 Committee meeting and the results presented no later than the October 2023 Committee.

Conclusion

- The Annual Report provides a summary of the Population Health and Patient Experience 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 Population Health and Patient Experience Committee has effectively discharged its responsibilities for 2022/23.

Looking Forward

- The Committee will undertake a deep dive into elective care and elective recovery programme with a focus on operational performance and the impact this will have on reducing health inequalities across the System. There will also be deep dives into cancer care, palliative care and end of life services, and children and young people.
- The Committee will seek assurance on the delivery of the quality aspects of the Joint Forward Plan.

Population Health and Patient Experience Committee Meetings 1 July 2022 – 31 March 2023

	29 November 2022	05 January 2023	28 February 2023
Members			
Daniel Alton, Chief Clinical Information Officer, BOB ICB	Y	A	A
Margaret Batty, Non-Executive Director, BOB ICB, Committee Chair	Y	Y	Y
Rachael Corser, Chief Nursing Officer, BOB ICB	Y	Y	Y
Rachael De Caux, Chief Medical Officer, BOB ICB	Y	Y	Y
Ross Fullerton, Interim Chief Digital & Information Officer, BOB ICB	A	A	A
Abid Irfan, Deputy CMO and Director of Primary Care, BOB ICB	A	A	A
Karl Marlowe, Medical Director Oxford Health NHS Foundation Trust	A	A	A
Zoe McIntosh, Chief Executive Healthwatch Buckinghamshire	Y	Y	Y
Raju Reddy, Clinical Lead for TVPC, BOB ICS / Consultant Paediatric Anaesthetist	Y	Y	Y
Rashmi Sawhney, Clinical Lead Inequalities, BOB ICB	Y	Y	Y
Sim Scavazza, NED and Acting Chair, BOB ICB	Y	Y	Y
Andrew Sharp, Healthwatch Buckinghamshire	Y		
Matthew Tait, Interim Chief Delivery Officer, BOB ICB	Y	Y	Y
Attendees			
Shairoz Claridge, Deputy Director of Clinical Programmes (LTCs), BOB ICB	Y	Y	Y
Sanjay Desai, Associate Director of Medicines Optimisation, BOB ICB	Y	Y	Y
Steve Goldensmith, Head of Prevention and Inequalities, BOB ICB	Y	Y	Y
Vanessa Lodge, Interim Director of Quality, BOB ICB		Y	Y

**Buckinghamshire,
Oxfordshire and Berkshire West**
Integrated Care Board

SYSTEM PRODUCTIVITY COMMITTEE ANNUAL REPORT

Introduction

1. As a formal sub-committee of the Board and in accordance with best practice, the System Productivity Committee present its Annual Report. The report covers the nine-month period from 1 July 2022 until 31 March 2023.

2. This report was considered at the System Productivity Committee meeting on 4 July 2023 and is now 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. The Terms of Reference of the Committee were agreed by the Board of the Buckinghamshire Oxfordshire and Berkshire West Integrated Care Board (BOB ICB) at its meeting on 01 July 2022. No revisions have been made this year.

4. The purpose of the Committee is to provide assurance to the Board in relation to the financial sustainability of the system and its partners, and the achievement of system financial and productivity goals.

5. The Committee's duty is to assure the board on:
    - Financial Planning and Oversight
    - Performance against the delivery of the ICB's Strategy and Operational Plan.
    - System Oversight Framework
    - Sustainability and Innovation, including digital and procurement.

Membership and Meetings

6. Six meetings were held in person at venues across Buckinghamshire, Oxfordshire and Berkshire West, with the option to join via MS Teams, of which all were quorate.

7. The membership of the Committee comprises:
    - Non-Executive Director (Committee Chair)
    - Non-Executive Director
    - Associate Non-Executive Director
    - Chief Finance Officer
    - Chief Information Officer
    - Independent expert (vacant)

In November the Committee asked Jason Dorset (Chief Finance Officer of Oxford University Hospitals Trust) to attend the Committee (as a non-voting attendee) on a regular basis to broaden our knowledge of Partner Trust finances, which he agreed to do.

Duties within Terms of Reference (ToR)

8. A forward plan, aligned to the Committee's business cycle, has been discussed and refined at each meeting.

9. *Financial Planning and Oversight:* At each meeting, the Committee receives the latest monthly finance oversight report. Reports have been discussed on the

Estates and Capital plan (presented by Chief Finance Officer (CFO) of Royal Berkshire Hospital). The 2023/24 Budget and Operational Plan was received at the March meeting (presented by ICB CFO and Interim Chief Delivery Officer respectively. The January meeting received reports on the financial aspects of Prescribing and Acute Contracts.

10. *Performance against the delivery of the ICB's Strategy and Operational Plan:* The Committee supported the creation of the ICS Efficiency Collaboration Group (IECG), received an update on progress to date, and this will become a standing item for the meetings. Productivity metrics were discussed at each meeting. The Committee received an update on the cost, performance, and development of the ICS' Continuing Healthcare plans in February.

11. *System Oversight Framework:* The Committee receives regular reports on the cost improvement plans for the ICS. In March the Committee discussed a paper on the formation of the ICS Efficiency Collaboration Group (IECG).

12. *Sustainability and Innovation, including digital and procurement:* The Committee has received papers on digital and ICP and system priorities, and the ICS Digital and Data strategy (presented by the ICB Interim Chief Information Officer). Virtual Wards were discussed at the February meeting.

Review of Effectiveness
13. The Committee has carried out a comprehensive self-assessment of its processes and effectiveness. The results of this assessment were discussed at the Committee meeting on 4 July 2023, and it was noted that more focus should be given to widening participation and recording the outcome of discussion.

14. The Committee will be re-evaluating both its terms of reference and membership and any resulting impact on its forward agenda following the wider Governance review covering the overall ICB committee structure which is on-going.

Conclusion
15. The Annual Report provides a summary of the System Productivity 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 System Productivity Committee has effectively discharged its responsibilities for 2022/23.

Looking Forward
16. The Committee's forward plan includes regular deep dives into the capital programme, updates on digital performance and priorities, updates from the ICS Efficiency Group and productivity metrics, and reviews of the terms of reference and committee objectives. The Committee will also receive updates on the 2023/24 budget and operational plan.

System Productivity Committee Meetings 1 July 2022 – 31 March 2023

Attendees	06 Sep 2022	01 Nov 2022	06 Dec 2022	06 Jan 2023	07 Feb 2023	07 Mar 2023
Members						
Saqhib Ali	Y	Y	Y	Y	Y	Y
Haider Husain	Y	Y	Y	Y	Y	A
Tim Nolan	Y	Y	Y	Y	Y	Y
Richard Eley	Y					
Jim Hayburn		Y	Y	Y	Y	Y
Ross Fullerton	Y	Y	Y	A	Y	Y
Matthew Tait		Y	A	Y	A	Y
Regular Attendees						
Rachael De Caux			Y	A	Y	A
Jason Dorsett, Chief Finance Officer, OUH		Y	A	Y	A	A
Ben Gattlin			Y	A	Y	A
Javed Khan OBE	Y	Y	Y	Y	A	Y
Steve McManus		A	A	A	Y	A
Jenny Simpson			Y	Y	Y	Y
Andrew Thomas	Y	Y				