

BOB ICB BOARD MEETING

Title	Establishment of BOB ICB Change Programme		
Paper Date:	8 September 2023	Board Meeting Date:	19 September 2023
Purpose:	Information	Agenda Item:	14
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Executive Summary

The context we are now operating in as an Integrated Care Board (ICB) makes it clear that we will require further changes to how the ICB operates as an organisation and how we work with our system partners. It is essential that we are absolutely clear about what the ICB needs to deliver in the next year, the next three years and the next five years, from a strategic and an operational point of view so that we can focus on what is important, provide the resources that are required, manage their delivery and lead the system change. This paper outlines the development of a Change Programme led by the Chief Executive Officer to develop and implement a revised operating model for the organisation.

Action Required

The board are asked to note the establishment of the Change Programme Board.

Conflict of Interest

Conflict noted: conflicted party can participate in discussion and decision

The functions led by ICB Executive members and participants at the Board will be affected by changes that might need to be made to deliver our functions effectively. In time there may also be change required by organisations led by our Board Partner members, as we agree where functions are best delivered to ensure a focus on delivering improvements for our residents. The paper outlines the development of a Change Programme to drive this work and not decision about future form so all members may participate in discussion.

Date/Name of Committee/ Meeting, Where Last Reviewed:

Change Programme Board in process of being established; first meeting 11 September.

Establishment of BOB ICB Change Programme

Context

1. The Buckinghamshire, Oxfordshire and Berkshire West ICB (BOB ICB) was established from (replacing the three predecessor CCGs) in July 2022, with the implementation of the Health and Care Act 2022. This was a major step in the development of ICSs, moving them onto a statutory footing with the establishment of ICBs and Integrated Care Partnerships (ICPs).
2. Over the last 15 months the ICP has developed and agreed an Integrated Care Strategy and the ICB, with our Trust partners has developed and agreed our first Joint Forward Plan. It is important that we now ensure that the ICB supports the focus of delivery of these plans so we can improve the health outcomes and equality of care for the population we serve, supporting the social and economic development of our communities, whilst enhancing productivity and providing value for money
3. As BOB ICB, we are the organisation with statutory accountability for the planning and management of NHS services and resource allocation for one of the largest and most complex systems in the country. We serve residents living across a varied geography, with some of the least and most deprived areas in the country and oversee more than 1,100 NHS organisations. As well as our Chair, Chief Executive, Executive and Non-Executive colleagues, membership of the Board includes partner members drawn from local authorities, NHS Trusts and general practice.
4. We are also required to ensure that the operational objectives set out by NHS England, and the national priorities set out in the NHS Long Term Plan, are delivered locally in the best possible way to meet the needs of our residents and address the current operational challenges faced by the NHS.
5. All of these activities will need to be achieved within the resources available. Productivity and efficiency improvements will therefore be required across the system to deliver both our current statutory responsibilities and the first year of our five-year system transformation plans in parallel.
6. There are also several other national programmes of work that are likely to impact on the future operation of BOB ICB and these include the implementation of the new NHS England Operating Framework, the delegation of specialised commissioning, the development of an updated NHS Oversight Framework and the implications of the independent review of ICSs conducted by the Rt Hon Patricia Hewitt
7. The running cost allowance for the ICB will be reduced by 20% for 2024/25 and a further 10% for 2025/26.

Establishment of Change Programme

8. The context summarised above make it clear that we will require further changes to how the ICB operates as an organisation and how we work with our system partners. It is essential that we are absolutely clear about what the ICB needs to deliver in the next year, the next three years and the next five years, from a strategic and an operational point of view so that we can focus on what is important, provide the resources that are required, manage their delivery and lead the system change.

9. The Chief Executive Officer (CEO) has had the opportunity to discuss the approach being taken by other ICBs in the Southeast (including the national lead). This has enabled us to learn from others who are further along this path as to the scale of change required and approaches that have been adopted.
10. In order to take this forward the CEO has established a Change Programme Board that he will Chair. The Senior Responsible Officer for the Programme will be the Chief Finance Officer. The Programme Board will oversee and track progress of the development of a new operating model for the organisation. The Change Programme will involve all parts of the organisation and will be closely aligned to our Organisational Development Programme. The Programme will need to be resourced and supported appropriately as this is a large and important piece of work.
11. The development of our operating model needs to recognise what our unique role in the system is and, given development of our Place arrangements and Provider collaboratives, where are functions best delivered. It will be a redesign process to ensure that we can deliver efficiently and effectively to ensure our residents receive the best possible support, treatment and care now and in the future in line with our financial responsibilities.
12. The first meeting of the Programme Board is due to take place on 11 September. The priority tasks are to develop the Programme and supporting engagement plans.

Next Steps

13. The Change Board will develop and agree its Programme Plan and the CEO will keep the Board updated as the detail and delivery of this plan are developed.
14. The Board are asked to note the establishment of the Change Programme Board led by the CEO.