



**North East and
North Cumbria**

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

**Minutes of the meeting held on Tuesday 16 January 2024, 10:30hrs in the
Joseph Swan Suite, Pemberton House, Colima Avenue, Sunderland**

Present: Sam 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)
Jacqueline Myers, Executive Chief of Strategy and Operations
Dr Neil O'Brien, Executive Medical Director (Vice Chair)
David Purdue, Executive Chief Nurse
Claire Riley, Executive Director of Corporate Governance,
Communications, and Involvement

In attendance: Rebecca Herron, Governance Manager (Committee Secretary)
Deb Cornell, Director of Corporate Governance and Board Secretary

EC/2023-24/288 Agenda Item 1 - Welcome and introductions

The Chair welcomed all those present to the meeting.

EC/2023-24/289 Agenda Item 2 - Apologies for absence

Apologies for absence were received from Annie Laverty, Executive Director of Improvement and Experience

EC/2023-24/290 Agenda Item 3 - Declarations of interest

The Executive Medical Director declared a conflict in relation to item 8.2 – Protected Learning Time Proposal for General Practice, due to being a GP Partner at Cestria Health Centre, Chester-Le-Street.

The Chair noted the declaration and clarified that the Executive Medical Director would abstain from any decision making relating to this item.

**EC/2023-24/291 Agenda Item 4 - Minutes of the previous meeting held on 12
December 2023**

RESOLVED:

The Executive Committee AGREED that the minutes of the meeting held on 12 December 2023, were a true and accurate record.

EC/2023-24/292 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 within one week.

EC/2023-24/293 Agenda Item 6 - Notification of urgent items of any other business

No items of any urgent business had been received.

EC/2023-24/294 Agenda Item 7.1 - Executive Area Directors Update Report January 2024 (North and North Cumbria)

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

The Committee was asked to particularly note from the report:

- Gateshead
 - A new Practice Manager Programme has been implemented to provide peer support, practical PM role advice/guidance and management skill development.
 - A detailed piece of work around Children & Young People's Mental Health Pathways has been undertaken with system partners to explore the current challenges leading to a 30% increase in referrals to the service as well as the opportunities available to join up the system and remove silo working.
 - There is an alignment of work with the SEND Strategic Board. Discussions have taken place to consider the development of the Directors of Children's Services in line with the Association of Directors of Adult Social Services.

RESOLVED:

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

EC/2023-24/295 Agenda Item 7.1 - Executive Area Directors Update Report January 2024 (Tees Valley & Central)

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

The Committee was asked to particularly note from the report:

- County Durham
 - The incumbent Special Allocation Scheme provider, Spectrum, has given notice on their APMS (alternative provider medical services) contract.
 - Dr Claire Fuller, Medical Director for Primary Care – NHS England accepted an invitation to attend a workshop event hosted by South Durham Health GP Federation in November 2023.
 - From 1 November 2023 the Same Day Urgent Care service at the University Hospital of North Durham is now co-located with Same Day Emergency Care within the Emergency Department.
- South Tyneside
 - Marsden and Wawn Street Practices will formally merge as of 1 April 2024.
- Sunderland
 - Following the Executive Committee approval of the Transition from Hospital business case in October 2023, improvements are being seen in the discharge process and flow from the hospital into the community.
 - A boundary change has been approved for a practice (Park Lane) in Sunderland which increases the boundary to include wards which will enable the registration of students and those in new housing developments, whilst also amending the boundary to remove areas that are more distant to the practice – patients in those areas will be retained on the practice list.
- Tees Valley
 - Ambulance Handover Delays remain an area of concern for the South Integrated Care Partnership and the Tees Valley Local Accident & Emergency Delivery Board, with James Cook University Hospital reporting sustained high levels of delays and remain an outlier across our NENC region. A Rapid Process Improvement Workshop is in development between South Tees Hospital Foundation Trust and North East Ambulance Service (NEAS) with the aim of working through and improving processes, ICB Delivery Team representatives are supporting this.
 - The legal challenge around the Integrated Urgent Care has been resolved.
 - Work has commenced on site and clear plans are in place to support the construction of the new Urgent Treatment Centre facility at the James Cook University Hospital site whilst the Emergency Department remains operational.

RESOLVED:

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

EC/2023-24/296 Agenda Item 8.1 – Primary Care Dental Access Recovery

The Executive Area Director (Tees Valley & Central) presented the report which provided the Committee with an update on the work being undertaken by the Task and Finish Group in relation to the Primary Care Dental Access Recovery Plan.

The Executive Area Director (Tees Valley & Central) confirmed this paper has been circulated to members via email following the Committee meeting on 12 December 2023. The paper has been supported by members and the Committee is asked to formally ratify the decision reached by via email.

It was noted the Health Service Journal has published an article stating, 'A dozen integrated care boards are refusing to pay for extra activity to tackle the crisis in NHS dentistry'. The Chair reflected that all ICB's take their own decisions, there are some ICB's who have decided not to fund the 10% additional activity will be delivering a break even plan, the ICB will be funding 10% additional activity and will be delivering a deficit plan, this is an example of local decision making.

The Chair noted that with the additional funding in North Cumbria, Eden Valley is receiving the largest increase in Units of Dental Activity however, Eden Valley are one of the least deprived areas. The Chair queried if the additional activity was being placed appropriately. The Executive Area Director (Tees Valley & Central) confirmed the additional activity is targeted in areas considered the most in need where possible. There is a novel approach in North Cumbria with current and out of hours providers.

The Executive Area Director (North & North Cumbria) informed the Committee that the Senior Primary Care Manager is providing regular update papers to the Place Sub-Committees providing a description of what is being delivered.

The Executive Director of Corporate Governance, Communications, and Involvement suggested it would be useful to have clarity on the "Do Not Attend" rates prior to this item being presented at the Board meeting on 30 January 2024.

The Executive Chief of Strategy and Operations enquired on the sign posting of people most in need to the capacity available. The Executive Area Director (Tees Valley & Central) confirmed this was taking place where possible however, there are challenges around the national website.

The Chair suggested more innovated models may need to be developed.

ACTION:

The Chair to link with the Executive Area Director (Tees Valley & Central) to discuss dental delivery.

RESOLVED:

- 1) The Committee **APPROVED** the principle of paying for over-performance of Units of Dental Activity (UDA) up to the 102% threshold set out in in the Primary Dental Services Statement of Financial Entitlements (SFEs) from this financial year (2023-24) as outlined within the report.
- 2) The Committee **APPROVED** the indicative allocation of up to £1.3m to fund for 2023-24 only, overperformance up to 10% of contracted UDA activity subject to practices submitting a plan on how the additional funding/activity will be used to improve access for patients/address inequalities and an assessment of their ability to deliver the plan based on previously years performance and in year delivery capacity.

EC/2023-24/297

Agenda Item 8.2 – Protected Learning Time Proposal for General Practice

The Executive Area Director (Tees Valley & Central) presented the report which provided the Committee with the proposed arrangements for Protected Learning Time (PLT) for General Practice across the ICB.

It was acknowledged there is wide variation of PLT approaches. A review has taken place in an attempt to standardise PLT across the ICB. It was noted there are future opportunities to release efficiencies around backfill but not at present.

The Executive Medical Director noted the principles are clear.

The Committee supported the recommendations as outlined within the report.

The Chair enquired as to the timescale for implementation. The Executive Area Director (Tees Valley & Central) confirmed this would be from April 2024 and that the proposal has been socialised with Directors of Place prior to submission to the Committee.

The Executive Medical Director noted the paragraph which describes the inequity across Pharmacy, Optometry and Dentistry (POD). The Executive Area Director (Tees Valley & Central) assured the Committee that Pharmacy, Optometry and Dentistry are included within the next steps.

The Chair enquired where the budget for PLT is currently delegated and where it will be assigned moving forward. The Executive Area Director (North & North Cumbria) confirmed the current PLT budgets are with Places and there will need to be further clarification of where this budget will be allocated going forward.

ACTION:

The Executive Area Directors to confirm where the PLT budget will be allocated going forward

RESOLVED:

- 1) The Committee NOTED the contents of this report
- 2) The Committee APPROVED the principles outlined in section 3.3 of this report
- 3) The Committee APPROVED the schedule of PLT outlined in Appendix 4, acknowledging there may need to be some flexibility regarding the schedule depending on venue availability
- 4) The Committee APPROVED the development and implementation of an ICB PLT Steering Group to oversee PLT across the ICB and make recommendations on the management and administration of PLT
- 5) The Committee APPROVED the protection of the existing PLT budget into a ringfenced, recurrent budget for PLT purposes only
- 6) The Committee APPROVED the distribution of the ringfenced budget as outlined in section 4 of this report
- 7) The Committee SUPPORTED a review of how Podiatry, Optometry, and Dentistry contractors could be considered for inclusion in future PLT arrangements,

EC/2023-24/298 Agenda Item 9.1 - NENC ICB and ICS Finance Report Month 8

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 30 November 2023.

The ICS overall position will improve from a deficit of £49m in month 8 to £34.6m in month 9. The Committee were informed the Executive Director of Finance is awaiting NHSE to confirm if they will require any further improvement.

At month 9 we have been asked to confirm as a system the possibility of absorbing month 9 and 10 as a result of the pressures due to industrial action. All Foundation Trusts have confirmed they can absorb the pressures.

Net unmitigated financial risk across the ICS is now estimated at £10m, this does not include the potential impact of further industrial action, backdated energy VAT and Health Care Assistant re-bandings.

ICB running costs:

- £6m has been allocated to the redundancy schemes from ICB running costs. Around half of this allocation has been utilised within the voluntary redundancy scheme.

ICB revenue:

- The ICB forecast surplus for the year continues to be £32.4m in line with plan.

It is likely that further slippage will be identified between months 9 to 12. The Executive Director for Finance suggested preparing a list of proposed contingency plans we would choose to deliver. The plans will need to be prioritised and non-recurrent.

ICS Capital:

- The ICS is currently overspending on Capital by 5%, this includes the impact of IFRS16 (lease accounting) which was previously managed centrally by NHS England.
- Work continues with the Provider Collaborative to manage the overall capital position by the end of the year.

The Chair enquired on the impact of being faced with a deficit plan on capital for the year ahead. The Executive Director of Finance confirmed the capital monies is spilt, there is £4m for delivering the financial plan and £8m for delivering the performance plan. The Executive Chief of Strategy and Operations noted to being off plan slightly; however, assurance was provided to being one of the best performing ICS's.

The Executive Director of Corporate Governance, Communications, and Involvement noted in terms of longer term investment, lodging monies with partners can create expectations. The Executive Director of Corporate Governance, Communications, and Involvement requested that the Director of Policy, Involvement & Stakeholder Affairs is involved when considering any further investment into the Voluntary, Community & Social Enterprise (VCSE) Sector.

Following further discussions, the Committee agreed the Executive Director of Finance and Executive Chief of Strategy and Operations will develop the process and criteria for the contingency plans and bring back to the Committee in February 2024.

The Chair noted that Pharmacy, Optometry, and Dentistry will also need to be considered.

The Chair requested the ICB efficiency plan update to be included within the finance report going forward.

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 Chief of Strategy and Operations to develop a process and criteria for collating the proposed contingency plans**
- 2) **The Committee Secretary to schedule the contingency process and criteria on the February 2024 agenda.**
- 3) **The Executive Director of Finance to include the ICB Efficiency Plan update within the finance report going forward.**

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/2023-24/299

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:

- **Care Quality Commission (CQC)**
 - Newcastle Hospitals Foundation Trust (NUTH) has had their CQC ratings suspended on their website.
- **Segmentation**
 - NUTH and County Durham and Darlington Foundation Trust have been moved from Segment 2 to Segment 3 with identified needs for mandated support.
- **Electives**
 - Following a review of elective and cancer performance NUTH will remain in Tier 1 for Elective and has been escalated to Tier 1 for Cancer.
 - Due to ongoing pressure in relation to 65+ and 78+ week waits the South Tees Foundation Trust has been escalated to Tier 2 for elective care.
- **The trends in waiting times have been included within the report for the first time**
- **Following the NHSE Statement on Health Inequalities the ICB are currently working to coordinate a system level response which will be set out in the February version of this report.**

- Serious Incidents are no longer being reported, this has moved to reporting within the Patient Safety Incident Response Framework.
- Approximately four hundred patients have requested a transfer under Patient Initiated Choice.

The Executive Director of Finance enquired as to the elective activity numbers for the final quarter. The Executive Chief of Strategy and Operations confirmed the impact of the 6 day industrial action is not currently included within the data.

The Chair enquired if there a forecast once the plan is reached. The Executive Chief of Strategy and Operations assured the Committee the Foundations Trusts are confident they can recover their position.

The Chair highlighted patients not meeting the criteria to reside (CtR) is at 7.8% and considering our system performance improvements should be more noticeable. The Chair will raise this at the Chief Executives meeting on Friday 19 January.

The Executive Chief Nurse and People Officer informed the Committee the CQC report for Newcastle Hospitals Foundation Trust has a planned publication date of the 24 January 2024.

ACTION:

The Chair to raise the patients not meeting the criteria to reside (CtR) performance at the Chief Executives meeting on Friday 19 January.

RESOLVED:

The Committee RECEIVED the report for information and assurance.

EC/2023-24/300 Agenda Item 11 - Commissioning

No update for this item.

EC/2023-24/301 Agenda Item 12.1 – Emergency Preparedness Resilience Response Self-Assessment

The Executive Chief of Strategy and Operations introduced the report which provided the Committee with the overview of the North East and North Cumbria Integrated Care Board's self-assessment against the NHS England Emergency Preparedness Resilience Response (EPRR) core standards for 2023-24.

The ICB has undertaken a self-assessment against the 2023-24 NHS England EPRR Core Standards. The ICB was self-assessed as being non-compliant with an overall score of 49%. The areas of improvement are outlined within the report.

The ICB EPRR Team have managed to quickly action a number of recommendations and gather evidence for several previously non or partially compliant standards in the Governance, Command and Control and Response domains. The ICB held a successful EPRR table-top exercise with multi-agency partners in December 2023 which helped attain several standards that would increase our current self-assessment rating to 70%.

The Executive Chief of Strategy and Operations assured the Committee we have a functional system in place and will be in a stronger position in the coming year.

The Chair raised a question around the aims for the year ahead and suggested the EPRR should be built into our internal audit plan. The Executive Chief of Strategy and Operations confirmed the target is 86% compliance rate and confirmed an internal audit had been conducted a month ago.

The Executive Director of Corporate Governance, Communications, and Involvement requested the business continuity risk which is included in the risk register be reviewed and updated accordingly.

The Chair requested an EPRR update to be brought to the Committee in April 2024.

ACTION:

- 1) **The Executive Chief of Strategy and Operations to link with the Director of Corporate Governance to review and update the risk register regarding business continuity**
- 2) **The Committee Secretary to schedule an update for EPRR to the Committee in April 2024**

RESOLVED:

- 1) **The Committee APPROVED the NENC ICB EPRR Core Standards self-assessment as validated by the Local Health Resilience Partnership (LHRP) and Regional Health Resilience Partnership (RHRP)**
- 2) **The Committee NOTED that a workplan is in place, overseen by the ICB EPRR Steering Group, to ensure rapid progress in enhancing EPRR Core Standards during 2024**

EC/2023-24/302 Agenda Item 13.1 – Risk Management Report (incl Risk Register)

The Executive Director of Corporate Governance, Communications, and Involvement introduced the report which provided the Committee with an updated position on the risks facing the organisation for the reporting period of 23 November to 28 December 2023.

Four risks aligned to the Committee are currently overdue for review. The Executive Director of Corporate Governance, Communications, and Involvement informed the Committee risk NENC/0044 - Lack of clarity on the support functions to POD post transfer to the ICB, is currently being revised to reflect the completion of the POD transfer and will be completed by the end of this week.

The Executive Director of Corporate Governance, Communications, and Involvement noted the NENC/0008 - Risk of cyber-attack requires a further update considering the HSJ report.

The Director of Corporate Governance is collaborating with the Director of Quality in relation to the forthcoming CQC self-assessment and a working group is to be established to undertake a mapping exercise as to the current state and the current gaps.

The Executive Chief Digital and Information officer informed the committee risk NENC/0048 - GP Practices losing connection to Great North Care Record following migration to the TPP SystemOne clinical system, should have been separated, this may be a timing issue.

The Director of Corporate Governance informed the Committee, the risk appetite has been approved by the Board, and work is ongoing to review all risks with the relevant owners to ensure they are scored in line with the agreed appetite level.

The Chair highlighted gaps in the risk register and requested all risk owners to populate all gaps within the risk register prior to 23 January 2024.

ACTION:

- 1) **The Committee members to ensure all gaps within the risk register are fully populated prior to publication within the Board meeting papers**
- 2) **The Director of Corporate Governance to link with the Chair to share the updated risk log prior to publication within the Board meeting papers**

RESOLVED:

The Committee RECEIVED the report for assurance

EC/2023-24/303

Agenda Item 13.2 – Board Assurance Framework (BAF)

The Executive Director of Corporate Governance, Communications, and Involvement introduced the report which provided the Committee with an update of the Board Assurance Framework as of 28 December 2023.

The monitoring and scrutiny of the BAF has been strengthened to ensure each Committee with responsibility for risks as identified in appendix 1

receives the BAF as a minimum on a quarterly basis. The Committee were assured the Quality and Safety Committee and Audit Committee review the BAF at the latest meetings. There have been no major changes however, it was identified that the BAF should be presented to the Finance, Performance and Investment Committee and will be incorporated into the cycle of business.

All changes have been highlighted in red in the appendix for ease of reference.

The Committee is asked to satisfy itself the BAF reflects the principal risks to the ICB's objectives and their current mitigations.

RESOLVED:

The Committee RECEIVED the report for assurance.

EC/2023-24/304

Agenda Item 14.1.1 – Contracts Group Highlight Report

The Executive Chief of Strategy and Operations highlighted to the Committee that NECS have identified ICB 2.0 they will need to reallocate some staffing resource, before April 2024, to deliver other customer contracts and protect roles. The Executive Chief of Strategy and Operations will address this issue with NECS colleagues directly.

The Chair noted the slippage in the proposed efficiencies plan which is an allocated action for the contacts group. The Executive Chief of Strategy and Operations noted the difference between what the contracting group can do by following the process and what requires a commissioning intention.

The Chair requested the Executive Director of Finance, Executive Chief of Strategy and Operations, and the Executive Area Director (North & North Cumbria) to agree a process and principles to review what can be concluded with an update to be provided at the Efficiency Group meeting this week.

Noted for information and assurance.

ACTION:

- 1) The Executive Chief of Strategy and Operations to discuss with NECS colleagues the need to reallocate staffing resource due to ICB 2.0.**
- 2) The Executive Director of Finance, Executive Chief of Strategy and Operations, and the Executive Area Director (North & North Cumbria) to agree a process and principles to review what can be concluded with an update to be provided at the Efficiency Group meeting this week.**

RESOLVED:

The Committee RECEIVED the report for assurance.

EC/2023-24/305 Agenda Item 14.1.2 – All Ages Continuing Care Strategic Transformation Group Highlight Report

The Executive Chief Nurse highlighted to the Committee work is progressing as planned and is ahead in terms of fee setting.

Noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the report for assurance.

EC/2023-24/306 Agenda Item 14.1.3 - Women's Health Steering Group Highlight Report

The Executive Director of Corporate Governance, Communications, and Involvement highlighted to the Committee an implementation plan is being developed and will be presented to Board later this year. Women's hubs national funding has been ringfenced and is progressing well.

The Executive Director of Corporate Governance, Communications, and Involvement thanked the Director of Transformation (System) and the team members for the support provided with this piece of work.

It was noted the team are speaking at a national conference tomorrow on the ICB's progress on Women's Health.

Noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the report for assurance.

EC/2023-24/307 Agenda Item 14.2.1 – Place Sub-committee Minutes

County Durham - noted for information and assurance only.
South Tyneside - noted for information and assurance only.
Sunderland - noted for information and assurance only.
Darlington - noted for information and assurance only.
South Tees - noted for information and assurance only.
Gateshead - noted for information and assurance only.
Newcastle - noted for information and assurance only.

RESOLVED:

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

EC/2023-24/308 Agenda Item 14.2.2 – Primary Care Strategy and Delivery Sub-Committee (PCSDSC) Minutes

The Executive Area Director (Tees Valley & Central) informed the Committee the team who have TUPE'd across from NHSE are struggling as the teams are too small. There is also a concern around Pharmacy closures at present.

The Executive Director of Corporate Governance, Communications, and Involvement noted the receipt of MP enquires with concerns around the Pharmacy closures. The Chair enquired to the escalation process to the ICB risk register, the Executive Director of Corporate Governance, Communications, and Involvement and the Executive Area Director (Tees Valley & Central) agreed to the inclusion of this new risk on the ICB risk register.

Noted for information and assurance only.

ACTION:

The Executive Area Director (Tees Valley & Central) to link with the Director of Corporate Governance to include a risk around Pharmacy Closures on the risk register.

RESOLVED:

The Committee RECEIVED the Primary Care Strategy and Delivery Sub-Committee Minutes for assurance.

EC/2023-24/309 Agenda Item 14.2.3 – Medicines Sub-Committee Minutes

Noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the Medicines Sub-Committee Minutes for assurance.

EC/2023-24/310 Agenda Item 15.1 – Armed Forces Reserves and Cadets Policy

The Executive Area Director (Tees Valley & Central) introduced the report which provided the Committee with the updated Armed Forces, Reserves & Cadets Policy.

The amendment has been made following advice from the Ministry of Defence and the NHSE Armed Forces Assurance Framework.

The policy has been reviewed and agreed by the ICB's Partnership Forum on 13 December 2023.

RESOLVED:

The Executive Committee APPROVED the Armed Forces Reserves and Cadets Policy

EC/2023-24/311 Agenda Item 16.1 – Any Other Business

There were no items of any other business for consideration.

EC/2023-24/312 Agenda Item 16.2 - New Risks to add to the Risk Register

There were no new risks identified.

EC/2023-24/313 Agenda Item 17 - CLOSE

The meeting was closed at 12:05hrs.

Date and Time of Next Meeting

Tuesday 13 February 2024 10:30am.

A handwritten signature in black ink, appearing to read 'J. Allen', is positioned above the 'Signed' label.

Signed

Date

13 February 2024