

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

**Minutes of the meeting held on Tuesday 13 February 2024, 10:30hrs in the
Joseph Swan Suite, Pemberton House, Colima Avenue, Sunderland**

Present: Sam Allen, Chief Executive (Chair)
Siobhan Brown, Director of Transformation (System) deputy for Jacqueline Myers, Executive Chief of Strategy and Operations
Levi Buckley, Executive Area Director (North & North Cumbria)
Graham Evans, Executive Chief Digital, and Information Officer
Richard Henderson, Director of Finance (Corporate) deputy for David Chandler, Executive Director of Finance
Dr Neil O'Brien, Executive Medical Director (Vice Chair)
David Purdue, Executive Chief Nurse, and People Officer
Claire Riley, Executive Director of Corporate Governance, Communications, and Involvement
Martin Short, Director of Place (Darlington) deputy for David Gallagher, Executive Area Director (Tees Valley & Central)

In attendance: Rebecca Herron, Governance Manager (Committee Secretary)
Deb Cornell, Director of Corporate Governance and Board Secretary
Sir Liam Donaldson, Chair
Tony Sharp, Director of Planning and Business Development, Sussex Partnership Foundation Trust
Tony Baldasera, System Coordination Director (North East and North Cumbria & Humber and North Yorkshire), NHS England - North East & Yorkshire Region

EC/2023-24/314 Agenda Item 1 - Welcome and introductions

The Chair welcomed all those present to the meeting.

EC/2023-24/315 Agenda Item 2 - Apologies for absence

Apologies for absence were received from Dave Gallagher, Executive Area Director (Tees Valley & Central); Jacqueline Myers, Executive Chief of Strategy and Operations; David Chandler, Executive Director of Finance

EC/2023-24/316 Agenda Item 3 - Declarations of interest

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

EC/2023-24/317 Agenda Item 4 - Minutes of the previous meeting held on 16 January 2024

RESOLVED:

The Executive Committee AGREED that the minutes of the meeting held on 16 January 2024, were a true and accurate record.

EC/2023-24/318 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/2023-24/319 Agenda Item 6 - Notification of urgent items of any other business

The Executive Area Director (North & North Cumbria) requested an item on Ambulance Handovers be included under any other business.

The Executive Chief Nurse and People Officer requested an item on Cumbria, Northumberland, Tyne and Wear (CNTW) Foundation Trust and the Health and Safety Executive (HSE) be included under any other business.

No further items of any urgent business had been received.

EC/2023-24/320 Agenda Item 7.1 - Executive Area Directors Update Report February 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 notification from the Department of Education has been received regarding the date of the next Special Educational Needs and Disabilities (SEND) inspection. The SEND inspection action plan is currently on track.
- Newcastle
 - Work to develop the processes and agree on approaches to support children and young people in special schools with medical conditions is progressing very well, with good engagement from all partners. The Executive Chief Nurse and

People Officer informed the Committee this piece of work initiated from headteachers of the special school requesting a change in the process. A new model with pharmacy input has been agreed. A headmaster is taking the model nationally as good practice.

- North Tyneside
 - There is good collaboration around the Council Motion into Urgent & Emergency Care between Northumbria Healthcare Foundation Trust, the Local Authority and the ICB. The ICB Communications Team are now linked in to the 'emergency care' and 'urgent treatment' communications campaign.
- North Cumbria
 - There continues to be significant system pressures resulting in lengthy delays in Emergency Departments (EDs) with ambulances queuing regularly. System partners continue to work through the causes using data. There is a date planned for a health summit led by the Local Authority to consider the impact on discharges and community infrastructure.
 - There is a safeguarding issue around advice which is being managed locally.
 - Short term Funding has been agreed to support the improvement of the Autism assessment pathway, working with North Cumbria Integrated Care (NCIC) Foundation Trust to recruit staff into key roles to ensure patients and families are 'waiting well' and are given an appointment as soon as is possible. There is innovative work taking place looking at the Portsmouth Neurodevelopmental Screening Model as a pilot for North Cumbria.

The Chair noted the issues around choice for Ophthalmology providers. The Chair proposed a piece of market management work be commenced. The Executive Area Director (North & North Cumbria) confirmed a streamlined approach to responding to queries is being developed.

ACTION:

The Executive Area Director (North and North Cumbria) to link with the Executive Area Director (Tees Valley & Central) to consider a market management approach to Ophthalmology providers.

RESOLVED:

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

EC/2023-24/321 Agenda Item 7.1 - Executive Area Directors Update Report February 2024 (Tees Valley & Central)

The Director of Place (Darlington) provided a summary of the items outlined in the report.

The Committee was asked to particularly note from the report:

- County Durham
 - Kooth is an online mental wellbeing community which provides free, safe, and anonymous support and counselling for children and young people aged 11 to 18. NHS England Specialist Provider Collaborative will no longer commission the service from 31 March 2024. Work is progressing within Durham and Tees Valley to identify if a digital offer can be maintained. The Executive Chief Digital and Information Officer suggested the input of the digital team would be beneficial.
 - On 11 January 2024 colleagues gathered to discuss the Whorlton Hall Safeguarding Adults Review (SAR), the process that was undertaken and local progress.
- South Tyneside
 - Autism health checks are now available across South Tyneside, and initial response has been positive. This has led to the development of a new Emergency Department (ED) passport developed by Autistic Adults.
- Tees Valley
 - Work is ongoing to ensure full diagnostic spirometry provision across Tees via a primary care led model. This currently leaves a gap in provision across the locality with no alternative. An NHSE guidance document has been developed which suggests that where there is a gap in spirometry provision, GPs should refer patients to local Community Diagnostic Centres (CDCs). This is a risk to Tees due to the local CDC not being set up to accept spirometry referrals. This has been flagged to local Directors and to the regional Respiratory Network.
 - NHSE as part of Elective Recovery are looking for areas to be part of a small proof of concept pilot to look at primary care validation of waiting lists to support waiting list pressures. Tees Valley have been accepted to take part in the pilots.
 - Darlington held a workshop on 14th December 2023 to finalise the local priorities for improving health and wellbeing and to refresh the health and wellbeing strategy.

The Executive Area Director (North & North Cumbria) noted the spirometry position in Tees Valley is reassuring and Spirometry provision has been fed into the planning process for 2024/25.

The Chair noted as the ICB moves to six delivery teams the Executive Area Director (North & North Cumbria) will need to consider how this report will be presented moving forward.

The Committee discussed thoughts and reflections on the development of the Area Directors Report during the past year and how it may need to develop further. It was noted that:

- It was helpful to see the summary of what is happening operationally at place.
- From a communications and engagement point of view there is useful information within the report which can be joined together.
- Seeing this level of granularity provokes thoughts on what is scalable. Are there people within the organisation scanning all our documents and identifying scalable or innovation opportunities.
- Linking with Health Innovation North East and North Cumbria to identify future opportunities will be beneficial
- There is an opportunity to develop thematics from a local level and identify scalable and innovative opportunities.

The Executive Area Director (North & North Cumbria) informed the Committee a session is planned with the Directors of Place to consider the reporting format.

The Executive Director of Corporate Governance, Communications, and Involvement confirmed a paper aligning the principles of innovation is to be submitted to the Committee.

RESOLVED:

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

EC/2023-24/322 Agenda Item 8 – ICB Delivery

No update for this item.

EC/2023-24/323 Agenda Item 9.1 - NENC ICB and ICS Finance Report Month 9

The Director of Finance (Corporate) 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 December 2023.

The ICS overall year to date deficit is £33.7m. The forecast ICS position reported at month 9 is a deficit of £35m which reflects the revised plan approved by the Board in November 2023.

Net unmitigated financial risk across the ICS is now estimated at £8.7m, this does not include the potential impact of further industrial action, delivery of efficiency schemes, or achievement of elective recovery funding.

ICB running costs:

- The ICB forecast underspend for the year is £1.5m.
- £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. Prescribing growth has slowed slightly over the last four months.

ICS Capital:

- The Pressure relating to an allowable 5% 'over-programming' in excess of the ICS Capital Departmental Expenditure Limit (CDEL) allocation has now been resolved with forecasts now in line with the confirmed CDEL allocation excluding IFRS16.

It was noted that the overall level of risk has significantly reduced.

The Director of Finance (Corporate) provided the Committee with the Proposed Budget Delegation.

With the implementation of ICB 2.0 it is appropriate to review this and agree a clear position on budget delegation and expected budget holders.

Appendix two and three of the report set out the proposed budget delegation arrangements for 2024/25, showing where budgets are expected to be delegated to and proposed budget reporting arrangements.

The Committee are asked to consider and agree the proposed budget delegation approach for 2024/25.

The Chair noted the proposals would need Board approval. There is further work to do to ensure the governance is robust to support the budget delegations. The Chair suggested a phased approach to the proposals and clarity be sought on the accountabilities for Place Subcommittees.

The Executive Area Director (North & North Cumbria) noted there are inconsistencies between appendix two and three.

The Director of Place (Darlington) noted there is ambiguity between managing a budget and managing a contract and it will be difficult to manage Patient Transport Services in isolation.

The Executive Director of Corporate Governance, Communications, and Involvement proposed an urgent task and finish group be set up with the Executive Area Directors, Executive Chief of Strategy and Operations, Director of Finance (Corporate) and Governance representative. The Executive Director of Corporate Governance, Communications, and Involvement requested to see the Corporate Services Budget and where that links to place.

The Director of Finance (Corporate) agreed this would need to be a phased approach. It was noted by April 2024 it would be beneficial to establish broad agreement of which budgets are allocated to which Executive Director. The Place Subcommittees will need appropriate governance and suitable terms of reference in place before further budgets can be delegated.

The ICB Chair noted the potential risk of triggering a replication of the Clinical Commissioning Groups oversight decision making mechanisms.

The Chair requested phase one to be developed prior to the beginning of April 2024 to ensure good budget delegation is in place. This will be an extension of the ICB 2.0 work.

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

ACTION:

- 1) **The Director of Finance to link with the Board Secretary to add the proposed budget delegations to the Private Board agenda for March 2024.**
- 2) **The Director of Finance (Corporate) to establish an urgent task and finish group to identify the governance requirements and developed a phased approach.**

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.**

The Director of Transformation (System) 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)
 - The CQC Ionising Radiation (Medical Exposure) Regulations inspection, (IR(ME)R) took place at NCIC 23 September 23. The report was issued 18 October 23.
 - A Mental Health Act Monitoring visit for Grange Ward took place 23 November.
- Category 2 Mean Ambulance Response Times
 - Response times deteriorated in December 2023 to 00:42:29 compared to 00:34:51 in November 2023
 - January figures are reporting at a 00:35:23 mean ambulance response time
 - The North East Ambulance Service forecast for average outturn is now 00:34:36, this is an improvement of 12 minutes from this time last year.
- Electives
 - Newcastle upon Tyne Hospitals (NUTH) Foundation Trust will remain in Tier 1 escalation for elective care and cancer.
 - Due to ongoing pressure in relation to 65+ and 78+ week waits the South Tees Foundation Trust remains in Tier 2 for elective care.
- The tooth extraction rate for children age <10 continues to increase across NENC as does the elective waiting list for children awaiting tooth extraction.
- Following a significant increase in the number of GP appointments in October 2023 to 1.9m, November saw a decrease across NENC to 1.75m which is slightly below the monthly plan.
- There are several risks around Mental Health for Adults, Children, Talking Therapies, Out of Area Placements and Learning Disabilities and Autism Inpatient Care.

A national letter was received by the ICB on 25 January 2024 regarding the end of year positions on a particular range of metrics. The areas of focus are the 65+ and 78+ week waits, the 62 days Cancer standard and the 76% Accident & Emergency waiting times. For the ICB the impact of the long waits is 6 patients at 104 weeks, 376 patients at 78 weeks and over 2000 at 65 weeks. The Committee were assured there is a six week delivery plan in place.

The Executive Chief Nurse and People Officer noted the 17 Never Events and informed the Committee 11 events were at NUTH. The Executive Chief Nurse and People Officer assured the Committee the ICB are working with NUTH to understand the learning and are now challenging providers.

The Chair enquired if the Quality and Safety Committee are conducting a review of the never events. The Executive Chief Nurse and People Officer confirmed a review is taking place.

The Executive Chief Digital and Information Officer referenced a scan for safety tool to identify for nasogastric tube displacement which may be beneficial. The Executive Chief Nurse and People Officer and the Executive Chief Digital and Information Officer agreed to assess if the scan for safety tool may be a useful option.

The Executive Medical Director informed the Committee the first Clinical Effectiveness Subcommittee will take place within the next 3-4 weeks which will enable a more detailed look at mortality and provide the assurance to the Quality and Safety Committee.

The Chair noted it would be beneficial to understand at place level where the highest areas of tooth decay in children <10 year olds in our ICB.

ACTION:

- 1) **The Executive Chief Nurse and People Officer and the Executive Chief Digital and Information Officer to assess the scan for safety tool.**
- 2) **The Director of Transformation (System) to provide a breakdown the highest areas of tooth decay in children <10 year olds by place.**

RESOLVED:

The Committee RECEIVED the report for information and assurance.

EC/2023-24/325 Agenda Item 11 - Commissioning

No update for this item.

EC/2023-24/326 Agenda Item 12 – Strategy and Partnerships

No update for this item.

EC/2023-24/327 Agenda Item 13.1 – Risk Management Report

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 28 December 2023 to 25 January 2024.

This report is month one of a three month cycle regarding risk management:

- Month 1 – Exec risk register (risks that are aligned to Executive as a Committee).
- Month 2 – Exec risk register plus the full risk register.
- Month 3 – Exec risk register plus corporate risk register plus BAF.

Four risks aligned to the Committee are currently overdue for review. Three of these risks have been highlighted within the Senior Information Risk Owner Report.

The Chair noted the trend in pharmacy closures and are they accurately reflected within the risk register and requested a risk be included on budget delegation.

ACTION:

- 1) **The Director of Corporate Governance to link with the Pharmacy Team to include a risk around pharmacy closures on the risk register.**
- 2) **The Director of Corporate Governance to link with the Director of Finance (Corporate) to include a risk around budget delegation on the risk register.**

RESOLVED:

The Committee RECEIVED the report for assurance

EC/2023-24/328

Agenda Item 13.2 – 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 October to 30 December 2023.

The Executive Director of Corporate Governance, Communications, and Involvement highlighted the Tees Valley area continues to appear to be an outlier for external legal requests.

The Executive Chief Digital and Information Officer informed the Committee a meeting has taken place with the Director of Corporate Governance and the Health and Safety lead for the ICB to commence the handover of the Health and Safety portfolio. An appropriate framework will

be developed to ensure everybody is aware of their responsibilities and provide oversight and assurance that the ICB are delivering their statutory responsibilities.

The Chair noted the report provides a good overview of the work which is underway.

RESOLVED:

The Committee RECEIVED the report for assurance.

EC/2023-24/329

Agenda Item 13.3 – New Health Scrutiny Arrangements

The Executive Director of Corporate Governance, Communications, and Involvement introduced the report which provided the Committee with the Department of Health and Social Care (DHSC) guidance on the new Secretary of State for Health reconfiguration powers which came into force on 31 January 2024.

The Executive Director of Corporate Governance, Communications, and Involvement informed the Committee that there have been significant changes including our duty to notify the Secretary of State of substantial change schemes. This is significantly different to what has historically been in place.

It was noted there is work to do to educate our organisation of new rules and regulations regarding this and more detailed work at place will be required.

A risk was highlighted around a piece retrospective work needing to be conducted.

The Executive Director of Corporate Governance, Communications, and Involvement asked the Committee to be aware that this now changes relationships with overview and scrutiny committees.

The Executive Medical Director enquired if this disempowers our scrutiny committees and if this will cause a capacity issue.

The Executive Area Director (North & North Cumbria) proposed a briefing session with the Directors of Place would be beneficial.

The ICB Chair and the Executive Director of Corporate Governance, Communications, and Involvement noted there is a need for the ICB to ward against and be clear on scrutiny which is not legitimate.

The Chair requested the Executive Director of Corporate Governance, Communications, and Involvement to map out who has legitimate scrutiny of the ICB.

ACTION:

- 1) **The Executive Area Director (North & North Cumbria) to link with the Executive Director of Corporate Governance, Communications, and Involvement to arrange a briefing session for the Directors of Place.**
- 2) **The Executive Director of Corporate Governance, Communications, and Involvement to map out who has legitimate scrutiny of the ICB.**

RESOLVED:

- 1) **The Committee APPROVED the use of normal internal communications mechanisms and directorate meeting structures to ensure all ICB colleagues are aware of this new guidance, and its importance.**
- 2) **The Committee NOTED further briefings would be helpful from NHS England.**
- 3) **The Committee APPROVED communications to be developed for provider colleagues to ensure they are aware of this new guidance and that any notification should come from the NHS commissioning body.**
- 4) **The Committee APPROVED the proposal to implement a central process for all notifications that are submitted to the department.**
- 5) **The Committee APPROVED the establishment of memorandums of understanding with scrutiny across NENC in terms of future reconfigurations and as part of the new powers.**

EC/2023-24/330 Agenda Item 14.1.1 – ICB 2.0 Steering Group Highlight Report

The Director of Transformation (System) informed the Committee the ICB 2.0 programme is on track.

It was noted there are risks around filling of posts, HR capacity and the movement of timelines which may impact on the level of savings.

The Director of Transformation (System) noted the NECS restructure is also ongoing.

The Executive Chief Nurse and People Officer informed the Committee of the outcomes of the Band 9 Director of Nursing interviews.

The Chair requested a structure chart be published with the appointed senior leaders named. It was agreed to discuss this further at the ICB 2.0 steering group meeting on 14 February 2024.

RESOLVED:

The Committee RECEIVED the report for assurance

EC/2023-24/331 Agenda Item 14.1.2 – Contracts Group Highlight Report

Noted for information and assurance.

RESOLVED:

The Committee RECEIVED the report for assurance.

EC/2023-24/332 Agenda Item 14.2.1 – Place Subcommittee 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.
Hartlepool - noted for information and assurance only.
Stockton - noted for information and assurance only.
Gateshead - noted for information and assurance only.
Newcastle - noted for information and assurance only.
North Tyneside - noted for information and assurance only.
Northumberland - noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the Subcommittee minutes as listed above for assurance.

EC/2023-24/333 Agenda Item 14.2.2 – Primary Care Strategy and Delivery Subcommittee (PCSDSC) Minutes

Noted for information and assurance only.

RESOLVED:

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

EC/2023-24/334 Agenda Item 14.2.3 – Healthier and Fairer Advisory Group Subcommittee Minutes

Noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the Healthier and Fairer Advisory Group Subcommittee Minutes for assurance.

EC/2023-24/335 Agenda Item 14.2.4 – Mental Health, Learning Disabilities and Autism Sub-Committee Minutes

Noted for information and assurance only.

RESOLVED:

The Committee RECEIVED the Mental Health, Learning Disabilities and Autism Subcommittee Minutes for assurance.

EC/2023-24/336 Agenda Item 15 – Policy Management

No update for this item.

EC/2023-24/337 Agenda Item 16.1 – Any Other Business

- 1) The Executive Chief Nurse and People Officer informed the Committee the HSE have had a notice regarding Mitford Bungalows which is part of CNTW. The full report has now been received. Within the report concerns were noted regarding oversight from CNTW. The Executive Chief Nurse and People Officer and the Executive Area Director (North & North Cumbria) are conducting a single item escalation as the action plan does not address the issues.
- 2) The Executive Area Director (North & North Cumbria) referenced recent on-call issues around ambulance handovers and enquired if the 3hr director level escalation is to continue.

The Chair confirmed the Executive Chief of Strategy and Operations is conducting a review and developing proposals.

Following further discussion, the Committee agreed the Executive Chief of Strategy and Operations to conclude the review, and a system decision is required on if the 3hr director level escalation is to be stood down. It was agreed there is a need to reinforce the rules around the system co-ordination centre.

There were no further items of any other business for consideration.

EC/2023-24/338 Agenda Item 16.1.1 – Tony Baldasera, System Coordination Director (North East and North Cumbria & Humber and North Yorkshire), NHS England - North East & Yorkshire Region

The Chair invited the System Coordination Director (North East and North Cumbria & Humber and North Yorkshire), NHS England - North East & Yorkshire Region to provide the members with an overview of the System Coordination Director role.

The System Coordination Director (North East and North Cumbria & Humber and North Yorkshire), NHS England - North East & Yorkshire Region informed the Committee the role is mandated by NHSE for all regions and provided the Committee with an overview of the role. It was noted working together in a positive way will reduce duplication and a co-ordinated approach is needed.

The Chair noted it would be useful to obtain the new regional structure.

The Committee agreed the Executive Director of Corporate Governance, Communications, and Involvement to be the key point of contact.

ACTION:

The Executive Director of Corporate Governance, Communications, and Involvement to link with the System Coordination Director (North East and North Cumbria & Humber and North Yorkshire), NHS England - North East & Yorkshire Region to map out the formal and informal terms of engagement.

EC/2023-24/339 Agenda Item 16.2 - New Risks to add to the Risk Register

Two new risks were identified within minute reference EC/2023-24/327.

There were no further risks identified.

EC/2023-24/340 Agenda Item 17 - CLOSE

The meeting was closed at 12:00hrs.

Date and Time of Next Meeting

Tuesday 12 March 2024 10:30am.

Signed:



Date

12 March 2024