

HSI21/019

GOVERNING BODY

Title of paper	Reports from Committees of the Governing Body		
Agenda item	8	Date of meeting	9 June 2021
Director leads	Simon Garlick, Non Executive Director (Governance) – Chair, Audit Committee Matt Stevens, Non Executive Director (Primary Care Commissioning) – Chair, Primary Care Commissioning Committee Edward Palfrey, Non Executive Director (Secondary Care Specialist) – Chair, Quality, Performance and Finance Committee		
Clinical lead (if applicable)	Nicola Decker, CCG Clinical Leader		
Author	Ian Corless, Board Secretary, supported by Governance Managers (Steve Cummins, Terry Renshaw and Helen Goff)		

Purpose	For decision	<input type="checkbox"/>
	To ratify	<input type="checkbox"/>
	To discuss	<input type="checkbox"/>
	To note/receive	<input checked="" type="checkbox"/>

Link to strategic objective	The objectives of the NHS Hampshire, Southampton and Isle CCG are submitted to this meeting for approval
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Executive Summary
<p>Since the first meeting held on 28 April 2021, the following Committees of the Governing Body have also met for the first time in line with the approved Terms of Reference/CCG Constitution:</p> <ul style="list-style-type: none"> • Audit and Risk Committee – held on 12 May 2021, chaired by Simon Garlick • Primary Care Commissioning Committee – held on 19 May 2021, chaired by Matt Stevens • Quality, Performance and Finance Committee – held on 26 May 2021, chaired by Edward Palfrey <p>Pending the formal approval of minutes at their next scheduled meeting, attached is a summary report from each of the Committees, highlighting to the Governing Body the key issues and subjects discussed. Approved minutes will be published as part of the agenda for future meetings.</p> <p>Issues reviewed at Committees which are currently commercial in confidence will be presented within confidential session and within a separate paper.</p>

Recommendations	<p>The Governing Body is asked to receive and review the summary reports from the following meeting:</p> <ul style="list-style-type: none"> • Audit and Risk Committee held on 12 May 2021 • Primary Care Commissioning Committee held on 19 May 2021 • Quality, Performance and Finance Committee held on 26 May 2021
Publication	<p>Include on public website ✓</p>

Please provide details on the impact of following aspects	
Equality and quality impact assessment	This paper does not request decisions that impact on equality and diversity.
Patient and stakeholder engagement	No applicable
Financial and resource implications / impact	There are no financial implications arising from this paper.
Legal implications	There are no legal implications arising from this paper.
Principal risk(s) relating to this paper	There are no new risks arising from this paper. The corporate risk register and Governing Body Assurance Framework for the new CCG is in development for review at its next meeting
Key committees / groups where evidence supporting this paper has been considered.	<p>Audit and Risk Committee held on 12 May 2021</p> <p>Primary Care Commissioning Committee held on 19 May 2021</p> <p>Quality, Performance and Finance Committee held on 26 May 2021</p>

Audit and Risk Committee Summary	
1.	Date of Meeting : 12 May 2021
2.	Overview of business including key issues for Governing Body:
	<p>1. Audit and Risk Committee Terms of Reference – The Committee received a paper setting out the Terms of Reference for the Audit and Risk Committee, as set out in the CCG’s Constitution, approved by NHS England.</p> <p>The Audit and Risk Committee is accountable to the Governing Body and provides an independent and objective view of the CCG’s compliance with its statutory responsibilities. The Committee is responsible for arranging appropriate internal and external audit.</p> <p>The Committee is chaired by a Lay Member who has qualifications, expertise or experience to enable them to lead on finance and audit matters and members of the Audit Committee may include people who are not Governing Body members.</p>
	<p>2. Internal Audit Fees and Plan – The Committee received a paper that provided the Committee with details of the Internal Audit fees for 2021/22, following a direct award made via the SBS Framework for the CCG. Total fee of £68,590.58 and, should the CCG agree to purchase any extra days, these would be fixed at a daily rate of £344.42 plus VAT.</p> <p>Committee received an extract of the Internal Audit Annual Plan setting out the Standard core reviews and mandated audits, and Due Diligence Reviews - covering key residual merger risks and issues for 2021/22 supporting compliance and controls across the CCG.</p> <p>The Committee recognised the need to remain flexible in the approach to the audit of risks, acknowledging that risks were emerging as the system continued to develop.</p>
	<p>3. CCG Merger Programme Closure Report – The Committee received an update which included consideration of the residual risk position and remaining work to be undertaken to realise the intended benefits of the programme.</p> <p>The paper provided further detail regarding the lessons learned through the delivery of the programme and how this learning may be applied for future change programmes or business as usual operations within the new CCG, reflecting that the Board needed to be clear on it’s priorities.</p>
	<p>4. Risk Management Transition and Transfer of Key Risks – The Committee received a report which set out the progress made on the Risk Management transition and provided an update on the implementation of a single risk management system across the CCG.</p>

	<p>The report presented the key themes from the risk registers and from the Governing Body Assurance Frameworks of the merged CCGs. The paper also presented the proposed strategic risks for agreement in order to ensure a mechanism for providing assurance was in place until the full Governing Body Assurance Framework could be developed, pending approval of the CCG's objectives by the Governing Body.</p> <p>The Committee identified a number of additional risks and recommended that the Board should set out its key risks and priorities as soon as possible.</p> <p>The Committee agreed the proposed strategic risks and noted the ambition to achieve a formal assurance framework which could be signed off by the end of June.</p>
	<p>5. Risk Management Policy – The Committee received a report setting out the Hampshire, Southampton and Isle of Wight CCG's responsibilities and approach to managing internal and external risks, and the procedures that support the recording and assessment of risk. The policy, based on the Risk Management Policies of predecessor CCGs', provided a high-level overview, setting out the procedure for including items, though acknowledged some structures in support of the policy were not yet in place.</p> <p>The Committee approved the Risk Management Policy, acknowledging that further work was required to develop a Risk Management Strategy and Risk Management procedure to support the Policy.</p>
	<p>6. Delegated Financial Authority within Standing Financial Instructions – The Committee received a report that provided an updated version of the Delegated Financial Authority limits, and included changes, as a result of Executive review in light of developing governance.</p> <p>The Committee acknowledged there would be further updates as the CCG and ICS developed.</p> <p>The changes to the Delegated Financial Authority limits, as part of the Standing Financial Instructions of the CCG, were agreed.</p>
	<p>7. Counter Fraud and Security Workplan – The Committee received reports which provided updates on:</p> <ul style="list-style-type: none"> • Counter Fraud Functional Standard Return (CFFSR) • Fraud, Bribery and Corruption Risk Assessment, which noted the highest fraud risk areas were assessed as: <ul style="list-style-type: none"> ○ Cyber Fraud ○ Bribery Act Compliance ○ Agency Contracts - Recruitment process • Security Management Workplan, which outlined the key work streams to be undertaken to tackle Security Management in 2021 – 2022 for the CCG. <p>The Committee approved the Counter Fraud, Bribery and Corruption Work Plan and Counter Fraud Strategy.</p>

	<p>8. Annual Report and Accounts 2020-21 Briefing – The Committee received an update on work following the submission, on 27th April 2021, of the 2020/21 draft Annual Reports and Accounts for all six predecessor CCGs (NHS Fareham & Gosport, NHS Isle of Wight, NHS North Hampshire, NHS South Eastern Hampshire, NHS Southampton City and NHS West Hampshire).</p> <p>The Engagement Leads from Grant Thornton confirmed that their review of the draft 2020-21 accounts were underway, with audits progressing well and a level of consistency being seen across the local area.</p>
<p>3.</p>	<p>Items to escalate to the Governing Body</p> <p>The Chair summarised the items considered by the committee to be escalated to the Governing, which included:</p> <ul style="list-style-type: none"> • Monitoring of benefits realisation following the merger • The need to continue to act at pace • Reactive approach to Health Inequalities • The Board should act quickly to identify its key risks and develop the Governing Body Assurance Framework <p>The Non-Executive Director for Patient and Public Involvement highlighted the need to consider ‘place’ versus ‘at scale’ and patient and public involvement.</p>
<p>4.</p>	<p>Key reference documents:</p> <ul style="list-style-type: none"> • Minutes of meeting held on 12th May 2021 will be published once approved by the committee
<p>5.</p>	<p>Date of Next Meeting – 7th June 2021</p> <p>The business considered at the meeting of the Audit and Risk Committee, held on the 7th June, will be covered as part of the next agenda item – approval of the Annual Report and Accounts 2020/21 for each predecessor CCG of NHS Hampshire, Southampton and Isle of Wight CCG..</p>

Primary Care Commissioning Committee	
1.	Date of Meeting : 19 May 2021
2.	Overview of business including key issues for governing body:
	<p>1. Terms of Reference – Primary Care Commissioning Committee – Received a paper that sets out the Terms of Reference for the Primary Care Commissioning Committee, as set out in the CCG’s Constitution approved by NHS England, and other supporting documents as part of the CCG’s governance framework. The Primary Care Commissioning Committee is required by the terms of the delegation from NHS England in relation to primary care commissioning functions. The Primary Care Commissioning Committee reports to the Governing Body and to NHS England. Membership of the Committee is determined in accordance with the requirements of Managing Conflicts of Interest: Revised statutory Guidance for CCGs 2017. This includes the requirement for a lay member Chair and a lay Vice Chair.</p>
	<p>2. Hampshire and Isle of Wight (HIOW) Primary Care Work Programme 2021-22 – Received a paper that outlines the HIOW primary care work programme and next steps. The key priorities are in line with the NHS Operational Planning Guidance and the five key pillars of primary care transformation and recovery recently set out by Ian Dodge, National Director of Strategy:</p> <ul style="list-style-type: none"> • Backing Primary Care Network development; • Investing in digital transformation; • Improving the Patient experience of access; • Demonstrating value in General Practice (in terms of investment and restoration of elective care); • Expanding the GP workforce <p>It is critical that the HIOW primary care work programme and key deliverables are jointly developed and owned, with strong clinical leadership to support delivery at both ICS and local place. To this end, wider engagement is planned to further develop the programme, and agree where it makes sense to work at a HIOW level (at scale), local place or a combined approach.</p> <p>There was discussion around need for adaptive leadership, new ways of working resulting from the pandemic including digital solutions, importance of engagement with patients/partners/stakeholders, need for robust metrics and the importance of consistent communications and messaging.</p>
	<p>3. Shakespeare Road Practice (formerly Bermuda Marlowe Practice) – Received an update following the temporary closure from 14 to 16 April 2021 which was unplanned. The site has re-opened and is running primary care services and an enhanced plan of wrap around services continues.</p>

	<p>4. Proposed Relocation of GMS Services Delivered by Shirley Health Partnership - Received a paper that outlined the background and context supporting the request for approval to the relocation of the primary care services delivered by Shirley Health Partnership presently operating from Shirley Health Centre, Grove Road, Southampton, to substantially larger new premises to be established by a third party developer in the shell of a former Lidl supermarket a short distance away at 355, Shirley Road, Southampton. The Committee approved the application submitted by the Shirley Health Partnership to relocate their General Medical Services from Shirley Health Centre to 355 Shirley Road. It was noted that this decision is contingent on the outcome of the part 2 confidential discussions as one is dependent on the other.</p>
	<p>5. Primary Care Prescribing Report – Received a report that summarises the work of the medicines optimisation teams within the CCG, including their response to the COVID-19 pandemic. The report also highlights the key medicines optimisation priorities and actions being taken to address these. The paper covered:</p> <ul style="list-style-type: none"> • Financial performance including cost-orientated interventions and prescribing rebates • Medicines optimisation response to COVID-19 • Antimicrobial stewardship • Medicines quality, safety and controlled drugs stewardship • Digital initiatives in medicines optimisation • The proposal to create a HIOW Prescribing Committee and align existing medicines formularies • The development of an ICS integrated pharmacy and medicines optimisation plan (IPMO)
	<p>6. Primary Care Finance Report – Received a report that summaries the Committee’s delegated responsibilities for the local primary care delegated budgets alongside the GP locally commissioned services covering all five local places. The content of the 2021/22 tables was outlined as was the process for moving forward.</p> <p>There was discussion around COVID-19 finances, risk associated with possible changes to financial regime as we come out of the pandemic, working within the requirements of the Scheme of Reservation and Delegation and planning for winter.</p>
	<p>7. Primary Care Risk Register – Received a report that sets out the moderate (amber) to high (red) scoring Primary Care risks from the predecessor CCGs. A summary of the open risks from those risk registers as of 31 March 2021 was provided. The Committee noted that a review will be undertaken to identify themes and where a risk is CCG wide, whilst still ensuring that individual risks pertaining to a local area are recorded.</p> <p>There was discussion around how to balance/align this risk register with the quality risk register, reformatting the risk register under the three priority headings outlined in the primary care work programme and harmonising the approach to risk scoring and mitigation.</p>

3.	Key reference documents: <ul style="list-style-type: none"><li data-bbox="309 230 1305 297">• Agenda papers for the 19 May 2021 meeting are accessible on the CCG website.<li data-bbox="309 300 1361 367">• Minutes of meeting held on 19 May 2021 will be published once approved by the committee
4.	Date of Next Meeting - 21 July 2021

Quality Performance and Finance Committee	
1.	Date of Meeting : 26 May 2021
2.	Overview of business including key issues for Governing Body:
(a)	Governance
	<p>It was noted that the CCG Governing Body approved the Terms of Reference on 28 April 2021, to enable the formation of the Committee and that they will be formally reviewed in September 2021. The Chair advised that the Committee would be responsible for providing assurance that risks are being managed and decision making relating to escalations that come to the Committee.</p>
(b)	Hampshire and Isle of Wight Integrated Care System Operating Plan 2021/22
	<p>The Committee noted the latest iteration of the Hampshire and Isle of Wight Integrated Care System for the first half of 2021/22 and the further work to be undertaken following feedback received from NHS England relating to the draft submission.</p> <p>The Committee noted the balanced Hampshire and Isle of Wight Integrated Care System financial plan and associated risks and were advised that there are likely to be changes to the operating model later in the year once clarity on financial allocations has been received.</p> <p>The Committee raised the importance of a focus on priorities across the system, in particular the transformation of key pathways to improve efficiency/effectiveness and to support integrated working. The Committee provided confirmation that final sign off of the Plan has been delegated to the CCG Chair, Chief Executive and Chief Finance Officer for submission on 3 June</p>
(c)	Quality Report
	<p>The Committee received and reviewed the Quality Report and considered the associated risks and mitigating actions. Access to Child and Adolescent Mental Health Services (CAMHS) remain a key risk due to an increase in demand. Work is ongoing with region and the issue has been escalated to the National Quality Board. An update on prevention measures was requested for the next meeting.</p> <p>The pressure on Primary Care and the reasons for this were highlighted. It was noted that the need for a strategy for primary care resilience has been raised. Other key risks highlighted were the impact of COVID on all services, delays in the completion of health assessments for looked after children, and the increase in safeguarding referrals.</p> <p>There are capacity issues for the Safeguarding Team and the Primary Care Special Allocations Scheme provider has given notice. Work is underway to secure a new provider. An update will be provided at the next meeting on the steps being taken to address the issue of temporary staff without rights to work and the stability impact on the Care Home sector and system. Relating to the restoration phase, the importance of having a strategic approach to communicate with the public in relation to their expectations was raised.</p>

(d)	Performance Report
	<p>The Committee received and reviewed the Performance Report and considered the associated risks and mitigating actions. Areas of exceptionally strong performance were highlighted. It was noted that relating to elective activity, Hampshire and Isle of Wight Integrated Care System has been awarded additional funding to accelerate activity further.</p> <p>The Committee were updated on the areas requiring improvement. There has been a significant increase in attendance/emergency admissions for Hampshire Hospitals NHS Foundation Trust, University Hospital Southampton NHS Foundation Trust and Portsmouth Hospital University NHS Trust. A system wide action plan is in place focusing on reducing ED attendances and non-conveyance and information on the reasons for the increase in activity are being collated from relevant system partners.</p> <p>Other areas requiring improvement are improving treatment times for long waiting patients and mental health performance for which there are four areas not meeting national standards, i.e. patient access rates for Improving Access to Psychological Therapies (IAPT) services, CAMHS waiting times, health checks for patients with Serious Mental Health conditions and dementia diagnosis rates.</p> <p>Relating to Severe Mental Illness (SMI), the Committee were assured that a significant recovery plan is in place. Programmes of work are being implemented between Primary Care and Secondary Care and a swift recovery is anticipated. The Committee were advised that there have been clinical conversations regarding how best to carry out SMI health checks with Primary and Secondary Care working collaboratively on the checks required. It was raised that the dementia pathway needs review by all system partners.</p>
(e)	Finance Report
	<p>The CCG financial position and the ICS financial plan showing a break-even position for the first six months was noted. The Committee noted the CCG commitment to deliver a £2.9m surplus to enable the Hampshire and Isle of Wight Integrated Care System to meet a break-even position and the need to make savings and efficiencies to achieve this. The commitment for significant investment to achieve the increase required to meet the Mental Health Investment Standard was noted.</p> <p>The risks relating to the shortfall in funding for the Hospital Discharge Programme and the levels of efficiency required were noted. A decision was made by the Committee to approve the financial plan for H1 (six months April to September 2021)</p>
(f)	Procurement Forward Planner
	The Committee noted the schedule of procurements requiring action
(g)	Items for escalation
	The need for work to be carried out to reduce pressure from providers due to still being bound by current legislation to be escalated to the HSI CCG Board and the ICS Board
3.	Key reference documents: Minutes of meeting held on 26 May 2021 will be published once approved by the committee
4.	Date of Next Meeting – 23 June 2021