

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

**Minutes of the meeting held on Tuesday 10 October 2023, 10:25hrs in the  
Joseph Swan Suite, Pemberton House, Colima Avenue, Sunderland**

**Present:** Samantha 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  
Annie Laverty, Executive Director of Improvement and Experience  
Jacqueline Myers, Executive Chief of Strategy and Operations  
Dr Neil O'Brien, Executive Medical Director  
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  
Scott Watson, Director of Place (Sunderland)

**EC/2023-24/198      Agenda Item 1 - Welcome and introductions**

The Chair welcomed all those present to the meeting.

**EC/2023-24/199      Agenda Item 2 - Apologies for absence**

Apologies for absence were received from Dave Gallagher, Executive Area Director (Tees Valley & Central).

**EC/2023-24/200      Agenda Item 3 - Declarations of interest**

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

**EC/2023-24/201      Agenda Item 4 - Minutes of the previous meeting held on 12  
September 2023**

**RESOLVED:**

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

**EC/2023-24/202      Agenda Item 4.1 - Minutes of the previous meeting held on 11 July 2023**

A typographical error within the second sentence of paragraph three, minute number EC/2023-24/110 (NENC ICB and ICS Finance Report Month 2) was highlighted.

This would be amended to read *"ICS data around levels and productivity continue to be shared with NHS Foundation Trusts."*

**RESOLVED:**

**The Executive Committee AGREED that the minutes of the meeting held on 11 July 2023, subject to the amendment noted above, were a true and accurate record.**

**EC/2023-24/203      Agenda Item 4.2 - Minutes of the previous meeting held on 8 August 2023**

A typographical error within the first and second sentence of paragraph two, minute number EC/2023-24/147 (NENC ICB and ICS Finance Report Month 3) was highlighted.

This would be amended to read *"In terms of the Month 3 position, ICB year to date financial position is breakeven, with a ICB and ICS forecast outturn of breakeven. Work continues regarding the long-term financial recovery plan and the Committee was assured discussions are taking place as to how the gap is closed, and that work is ongoing to offset the financial risk and that spending controls are in place."*

A typographical error within the first sentence of paragraph six, minute number EC/2023-24/147 (NENC ICB and ICS Finance Report Month 3) was highlighted.

This would be amended to read *"The first point of the plan is to understand the whole position as an ICB and ICS."*

**RESOLVED:**

**The Executive Committee AGREED that the minutes of the meeting held on 8 August 2023, subject to the amendments noted above, were a true and accurate record.**

**EC/2023-24/204      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.**

**EC/2023-24/205      Agenda Item 6 - Notification of urgent items of any other business**

No items of any urgent business had been received.

**EC/2023-24/206      Agenda Item 7.1 - Executive Area Directors Update Report October 2023 (North and North Cumbria)**

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

The Committee was asked to particularly note from the report:

- Newcastle
  - Urgent Care Review and redesign work continues to progress in Newcastle with an update report will be submitted to the Health and Care Oversight and Scrutiny Committee in October
  - The first official Newcastle Place Sub-Committee took place on 28 September 2023
- North Cumbria
  - Mental Health - There are significant service changes being considered in North Cumbria, including in-patient provision, which may have some impact across the ICB footprint. Close dialogue with the Local Authorities' OSCs and Healthwatch is underway.

The Chair requested clarity on the procurement timeline for the Newcastle Urgent Treatment Centre (UTC). The Executive Area Director (North & North Cumbria) confirmed procurement is due to commence and a detailed timeline on the North Area UTC models will be shared with committee members.

**ACTION:**

**The Executive Area Director (North & North Cumbria) to share the North Area UTC models detailed timeline with committee members.**

**RESOLVED:**

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

**EC/2023-24/207      Agenda Item 7.1 - Executive Area Directors Update Report October 2023 (Tees Valley & Central)**

On behalf of the Executive Area Director (Tees Valley & Central), the Director of Place (Sunderland) highlighted a valuable piece of work regarding alliancing ways of working which will support the South Tyneside Place Sub-Committee. It was noted the Chief Executive of South Tyneside Council has been appointed as the Chair of the South Tyneside Place Sub-Committee.

The Executive Area Director (North & North Cumbria) referenced the Tees Valley Children's and Young People Neurodevelopment Pathway work. The first combined Tees Valley Neurodevelopment Oversight Group had taken place, which now brings together representatives across Health, Education and Social Care from all five Tees Valley localities. The aim is to work collaboratively as a system with an action plan to support the neurodevelopment pathways in Tees Valley. It was noted that this approach is being adopted across the system. A briefing is being developed to share with stakeholders across the system.

The Chair noted the positive development of the Place sub-committees and the contribution of local authority roles within the sub-committees.

**RESOLVED:**

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

**EC/2023-24/208      Agenda Item 7.2 - System Development Funding Proposals**

The Executive Medical Director raised a declaration of interest relating to this agenda item. The Chair noted the declaration and confirmed the Executive Medical Director would not take part in any decisions relating to this agenda item.

The report presented the proposals for the allocation of System Development Funding (SDF) for 2023/24.

The Executive Director of Finance highlighted that there was previously a risk around funding which is not spent and therefore consumed within SDF; it was confirmed that this would not be the case for Primary Care SDF. The Executive Director of Finance asked the Committee to consider if this is no longer a risk, is the allocation of all funding practical.

The Executive Chief Digital and Information Officer noted this funding should be considered as an investment and not be seen as a cost.

The Chair raised a concern regarding the timing of the proposals and why they were being presented at this point in the financial year with only a few months left. It was noted that there is a need to be mindful of which areas of the system the ICB can drive efficiencies from, acknowledging that primary care is an area for consideration.

The Committee agreed to support the paper with the caveat the Executive Area Director (Tees Valley & Central) will ensure there are delivery plans in place which underpin the proposals and that quality impact assessments have been undertaken for each proposal.

**ACTION:**

- 1) **The Executive Director of Finance to link with the Executive Area Director (Tees Valley & Central) to ensure there are delivery plans in place which underpin the proposals and that quality impact assessments have been undertaken for each proposal.**
- 2) **The Executive Chief of Strategy and Operations to link with the Director of Corporate Governance and Committee Secretary to add SDF proposals to the committee's cycle of business earlier in the year.**

**RESOLVED:**

- 1) **The Committee NOTED the content of the paper.**
- 2) **The Committee APPROVED the recommended proposals as outlined within the report with the caveat that all proposals must have a delivery plan.**

**EC/2023-24/209**

**Agenda Item 7.3 - Transition from Hospital: Enhancing Sunderland Service Provision**

The Director of Place (Sunderland) introduced the report which provided the Committee with the proposed business case, which set out a three-stage investment proposal to further develop and enhance services in Sunderland with the aim of reducing admissions, reducing length of stay, improving transition out of hospital, and maintaining patients in the community.

It was noted that the proposal has been developed in conjunction with all partners within Sunderland and wider system colleagues. In August 2023, the Sunderland Place Sub-Committee considered the proposal and recommended submission to the Executive Committee for approval.

It was confirmed that funding sources for this business case are via the Government Discharge funding (non-discretionary) allocated to Sunderland and Sunderland winter funding.

The Executive Chief Nurse noted the Sunderland Discharge Hub has made a significant improvement to the number of category three pathway patients within South Tyneside and Sunderland Foundation Trust (STSFT); given this is an exceptionally good news story, how this is described to partners will be key. It was noted the aim of this proposal is to impact positively on elective outcomes and it was clarified the proposal is utilising existing resources.

The Executive Director of Finance noted a risk to the £1.5 million funding. This may increase or decrease annually, and Sunderland Place will be required to adjust to this accordingly.

The Chair commended Sunderland Place for this piece of work; the

Executive Chief Nurse confirmed that learning will be shared across the system through the provider collaborative.

The Executive Medical Director will also consider what the high-risk themes are from the Urgent Emergency Care proposals.

The Committee supported the proposal.

**ACTION:**

**The Executive Medical Director to consider what the high-risk themes are from the Urgent Emergency Care proposals.**

**RESOLVED:**

- 1) **The Committee NOTED the content of the paper.**
- 2) **The Committee APPROVED the Transition from Hospital service model.**

**EC/2023-24/210      Agenda Item 8.1 – Neuro Rehabilitation Pathway Review**

*At 10:55am the Director of Nursing - Discharge Lead, South Tees Foundation Trust remotely joined the meeting to present the report.*

The Director of Nursing - Discharge Lead presented the report which provided the Committee with the current service provision for Neurorehabilitation for people with Acquired Brain Injury (ABI) and Functional Neurological Disorders (FND) in the North East and North Cumbria, presenting the key issues and challenges across the pathway.

The Director of Nursing - Discharge Lead presented the committee with a patient story video which can be viewed by clicking the following link <https://www.youtube.com/watch?v=L-7NYI6-sMI>.

The paper proposed recommendations to improve neurorehabilitation provision in the North East and North Cumbria. It was confirmed that engagement had taken place from April 2023. It was noted that there is a gap in level two capacity and regional variation of community services. It was confirmed finance and commissioning input was required to refine the proposals and a full delivery plan is needed to underpin the work.

It was recognised that this was an especially good piece of work. A concern was raised around funding and where it will be acquired from, and where it fits within the wider priorities of the executive team.

A query was raised regarding the use of Bagernet and that additional modules would come at a cost, and the extent of the involvement of people with lived experience. It was confirmed that people with lived experience had been involved in parts of the pathway development.

It was acknowledged that the perfect model would be expensive due to the

amount of variation across communities. The Executive Area Director (North & North Cumbria) suggested a suite of options be developed.

The Committee noted the highlighted risks and supported the proposal to develop a Neurorehabilitation Programme Implementation Plan with a caveat that if investment is needed, an outline business case is to be developed and submitted to the Committee for feedback.

The Executive Chief Nurse thanked the Director of Nursing – Discharge Lead for the leadership and co-ordination of this piece of work.

**RESOLVED:**

**The Committee APPROVED the establishment of a Neurorehabilitation Programme Implementation Plan with a caveat that if investment is needed an outline business case is to be developed and submitted to the Committee for feedback.**

*At 11:29am the Director of Nursing - Discharge Lead, South Tees Foundation Trust left the meeting.*

**EC/2023-24/211      Agenda Item 8.2 – GP Extended Access**

The Chair informed the Committee this item had been removed from the agenda.

**EC/2023-24/212      Agenda Item 9.1 - NENC ICB and ICS Finance Report Month 5**

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 31 August 2023.

In month 5, the ICB is reporting £8.5 million deficit due to prescribing and CHC pressures. The ICB forecast outturn currently is breakeven. The current unmitigated net risk has increased to £25 million, due to prescribing pressures. Work is continuing to identify further mitigating opportunities.

ICS reported an overall year to date deficit of £26.7 million against plan, two thirds of the pressure being provider positions relating to costs associated with strike action, Microsoft licences and pay award pressures; one third is with the ICB. It was recognised there is a major challenge around the Elective Recovery Fund whereby three organisations are currently underperforming. Work is ongoing with providers to help mitigate risks around ERF.

A month 6 pre-meet review has taken place to review the risks we are facing as an ICS. It was agreed it is too premature to confirm if forecast outturns are off plan. The Treasury and NHSE are continuing to have

dialogue regarding any NHS funding allocations.

The ICB running costs are forecasting a breakeven position with an assumption of £4 million this year and £2 million next year relating to the voluntary and compulsory redundancy schemes.

The Medium-Term Financial Plan scenarios have been submitted to NHSE, and a Board development session is planned to consider what the scenarios could mean for the ICB. It was suggested that a more in-depth discussion around the scenarios takes place at a forthcoming private executive committee meeting.

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

**ACTION:**

**The Executive Team to hold a more detailed discussion around the Medium -Term Financial Plan scenarios at a forthcoming private executive committee meeting.**

**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/2023-24/213      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:

- **Urgent and Emergency Care**
  - The Care Quality Commission (CQC) report on maternity services at County Durham & Darlington Foundation Trust (CDDFT) was published on 15 September 2023 and rates the Trust's maternity services as "inadequate". Work is ongoing with CDDFT to address the actions outlined within the CQC report.
  - A&E 4 hour wait performance remains above the national average at 78.8% however, the ICB did not meet the



organisations plan of 80% in August 23. Work continues across NENC to understand and reduce variation in performance between sites.

- Category 2 ambulance response times planned for August were 24 minutes, this was not met with response times being 35.6 minutes. This remains to be one of the biggest areas of concern regarding ICB wide performance. A recovery plan has been activated and oversight has been stepped up over the Category 2 recovery plan.
- Electives
  - Waiting list numbers are beginning to significantly diverge for 65 & 78 week trajectories.
  - Cancer Waiting times - There has been an increase of 207 patients waiting beyond 62 days in the last 4 weeks for NENC providers.
  - The numbers of people accessing Talking Therapies for anxiety (TTAD) and use of out of area placements continues to be well behind plan.

The Executive Chief Nurse suggested a deep dive into maternity and neonatal services would be useful and important to understand what will be put in place to support the services. The Executive Chief of Strategy and Operations agreed to take an action to implement thresholds for escalation around maternity and neonatal services.

It was agreed that a detailed update will be provided to the Committee on Maternity, Neonatal, LD & Autism.

**ACTION:**

- 1) **The Executive Chief of Strategy and Operations to agree and implement thresholds with providers for escalation around Maternity and Neonatal services.**
- 2) **The Committee Secretary to schedule the detailed updates for Maternity, Neonatal, LD & Autism at a future committee meeting.**

**RESOLVED:**

- 1) **The Committee RECEIVED the report for information and assurance.**

**EC/2023-24/214      Agenda Item 10.2 - Integrated Impact Assessment**

The Executive Chief of Strategy and Operations introduced the report which provided the Committee with the proposed integrated impact assessment screening tool and implementation plan.

The proposal replaces legacy Clinical Commissioning Groups Equality, Health Inequalities, and Quality and Impact assessments with a single standardised approach for the ICB. The proposal suggested a pilot period

be implemented during the remainder of quarter three; roll out and staff training is planned in quarter four and embedded as business as usual from 1 April 2024.

It was noted that there is a request for support regarding a training needs analysis and how training would be delivered to the organisation.

The Committee was asked to approve the pilot plan and the organisational adoption of the Integrated Impact Assessment.

The Committee supported the proposal.

**ACTION:**

**The Executive Chief of Strategy and Operations to provide an update on the pilot plan within the Integrated Delivery Report in January 24.**

**RESOLVED:**

**The Committee APPROVED the proposal to implement the Integrated Impact Assessment as outlined within the report.**

**EC/2023-24/215      Agenda Item 10.3 - Secure Data Environment Business Case**

The minutes from this agenda item were moved to the private section of the meeting under Agenda Item 10.2 Minute reference CEC/2023-24/157.

**EC/2023-24/216      Agenda Item 11 - Commissioning**

No update for this item.

**EC/2023-24/217      Agenda Item 12 – Strategy & Partnerships**

No update for this item.

**EC/2023-24/218      Agenda Item 13.1 – Board Assurance Framework (BAF)**

The Executive Director of Corporate Governance, Communications, and Involvement introduced the report which provided the Committee with the updated Board Assurance Framework (BAF) as part of the quarterly review for 2023/24 prior to submission to Audit Committee and Board.

Work has been progressing over the past few months on the evolution and development of the BAF. This report continues to be a work in progress. There was an ask from the Committee to understand how the BAF aligns to key priorities as an Integrated Care System, the risks have now been aligned to those key areas.

The Director of Corporate Governance highlighted the main changes within the report which included the addition of risk categories and lead committees. The BAF will be presented quarterly to Executive Committee,

Audit Committee and the Board.

Committee members agreed to review the BAF and forward any comments/suggestions to the Director of Corporate Governance within two weeks.

**ACTION:**

**All Executive Directors to review the BAF and forward any comments/suggestions to the Director of Corporate Governance within two weeks.**

**RESOLVED:**

- 1) **The Committee RECEIVED the BAF for assurance.**
- 2) **The Committee RECOMMENDED the submission of the BAF to the Audit Committee for review prior to submission to the Board for approval.**

**EC/2023-24/219      Agenda Item 13.2 – Risk Management Report (incl Risk Register)**

The Director of Corporate Governance and Board Secretary introduced the report which provided the Committee with an updated position on the corporate risks facing the organisation for the period 24 August 2023 to 21 September 2023.

The Director of Corporate Governance and Board Secretary informed the Committee the report included the latest version of the corporate risk register; the Committee was assured work has been ongoing to refine the report.

It was highlighted that risk movements are documented in section 2.1 of the report.

The Risk Management team are collaborating with teams to ensure the risk register is updated. Following the scheduled risk appetite setting session with the Board in October 23, staff training will be rolled out to the organisation.

The Executive Chief Digital and Information Officer requested a risk to be added to the risk register regarding the Secure Data Environment (SDE) linked to patient engagement. It was noted there is also a risk around SDE and commercialisation to be added to the risk register.

**ACTION:**

**The Executive Chief Digital and Information Officer to link with the Director of Corporate Governance to add risks to the corporate risk register regarding the SDE patient engagement and commercialisation.**

**RESOLVED:**

- 1) The Committee RECEIVED the Risk Management Report for assurance.
- 2) The Committee NOTED the risks as at 21 September 2023.

**EC/2023-24/220      Agenda Item 13.3 – Women's Health Steering Group Terms of Reference**

The Executive Director of Corporate Governance, Communications, and involvement introduced the report which provided the Committee with the Terms of Reference for the Women's Health Steering Group.

The Committee was assured that the Women's Health Steering Group had reviewed the Terms of Reference and supported the submission to the Committee for approval.

The Committee was asked to ratify the Women's Health Steering Group Terms of Reference.

**RESOLVED:**

**The Committee APPROVED the Women's Health Steering Group Terms of Reference.**

**EC/2023-24/221      Agenda Item 14.1.1 – ICB 2 Steering Group Highlight Report**

Noted for information and assurance only.

**RESOLVED:**

**The Committee RECEIVED the report for assurance.**

**EC/2023-24/222      Agenda Item 14.1.2 – Contract Group Report**

Noted for information and assurance only.

**RESOLVED:**

**The Committee RECEIVED the report for assurance.**

**EC/2023-24/223      Agenda Item 14.2.1 – Place Sub-committee Minutes**

Gateshead - noted for information and assurance only.  
Stockton - noted for information and assurance only.  
South Tees - noted for information and assurance only.  
Darlington- noted for information and assurance only.

**RESOLVED:**

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

**EC/2023-24/224      Agenda Item 14.2.2 – Medicines Sub-Committee Minutes**

Noted for information and assurance only.

**RESOLVED:**

**The Committee RECEIVED the Medicines Sub-Committee minutes for assurance.**

**EC/2023-24/225      Agenda Item 14.2.3 – Mental Health, Learning Disabilities and Autism Sub-Committee Minutes**

The Executive Area Director (North & North Cumbria) highlighted the key points from the minutes which included:

- Children and Young People Transformation
- NHS 111 Mental Health Implementation
- Suicide Prevention Plan

The Executive Area Director (North & North Cumbria) requested to bring an update on the Trauma Informed Network to a future committee meeting. The Committee agreed to add the Trauma Informed Network update to the cycle of business.

Noted for information and assurance only.

**ACTION:**

**The Committee Secretary to schedule the Trauma Informed Network for a future Committee meeting.**

**RESOLVED:**

**The Committee RECEIVED the Mental Health, Learning Disabilities and Autism Sub-Committee minutes for assurance.**

**EC/2023-24/226      Agenda Item 15.1.1 & 15.1.2 – Recruitment & Retention Policy**

**RESOLVED:**

**The Executive Committee APPROVED Recruitment & Retention Policy.**

**EC/2023-24/227      Agenda Item 15.1.3 – Travel & Expenses Policy**

**RESOLVED:**

**The Executive Committee APPROVED Travel & Expenses Policy.**

**EC/2023-24/228      Agenda Item 15.1.4 & 15.1.5 – Special & Compassionate Leave Policy**

**RESOLVED:**

**The Executive Committee APPROVED Special & Compassionate Leave Policy.**

**EC/2023-24/229      Agenda Item 16.1 - Any Other Business**

There were no items of any other business for consideration.

**EC/2023-24/230      Agenda Item 16.2 - New Risks to add to the Risk Register**

There were no new risks identified.

**EC/2023-24/231      Agenda Item 17 - CLOSE**

The meeting was closed at 12:32hrs.

**Date and Time of Next Meeting**

Tuesday 14 November 2023 10:30am.

**Signed:            Sam Allen**



**Position:        Chief Executive (Chair)**

**Date:             14 November 2023**