

Minutes

**Buckinghamshire/Oxfordshire/Berkshire West (BOB) CCGs
Governing Bodies Meetings (in public)
Thursday 10 June 2021 (13:30 – 15:30)
Microsoft Teams**

Members (BOB CCGs)			
Name	Role and Organisation		Attendance
Dr James Kent	Chief (Accountable) Officer	JK	Present
Others: (Standing Invitees or In attendance)			
Lynn Casey-Sturt	Board Secretary, Berkshire West CCG (notes)	LCS	Present
Matthew Tait	Deputy ICS lead, Director of CCG Transformation (Interim)	MT	Present
Amy Hutchings	FOI and Governance Officer, Berkshire West CCG	AH	Present
Phil Orwin	Interim Director of Performance	PO	Apologies

Buckinghamshire CCG – All voting			
Name	Role and Organisation		Attendance
Dr Raj Bajwa	GP Clinical Chair (Chair)	RB	Present
Tony Dixon	Lay Member / Chair of Finance Committee	TD	Present
Kate Holmes	Interim Chief Finance Officer	KH	Present
Robert Majilton	Deputy Chief Officer	RM	Present
Crystal Oldman	Registered Nurse	CO	Present
Robert Parkes	Lay Vice Chair / Chair of Audit Committee	RP	Present
Dr Daljit Sahota	Clinical Director, Urgent and Emergency Care	DS	Present
Dr Rashmi Sawhney	Clinical Director, Health Inequality/PC Networks	RS	Present
Graham Smith	Lay Member, Chair of Primary Care Committee	GS	Apologies
Dr Karen West	Clinical Director, Quality, and Integration	KW	Present
Dr Robin Woolfson	Secondary Care Specialist Doctor	RW	Apologies

Oxfordshire CCG – voting			
Name	Role and Organisation		Attendance
Dr Ed Capo-Bianco	Urgent Care Portfolio Clinical Director	EC	Apologies
Dr David Chapman	Mental Health Portfolio Clinical Director	DC	Present
Dr Kiren Collison	Clinical Chair	KC	Present (In part)
Roger Dickinson	Lay Vice Chair	RD	Present
Dr Sam Hart	North Network Clinical Director	SHa	Present
Dr Shelley Hayles	Planned Care Portfolio Clinical Director	SH	Apologies
Gareth Kenworthy	Director of Finance	GK	Present
Dr Guy Rooney	Specialist Medical Adviser	GR	Present
Duncan Smith	Lay Member	DS	Present
Dr Andy Valentine	Oxford City Network Clinical Director	AV	Present
Sula Wiltshire	Board Nurse	SW	Present

Oxfordshire CCG – non-voting			
Name	Role and Organisation		Attendance
Ansaf Azhar	Director of Public Health, Oxfordshire County Council	AA	Present
Stephen Chandler	Director of Adult Social Care, Oxfordshire County Council	SC	Apologies
Jo Cogswell	Director of Transformation	JC	Present
Heidi Devenish	Practice Manager Representative	HD	Present
Diane Hedges	Deputy Chief Executive	DH	Apologies
Catherine Mountford	Director of Governance	CM	Present

Berkshire West – voting			
Name	Role and Organisation		Attendance
Dr Abid Irfan	CCG Chair and GP Clinical Lead (Newbury & District)	AI	Apologies
Wendy Bower	Lay Member, PPE	WB	Present (In part)
Geoffrey Braham	Lay Member, Governance	GB	Present
Saby Chetcuti	Lay Member, Governance	SCh	Present
Rebecca Clegg	Chief Finance Officer	RC	Present
Dr Debbie Milligan (OBE)	GP Locality Lead (Wokingham)	DM	Present (In part)
Dr Kajal Patel	GP Locality Lead (Reading)	KP	Apologies
Dr Raju Reddy	Secondary Care Consultant	RR	Present
Debbie Simmons	Nurse Director	DS	Present

Berkshire West – non-voting			
Name	Role and Organisation		Attendance
Katie Summers	Director of Operations (Wokingham)	KS	Present
Maureen McCartney	Director of Operations (Reading)	MM	Present
Shairoz Claridge	Director of Operations (Newbury & District)	SC	Apologies
Niki Cartwright	Director of Joint Commissioning	NC	Present
Helen Clark	Director of Primary Care	HC	Absent
VACANT	Director of Strategy		n/a

Standing Agenda Items		Actions
1	<p>Welcome and introductions Dr Kiren Collison, convenor, welcomed all members to the Governing Bodies meetings in common (in public).</p>	
2.	<p>Apologies for Absence As noted above.</p>	
3	<p>Declaration of Interest KC reminded Governing Body members of their obligation to declare any interest they may have on any issue arising at Governing Body (GB) meetings that might conflict with the business of the CCGs. None Received.</p> <p>Declaration of Gifts & Hospitality KC reminded Governing Body members of their obligation to declare any offer of gifts and hospitality whether accepted or declined and the reason for accepting or declining such offers. None declared.</p>	

	Members were requested to note any declarations of interest in the MS Teams 'chat box' or before presenting an agenda item, so that these can be managed/recorded and appropriate action taken if required.	
4	<p>Minutes of the meetings (March 2021) The draft minutes of the meetings held in March 2021 (at place) were reviewed with decision(s) recorded as follows:</p> <p><u>Buckinghamshire CCG</u>: 11 March 2021. Approved, without comment.</p> <p><u>Oxfordshire CCG</u>: 16 March 2021: Approved, subject to additional comments being incorporated, as summarised below:</p> <ul style="list-style-type: none"> • A request was put forward that the Ockenden review of maternity services and the seven actions, be shared with members to provide assurance. It was noted that the Oxford University Hospitals (OUH) had completed a self-assessment, which had subsequently been shared with the Integrated Care System (ICS). • Regarding the Great Western housing development in Didcot, questions had been raised by members of the public in relation to GP capacity issues, and an indication of when the new GP Practice in Didcot would be built. Members were advised that GP Practices in Didcot had agreed to increase their patient capacity, in the short term, to meet the extra demand generated by new housing. This matter is to be picked up by the Primary Care Commissioning Committee, on behalf of the Governing Body. <p><u>Berkshire West CCG</u>: 9 March 2021: Approved, subject to an agreed slight amendment.</p> <p>In connection with discussions that took place at the last Governing Body Workshop (May 2021), the Accountable Office, James Kent, agreed that a deep dive into Cancer 2ww's and 62-day targets would take place, offering the Governing Bodies further assurance on the actions being taken towards achieving a sustainable position against national targets. This action is to be minuted as outstanding.</p>	<p>Action: LCS/RK</p> <p>Action: JK</p>
5	<p>Action Log Members reviewed the Action and Decision Logs for Buckinghamshire and Oxfordshire CCGs in turn.</p> <ul style="list-style-type: none"> • Buckinghamshire CCG: Updated • Oxfordshire CCG: Updated <p>Berkshire West CCG had no outstanding actions to report on.</p>	
6	<p>Questions received from the public in Advance of the meeting None received in relation to the business being conducted.</p>	
7	<p>Questions from the floor None received in relation to the business being conducted.</p>	
8	<p>Accountable Officer and Directors Report The Accountable Officer, James Kent, provided members with an update on key areas of note, as summarised below:</p>	

Vaccination Programme

Across Buckinghamshire, Oxfordshire, and Berkshire West (BOB)

- By the end of May 2021: 1m of the 1.53m target population of the over 18s, had their first dose (65%); and 615k their second dose (40%).
- On track to complete both doses for Cohorts 1-9 by 21 June 2021; and
- The offer of a first dose to everyone over 18 by the end of July 2021.
- Surge testing and the increasing of vaccination rates in place to respond to a rapid rise of COVID in our communities, particularly in relation to the Delta variant.

COVID Incident Update

- Patients with COVID in the three acute Trusts fell to single figures in May.
- Plans for winter and a 3rd wave are being prepared to ensure we maintain our overall resilience and can restart our processes e.g., PPE, mutual aid, etc and at short notice.

Recovery of elective activity

- In April and May, the BOB acute Trusts delivered elective activity just over 87% of the 2019/20 baseline; this was over the national threshold of 70%. We plan to deliver >92% against the baseline by September 2021.
- The challenge remains in terms of backlog and waits, and we will be working over the next few months with Region and other colleagues on how we can resolve and get through this national challenge.

CCG Development / ICS Interim Management Arrangements

- Following national guidance on ICS body recruitment, we are only recruiting to the three Place Based Directors at this stage.
- CCG Director and ICS Team objectives are being reviewed to ensure clear interim management arrangements are in place.

Preparing for CCG closure and development of ICS NHS Body

- Following publication of the White Paper we have started developing the plans to manage the 'close down' of the CCGs (March 2022) and the safe handover of functions to the new ICS NHS Body. We are expecting guidance from NHSE to be published soon.
- In creating a single Integrated Care System (ICS) organisation we will need to ensure the safe transfer of current CCG functions (at place) into the ICS organisation; whilst maintaining our operational priorities, organisational challenges (COVID-19) and the CCGs current statutory functions.

ICS MOU refresh 2020/21

- NHSE/I have requested a revised Memorandum of Understanding (MOU) on how the ICS works with the region, in partnership, to support the present and emerging system oversight framework during 2021/22.
- A draft is required to be submitted by the 7 June 2021.

Governing Body Member Changes

- Dr Kiren Collison is taking up a new position as Deputy Medical Director at NHS England. The Governing Body thanked Kiren for her leadership since taking up post as GP Clinical Chair in December 2017 and wished her every success in her new role.
- A replacement appointment process has commenced, with two candidates being put forward to member practices for election. Once the results are

	<p>known, the Oxfordshire CCG Governing Body will be asked to ratify the appointment of the new Clinical Chair.</p> <ul style="list-style-type: none"> Both Buckinghamshire and Oxfordshire CCGs have a vacancy for the Lay Member lead for Patient and Public Involvement (PPI). During this transition year, the CCGs have agreed to share posts wherever this makes sense, and have agreed that Wendy Bower, Lay Member lead for PPI at Berkshire West CCG, will be appointed as a member of all three Governing Bodies. <p>Governing Body members ratified this appointment.</p> <ul style="list-style-type: none"> Roger Dickinson, Lay Vice Chair and Lay Member lead for Governance, Oxfordshire CCG and Graham Smith, Lay Member, Buckinghamshire CCG are leaving the CCG. The Governing Body thanked them both for their support and work over the years and wished them well for the future. The Clinical Chairs and Accountable Officer and Lay Members to agree how these vacancies will be covered. <p>Preparation of Annual Reports and Accounts</p> <ul style="list-style-type: none"> The Annual Reports and Accounts are to be submitted to NHS England by 15 June 2021, and then made available to the public on the CCG's websites. <p>Assurance was provided to members that the BOB ICS/BOB CCGs are continually working with all its staff to provide support during the pandemic, and that a long-term plan is being put in place to support the engagement and recovery process. These plans will be brought back for review at a future Governing Body meeting.</p> <p>Members noted the Accountable Officer and Directors Report.</p>	<p>Action: JK/RP</p>
<p>9</p>	<p>Risk Management and Assurance</p> <p>The CCGs Governing Bodies have overall responsibility and accountability for the management of risk associated with the CCG's activities. They discharge this responsibility through regular review of the Governing Body Assurance Framework and related reports as set out in the CCG's Risk Management Framework and Strategy.</p> <p>The separate Risk Reports from the three BOB CCGs (Buckinghamshire, Oxfordshire, and Berkshire West) were presented for review. Plans are in place to develop a single risk management framework, and this in turn will evoke single reporting. The framework will be developed through GB workshops with oversight by our Audit Committees, with a view to having a single reporting process in place by the next GB meetings in public (9 September 2021).</p> <p>The following comments were received:</p> <p><u>Oxfordshire CCG:</u> Risk AF31 (Integrated System Risk) & AF32 (Use of Resources). Following discussions at the Finance Committees in common, it was felt that further development on financial reporting should be reviewed going forward; and in conjunction with the ask highlighted within the 'Long Term Plan'.</p> <p>As already alluded to, as part of developing the new risk framework, collaboration on the review of risks, and what are presented today at place, are to be reviewed to ensure that system risks, including Finance, are proportionate and appropriate to the ICS regimes proposed going forward.</p> <p><u>Berkshire West CCG:</u> Risk SO1 & SO2 (Looked after Children). It was confirmed that although an update had not been provided since April, the situation remains</p>	

	<p>the same, despite some small progress, the risk remains high (Red). A formal written update will be provided at the next Governing Body meeting (9 September 2021).</p> <p>Members noted the risks reports and highlighted escalations as described.</p>	
10	<p>Integrated Quality and Performance Report – M12 <i>Dr Raj Bajwa, GP Clinical Chair, took over the role of ‘Convenor’ from Dr Kiren Collison.</i></p> <p>The new and evolving report represents the continued development of quality and performance reporting across the three Clinical Commissioning Groups within the BOB Integrated Care System. Key elements of the report provided for review as summarised:</p> <ul style="list-style-type: none"> • The delivery of several constitutional targets remains difficult given the impact of the pandemic and waiting lists will take a significant time to reduce given the backlog of demand. • Across the BOB ICS we are seeing significant increases in elective activity as the number of hospital admissions related to the pandemic continues to reduce. • Vaccination rollout continues with good coverage across priority groups (ethnicities/inequalities). These vary across Place and are specific to the requirements identified within individual populations: working with community leaders and local groups, building better relationships and promoting better engagement with our diverse groups. • Cancer 2 week wait referral numbers have returned to the historical level since early March 2021 with almost all tumour sites at or above baseline. • Child and Adolescent Mental Health Services (CAMHS) waiting times remain an area of concern and have been identified as an integrated care system wide service priority. <p>Quality Section</p> <ul style="list-style-type: none"> • Never Event: Royal Berkshire NHS Foundation Trust (RBFT) declared one event in March 2021 pertaining to a retained foreign object post-surgery – Serious Incident (SI) processes are in place. • RBFT reporting that the national Summary Hospital-level indicator (SHMI) had increased but remains as expected. A Deep Dive at ICP Committee took place. • Ockendon Review: An independent review of serious cases involving preventable stillbirths, neonatal deaths, cases of brain damage around birth, and maternal deaths and injury at the Shrewsbury and Telford Hospital NHS Trust, released December 2020. The report requested that all trusts, local maternity neonatal systems, regional and national teams to implement a series of local immediate and essential actions to improve safety in maternity services across England. The Ockenden standards now form part of our operational priorities for local maternity systems for 2021/22. <p>Performance Section</p> <ul style="list-style-type: none"> • Phil Orwin: has joined the BOB ICS and will be leading on and supporting the drive to improve constitutional targets and priorities for recovery. 	

	<ul style="list-style-type: none"> • Elective Care: Up to the end of March elective in-patients, across all the ICS providers, had achieved 109% of the level the previous year and day cases 111%. • 52 week waits: At the end of March, 12,599 patients were waiting over 52 weeks. This is a result of system capacity restrictions within the providers. Available system capacity is prioritised for cancer and urgent patients. • ICS (three key specialities): Focus is on the highest numbers of patient waits in: ENT, Ophthalmology and Orthopaedics across BOB. • Trust performance: Reflects individual operational demand and capacity available. Looking at system working going forward on these key areas • Diagnostics: Working well in terms of recovery, but pressure remains around endoscopy. • CAMHS: Remains a challenge across the system, with COVID bringing its own additional challenges. Another area of priority highlighted across the ICS. • Urgent and Emergency Care: Performance has improved compared to previous months across all providers in the ICS. We continue to see a number of our Trusts across BOB who are failing to reach their constitutional targets, with operational pressures seen in the Oxfordshire and Buckinghamshire systems. • Work is to continue with regional colleagues on root cause analysis over the coming weeks to identify some more interventions to help maintain sustainability in our urgent and emergency care; and as we move towards winter. <p>Arising out of questions/comments submitted by members, the following responses/assurances were provided:</p> <ul style="list-style-type: none"> • Autistic Spectrum Disorder Pathways: A BOB 3-year delivery plan for Learning Disability and Autism has been prepared and identified within this, is the need to develop local services that will either prevent the escalation of crises, or if we cannot prevent the crisis, then we have a community service – an all-age intensive support service. • Performance Reports: These will be produced monthly in between Governing Bodies, and will be communicated via various committees, as well as a weekly reporting cycle to ensure we have regular line of sight on delivery; this will be picked up by Phil Orwin. • Independent Sector: Confirmation that we commissioned contractual levels rather than actual levels during 2019/20. • Mental Health (MH) Reporting: Further review to take place on how to embed some of the performance reports elements on MH waiting times (eating disorders). • Provider Assurances (non-local): So as not to lose sight on performance activity that was previously reviewed at GB at place (i.e., for Berkshire West CCG: Frimley Park Hospital, Hampshire Hospitals NHS Foundation Trust (HHFT) and Great Western Hospitals NHS Foundation Trust (GWH); MT agreed that this would be taken away and worked through as to how this line of sight can be made available going forward. <p>Members noted the current performance against constitutional standards.</p>	<p>Action: MT</p>
<p>11</p>	<p>Finance Report M12 Provided for review are the BOB (Buckinghamshire, Oxfordshire, and Berkshire West) CCGs financial reports as at M12 (March 2021).</p>	

It was to be noted that the CCGs and their Provider partners are working closely to ensure financial sustainability going forward.

The highlighted key points arising from the Financial reports are summarised below, and in turn:

Buckinghamshire CCG (Kate Holmes):

- Allocated revenue: £843,177k (£76m non-recurrent additional income)
- Total net expenditure: £846,205k
- Resulted deficit: £3,028k
- Capital: The CCG was allocated £1.009k. Following £870k of expenditure (IT Equipment) a balance of £139k remains and is to be carried forward into 2021/22.
- Cash Target: An NHSE target of £788k. The CCG completed the year with an actual balance of £114k
- Better payment Practice Code: 99% of NHS and Non-NHS invoices were paid within the target 30 days of receipt.
- The CCG has met its financial targets for 2020/21.

Oxfordshire CCG (Gareth Kenworthy):

- Allocated revenue: £1,110.5m (included: £23.4m historic surplus).
- Of this, £17m has been received as the host CCG on behalf of the BOB ICS, with £11.8m passed by allocation transfer to Buckinghamshire and Berkshire West CCGs in M7-12.
- Resulting out-turn surplus: £236k
- An Improvement of £4.7m on the submitted plan (second half of the year)
- The CCG achieved all of its other key financial targets
- Maintained its running costs within its allocation
- Reported a significant over achievement in its Mental Health investment standards for the year

Berkshire West CCG (Rebecca Clegg):

- Finished the year with an in-year surplus of £133k against break-even target
- That added to the £480k (2019-20) brought forward surplus
- Resulted in a carry forward into this FY of surplus of £613k
- This position is achieved after receiving retrospective allocations in year amounting to £26,789k
- The CCG has met all its financial and subsidiary duties around working within its capital.
- Better payment Practice Code: NHS and Non-NHS invoices were paid within the target 30 days of receipt.
- The Mental Health Investment Standard (MHIS) Target met.

The financials, reported in the annual accounts, are subject to Audit and the CCGs are working through that Audit process currently, and working to an NHSE submission date of 15 June 2020.

	<p>On behalf of the Audit Committees, thanks were expressed to the CCGs CFO/Finance Directors, and their Teams, for the hard work they have put in, in achieving the CCGs end of year financial positions for 2020/21.</p> <p>Members discussed the financial position and noted the details reported.</p>	
12	<p>2021/22 Operational Plan</p> <p>As per the national guidance, a BOB ICS response to national priorities was submitted on the 3 June including narrative, activity, and workforce template. This submission followed feedback from NHSE/I colleagues on the initial draft plan that was submitted on the 6 May 2021.</p> <p>The templates contain a comprehensive response and demonstrate a commitment to recover services, support our workforce, and deliver improvements through a collaborative approach across the system. The national priorities relate to the long-term plan and reflect the impact of the COVID pandemic and associated incident command structures.</p> <p>Whilst responding to the national priorities, the plans also reflect our local system priorities; key risks around workforce, risk of another COVID wave, financial pressures on revenue and capital allocations and delivery of services.</p> <p>Over the next few months, we will be looking to produce a system wide narrative which is more public and stakeholder facing.</p> <p>Although the report does give the headline financial plan values for the three CCGs, it does not reference the collective £7.9m of risk across the three CCGs. This includes: £4.5m of risk related to prescribing; issues around delegated budget of £0.8m; residual cost pressures in Tier 2 contracts; the Independent Sector; and cost pressures in Continuing Health Care (CHC).</p> <p>On first indications going into the first quarter of 2021/22, the CCGs also need to be mindful that there may be additional pressures that have not been captured in the original plan.</p> <p>In response to questions raised by members at the meeting:</p> <ul style="list-style-type: none"> • MT agreed to put together a response for the Governing Bodies providing further detail and additional assurances around specific details in the report i.e., in relation to workforce delivery and digital space (innovation). • MT agreed to take away for response, the questions raised in relation to Primary Care, and what plans are proposed/in place to improve the Mental Health of people working in our system, as outlined in the National priorities. <p>Members noted the submission of system plans to support local and national priorities and the financial plans associated with these as approved through the Finance committees in common in May with subsequent changes noted In the June Committee.</p> <p>Members noted that any subsequent changes to financial plans will go through the Finance committees in common.</p>	<p>Action: MT</p> <p>Action: MT</p>

13	<p>Corporate Governance Report</p> <p>The report provides an update on governance matters across the three CCGs. Included for review are the separate Corporate Governance reports from the three BOB CCGs (Buckinghamshire, Oxfordshire, and Berkshire West). Plans are currently in place to align and develop a single report, with oversight from our Audit Committees, with a view to having a single reporting process in place by the next GB meetings in public (9 September 2021).</p> <p>For Berkshire West CCG, this is a new way of reporting, as the detail outlined in the report has historically been picked up in individual areas of reporting.</p> <p>Members noted the Corporate Governance Report update.</p>	
For Information		
14	<p>Committee Reports and Minutes</p> <p>Members noted the Committee reports and minutes without further comment.</p>	
15	<p>BW CCG:</p> <ul style="list-style-type: none"> • Locality/Primary Care Update • PPI/Communications Report <p>Members noted the Locality/Primary Care Update Members noted the PPI/Communications Report</p>	
	<p>Any Other Business</p> <p>None.</p>	
	<p>Date of Next Meeting: 9 September 2021 (in public)</p>	
	<p>Meeting ended at: 3.20 pm</p>	