NHS Devon

Minutes of a meeting of NHS Devon Integrated Care Board held in public at Pomona House and via Microsoft Teams and livestream on Wednesday 15 February 2023 between 10.00am and 12.15pm	
*Name and initials (*voting member)*	*Title and organisation*
Board Members:	
*Dr Sarah Wollaston (SW) Chair	Independent Chair, NHS Devon
*Graham Clarke (GC)	Non-Executive Member, Audit and Risk, NHS Devon
*Thandiwe Hara (TH)	Non-Executive Member, People and Culture, NHS Devon
*Judy Hargadon (JH)	Non-Executive Member, Primary Care, NHS Devon
*Hisham Khalil (HK)	Non-Executive Member, Quality and Performance, NHS Devon
*Kevin Orford (KO)	Non-Executive Member, Finance and Remuneration, NHS Devon
*Sheena Asthana (SA)	Non-Executive Member, Health Inequalities
*Jane Milligan (JM)	Chief Executive Officer and Accountable Officer, NHS Devon
Anthony Fitzgerald (AF)	Director of Delivery, NHS Devon
Andrew Millward (AM)	Chief Communications and Corporate Affairs Officer, NHS Devon
Paul Renshaw (PR)	Director of Strategic Workforce, NHS Devon
Partner Members:	
*Sarah-Lou Glover (SLG)	Mental Health Representative
*Tracey Lee (TL)	Chief Executive, Plymouth City Council representing local authorities
*Frank O'Kelly (FOK)	Primary Care Representative
Guests in attendance:	
Helen Braid (HB)	Head of Governance
Mark Brice (MB)	Interim Operational Finance (deputising for Bill Shields)
Jodie Howland (JHo)	Governance Business Manager
Cllr James McInnes (JMc)	Chair Devon Integrated Care Partnership, Devon County Council
Hannah Pugliese (HP)	Head of Children's Commissioning
Susan Masters (SM)	Deputy Chief Nurse (deputising for Darryn Allcorn)
Kate Shields (KS)	Chief Executive Officer, Cornwall & Isles of Scilly ICB
Apologies for absence	
*Darryn Allcorn (DA)	Chief Nursing Officer, NHS Devon
*Steve Brown (SB)	Director of Public Health, Devon County Council
*Liz Davenport (LD)	Chief Executive Officer, Torbay & South Devon NHS Trust representing Acute Trusts
*Bill Shields (BS)	Chief Finance Officer, NHS Devon
Simon Tapley (ST)	Chief Transformation & Strategic Planning Officer, NHS Devon
*Nigel Acheson (NA)	Chief Medical Officer, NHS Devon

Minute number	
1	**Welcome and Apologies for Absence** The Chair welcomed those present to the meeting which was being held in public. A further welcome was extended to Robert Rawlinson (RR) who was observing the meeting; Sara Midgely (SM) and Hannah Pugliese (HP) who would be presenting Item 4 on the agenda; and Mark Brice (MB) and Susan Masters (SMa) who were deputising for the Chief Finance Officer and Chief Nursing Officer respectively. It was noted that apologies for absence had been received from the Chief Finance Officer, Bill Shields; Chief Transformation and Strategic Planning Officer, Simon Tapley; Chief Nursing Officer, Darryn Allcorn; Chief Executive Officer for Torbay & South Devon Liz Davenport; Chief Medical Officer, Nigel Acheson; and Director of Public Health, Steve Brown. It was further noted that as deputies were in attendance for the Chief Finance Officer and Chief Nursing Officer, the meeting was quorate. The Chair informed the meeting that the Board would be meeting in private later in the day to discuss Estates issues, services to be delegated to the ICB from NHS England and the Board Assurance Framework. It was confirmed that all of these issues would be presented at a meeting in public in the near future.
2	**Conflicts and Declarations of Interest** The Declarations of Interest Register was noted. The Mental Health Partner Member, Sarah-Lou Glover (SLG) declared an interest in agenda items 4 and 8 as the Chief Executive Office of Parental Minds, the organisation that had supported Sara Midgely to attend today's meeting to share her experience. Parental Minds are also in negotiation with the NHS to provide support to a First Steps Programme which formed part of the Torbay Special Educational Needs Strategy. **Decision:** It was agreed that SLG would remain in the meeting and take part in the discussion of Items 4 and 8.
3	**Minutes Meeting held on 18 January 2022** The minutes of the meeting held on 18 January 2022 were approved as a correct record, subject to the minor corrections that had been received.
4	**Citizen's Voice** The Chair welcomed Sara Midgely (SM) to the meeting to share the experiences she and her family had faced whilst trying to obtain support, diagnosis, and access to health and social care services for their son within Devon. SM highlighted the following: • Throughout the years that it had taken to obtain a diagnosis and accessing support and services for their son, the family felt that they had not been listened to and their concerns had been dismissed. • Her experience was that services were not joined up which prevented a holistic approach to their son's health and wellbeing being taken. • The rejection of a paediatric referral to several services, including Child & Adolescent Mental Health Services (CAHMS), resulted in SM's son being unable to access the required support which impacted negatively on his mental health.

	• Due to the criteria applicable for accessing CAMHS, SM's family considered they had no option other than to secure private services to obtain a diagnosis and ongoing support for their son and he continues to be supported by private services. • Obtaining an Education Health Care Plan (EHCP) and access to appropriate support in a school setting had been extremely challenging, with poor communication during the process at secondary school level resulting in key evidence being left out of the EHCP and the family being required to take the matter to a tribunal to access the support required. This complex process had taken eight months during which time education was not being accessed. • The experience of SM, her son and the wider family had resulted in a negative psychological impact on them all. The Chair thanked SM for sharing her experiences and apologised on behalf of the Board for the struggles the family had experienced and the Chief Executive of Plymouth City Council, Tracey Lee, extended a further apology on behalf of Local Authorities. Board members who had experienced similar challenges when accessing services for children and young people, shared their understanding of the difficulties faced at every step in the process for families who were in a similar situation as SM. There was consensus that improvement and ongoing focus by the Board was required. The Chair welcomed the Head of Women & Children's Commissioning, Hannah Pugliese (HP) to the meeting to address some of the areas highlighted through the experience of SM and her family. HP provided an overview of Special Educational Needs and Disability (SEND) within Devon, highlighting the outcomes of recent inspections and key areas of work identified as part of the inspection process. The SEND improvement work that had already begun was shared together with the focus of the workstreams within the "Neurodiversity Game Changer". It was noted that the "Keyworker Pilot" workstream would see Key Worker roles being focused at an early point in the pathway to support children at the point of need rather than the point of diagnosis. The workstream which was developing a holistic Neurodevelopment Assessment Pathway to reduce fragmentation across services was also highlighted. It was confirmed that an evaluation of these developments as well as demand and capacity mapping with Acute Providers would be undertaken. The Chief Executive Officer of Cornwall & Isles of Scilly Integrated Care Board, Kate Shields (KS), proposed that a Peninsula wide approach to supporting SEND services would be beneficial and requested that HP and her team progress work with their counterparts in Cornwall. **Decision:** (1) That the Citizen's Voice item be noted; and (2) The Board will commit to taking a holistic view to the support provided to children and families by the Integrated Care System moving forwards.
5	**Chair's Report** The report was taken as read and no questions were raised. **Decision:** That the Chair's Report be noted.
6	**Chief Executive's Report** The Chief Executive Officer highlighted the following issues that were contained within her report:

	2023-24 Operating Plan The Chief Executive Officer thanked colleagues from across the system for the work to develop the 2023-24 Operating Plan, the draft of which would be submitted to NHS England on 23 February 2023 and confirmed that NHS Devon will work closely with Local Authority colleagues to ensure oversight of all plans. It was noted that as NHS Devon and the system's Acute Trusts were in System Oversight Framework 4 (SOF4) there would be additional scrutiny on this plan and that a Board to Board meeting with NHS England is to take place on 9 March 2023 to report progress to date and future plans. It is anticipated that the SOF4 exit criteria, which is currently in draft form, will be signed off at that meeting. **Action:** Draft SOF4 criteria to be circulated to the Board. **Workforce** Members were informed that the outcome of the NHS Staff Survey for NHS Devon had been received and that overall the results were positive. Assurance was provided on the work underway to share with staff the results and develop areas for future improvement. The Chief Executive Officer acknowledged that NHS Devon had not yet received confirmation of the anticipated running cost allocation reduction and further work was needed to support staff going forward considering the organisational change programme was already in progress. It was confirmed that the outcome of the staff survey will be made public later in the year. **Decision:** That the Chief Executive's report be noted.
7	**Devon Workforce Challenges** The Director of Strategic Workforce introduced the report which provided an overview of the challenges being experienced across the system together with the improvement actions being taken. The following points were highlighted: • All areas of work contained within the report form part of the One Devon Workforce Plan which is overseen by the Executive Workforce Group who provide assurance to the People and Culture Committee. • Areas of focus included an overview of recruitment strategies for the health and social care sectors; work underway to agree agency frameworks; and the agreement in principle to develop a Staff Bank for all health and social care requirements. • A workforce planning tool locally designed and developed alongside Health Education England, will be shared with regional NHS England colleagues and partners in Cornwall & Isles of Scilly. • The role of the Devon Wellbeing Hub in providing support to staff in challenging times was also noted. Some of the Board Members raised questions regarding staff turnover and the need to understand why staff leave their jobs. The Director of Strategic Workforce responded by saying a deep dive will be undertaken to review the reasons for turnover and also the reasons for staff sickness. This will be reported back to the People and Culture Committee. The Director of Strategic Workforce confirmed that the draft Workforce Strategy will be presented to the Board at the March meeting in private and it was noted that following confirmation of NHS Devon's running cost allocation, a delivery plan for the Workforce Strategy will be produced and monitored through the Executive Workforce Group. **Decision:** NHS Devon Workforce Challenges report was noted.

8	**Torbay Special Educational Needs and Disability Strategy** The Deputy Chief Nurse introduced the Torbay Special Educational Needs and Disability (SEND) Strategy which was presented to all statutory partners for endorsement and support. The following points were noted: • Torbay Council had been awarded an "Inadequate" rating following the SEND inspection in November 2021. • The Board has been asked to endorse the SEND strategy as one of Torbay Council's partners. The Deputy Chief Nurse confirmed that the Strategy had been co-produced with families who used the service and set out the ambition and give priorities to continue the improvement of the service. The Chair invited feedback in respect of the Strategy from Board Members and overall the Board welcomed the collaborative approach to the production of the Strategy. Following a discussion on Priority 2 the Board thought it could be further strengthened by including reference to the needs of the families who had children accessing the service. The Deputy Chief Nurse said that they would ensure this was feed back to the SEND team. The Board were also interested in the evaluation of the Strategy and how it this would be measured. The Deputy Chief Nurse stated that there are plans to develop an integrated dashboard linked to workforce and financial plans to show the impact of the changes resulting from the implementation of the Strategy. Non-Executive Member, Judy Hargadon (JH) contended that the Board should understand the contractual requirements and financial implications of delivering the Strategy. It was noted that financial plans were still under development and that these would form part of the Strategy Implementation Plan which will be presented to the Children & Family Board for approval. **Decision:** (1) That the Torbay Special Educational Needs and Disability Strategy be endorsed; and (2) An update on the SEND strategy be presented to a future meeting of the Board. *Administrator's Note: Hannah Pugliese and Sara Midgely left the meeting after this item.* .
9	**Urgent and Emergency Care Recovery Plans** The Director of Delivery, Anthony Fitzgerald (AF), introduced the report which set out the three key priorities for Urgent and Emergency Care contained with the 2023-24 Operating Plan guidance and an overview of the recovery plan that had been developed to deliver against these priorities and associated performance metrics. The following points were noted: • The three key priorities for all ICBs were: recovery of core services and productivity levels; delivery of key long term plan ambitions; and transforming the NHS for the future through local empowerment and accountability. • Performance metrics covered a number of delivery areas including Community Health Services; Primary Care; Cancer; Diagnostics and Maternity. • Figure 1 had been omitted from the report and would be circulated to the Board for completeness. • Work was underway to develop a Stratified Improvement Plan for Urgent and Emergency Care which included finance, activity and performance. • An Urgent Care Board had been established the membership of which included representatives from Local Authorities; Primary Care; Community Care; Mental Health services; and Children & Young People services. The inaugural meeting of the Board had taken place on 1 March 2023.

	• The draft Improvement Plan would be circulated across the Peninsula for comment and collaborative development. • The Improvement Plan for Urgent and Emergency Care formed part of the 2023-24 Operational Plan, with the draft Plan to be submitted to NHS England on 23 February 2023 with the final Plan to be submitted by 30 March 2023. The Board acknowledged that streamlining plans and collaborative working would support these improvements in the access to services. The Board discussed on how the delivery of this plan would be integrated with the Mental Health and Acute Provider Collaborative, with it being noted that the governance around the delivery of the plan would be strengthened. **Decision:** The Board noted the assurance provided in the report and asked that an update on the implementation of the improvement plan be brought back to the Board no later than July 2023.
10	**Integrated Quality, Performance and Finance Report (IQPR)** The Chair introduced the report which provided a consolidated update on key strategic issues and measures of outcomes, performance, quality, finance, and activity to provide the necessary assurance that issues are being identified and addressed. It was noted that the IQPR was presented to the Finance Committee and to the Quality & Performance Committee each month for consideration, with any issues of concern being highlighted to the Board via the Chair's Reports from those Committees. The Board discussed the issue of productivity, together with its impact upon financial and performance plans, which had been raised during the Board meeting. It was agreed that productivity data could be incorporated within the IQPR together with impact prevention and early intervention initiatives such as "Time to Care" had upon this. **Decision:** The Board noted the Integrated Quality, Performance and Finance Report.
11	**Committee Chair Report - Quality & Performance Committee** The Chair of the Quality & Performance Committee, Non-Executive Member, Hisham Khalil (KH) introduced the report which provided an overview of the issues that had been considered by the Committee at its meeting on 1 February 2023: • The Committee considered that the IQPR report had not demonstrated any significant change in position compared to the previous month. The system was facing significant challenges across multiple domains with Providers now providing harm reports in relation to elective care patients experiencing long waits. • A development session had formed part of the meeting in February, with the aim of reflecting on the work of the Committee, reviewing its Terms of Reference and enhancing the effectiveness of members working together and how best they could provide assurance to the Board. The outcome of this development session will be shared with the other Assurance Committees. The following items were escalated to the Board: • The view of the Committee was that it should have sight of all of the risks contained within the BAF rather than just those that had been allocated to it, as this would enable a better understanding of where other risks had an impact on the quality of services. • A standard operating procedure will be submitted for the Board for endorsement of an accountability framework. • A request to have a Board level discussion around 78 week waits was made. **Decision:** (1) That the report of the Chair of the Quality & Performance Committee, including the statements of assurance, be noted.

	(2) A review of waiting times and, in particular 78 week waits, to be presented to the board via the chairs report
12	**NHS Devon ICB and ICS Month 9 Finance Reports** The Interim Deputy Chief Finance Officer introduced month 9 reports which set out the current and projected financial position of the ICB and the ICS for the year ended 31 March 2023. The reports detailed the financial position as at 31 December 2022, setting out the year to date and forecast financial position. The following points were noted: **ICB Month 9 Report** • To the end of December 2022 NHS Devon reported £3.1m surplus and a forecast year end position of £4.6m surplus; • The updated forecast sits within an overall amended forecast for the ICS of £49.5m deficit; • Further discussions will take place as to how this is distributed about the system which will require a net neutral change to the system but not require further permission from, NHS England; and • The risks and actions to mitigate the position were detailed within the report. **ICS Month 9 Report** • To the end of December 2022 Devon ICS reported a year to date deficit of £29.3 against a planned deficit of £17.4; • The forecast deficit is forecast at £49.5m a £31.3m adverse to plan; • The movement to forecast had been approved at the NHS Devon Board in December 2022 and discussed and agreed at the Finance Committee on 1 February and • Agreement had been gained from NHS England and the provider Boards had reviewed and signed off their respective plans. It was noted that the revised forecast was not without risk and careful management would be required to ensure delivery and executive oversight of the financial position would continue on a weekly basis to address any off-track activity. The management of risks would continue through the Finance Committee. Whilst welcoming the updates, the Board raised their concern that the financial management should not be the only consideration when considering the most appropriate healthcare provision for the population of Devon. **Decision:** That the NHS Devon ICB and ICS Month 9 Reports be noted.
13	**Committee Chair Report – Finance Committee** The Chair of the Finance Committee, Non-Executive Member, Kevin Orford (KO) introduced the report which provided the Board with an overview of the issues considered by the Committee at its meeting on 1 February 2023. The following points were noted: • The financial reports considered at the previous agenda item had been subject to detailed scrutiny by the Finance Committee, who taken assurance from the actions being taken to manage delivery of the revised plan. • A detailed review of the processes in place to develop the 2023-24 Operating Plan had also been undertaken, from which the Committee had taken assurance. • There were no issues or risks to be escalated to the Board by the Committee. **Decision:** That the report of the Chair of the Finance Committee, including the statements of assurance, be noted.

14	**Committee Chair Verbal Update – Audit & Risk Committee** The Non-Executive Member, Kevin Orford (KO) provided a verbal update of the issues considered by the Committee at its meeting on 8 February 2023. It was noted that KO had acted as Chair for the meeting in the absence of the substantive Chair, Non-Executive Member, Graham Clarke. The following points were noted: • A report was received and noted on the assurance process related to the delegation of Podiatry, Opthalmology and Dentistry was received and a report on this issue will be presented to the Board at is March meeting. • An update on the development of the Board Assurance Framework (BAF) had been considered with it being noted that there remains further work for the Assurance Committees to undertake in reviewing the risks assigned to them to enable approval of the BAF by the Board at its March meeting. • An update on Information Governance has been received. It had been noted that the Data Protection Toolkit was to be submitted in June 2023 and that a key area of concern was the completion of Information Governance mandatory training, with the current compliance level being 34% against the required 95%. As the failure to meet the 95% compliance level would result in the entire Toolkit being failed, Executive Directors were encouraged to support colleagues in completing their mandatory training. • A number of Information Governance policies had been received and approved. • The Committee had taken assurance that the timeline to produce the Annual Report and Accounts for the last three months of operation of NHS Devon Clinical Commissioning Group and the first nine months of operation of NHS Devon ICB would be met. • The Committee had been informed that the appointment of external auditors was nearing completion and that timings of the annual accounts audit would be reviewed and discussed with the Department of Health as necessary. • Two internal audit reports had been received by the Committee, one relating to High Level Financial Systems, which had been rated as providing significant assurance and the second in respect of Conflicts of Interest Management which had been rated as providing satisfactory assurance. The Committee was satisfied that the recommendations contained within the reports had been agreed and were being actioned. • The Committee had agreed small changes and a revised timescale for the internal audit review of the BAF. • There were no issues or risks to be escalated to the Board by the Committee. **Decision:** That the report of the Chair of the Audit & Risk Committee, including the statements of assurance, be noted.
15	**Committee Chair Report - Primary Care Commissioning Transitional Committee** Non-Executive Member, Thandiwe Hara (TH), introduced the report which provided the meeting with an overview of the issues considered by the Committee at its meeting on 26 January 2023. It was noted that TH had acted as Chair for the meeting in the absence of the substantive Chair, Non-Executive Member Judy Hargadon (JH). It was highlighted that the Mayflower Medical Group had received a CQC rating of “Good” following its recent inspection. The Board expressed its congratulations to the Group on the significant improvements that had been achieved. **Decision:** That the report of the Chair of the Primary Care Commissioning Transitional Committee, including the statements of assurance, be noted.

16	**Committee Chair Report - People and Culture Committee** Non-Executive Member, Thandiwe Hara (TH), introduced the report which provided the meeting with an overview of the issues considered by the Committee at its meeting on 25 January 2023. It was noted that when considering overseas recruitment, the Committee had sought assurance around the ethical processes in place which ensure that health professional are not moving from areas that have similar workforce challenges. TH provided assurance to the Board that a complete pastoral package is provided for each individual joining the Devon system from overseas and that whilst recruitment from overseas remained a requirement for the system, there continued to be a commitment to recruiting those local to the area and from this country. **Decision:** That the report of the Chair of the People and Culture Committee, including the statements of assurance, be noted.
17	**NHS Cornwall & Isles of Scilly Board Update** The Chief Executive of NHS Cornwall & Isles of Scilly Kate Shields (KS) introduced her report which had been presented to the Cornwall & Isles of Scilly ICB at its meeting on 9 February 2023. The following points were highlighted: • Challenges remain around performance recovery across the system. • Workforce challenges continue across the system. • Initiatives to attract staff into the NHS were continuing with a pilot having been implemented in the mid Cornwall. • A review of any harm to patients and staff resulting from the recent industrial action was to be undertaken. • A review of the way in which the Board is operating will be undertaken to ensure that both strategic issues as well as work at place are receiving the required level of consideration. **Decision:** That the report of the Chief Executive of NHS Cornwall & Isles of Scilly be noted.
18	**Action Log** The Chair referred the meeting to the progress being made in respect of actions arising from previous meetings of the Board. It was noted that a request to close Action 27 was being made as an update on the Asylum Seeker Programme had been included in the Board Forward Plan for consideration in May 2023. **Decision:** That Action 27 be closed.
19	**Questions from Members of the Public** The Chair confirmed that no questions from the public had been submitted prior to the meeting. However, Robert Rawlinson, who was in attendance wished to ask two questions. Mr Rawlinson thanked the Board for the welcome that he had received and posed the following questions: *What is being put into place around workforce and retention of nursing staff?* The Director of Workforce Strategy provided an overview of the actions in place including tracking of funding to ensure that this is being utilised effectively and also ensuring that regular contact is made with all colleagues throughout the year. Future actions will include the

	formalisation of regular colleague contact, with a focus on nursing, and that this will be captured within the Workforce Strategy. It was also acknowledged that further work around effective delegation to social care colleagues could free up valuable time for nurses that could be used elsewhere. *What support is in place for Primary Care Networks (PCNs) for the Additional Role Reimbursement Scheme roles (ARRS)?* Non-Executive Member Judy Hargadon confirmed that the ARRS had been developed by the PCNs with support from the Primary Care team. The approach taken was that support is tailored to each PCN rather than a blanket approach being adopted. PCNs to take the lead in developing this support. The Chair thanked Mr Rawlinson for his time in attending the meeting and raising these issues.
20	**Any Other Business** The next meeting of the NHS Devon Board will be held on 15 March 2023 at County Hall, Exeter.

Minutes approved	Date: 15.03.23	Signed by Chair: Sarah Wollaston