

# ICS Workstream update

As at May 2022

Appendix A

# ICS Transition Update

## ICS Transition - SRO Summary

SRO:

Eileen Doyle

Delivery Confidence  
Assessment

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Readiness to Operate (ROS) evidence pack and System Development Plan (SDP) submitted to NHSEI 20 May, strengthening the evidence pack and reflecting the feedback from the 31 March submission. All documentation required for safe and legal transition on 1 July will be in place. NHSEI Regional Director is to meet with senior ICB colleagues between 20 May and 10 June for final assurance prior to national submission. Document submitted to ICB Shadow Board 19 May have been assured and will go to CCG governing Body for approval in May. Outstanding papers will be assured and approved in the June meeting round. CCG Due Diligence for close down has been completed. The Place Development Programme to shape Place and Neighbourhoods for the system is underway and due to complete Aug 2022. Current Digital, Leadership, Finance and Population Health and Collaboratives workstream leads are all embedded within the programme. The first meeting of the ICP is scheduled for the 31 May, preceded by a workshop to bring partners together to strengthen relationships and begin the work on driving the ICP. Work is underway to scope future handover from Transition Programme into BAU which will include close down of some workstreams and development of future requirements.

**The Transition Programme Director's overarching delivery assessment is Green subject to a successful NHSEI final sign off meeting with regional Director.**

### Key Dates:

- 10 Jun - Regional ROS submission - National Milestone
- 17 Jun - NHSEI Regional Director/CEO sign ICS ROS
- 23 Jun - ICB Shadow Board - any essential sign off for ROS by 1 July 2022 transition
- 1 Jul 22 - ICS Transition Day - ICB Day 1 process

## Workstream Leads Update

### Key Points Update

### Future action and Escalations

Previous

Current

Delivery Lead

	Key Points Update	Future action and Escalations	Previous	Current	Delivery Lead
<b>Strategy &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>•ICB Board development session planned to finalise outcomes framework in May.</li> <li>•Health Inequalities plan is incorporated into the workstream. HI Plan in development with expected sign off in May.</li> <li>•Alignment and input to 2022/23 operational planning.</li> <li>•‘Plan for a plan’ requirement by NHSEI being examined locally with options development in progress for wider discussion.</li> </ul>	<p>Consideration on the below for next meeting</p> <p>What is the nature of Board engagement</p> <ul style="list-style-type: none"> <li>•Are we seeking sign off or are we consulting</li> <li>•Further advice being sought ahead of Board meetings.</li> </ul>	G	G	Nisha Patel
<b>ICP &amp; Place</b>	<ul style="list-style-type: none"> <li>•Proposed ICP structure and development of place agreed by both HWBB, NHCP and System Exec</li> <li>•Membership of the ICP board, sub groups and TOR is in development.</li> <li>•ICP Development Session to be scheduled 31 May 2022</li> <li>•Initial meetings have taken place with collaborative leads</li> <li>•Strategy work is underway (please see separate slides)</li> <li>•Place development programme is underway and has good participation</li> <li>•Place Directors appointed in both Local Authorities to support the development of Place.</li> </ul>	<ul style="list-style-type: none"> <li>•Place architecture developed and being formally agreed by the two places</li> <li>•Meetings to continue with collaborative leads to discuss place and collaborative alignment.</li> <li>•PA is well underway on the next phase of work regarding governance TOR and linkages with ICB</li> <li>•Communication and engagement roles and responsibilities needs to be clarified</li> <li>•Engagement with all key partners in relation to ICP, neighbourhoods and the fit and alignment with wider ICS</li> </ul>	G	G	Stuart Lackenby / David Watts
<b>Collaboratives</b>	<ul style="list-style-type: none"> <li>•MH Collaborative contract workstreams progressing and on track for 2022.</li> <li>•Mental health Phase 2 on track for 2024.</li> <li>•Elective clinical workshops held 21/04/22 to help determine scope</li> <li>•ROS Update Completed. iCAN reviewed by CEOs.</li> <li>•iCAN Phase 2 ongoing.</li> <li>•Contracting principles approved by CDSG as a proposal, delegation framework considered as at an iterative position</li> <li>•Interdependencies across workstreams work being developed further - two pathways (approved) and 2 areas for prevention (routed through Place) to be piloted - and is regularly presented to CDSG.</li> </ul>	<ul style="list-style-type: none"> <li>•MH request for resources discussed at CDSG 11/05/22.</li> <li>•Level of clinical leadership being considered. Waiting on outcome of ICB Clinical Leadership Review. IG complications raised with IG Group and some of these may translate across other Collaborative groups. CCG</li> <li>•Leadership Team briefed. Need to ensure appropriate resource to support across the system is in place.</li> <li>•Work to continue on socialising System Interdependencies.</li> <li>•Elective Care Case for Change to be submitted to ECB 12/05/22. Feedback will be incorporated into further system submissions.</li> <li>•Collaborative Case for Change system submissions to be aligned.</li> </ul>	G	G	Karen Spellman/David Williams

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	Key Points Update	Future action and Escalations	Previous	Current	Delivery Lead
Comms & Eng	<ul style="list-style-type: none"> <li>•Focus area 2: workshop and focus groups completed, with one final focus group underway Weds 25/05</li> <li>•Focus area 2: thematic trend analysis of complaints, PALS and FFT across NHS providers and where possible local authority under way</li> <li>•Focus area 4: Technical build is on track - website content first draft and documents are currently reviewed with a focus on the mandatory/statutory information which needs to be on the site (website and portal)</li> <li>•Focus area 5: Branding approach developed at co-production session with the majority of proposal now complete with final branding options document soon to be presented for final sign-off</li> <li>•Focus area 6: CCG to ICB internal channels review proposals accepted by CCG CMT w/c 09/05 with next steps focusing on; Staff Briefing timetable change, develop and share all-staff email protocol refresh and re-platform Touch Base and Primary Care Bulletin</li> <li>•Focus area 6: artwork and welcome materials feedback received from CCG CMT w/c 09/05. Costs approved with next steps to: finalise designs and print, plan roll out – liaise with buildings team re: artwork and finalise building signage etc.</li> <li>•Focus area 6: comms underway and ICS conversations taking place</li> </ul>	<ul style="list-style-type: none"> <li>•Focus area 2: end of May - review and receive first draft of engagement framework, ahead of sharing our draft and defining how we 'monitor implementation' in June</li> <li>•Focus area 4: to have conversations with leads / teams about identified risk points</li> <li>•Focus area 4: CMT to review URL recommendations</li> <li>•Focus area 5: ICS and ICB document templates to be finalised, ICP brand options shared with programme leads for approval and final branding options document to be presented</li> <li>•Focus area 6: plan and implement agreed changes following CMT approval</li> <li>•Focus area 6: organise logistics and finalise roll out for artwork and welcome materials following CMT approval</li> <li>•Focus area 6: NHCP newsletter to include final 'farewell' focus for stakeholder / public viewing</li> </ul>	AG	G	Dionne Mayhew
Strategic Finance	<ul style="list-style-type: none"> <li>•2022/23 Financial plans submitted on 28th April</li> <li>•Feedback from NHSEi on financial policies submitted as part of the ROS evidence pack was positive <ul style="list-style-type: none"> <li>• Draft ICB SORD Template</li> <li>• Function mapping for SORD</li> <li>• Draft Financial Framework</li> </ul> </li> <li>•All deliverables on track</li> <li>•Work continues to progress on: <ul style="list-style-type: none"> <li>• Financial Strategy Engagement</li> <li>• SBS full project plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•SBS transition plan completed throughout May - June 2022</li> <li>•22/23 financial planning assumptions agreed in line with national guidance</li> <li>•Work ongoing to identify options for reducing the deficit plan.</li> </ul>	G	G	Sarah Stansfield
CCPL	<ul style="list-style-type: none"> <li>•Second Review of clinical and care representation in emerging system architecture e.g. representation on boards and committees to be undertaken June and thereafter quarterly as ICS architecture matures.</li> <li>•Financial framework temporarily slowed due to workstrand lead change. WG representatives to outline current offer/expenditure across the system.</li> <li>•Draft framework returned for second discussion at Clinical Leaders 5 May, broad support for framework.</li> <li>•Comments requested from TSG members.</li> <li>•Place Development Programme attendance continues.</li> </ul>	<ul style="list-style-type: none"> <li>•Engagement across clinical and care forums throughout Apr - Aug 22</li> <li>•Framework signed off Clinical Leaders 28 Apr, Quality Committee due 7 Jun with ICB Jul 2022</li> <li>•Ongoing participation in Place Development Programme May - Aug 22</li> <li>•Y2 Financial framework to be submitted Jul 2022</li> <li>•Phase 1 Implementation Plan Q3 &amp; Q4</li> <li>•New lead for Resourcing workstrand to be nominated</li> </ul>	G	G	Matt Metcalfe

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### Key Points Update

### Future action and Escalations

Previous Current Delivery Lead

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People	<ul style="list-style-type: none"> <li>•Continue to progress approved ICS Workforce Plan (agreed Dec 2020) and SWIM objectives.</li> <li>•Development of SWIM objectives for 2022/23 as part of Operational Planning.</li> <li>•NED appointments made following selection process.</li> </ul>	<ul style="list-style-type: none"> <li>•Next steps in relation to targeted approach to CNO role recruitment to be finalised and commenced.</li> <li>•People Function proposal to be discussed at TSG.</li> <li>•People Committee in wider ICS structure to be determined, key meetings scheduled to progress. Governance discussions to be progressed to agree the format and structure of approach.</li> </ul>	G	G	Chris Oakes
ICB Governance	<ul style="list-style-type: none"> <li>•Workstream on track with plan.</li> <li>•Further draft ICB Constitution submitted April 2022, submission reflective of requirements of latest guidance. Amendments made to Partner Member eligibility, requirements and nominations and selections process.</li> <li>•Further draft Functions and Decisions Map submitted.</li> <li>•Draft Policies required as part of the constitution submitted to NHSE/I, approval of policies subsequently secured from the CCG Audit Committee as require by the guidance.</li> <li>•Outline Governance Handbook prepared and submitted to NHSE/I for assurance of progress.</li> <li>•Shadow ICB Committees and Board in operation from April 2022.</li> <li>•Non-Exec recruitment complete.</li> <li>•Potential for further changes to be required to allow for that set out in legislation.</li> </ul>	<ul style="list-style-type: none"> <li>•Potential for further changes as a result of passing of legislation in week commencing 15 May 2022.</li> <li>•Constitution and all supporting governance documentation as set out in the constitution to be presented to the May ICB Board for Support and the May CCG Governing Body for Approval prior to submission to NHSE/I Awaiting feedback on draft constitution submitted in April 2022.</li> <li>•ICB committee ToR to be developed in May with a view to presenting to the Board, inclusive of system representation.</li> <li>•Nominations and Selections processes for Board Partner Members to be agreed and undertaken in May/ June.</li> </ul>	G	G	Neil Boughton
Digital	<ul style="list-style-type: none"> <li>•Central funding of £250k held at NHFT. Consultancy commenced 21 March and workshop sessions have commenced. Additional funding of £55k has also been allocated to support this process but was not accrued and therefore is lost - should not impact strategy and plan delivery.</li> <li>•Natasha Chare has scheduled regular meetings with partner digital leads to begin Digital Strategy engagement - this has now turned into a weekly working group who are steering creation of strategy</li> <li>•AC progressing conversations regarding ICS digital function.</li> </ul>	<ul style="list-style-type: none"> <li>•Progress workshop sessions.</li> <li>•Engagement with module D (ALS) agenda - workshops to be held.</li> <li>•Timescales for the Digital Strategy and Plan has moved to September, but still working to deadline at end of June for commissioned work.</li> </ul>	G	G	Andy Callow

# Workstream Leads Update

## Key Points Update

## Future action and Escalations

Previous Current Delivery Lead

CCG Transition	<p>Due Diligence checklist completed by each of the workstream leads, individual meetings taken place to assure the deliverables are on track. Programme team on track to send to NHSEI on Friday 20th May 2022. Staff consultation is underway.</p> <p>Example letter from AO to Chair received from NHSEI, local version currently being drafted</p> <p>Oundle Project continues to be on track</p>	<p>Review final CCG Due Diligence with SRO prior to 20 May 22</p> <p>Each lead to provide an update at next CCG Transition board</p> <p>Submit CCG Due Diligence spreadsheet to NHSEI on 20 May 22</p> <p>Plan for closing the CCG Transition Board and become part of BAU</p>	G	G	Sarah Stansfield
PMO	<ul style="list-style-type: none"> <li>•Revised forward view completed</li> <li>•Updated SDP Submitted to NHSEI</li> <li>•Updated ROS evidence pack submitted with supporting evidence to NHSEI</li> <li>•Updated DD checklist updated and submitted to NHSEI</li> <li>•Highlight reports collated for workstreams including Risk, dependencies and plans</li> <li>•Forward view submitted to Governance Lead to integrate into ICB preparation discussions</li> <li>•Summary of critical documents and actions for safe and legal transition 1 July 2022 completed</li> </ul>	<ul style="list-style-type: none"> <li>•Support CEO/CCO ROS Regional sign off process</li> <li>•H&amp;WB x 2/Gov Body/Shadow Bd papers</li> <li>•Develop Transition Programme closure process</li> <li>•Risk Review with Leads</li> </ul>	G	G	Eileen Doyle

## Risks & Issues

Escalated Risks and Issues	ID	Theme	Workstrand	Description	Progress/Issues	Performance						
						Previous	Date Added	Current	Review Date	Target	Target Date	Lead
						R001	Timeline	ROS	An altered delivery timeline from NHSE	NH Sei/Region have amended the delivery timeline for ROS evidence pack submission to 19 May 2022. This has resulted in document approval congestion for the May shadow ICB. Contingency in place for prioritising route to sign off for critical path documents, potential for extraordinary Board developed and a write around process potentially used to ensure all documents for the ROS evidence pack are in place prior o transition day.	AG	20/10/21

## Critical Milestones

Critical Milestones	ID	Deliverables	Progress	Delivery Dates			RAG Rating		Workstream
				Baseline	Forecast	Actual	Previous	Current	
				CM4	Final ROS Submission	19 May - ICS Shadow Board to approve ROS and Evidence Pack - ICS Milestone	19/05/22	19/05/22	
CM5	Readiness to Operate Statement	NHSEI Regional Director/CEO sign ICS ROS - Legal document	17/06/22	17/06/22		G	G	Programme	
CM6	Transition Day	Day 1 ICB formal stand-up day 1 process	01/07/22	01/07/22		G	G	Programme	

## Dependencies

Dependencies	Name of third party	Dependency	Update	RAG Rating		Lead
				Previous	Current	
				NHSE	Guidance on Transition	
NHSE	Timetable changes	Changes to timetable impacting on pre scheduled ICB clearance process.	G	G	Eileen Doyle	