

ICB Executive Committee Terms of Reference

1. PURPOSE

- 1.1. The ICB Executive Committee exists to support the Board to ensure that the ICB takes appropriate steps to meet all its statutory duties and meets legislative requirements and regulatory guidance.
- 1.2. The Committee will support the ICB and ICS with the achievement of the 'four core purposes' of Integrated Care Systems, namely to:
 - (a) Improve outcomes in population health and healthcare;
 - (b) Tackle inequalities in outcomes, experience and access;
 - (c) Enhance productivity and value for money;
 - (d) Help the NHS support broader social and economic development.
- 1.3. The duties of the Executive Committee will be driven by the ICB's strategic objectives and the associated risks. An annual business programme will be agreed before the start of each financial year; however, this will be flexible to accommodate and respond to new and emerging priorities and risks.

2. DUTIES

2.1. Strategy and Leadership

- Provide executive oversight of the preparation and delivery of the ICB medium-term plan, Five Year ~~Joint Forward~~ Strategic Commissioning Plan, one year operational plan and commissioning intentions, , and the joint capital resource use plan, ensuring delivery of key priorities, aims and objectives.
- Ensure that preparation of all ICB strategies and plans are fully aligned and integrated , enabling effective delivery of the ICB's strategic objectives.
- Ensure delivery of strategies and plans against the achievement of the ICB's Strategic Objectives.
- Provide effective leadership and direction to the work of the ICB, coordinating and directing the operations of the ICB in accordance with the strategic direction set by the ICB Board, ensuring delivery on behalf of the ICB Board
- Lead and co-ordinate its business with the ICS wide partners, as appropriate, on matters relevant to each sector and the Integrated Care Partnership
- ensure robust clinical, financial and corporate governance across the ICB

- promote good risk management and ensure effective corporate governance systems and processes are embedded across the organisation that also promote effective partnership working and integration

2.2. ICB Finance, Performance and Planning

- Lead the preparation of the ICB's Medium-term plan, and annual operational plan, ensuring alignment with national and system priorities
- Lead the development of robust ~~joint~~ financial plans ~~with the ICB's partner NHS trusts and NHS foundation trusts,~~ ensuring that plans clearly demonstrate the use of resources to improve outcomes and tackle health inequalities.
- Lead on the formulation of plans in respect of the ICB ~~and system QIPP~~ Waste Reduction Programme (WRP) and financial recovery and make recommendations to the relevant committee or -board.
- Ensure that the ICB's annual budgets and Operating Plan are prepared within limits of allocations, and expenditure in each financial year does not exceed the aggregate of any sums received within that financial year
- Oversee the ICB's in-year budgetary performance, monthly forecast against plan and make decisions to ensure delivery of remedial actions to mitigate any negative variation in monthly position and forecast
- Ensure a robust prioritisation framework is applied to WRP, recovery plans and commissioning intentions
- Oversee the performance of the ICB including finance, quality, progress against plans, constitutional standards and locally determined priorities
- Make decisions to ensure delivery of remedial action plans in respect of identified financial, activity or quality performance issues and escalate to the Board as appropriate.
- Consider and prepare appropriate responses to external and internal reviews, making recommendations to the relevant committee or ICB Board
- Maintain oversight of ICB and System wide programmes supporting the development and implementation of strategy and plans, including enabling work programmes such as workforce, digital and estate

2.3. Strategic Commissioning

- Ensure appropriate public involvement and engagement in the work of the ICB and any proposed strategies, plans and commissioning intentions and appropriate engagement and/or consultation for any service change, and provide assurance to the relevant committee or Board of such.
- Ensure that all commissioning functions are effectively managed, and that contracts and agreements are in place to secure delivery of its commissioning strategy and plans within the allocated resources.

- Make recommendations or decisions on the review, planning and procurement of commissioned services in line with the SoRD and operational scheme of delegation.
- As part of the ICB's statutory commissioning responsibilities across Lancashire & South Cumbria under delegated authority from NHS England, ensure robust operational commissioning and contracting arrangements of delegated commissioning services for Specialised Commissioning and Primary Care Commissioning and make recommendations or decisions on the review, planning and procurement of delegated services in line with the SoRD and operational scheme of delegation

2.4. **Operating Model**

- Ensure an effective and affordable operating model, and deploy the resource of the organisation effectively and efficiently to deliver the statutory -strategiesfunctions, strategies and plans of the organisation.
- Oversee the development of its four places across Lancashire and South Cumbria, and the wider Integrated Care System (ICS) and all of its partnerships
- Ensure the governance and architecture arrangements for the operational delivery and oversight of executive functions is fit for purpose and in line with the ICBs Governance Framework, constitution and SoRD.

2.5. **EPRR**

- Ensure the ICB is compliant with its statutory duties under the Civil Contingencies Act and ensure direction (as a Category 1 responder) in the event of emergency planning, preparedness, and response, and ensure the ICB supports its partners with system and local (place) planning and activity.

2.6. **People and Culture**

- Promote the values of the ICB and create an organisation-wide culture, which enables clinicians, managers and staff to work, both in partnership and individually, to effectively deliver safe, high-quality and affordable services.
- Oversee the implementation of the Organisational Development Strategy and People Plan.
- Monitor all workforce performance targets and recommend remedial action plans when performance is below target, including finding of the annual staff survey.
- Consider and review workforce plans in line with management costs and making recommendations where relevant to the Organisational Change Committee or remuneration committee in line with its ToR

- Ensure the ICB is compliant with Health and Safety legislation including the Corporate Manslaughter Act and Local Security Management Services (LSMS) requirements

2.7. **Risk**

- Ensure collective oversight of risks from a strategic perspective and provide assurance to board and committees of progress towards delivery of the ICBs strategic objectives.
- Oversee mitigation plans where the risk is impacting on the achievement of the ICB's strategic objectives or statutory requirements, taking remedial actions and escalating key risks and issues to the Board of the ICB.

2.8. **Decision Making**

- Act in accordance with the ICB's Constitution, Standing Orders, Prime Financial Policies and Scheme of Reservation & Delegation
- Take decisions and action on any other appropriate matter within the delegated authority of its individual members

2.9. **Other**

- Review and approve policies specific to the Committee's remit.
- Monitor the quality of data that informs the work of the Executive; this includes review of the timeliness, accuracy, validity, reliability, relevance and completeness of data.