

NHS South East London Integrated Care Board Integrated Performance Committee

Terms of Reference

16 October 2024

1. Introduction

- 1.1. The Integrated Performance Committee (IPC) is established as a committee of the NHS South East London ICB (SELICB).
- 1.2. On behalf of the Board, the committee will consider NHS operational and financial performance with reference to the ICB's strategic commitments, providing the Board with assurance that these commitments are aligned across the ICS and on track for delivery. These strategic commitments are those of relevance to the whole system and as expressed in the ICP integrated care strategy, the Joint Forward Plan, Medium Term Financial Strategy and other strategic documents. In addition, the committee will provide an escalation route for the ICB Executive if enhanced review and assurance is required in relation to the in-year delivery of associated operational plans.
- 1.3. These Terms of Reference set out the role, duties, membership and reporting arrangements of the committee under its terms of delegation from the ICB Board. The committee's powers relate specifically to these terms of reference, which can only be amended by the ICB Board.
- 1.4. All members of staff of SELICB will be expected to co-operate with any requests made by the committee to further its agreed objectives and actions.

2. Purpose and Rationale

- 2.1. The four aims set out for all Integrated Care Systems describe ambitions that will require sustained collective effort over multiple years 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.
- 2.2. The aim of the IPC is to assure the Board that the NHS in SEL is in the best possible place to achieve these aims, through review, testing and assurance in relation to SELICB's strategic plans. It will achieve this through an agreed workplan which will allow the committee to consider a range of strategic objectives and outcomes, including recommending any changes in approach or delivery to the Board to secure agreed strategic plans.
- 2.3. The committee will not spend significant time at its meetings considering routine reports on finance and performance, although it will receive dashboard reports across key operational planning domains to maintain situational awareness and enable members to effectively carry out its more strategic role. It will also consider areas where the ICB is off track or at risk of non-delivery to provide further assurance to the Board as to recovery and mitigating actions.
- 2.4. The committee will provide recommendations to the Board around any proposed action to

mitigate risks or issues in relation to strategic delivery alongside wider learning around delivery of the ICB's strategic plans.

- 2.5. In summary the committee exists to oversee and assure the delivery of the ICS four aims through the objectives and deliverables set out in the range of ICP and ICB strategic plans. The committee will also have a role to monitor how delivery across different parts of the system contributes to the ICS's overall strategic work and direction, including recommending to executives where correction needs to be made to ensure efforts are aligned.

3. Duties

- 3.1. The IPC will consider key areas of ICB strategic planning and delivery to provide assurance in relation to progress against agreed commitments and outcomes. The areas of focus will be driven by an agreed annual workplan setting out the areas for review and consideration by the committee.
- 3.2. The IPC will provide assurance to the Board that the strategic commitments of SELICB are on track for delivery and that where delivery is at risks clear actions and mitigations are in place to support recovery and ensure the successful delivery of plans.
- 3.3. The IPC will further consider material performance variations affecting the ability of the ICB to deliver its strategic commitments because of non-delivery of in year operational plans, as escalated by the ICB Executive (the IPC may also ask the ICB Executive to escalate a matter to it). It will provide assurance and direction or recommendations around the appropriate response by the ICB.
- 3.4. The IPC will support the work of the System Sustainability Group, providing Board Committee support, advice and feedback alongside assurance around delivery of agreed outcomes and commitments.
- 3.5. The committee will review the NHS contribution to borough plans as articulated in the Joint Forward Plan and Health and Well Being Plans, alongside the consideration of SEL wide plans. This does not constitute an additional mandatory approval step for local Places work and strategies but a mechanism through which there is ICB visibility around the NHS's contribution to the delivery of these plans alongside the identification of any system wide learning or enabling action required to optimise delivery.
- 3.6. The ICP may make recommendations to improve the metrics used to track progress against strategic aims.

4. Accountabilities, authority, and delegation

- 4.1. The authority delegated to the committee is set out in the ICB's Scheme of Reservation and Delegation.
- 4.2. Formal decisions of the committee will need agreement from a majority of members present at the committee meeting.
- 4.3. The IPC will undertake an advisory function where a decision is required beyond the above stated levels of delegation. In this, the IPC will notify the ICB Board of items for decision.
- 4.4. The IPC may establish any working group or task and finish group to lead work under a defined term of reference / engagement. The IPC must agree by majority on the establishment of any of the groups and formally agree their terms of reference.
- 4.5. The Board may delegate to the group any decision within its scope by agreement of

Board members.

5. Membership and attendance

5.1. The IPC will be constituted of the following members and attendees:

Members

- Non-Executive Member (Chair)
- ICB Chair
- Partner Member for Primary Care (x1) (Vice chair)
- Provider Non-Executive directors (x5)
- Acute provider Executive Director representative (x1)
- Community provider Executive Director representative (x1)
- Mental Health provider Executive Director representative (x1)
- ICB Chief Executive Officer
- ICB Chief Finance Officer
- ICB Executive Director of Planning
- ICB Chief of Staff
- ICB Place Executive Lead (x1)
- ICB Medical Director or ICB Chief Nurse

5.2. Other individuals from across the Integrated Care System may be invited to attend as required.

5.3. The group is permitted, with agreement of the ICB Chair to formally co-opt additional members and/or other subject matter specialists to broaden the range of input should this be deemed necessary.

6. Chair of meeting

6.1. The meeting will be chaired by the SELICB Non-Executive Member. The vice chair will be the Partner Member for Primary Care.

6.2. At any meeting of the group, the chair if present shall preside. If the chair is absent, the vice chair shall preside. If the chair is temporarily absent on the grounds of conflict of interest, the vice chair shall preside.

7. Quorum

7.1. The quorum of the group is 50% including at least

- The Non-Executive member (chair) or the Partner Member for Primary Care (vice chair)
- One provider member

– One ICB Executive Director member

- 7.2. All members will be expected to attend all meetings or to provide their apologies in advance should they be unable to attend.
- 7.3. Members are responsible for identifying a suitable deputy should they be unable to attend a group meeting which needs to be agreed with the IPC Chair, and notified to the meeting secretariat, in advance.
- 7.4. Nominated deputies will count towards the meeting quorum if attendance has been agreed by the IPC Chair in advance.
- 7.5. The IPC will operate with reference to NHS England guidance and national policy requirements and will abide by the ICB's standards of business conduct. Compliance will be overseen by the Chair of the committee.
- 7.6. The IPC agrees to enact its responsibilities as set out in these terms of reference in accordance with the Seven Principles of Public Life set out by the Committee on Standards in Public Life (the Nolan Principles).
- 7.7. IPC members will be required to declare any interests they may have in accordance with the ICB's Conflict of Interest Policy (included within the Standards of Business Conduct Policy). Members will follow the process and procedures outlined in the policy in instances where conflicts or perceived conflicts arise.

8. Decision-making

- 8.1. Where a decision is required, it is expected that this will be reached by consensus. Where a vote is required to decide a matter, each member may cast a single vote and decisions will require a simple majority. In the event of equal votes, the chair will have a casting vote.

9. Procedure of decisions made outside of formal meetings

- 9.1. The IPC Chair will arrange for the notice of the business to be determined and any supporting paper to be sent to members by email. The email will ask for a response to be sent to the IPC Chair by a stated date. A decision made in this way will only be valid if the same minimum quorum, expressed by email or signed written communication, by the stated date for response, states that they are in favour.
- 9.2. The ICB's governance team will retain all correspondence pertaining to such a decision for audit purposes and report decisions so made to the next meeting. A clear summary of the issue and decision agreed will then be recorded in the minutes of that meeting.

10. Frequency

- 10.1. The IPC will normally meet once every two months, but the frequency may be changed by the chair with the agreement of members.
- 10.2. Members and staff from ICB and ICS partner organisations are expected to contribute to reasonable requests for information and input to the work undertaken by the group.

11. Reporting

- 11.1. IPC members will receive operational performance and finance reports, plus relevant board risk and assurance reports, to provide contextual information to support its work.
- 11.2. The IPC Chair will report to ICB public meetings of the board on the work of the committee and escalate any concerns relating to strategic and operational delivery.
- 11.3. The IPC shall, under the direction of its Chair, provide any information necessary to other committees or ICS groups conveying the advice, approval or view of the committee on areas within scope.

12. Committee support

- 12.1. The IPC will be supported by members of SELICB's governance team.
- 12.2. Papers will be made available at least 7 days in advance of the meeting.
- 12.3. The meeting secretariat will ensure that draft minutes are shared with the Chair for approval within three working days of the meeting. Draft minutes with the Chair's approval will be circulated to members together with a summary of activities and actions within five working days of the meeting.

13. Monitoring adherence to the Terms of Reference

- 13.1. The IPC Chair will be responsible for ensuring the committee abides by the terms of reference.

14. Review of Arrangements

- 14.1. The IPC shall undertake a self-assessment of its effectiveness and a review of its terms of reference on at least an annual basis.
- 14.2. These terms of reference shall be reviewed by the IPC Chair and ICB Chair on an annual basis, in the context of the self-assessment and any changing business requirements, with changes proposed for approval to the ICB Board.