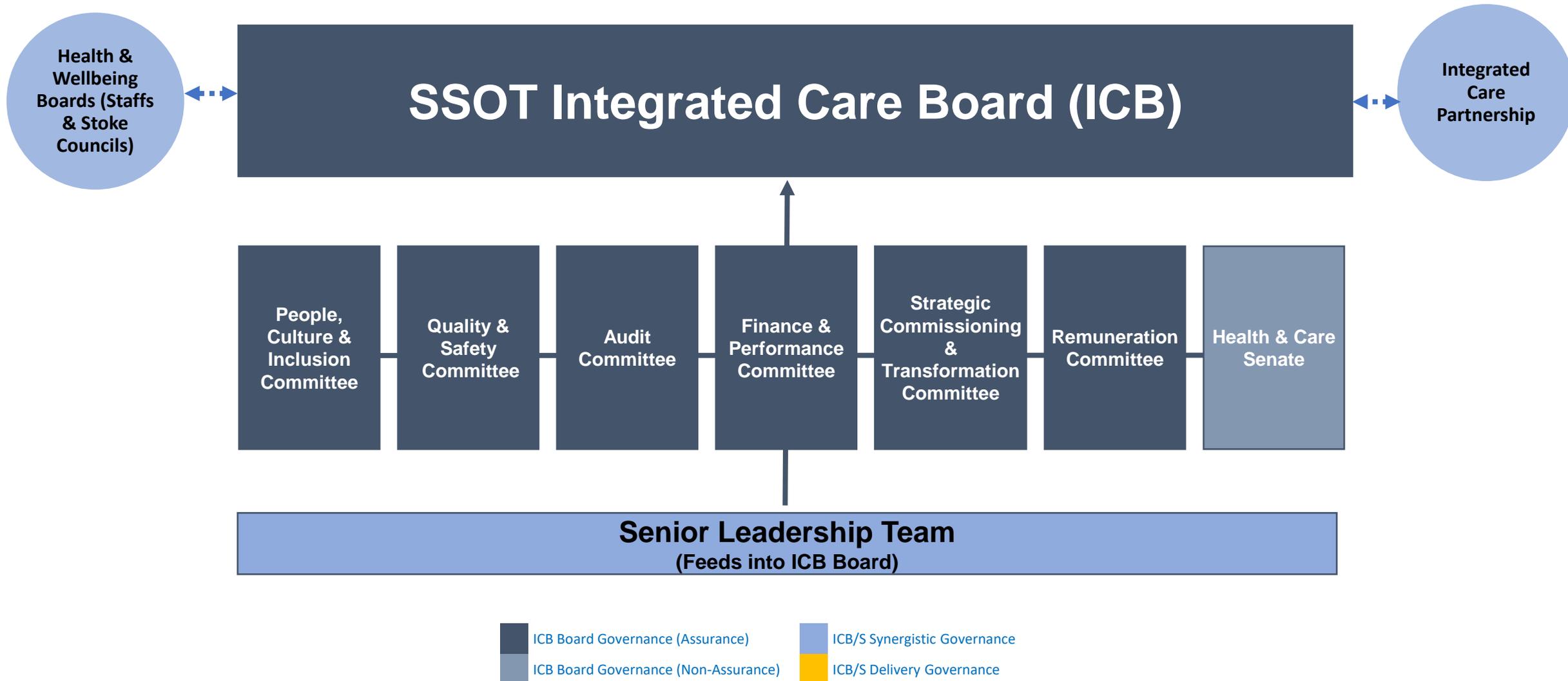
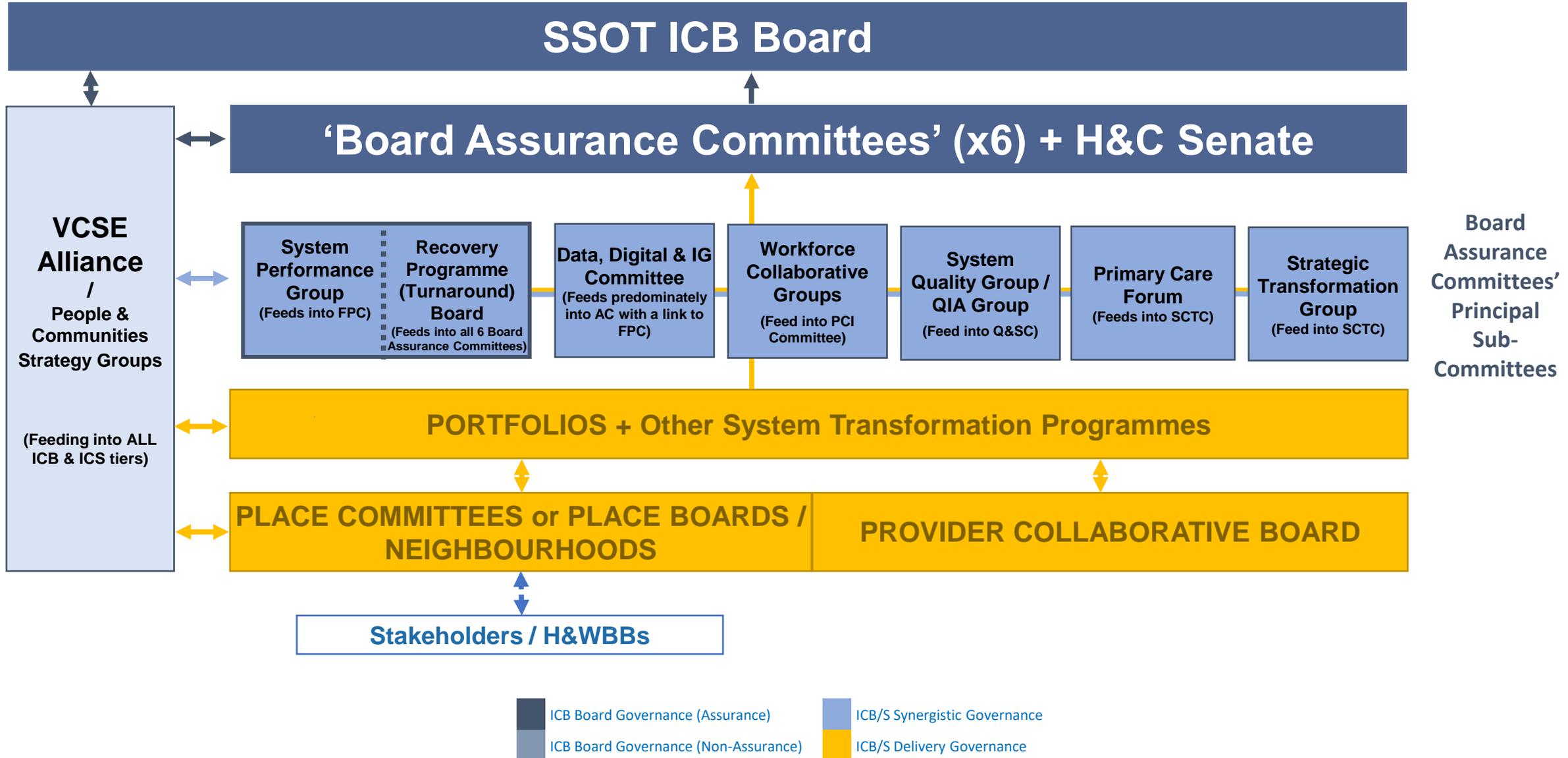


Functions & Decisions Map – Staffordshire & Stoke-on-Trent ICB / ICS (Part 1)



Functions & Decisions Map – Staffordshire & Stoke-on-Trent ICB / ICS (Part 2)



Governance Approval routes – Indicative List of Delegated Functions (for internal use)

Quality & Safety Committee	Health & Care Senate	Audit Committee	PC&I Committee
<ul style="list-style-type: none"> ☑ Safeguarding Matters incl. all related policy, strategy etc; ☑ CHC Matters (non-financial ICB duties & Collaborative role); ☑ All Q&S Matters (clinical & non-clinical) incl. QIAs, QA role etc; ☑ IPC Matters incl. all related policy, strategy etc; ☑ LMNS Partnership Board Matters; <ul style="list-style-type: none"> ☑ PSIRF + SI Management; ☑ Strategic Quality Assurance. 	<ul style="list-style-type: none"> ☑ CHC Clinical Pathways supporting eligibility & provision decisions; ☑ All non-Q&S Lead Clinical Strategies; ☑ Clinical Pathways & Protocols incl. all related policy to support Portfolios / Collaboratives; ☑ Clinical Priorities inc. re. PHM, IMOG, Meds Optimisation etc; ☑ ICB Clinical Policies, Protocols & Clinical Guidelines. 	<ul style="list-style-type: none"> ☑ Integrated Governance & Internal Controls Assurance; <ul style="list-style-type: none"> ☑ Risk Management; ☑ Internal/External Audit & Counterfraud; ☑ Other Assurance Functions (i.e. all ICB governance processes); ☑ FTSU / Raising Concerns arrangements; ☑ IG compliance / SIRO Report & DSPT Reports on IT security arrangements; <ul style="list-style-type: none"> ☑ Conflicts of Interest; ☑ Annual Report & Financial Statements & Accounting Policies. 	<ul style="list-style-type: none"> ☑ ICS People Plan & Delivery Plans; <ul style="list-style-type: none"> ☑ Long-Term Workforce Plan; ☑ P, C & I Strategic Objectives; <ul style="list-style-type: none"> ☑ Strategic PCI Risks; ☑ Inclusion Metrics & Workforce Controls; ☑ People Strategy, Equality & Inclusion Strategy & policy development; ☑ Reports on Health & Safety issues; <ul style="list-style-type: none"> ☑ EDI, PSED and EIAs; ☑ Organisational Development; ☑ People Management & Recruitment; ☑ Overall HR Agenda (education & learning, staff monitoring reports, training stats, appraisal process, staff survey results, recruitment & retention contracts etc); ☑ Employee Benefits & Reward: work-life balance; ☑ Workforce Planning & Information; ☑ Reports on Workforce specific FTSU issues.
<p style="text-align: center;">System Quality Group</p>		<p style="text-align: center;">IG Data & Digital Committee</p>	
<ul style="list-style-type: none"> ☑ ICS Quality Concerns / Risks & opportunities for QI; <ul style="list-style-type: none"> ☑ Address Inequalities; ☑ Supporting Strategic Priorities re. QI; ☑ Inform / define ICS Risk Appetite for Quality Risks. 		<ul style="list-style-type: none"> ☑ Assurances re. IG Legislation; ☑ IG Policy & Procedures, IG Risks; ☑ Data Protection & Confidentiality; ☑ Info Assets & Records Management; <ul style="list-style-type: none"> ☑ IG Work Programme & DSPT assessment; ☑ ICB-ICS Digital Priorities; ☑ FOIA & SAR Activities. 	

Governance Approval routes – Indicative List of Delegated Functions (for internal use)

Strategic Commissioning & Transformation Committee

- ☑ Health & Care Strategy / Planning;
- ☑ Care Collaborative Priorities & Outcomes;
- ☑ Service Planning & Commissioning Delivery & Transformation;
- ☑ Transformation Programme Risk Register;
- ☑ Data & Digital Transformation Objectives;
- ☑ Population Health Management (PHM);
- ☑ Review of Services (non-financial contractual Recovery Plans);
- ☑ In-year Monitoring & Assessment (Commissioning for Value);
- ☑ Oversee (non-financial) Procurement & Contracting Activity for Commissioned Services.

Primary Care Forum

- ☑ Commissioning of PMS;
- ☑ Enhanced Services & Local Incentive Schemes;
- ☑ Establishment / Closure of Practices;
- ☑ Discretionary Payments;
- ☑ Approval of Practice Mergers;
- ☑ Management of Delegated Funds;
- ☑ Premises Cost Directions functions.

Strategic Transformation Group

- ☑ Operational Management & Delivery of System Transformation Agenda;
- ☑ System Strategy & Plans;
- ☑ Development of Models / Care Pathways (system level);
- ☑ Transformation Programme Project Management;
- ☑ Programme & Portfolio Risks + Issues.

Finance & Performance Committee

- ☑ Financial Strategy, Budgets;
- ☑ System Financial Performance;
- ☑ Financial (Recovery) Planning & Management / Financial Framework Improvement / Cost Reduction & Demand Management;
- ☑ Capital Expenditure & Schemes / Capital Investment Strategy;
- ☑ Financial Policy & Risk Management;
- ☑ Supply Chain Management;
- ☑ Statutory & Public Outcome Reporting;
- ☑ System Incentive Re-alignment;
- ☑ Facilities Management;
- ☑ Environmental Sustainability.

System Performance Group

- ☑ Monthly Finance Reports & Efficiency Programme Dashboards;
- ☑ Performance Deep-Dives;
- ☑ Monitor review of System Delivery & Performance;
- ☑ Evaluation of Investments;
- ☑ Evaluation / Approval or System Business Cases;
- ☑ Agree on Performance Issues;
- ☑ Collective View of Performance / Delivery Recommendations to FPC;
- ☑ Support Financial & Operational Planning / Delivery.

Functions & Decisions Map – Staffordshire & Stoke-on-Trent Integrated Care Board / System

	Role	Function	Examples of Key Decisions
Multi-Integrated Care System (ICS) Arrangements	NHSE or ICBs may arrange for certain statutory functions to be delegated to or jointly delivered by Joint Committees. Provider Collaboratives can also be at pan-system level.	Joint working (e.g. PODs or Spec Comm) requires Joint Working / Collaboration Agreements + Delegation Agreements to be put in place between the 'Relevant Bodies'.	Commissioning functions may be exercised through a Joint Committee or done by another Relevant Body, depending on the nature of the partnership & number of partners involved.
Integrated Care Board (ICB)	To integrate, plan & commission services collaboratively to improve population health & tackle inequalities, improve patient experience & access, enhance productivity etc.	Statutory functions similar to those exercised by CCGs are conferred on ICBs. Governance & Leadership arrangements use these to promote greater collaboration.	ICB decisions at Board Assurance Committees & subcommittees only*. Longer-term we may develop arrangements to delegate relevant functions to other 'Relevant Bodies'.
Integrated Care Partnership (ICP)	A statutory Joint Committee between ICB & Councils (+ any further members as appointed by it), arranging for how assessed needs are to be met by ICB, NHSE + the responsible LAs.	To prepare an Integrated Care Strategy, setting how local needs + Triple Aim will be met; involving local people + having regard to health & wellbeing strategies / needs assessments.	How arrangements for the provision of health services can be more-closely integrated, including needs being met more effectively; with due regard to Secretary of State's Mandate
“Place” & “Neighbourhood” Partnerships	A local partnership that responds to strategic direction, shaping how health & care services are organised & delivered at local level to reduce inequalities + improve outcomes.	“Subsidiarity” = decisions taken as close as possible to local communities, who are able to influence decisions affecting them including delegation via 'Section 75' mechanisms.	Delegated decisions at Place Committees* (It mightn't always be possible or desirable to delegate these, though arrangements will ensure communities can influence relevant decisions).
Provider Collaboratives	To oversee the delivery of Service Provider partnership arrangements at scale, across multiple providers, to develop resilience and to deliver system priorities.	Functions delegated will be set out in Delegation Agreement(s) stating ICB's terms on how to exercise the function + onward reporting / assurance requirements.	Pending future regulations, to delegate relevant at-scale ICB functions to co-design, plan & deliver improved resilience + deliver the best care for patients / communities.

(*) Please also refer to ICB Governance Handbook to see more comprehensive details of where decisions are made. This also describes the various lines of accountability for planning, assurance, delivery functions etc of the ICB, plus ICB & System Operating Models / Governance Arrangements (ref. our Scheme of Reservation & Delegation, aka The SoRD).

Functions & Decisions Map – Staffordshire and Stoke-on-Trent Integrated Care Board / System

The Staffordshire & Stoke-on-Trent Integrated Care Partnership (ICP) is a statutory joint committee between the ICB and the two Local Authorities (City & County Councils).

The ICP prepares an **Integrated Care Strategy** setting out how the assessed health, social care and public health needs of people / the population are to be met by the ICB, the City & County Councils, NHS England.

FEEDING INTO....

Two Health & Wellbeing Boards are statutory committees of the two Local Authorities, with statutory ICB membership.

The Boards discharge joint duties to:

- Prepare Joint Strategic Needs Assessments (JSNAs) for the Local Authority areas;
- Prepare Joint Local Health and Wellbeing Strategies that set out how the Local Authorities, ICB and NHS England will meet assessed needs.

The West Midlands Integrated Commissioning Committee is a joint committee between NHS England and the ICBs in the West Midlands.

The Committee arranges for the provision of specialised services – acute & pharmacy services, specialised mental health, learning disabilities and autism services.

The Integrated Care Board (ICB) is a statutory NHS organisation whose Board discharges the following broad functions and makes associated decisions either directly or via its appointed committees:

- Prepare a five-year **Forward Plan** with partner NHS providers to set out how ICB functions will be delivered to meet the health needs of local people, having due regard to Integrated Care Strategy and Joint Local Health & Wellbeing Strategies
- **Allocate Resources** across the system to deliver the Forward Plan via a **Joint Capital Resource Use Plan**, prepared with partner NHS providers
- Establish **Joint Working Arrangements** with partners that embed collaboration as the basis for delivery of joint priorities within the plans
- Establish **Governance Arrangements** to support collective accountability between partner organisations for whole-system delivery & performance to ensure statutory duties are met – including preparing the ICB Constitution & related documents that describe how these arrangements operate
- Arrange for the **Provision of Hospital & other Health Services** in line with allocated resources across the ICS – including putting contracts & agreements in place to secure delivery of the Forward Plan by providers, supporting them working at scale / at place to lead major service transformation programmes
- Arrange for the provision of **NHS Continuing Healthcare, Funded Nursing Care, Personal Health Budgets and Direct Payments** for healthcare
- Arrange for the provision of **Primary Medical Services** (*as delegated by NHS England*).
- Manage **Individual Funding Requests**
- Lead system-wide implementation of the **People Plan**
- Lead system-wide action on **Data & Digital**
- Understand **Local Priorities, Delivery of Plans, Monitors & Addresses Variation and Drives Continuous Improvement** in performance & outcomes, using joined-up data and digital capabilities
- Ensure the NHS plays a full part in **Social & Economic Development and Environmental Sustainability**
- Drive joint work on **Estates, Procurement, Supply Chain & Commercial Strategies**
- Plan for, responds to, and leads recovery from incidents (**EPRR**)
- Work with partners to **safeguarding vulnerable children, young people and adults**
- Determine employees **Terms & Conditions** and Board / Committee members **Remuneration & Allowances**
- Prepare an **Annual Report & Accounts**
- Maintain a **Register of Interests** and manage Conflicts of Interest

The ICB's Scheme of Reservation and Delegation provides detailed information on the functions and decisions that are reserved to the ICB's Board and those that are delegated to the Board's committees, sub-committees and to ICB employees. It also sets out any ICB functions delegated to other bodies or to joint committees with other bodies, and how functions delegated to the ICB will be exercised.

“Place” Partnerships bring together all partner organisations within specific localities, incorporating a number of Neighbourhoods.

They locally help co-develop and implement national requirements. Providing operational support for and interface with Neighbourhood-level teams to deliver local service development & improvement. Including designing, planning & implementing specified programmes of work in line with local priorities. Running Costs & Programme Budgets may be delegated as part of ICB's annual budget setting arrangements to enable local delivery of ICB functions.

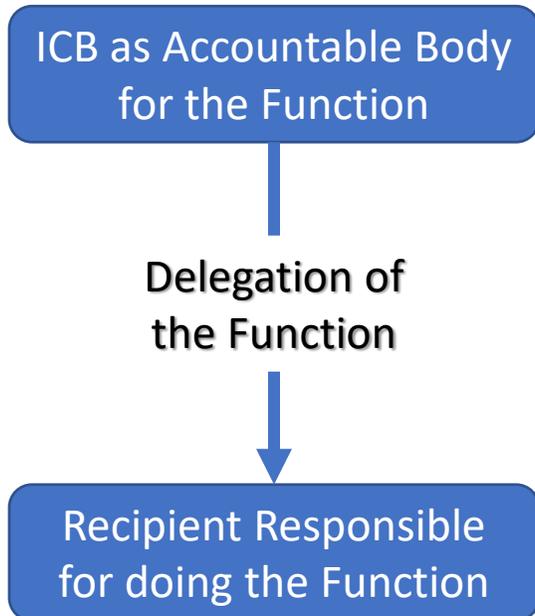
The Provider Collaborative is comprised of statutory NHS provider organisations that work together at scale to secure the benefits of collaborative working and mutual aid.

The Collaborative:

- Enables accelerates post-pandemic recovery of elective services, addressing inequalities in access and outcomes;
- Maximises the collective impact of the provider organisations as ‘anchor institutions’ (e.g. purchasing more locally, reducing environment impact, supporting local recruitment etc).

Key Principles about the Functions & Decisions Map

Extracts from NHS Statutory Guidance about what can be delegated and to whom: to understand the scope of ICB Functions & Decisions



This can be an ICB Committee, an ICB Employee or a “Relevant Body” (e.g. another ICB, NHS England, an NHS Provider or a Local Authority)

- ☑ ICB has freedom to set delegated budgets and delegate certain functions
- ☑ E.g. to Place Partnerships to support local decisions on NHS resources
- ☑ ICB Constitution sets out the arrangements for exercising an ICB’s functions
- ☑ It also covers the procedure for making decisions and delegations
- ☑ Every delegation needs a Delegation Arrangement setting out the terms
- ☑ An ICB remains accountable for all functions, including those delegated