



NHS Monthly Insight Report

August 2021

360 Assurance is a member of The Internal Audit Network (TIAN) which comprises the 10 NHS internal audit consortiums and in house teams operating in England. These organisations collaborate across a number of areas to leverage their collective knowledge and expertise and drive efficiency and effectiveness. The monthly insight report highlights key publications and is intended as a useful update and reference tool. This report is produced by TIAN and shared by 360 Assurance.

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Introduction

The Internal Audit Network (TIAN) comprises the 10 NHS internal audit consortiums and in house teams operating in England. These organisations collaborate across a number of areas to leverage their collective knowledge and expertise and drive efficiency and effectiveness. The monthly Insight Report is produced by CW Audit on behalf of TIAN and is shared across TIAN members and their clients.

Developments in the NHS

Key NHS England documents for the development of ICS/ICB

NHSE continue to issue guidance regarding the development of ICS/ICB. This can be found here:

<https://www.england.nhs.uk/integratedcare/resources/key-documents/> Key guidance has been issued this month with respect to:

- **Interim guidance on the functions and governance of the integrated care board/Statutory CCG functions to be conferred on ICBs:** This interim guide covers the expected governance requirements for integrated care boards as outlined in the Health and Care Bill and the Integrated care systems design framework.
- **HR frameworks for developing Integrated Care Boards:** The HR framework provides national policy ambition and practical support for NHS organisations affected by the proposed legislative changes as they develop and transition towards the new statutory integrated care boards
- **Building strong integrated care systems everywhere: guidance on the ICS people function:** This guidance builds on the priorities set out in the People Plan. It is intended to help NHS system leaders and their partners support their 'one workforce' by delivering key outcome-based people functions from April 2022
- **Working together at scale, guidance on provider collaboratives:** The ICS Design Framework set an expectation that provider collaboratives will be a key component in enabling ICSs to deliver their core purpose. This guidance outlines minimum expectations for how providers should work together in provider collaboratives, offering principles to support local decision-making and suggesting the function and form that systems and providers may wish to consider.

A model constitution has also been developed for ICS to utilize.

For consideration and action within each ICS

Developments in the NHS

NHS Providers briefing - integrated care board governance

NHS England and NHS Improvement (NHSE/I) published several integrated care system (ICS) guidance documents and accompanying resources on 19 August to support systems' transition into statutory integrated care boards (ICBs) by 1 April 2022. This document summarises these resources and provides detailed commentary on the ICB functions and governance guidance, model constitution and ICS people guidance. It can be found here: <https://nhsproviders.org/resource-library/briefings/nhs-providers-next-day-briefing-integrated-care-board-governance>

For information

The continuing cost of COVID-19 (NHS Providers' briefing)

The COVID-19 pandemic has increased the cost of running frontline NHS services by £4-5bn a year. These costs are in addition to other key financial factors, such as the need to fund capital investment and recover care backlogs, and they will be with us for the duration of the three-year period that is expected to be covered by the upcoming Comprehensive Spending Review (CSR).

This joint briefing by NHS Providers and the NHS Confederation, based on survey data from 54% of the provider sector, explains the long-term impact of the pandemic on the NHS's day-to-day running costs, and calls on the government to ensure these costs are met in full.

The briefing can be found here: <https://nhsproviders.org/resource-library/briefings/a-reckoning-the-continuing-cost-of-covid-19>

For information

What good looks like framework and funding digital programmes (NHS Providers briefing)

NHSX published the What good looks like framework on 31 August which outlines digital best practice for trusts and integrated care systems. This briefing summarises the proposed framework and associated funding information, followed by a discussion of the implications for trust leaders.

It can be found here: <https://nhsproviders.org/resource-library/briefings/on-the-day-briefing-what-good-looks-like-framework-and-funding-digital-programmes>

For information

Climate change risk: A good practice guide for Audit and Risk Assurance Committees (NAO)



Audit and Risk Assurance Committees (ARACs) play a key role in supporting and advising the board and Accounting Officer in their responsibilities over risk management.

This guide will help ARACs recognise how climate change risks could manifest themselves and support them in challenging senior management on their approach to managing climate change risks. The NAO have outlined specific reporting requirements that currently apply.

Their primary audience is ARAC chairs of bodies that they audit, but the principles of the guide will be relevant for bodies across the wider public sector. It promotes good practice and should not be viewed as mandatory guidance.

Climate change and the nature of its impacts on organisations globally is changing rapidly. This guide acknowledges the evolving nature of climate change and its associated risks and opportunities and will be refreshed in the future to reflect those changes.

It can be found here: <https://www.nao.org.uk/report/climate-change-risk-a-good-practice-guide-for-audit-and-risk-assurance-committees/>

For information

Developments in the NHS

Primary Care Networks – plans for 2021/22 and 2022/23 (NHS England)

NHSE has issued plans for the gradual introduction of new service requirements for Primary Care Networks (PCNs) and confirmation of how PCNs will access the funding available for their activities through the Investment and Impact Fund (IIF) across the second half of 2021/22 and 2022/23. The document can be found here: <https://www.england.nhs.uk/publication/primary-care-networks-plans-for-2021-22-and-2022-23/>

For information

Ensuring that CCGs leave a good legacy (HFMA briefing)



2021/22 is year of transition into formal integration backed by legislation. For CCGs this means closing the statutory body and transferring their functions as they move into integrated care boards (ICBs).

Reorganisation is something that NHS bodies are used to and there are a lot of lessons to be learnt from previous restructurings. Finance staff are well placed to support organisations through these changes – they know all parts of the organisation as governance and finance touches everywhere, they are methodical, focused and have an eye for detail.

This briefing highlights the four key messages that HFMA discussions with members have identified so far.

The four key headline message for CCGs are:

- Start now
- Work together
- Good housekeeping is the key to success
- Constantly communicate

The briefing can be found here: <https://www.hfma.org.uk/publications/details/starting-well-ensuring-that-ccgs-leave-a-good-legacy>

For information and consideration by CCGs

Disclaimer: This briefing paper is intended to highlight recent developments and issues within the NHS that may be of interest to non-executive directors, lay members and NHS managers. It is not exhaustive and TIAN cannot be held responsible for any omission.