

INTEGRATED AUDIT AND GOVERNANCE COMMITTEE

MINUTES OF THE MEETING HELD ON 14 MAY 2019 AT 9.00AM IN THE BOARDROOM, WILBERFORCE COURT, HULL, HU1 1UY

PRESENT:

K Marshall, NHS Hull CCG (Lay Member) (Chair)
J Stamp, NHS Hull CCG (Lay Member)

IN ATTENDANCE:

S Fallowfield, AuditOne (Audit Manager)
N Hallas, Manager – Mazars LLP (Public Services)
P Heaford, NHS Hull CCG (Personal Assistant) - *Minute Taker*
M Kirkham, Mazars LPP (Partner)
S Milner, NHS Hull CCG (Senior Finance Manager)
M Napier, NHS Hull CCG (Associate Director of Corporate Affairs)
E Sayner, NHS Hull CCG (Chief Finance Officer)
S Smyth, NHS Hull CCG (Director of Quality and Clinical Governance/Executive Nurse)
(from item 8.2)

1. APOLOGIES FOR ABSENCE

P Jackson, NHS Hull CCG (Lay Member) Hull (Vice Chair)
S Kendall, Audit Manager, AuditOne
D Storr, NHS Hull CCG (Deputy Chief Finance Officer-Finance)

2. MINUTES OF THE PREVIOUS MEETING HELD ON 19 MARCH 2019

The minutes of the Integrated Audit and Governance Committee (IAGC) meeting held on 19 March 2019 were submitted for approval. It was agreed that these were a true and accurate record of the meeting.

MINUTES OF THE EXTRAORDINARY MEETING HELD ON 18 APRIL 2019

The minutes of the extraordinary IAGC meeting held on 18 April 2019 were submitted for approval. It was agreed that these were a true and accurate record of the meeting.

Resolved:

(a)	Members of the Integrated Audit and Governance Committee approved the minutes of the meeting held on 19 March 2019 as a true and accurate record and these would be signed by the Chair, and
(b)	Members of the Integrated Audit and Governance Committee approved the minutes of the extraordinary meeting held on 18 April 2019 as a true and accurate record and these would be signed by the Chair

3. MATTERS ARISING / ACTION LIST

The Action List from the meeting held on 19 March 2019 was presented for information and the following updates were provided:

In relation to contingency planning for a deal or no deal Brexit, and advice received from the Deputy Director of Integrated Commissioning that NHSE were assuring themselves of all NHS Providers' preparedness for a no deal situation, the Chair stated that the CCG would need to retain oversight and was assured that the Deputy Director of Integrated Commissioning was in contact with Providers.

In relation to the issue of increased walk in activity at Wilberforce Health Centre, and, it was requested that feedback be provided to the IAGC following discussion at the Primary Care Quality and Performance Sub-Committee meeting on 15 May 2019.

Resolved:

(a)	The Action List from the meeting held on 19 March 2019 and the updates provided were noted.
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4. NOTIFICATION OF ANY OTHER BUSINESS

Any proposed item to be taken under Any Other Business must be raised and, subsequently approved, at least 24 hours in advance of the meeting by the Chair.

Resolved:

(a)	There were no items of Any Other Business to be taken at this meeting.
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5. DECLARATIONS OF INTEREST

In relation to any item on the agenda of the meeting, members were reminded of the need to declare:

- (i) any interests which are relevant or material to the CCG;
- (ii) any changes in interest previously declared; or
- (iii) any financial interest (direct or indirect) on any item on the agenda

Any declaration of interest should be brought to the attention of the Chair in advance of the meeting, or as soon as they become apparent in the meeting. For any interest declared, the minutes of the meeting must record:

- (i) the name of the person declaring the interest;
- (ii) the agenda item number to which the interest relates;
- (iii) the nature of the interest;
- (iv) be declared under this section and at the top of the agenda item which it relates to;

Name	Agenda Item No	Nature of Interest and Action taken
J Stamp	9.6	Declared a Financial Interest as Chief Executive of North Bank Forum voluntary sector who were currently the host organisation for the Social Prescribing Service in Hull. The declaration was noted – no further action was considered necessary.

Resolved:

(a)	The above declaration of interest was noted.
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6. EXTERNAL AUDIT

6.1 DRAFT AUDIT COMPLETION REPORT

Mark Kirkham, Mazars LLP, presented the draft Audit Completion Report (ACR) which set out the findings from the audit of NHS Hull CCG for the year ending 31 March 2019.

Members were advised that work was substantially complete and that very few points had been raised. There were still a few remaining procedures to be completed and, subject to the satisfactory conclusion of the outstanding work, it was anticipated that NHS Hull CCG would be issued with an unqualified opinion with no matters to report.

It was noted that a final version of the ACR would be brought to the extraordinary IAGC meeting to be held on 23 May 2019 to review the audited annual accounts.

Nicola Hallas, Mazars LLP, then went through the ACR in more detail and highlighted the following key areas:

Significant Findings

The report outlined the detailed findings from the audit of the financial statements and work on the CCG's arrangements to achieve economy, efficiency and effectiveness of its use of resources.

Audit conclusions from the work undertaken in relation to the following three areas of risk had provided the required assurance and had not highlighted any material issues to be raised:

- management override of control;
- revenue recognition, and
- related parties

The CCG's accounting policies and disclosures had complied with the requirements of the Department of Health and Social Care Group Accounting Manual 2018/19 and were appropriately tailored to the CCG's circumstances.

Draft accounts were received from the CCG on 24 April 2019 and were of a good quality.

There had been no significant matters discussed with management.

No significant difficulties had been encountered during the course of the audit and there had been full co-operation of management.

Internal Control Recommendations

Work this year had not identified any issues to be raised
No internal control points had been raised in the prior year.

Summary of Misstatements

No misstatements had been identified during the course of the audit.

There had been some minor presentational amendments, updates made to some disclosure notes and a minor amendment made to the Pensions narrative.

Value for Money Conclusion

In relation to the work carried out, it was found that all arrangements were in place and effective and a clean opinion was proposed.

The Chair thanked everyone involved for their work on the annual accounts, and for sustaining a high level of financial performance which was a testament to the work carried out.

Assurance:

The Board can be assured that, from the findings of the audit of the financial statements for the year ending 31 March 2019, it was anticipated that NHS Hull CCG would be issued with an unqualified opinion with no exceptions to report.

Resolved:

(a)	Integrated Audit and Governance Committee members noted the contents of the Draft Audit Completion Report, and
(b)	A copy of the final Audit Completion Report would be brought to the extraordinary meeting of the IAGC on 23 May 2019.

6.2 CCG LETTER OF UNDERSTANDING OF MANAGEMENT PROCESSES AND ARRANGEMENTS FOR THE 2018/19 AUDIT

Following a request for information made by the auditors in relation to the 2018/19 audit, Members had been provided with a copy of a comprehensive and reflective letter of response from the IAGC Chair, which outlined NHS Hull CCG's management processes and arrangements in place for the 2018/19 Audit.

Assurance:

The Board can be assured that the CCG had robust management processes and arrangements in place for the 2018/19 Audit.

Resolved:

(a)	The content of the IAGC Chair's letter of response in relation to a request for information made by the auditors as part of the 2018/19 Audit which outlined NHS Hull CCG's management processes and arrangements in place for the 2018/19 Audit was noted.
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7. INTERNAL AUDIT

7.1 INTERNAL AUDIT PROGRESS REPORT

Stuart Fallowfield, AuditOne, presented the Internal Audit Progress Report to inform the Integrated Audit and Governance Committee on progress made with regard to the 2018/19 Internal Audit Plan and the following update was provided:

Three final reports had been issued since the last meeting of the Integrated Audit and Governance Committee, namely:

- **Board Assurance Framework** - a risk based audit of the Board Assurance Framework had been undertaken which had concluded that governance, risk management and control arrangements had provided **substantial assurance** that the risks identified were being managed effectively and that compliance with the control framework was found to be taking place.
- **Data Security & Protection (DSP) Toolkit** - an advisory audit of the CCG's DSP Toolkit had been undertaken to provide assurance that the CCG's annual DSP Toolkit declaration had been properly supported by underlying processes, data and evidence to meet the 10 Data Security Standards. This was a point in time review of self-assessment evidence on a limited sample of the toolkit, therefore it had not been possible to provide an assurance level.
- **Partnership Working – Aligned Incentive Contract (AIC)** – an advisory audit to evaluate the systems and controls in place in relation to the management of the Aligned Incentive Contract between East Riding of Yorkshire CCG (ERYCCG), Hull CCG (HCCG) and Hull & East Yorkshire Hospitals NHS Trust (HEYHT) had been undertaken jointly for the two CCG's. The audit had been carried out as an advisory piece of work and therefore no assurance level had been assigned.

The Chief Finance Officer reported that the AIC had proved to be a positive and resounding success. However it was not yet fully embedded and there was need for a change management piece of work to be carried out in the Trust. This would be taken back through the oversight group which was a Directors of Finance led group, chaired by the Chief Finance Officer of NHS Hull CCG.

The Chief Finance Officer agreed to share the review of the York AIC with IAGC Members.

Members were also advised by the Chief Finance Officer that an aggregate control total for the whole of Northern Lincolnshire had been agreed which acknowledged value for money and financial sustainability.

Internal Audit Plan 2018/19

No changes had been made to the 2018/19 Internal Audit Plan since the previous Integrated Audit and Governance Committee meeting, the majority of which was now complete and no significant issues had been identified that may adversely affect the annual Head of Internal Audit Opinion (HoIAO) for 2018/19.

Follow Up Summary

There were still some outstanding recommendations, two of which related to 2017/18, which required follow-up. The Chair requested that a concerted effort be made to clear these.

Draft Head of Internal Audit Opinion (HoIAO)

The final draft version of the HoIAO for the year ending 31 March 2019 had been included for information. IAGC Members were advised that the final HoIAO would be providing substantial assurance that the systems of internal control had been

effectively designed to meet the organisation’s objectives and that controls were being consistently applied. The HoIAO would assist in the completion of the Annual Governance Statement (AGS). It was reported that no reliance would be placed on any 3rd party assurances and this would be reflected in the updated AGS.

Assurance:

- (i) The Board can be assured of satisfactory progress and outcomes in delivering the Internal Audit Plan, which continued to represent appropriate coverage as part of the wider assurance framework.
- (ii) The Board can be assured, from an audit of the Board Assurance Framework, that governance, risk management and control arrangements had provided **substantial assurance** that the risks identified were being managed effectively and that compliance with the control framework was found to be taking place.
- (iii) The Board can be assured that an advisory audit of the CCG’s Data Security & Protection (DSP) Toolkit had been undertaken to provide assurance that the CCG’s annual DSP Toolkit declaration was properly supported by underlying processes, data and evidence to meet the ten Data Security Standards.
- (iv) The Board can be assured that an advisory audit to evaluate the systems and controls in place in relation to the management of the Aligned Incentive Contract between East Riding of Yorkshire CCG (ERYCCG), Hull CCG (HCCG) and Hull & East Yorkshire Hospitals NHS Trust (HEYHT) had been undertaken jointly for the two CCG’s.

Resolved:

(a)	Integrated Audit and Governance Committee Members noted the progress against the 2018/19 Internal Audit Plan, and
(b)	Integrated Audit and Governance Committee Members noted the content of the final reports in relation to a risk based audit of the Board Assurance Framework which had provided substantial assurance and the findings of advisory audits in relation to Data Security and Protection (DSP) Toolkit and Partnership Working – Aligned Incentive Contract (which had been a joint audit with ERYCCG)
(c)	The Chief Finance Officer agreed to share the review of York AIC with IAGC Members.

7.2 INTERNAL AUDIT PLAN 2019/20

IAGC Members were advised that this item had been deferred to the July IAGC meeting, when a final Internal Audit Plan 2019/20 would be presented.

Stuart Fallowfield, AuditOne, advised that 20/23 vision planning would be taking place shortly, whereby they would be looking at Internal Audit requirements for the next 3 years.

The Chief Finance Officer stated that the fundamental procurement changes within the NHS Plan would deem it necessary to use Internal Audit resources more effectively.

Members were also advised that Lee Pepper had been shortlisted for Procurement Specialist of the Year.

Resolved:

(a)	The final Internal Audit Plan 2019/20 would be brought to the IAGC meeting on 9 July 2019.
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8. FINANCIAL GOVERNANCE

8.1 FINANCIAL REPORT

The Chief Finance Officer and Senior Finance Manager presented the Financial Report for consideration, which provided the summary financial performance for the period 1 April 2018 to 31 March 2019 and the CCG's draft year end position for 31 March 2019.

Members were advised that the CCG's draft annual accounts showed that it had achieved a £68k surplus against the in year allocation. There was therefore a minimal impact on the CCG's historic surplus, increasing it from £15.267m to £15.335m. This was in line with the 2018/19 financial plan submitted to NHS England.

The 2018/19 running cost allocation was £6.3m. The expenditure against this allocation was £5.43m, therefore achieving the requirement to remain within the allocation.

Financial variances were mainly in the same areas as previously reported, ie;

- Spire Healthcare (£0.9m underspend)
- Community Services (£2.1m overspend)
- Primary Care (underspend £2.0m)
- Mental Health (overspend £0.2m)
- Continuing Healthcare (underspend of £0.6m)
- Corporate Services (underspend of £0.83m)

Primary Care Direct Payments

Further to discussion at the last IAGC meeting with regard to a national issue which had been raised by property companies relating to the level of outstanding debt owed to them by GP practices, it was reported that this was an issue in Hull with property companies reporting outstanding balances of over £4m and in some cases going back as far as 2013/14. It was further reported that the CCG had stopped reimbursed elements and all nominal rents covered by the CGG to landlords. The issue was being debated at a national level and the CCG was awaiting the outcome of this before making any changes to the current approach.

The CCG had agreed to take part in a pilot being co-ordinated by the Department of Health and Social Care, whereby practices were able to authorise the CCG to make payments directly to the property companies on their behalf.

Assurance:

The Board can be assured that the CCG had achieved all its financial targets for the year. The overspends were managed through the use of underspends and the contingency reserve. Steps have been put in place as part of the financial planning and contracting round for 2018/19 in order to minimise these risks going forward.

Resolved:

(a)	Integrated Audit and Governance Committee Members noted the performance for the 2018/19 year and the surplus of £15.3m at 31 March 2019 (subject to audit)
(b)	Integrated Audit and Governance Committee Members noted the achievement of financial targets.

The Director of Quality and Clinical Governance/Executive Nurse joined the meeting.

8.2 LOSSES AND SPECIAL PAYMENTS

There were no losses or special payments to report.

8.3 CONTRACT VALUES 2019/20

The Chief Finance Officer provided IAGC members with the following update on the contract position for 2019/20 with all major contractors:

	<u>Value of signed contract</u>
Hull & East Yorkshire Hospitals Trust	£201.8m
Yorkshire Ambulance Service NHS Trust	£ 12.9m (999 and 111 services)
Spire	Not agreed (still under negotiation)
City Healthcare Partnership CIC	£ 35.9m
Humber Teaching NHS Foundation Trust	£ 37.6m

With regard to Spire, the Chief Finance Officer advised that an expert determinator had been agreed and also reported that there were long standing issues and the CCG was currently going through due process to withhold funding.

9. GOVERNANCE

9.1 WAIVING OF PRIME FINANCIAL POLICIES

There were no tender waivers to report to this meeting.

9.2 CORPORATE RISK REGISTER

The Corporate Risk Register would be circulated following the meeting and would be brought back to the next meeting for discussion.

9.3 BOARD ASSURANCE FRAMEWORK

The Associate Director of Corporate Affairs presented the current Board Assurance Framework (BAF) which provided an updated position against the assessed risks relating to the 12 strategic objectives of the CCG for 2018/19.

IAGC Members were informed that the Senior Leadership Team had developed an outline for the strategic objectives for the CCG for 2019/20. This would form the basis of a discussion at a Board Development Session to be held on 24 May 2019 the outcome from which would be reflected in a new refresh of the BAF for 2019/20 and associated risks.

It was agreed that the BAF, moving forward, would need to look at and review risk, with greater challenge to be placed on risk rating and lack of movement.

Assurance:

The Board can be assured that, following discussion at a Board Development Session to be held on 24 May 2019, a new BAF would be developed based on the strategic objectives of the CCG for 2019/20 and associated risks.

Resolved:

(a)	Integrated Audit and Governance Committee Members noted the updates provided against the assessed risks on the 2018/19 Board Assurance Framework, and
(b)	Integrated Audit and Governance Committee Members noted that, following discussion at a Board Development Session to be held on 24 May 2019, a new BAF would be developed for 2019/20 based on the CCG's strategic objectives and associated risks.

9.4 DECLARATIONS OF INTEREST FOR COMMITTEE MEMBERS, EMPLOYEES AND RELEVANT OTHERS, BOARD MEMBERS AND COUNCIL OF MEMBERS

The Associate Director of Corporate Affairs presented a report to update the IAGC on the Declarations of Interest for Committee Members, Employees and Relevant Others, Board Members and Council of Members for consideration. It was noted that this area was closely monitored, and updates were provided by pro-active staff.

Recent updated guidance on Declarations of Interests issued by NHSE had provided assurance that the processes adopted by Hull CGG were consistent with NHSE.

Jason Stamp requested that further guidance be provided on financial Declarations of Interests relating to premises and estate.

Assurance:

The Board can be assured that the CCG has received updated Declarations of Interest for Committee Members, Employees and Relevant Others, Board Members and Council of Members.

Resolved:

(a)	IAGC Members noted the Declarations of Interest for Committee Members, Employees and Relevant Others, Board Members and Council of Members.
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9.5 GIFTS AND HOSPITALITY REPORT

The Associate Director of Corporate Affairs presented this report which provided the IAGC with details of declarations of gifts and hospitality made since the last report to the IAGC on 14 May 2018.

Assurance:

The Board can be assured that the CCG maintains a register of all declarations of gifts and hospitality which is regularly reviewed by the IAGC.

Resolved:

(a)	Members noted the declarations of gifts and hospitality made since the report to the IAGC on 14 May 2018.
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9.6 PROCUREMENT PANEL ASSURANCE UPDATE

The Chief Finance Officer presented this report to update the IAGC in respect of procurement activity for NHS Hull CCG during the period April 2018 to March 2019.

Jason Stamp declared a financial interest in relation to item 9.6 as Chief Executive of North Bank Forum voluntary sector who were currently the host organisation for the Social Prescribing Service in Hull. The declaration was noted – no further action was considered necessary.

Details of contracts awarded following procurements between 1 April 2018 and 31 March 2019 were noted.

In relation to integrated commissioning and procurement, joint working with Hull City Council had continued to develop and identify opportunities to work together to achieve better value and establish leads within teams, rather than duplicating.

IAGC Members were advised that procurements were now managed within the CCG. Moving forward there would be opportunities for procuring differently to secure the best service and best outcome, resulting in a move away from mandated competitive procurement towards partnership arrangements for transformation.

Assurance:

The Board can be assured that correct procedures and policies were being followed in relation to procurement.

In relation to integrated commissioning and procurement, joint working with Hull City Council had continued to develop and identify opportunities to work together to achieve better value.

Moving forward there would be opportunities for procuring differently to secure the best service and best outcome, resulting in a move away from mandated competitive procurement towards partnership arrangements for transformation

Resolved:

(a)	The contents of the Procurement Panel Assurance Update Report were considered and noted.
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9.7 HEALTH AND WELLBEING GROUP ACTION PLAN

The Director of Quality and Clinical Governance/Executive Nurse presented a report which provided an update on the ongoing activities against the Health and Wellbeing Group action plan and actions in response to staff feedback, questions and issues including those raised through the 2018 staff survey.

IAGC Members were advised that the Health and Wellbeing Group action plan was co-ordinated as part of the Organisational Development Plan, which was reviewed by the Board every 6 months.

The Health and Wellbeing Group had continued to meet on a monthly basis with good representation from all directorates and the shared working group had been active in undertaking a lot of work against the action plan and focused work around feedback from the staff survey. Moving forwards it had been agreed that the group would meet formally bi-monthly, with the option of an informal discussion on the alternative months.

The Chair requested that the results of the staff survey be circulated to the IAGC for information.

Assurance:

The Board can be assured that the Health and Wellbeing Group had continued to meet on a monthly basis with good representation from all directorates and the shared working group had been active in undertaking a lot of work against the Health and Wellbeing Action Plan and focused work around feedback from the staff survey.

Resolved:

(a)	Integrated Audit and Governance Committee Members noted the update on activities against the Health and Wellbeing Group Action Plan;
(b)	the Health and Wellbeing Group Action Plan would be picked up in the 6 monthly Organisation Development reviews to the Board, and
(c)	The results of the staff survey would be circulated to the IAGC for information.

9.8 HEALTH AND SAFETY POLICIES

The Director of Quality and Clinical Governance/Executive Nurse presented a report to notify IAGC Members of the amendments made to the following Health and Safety Policies:

- Display Screen Equipment Policy V3.0
- First Aid Policy V3.0
- Manual Handling Policy V3.0
- Fire Safety Policy V3.0

These policies had required a general review as per the timescales previously agreed by NHS Hull CCG, and to comply with relevant Health & Safety Legislation. The policies had also had a paragraph inserted which relating to the Bribery Act 2010, and job titles had been updated.

Members were advised that there had been no significant changes to previous versions of the policies and full copies of the policies were available on request.

IAGC Members approved the updated Health and Safety Policies.

Assurance:

The Board can be assured that the CCG regularly reviews and updates it's Health and Safety policies. IAGC Members approved updated policies for: Display Screen Equipment, First Aid, Manual Handling and Fire Safety which had been revised to comply with relevant Health and Safety legislation. The updated policies would be shared with all staff and published on the CCG website.

Resolved:

(a)	<p>The following updated Health and Safety Polices were approved by the IAGC:</p> <ul style="list-style-type: none"> • Display Screen Equipment Policy V3.0 • First Aid Policy V3.0 • Manual Handling Policy V3.0 • Fire Safety Policy V3.0
(b)	<p>The approved updated policies would be shared with all staff and published on the CCG website.</p>

9.9 HEALTH, SAFETY AND SECURITY GROUP TERMS OF REFERENCE

The terms of reference for the Health, Safety and Security Group (HS&SG) were presented for review.

It was agreed that a section would need to be included in relation to the escalation of any issues from the group which would be managed by the relevant Director or, where appropriate, the Senior Leadership Team.

Subject to the above amendment, the H,S&SG Terms of Reference would be brought back to the July meeting of IAGC for formal approval.

9.10 HEALTH, SAFETY AND SECURITY GROUP (H,S&SG) MINUTES - the minutes of the meeting held on 20 March 2019 were noted.

9.11 QUALITY AND PERFORMANCE COMMITTEE MINUTES – the minutes from the meetings held on 26 February 2019 were noted.

- 9.12 PRIMARY CARE QUALITY AND PERFORMANCE SUB-COMMITTEE MINUTES** – the minutes of the meeting held on 29 January 2019 were noted.
- 9.13 PRIMARY CARE COMMISSIONING COMMITTEE MINUTES** – the minutes of the meeting held on 22 February 2019 were noted.
- 9.14 PLANNING AND COMMISSIONING COMMITTEE MINUTES** - the minutes of the meetings held on 1 February 2019 and 1 March 2019 were noted.
- 9.14 COMMITTEES IN COMMON MINUTES** – there were no approved minutes available for this meeting.
- 9.15 INFORMATION GOVERNANCE STEERING GROUP ACTION NOTES** – the action notes from the meeting held on 15 February 2019 were noted.

10. GENERAL

10.1 ANY OTHER BUSINESS

There were no items of any other business to report.

10.2 DATE AND TIME OF NEXT MEETING

The next full meeting of the IAGC will be held on **Monday 8 July 2019** at 9.00am in the Boardroom at Wilberforce Court.

There will be extraordinary IAGC meeting on **Thursday 23 May 2019** at 11.00am to review the audited accounts

Signed:



Chair of the Integrated Audit and Governance Committee

Date: 8 July 2019

Abbreviations

AAL	Annual Audit Letter
ACR	Audit Completion Report
AGS	Annual Governance Statement
AIC	Aligned Incentive Contract
ASM	Audit Strategy Memorandum
BAF	Board Assurance Framework
BCF	Better Care Fund
CHC	Continuing Healthcare
CHCP	City Healthcare Partnership CIC
CiC	Committees in Common
CoI	Conflicts of Interest
CYP	Children and Young People
DoLS	Deprivation of Liberty Safeguard
EPRR/BCM	Emergency Preparedness Resilience and Response Business Continuity Management
ER0Y CCG	East Riding of Yorkshire CCG
FoI	Freedom of Information
GDPR	General Data Protection Regulation
HoIAO	Head of Internal Audit Opinion
HS&SG	Health, Safety and Security Group
HUTHT	Hull University Teaching Hospitals NHS Trust
ICC	Integrated Care Centre
ICOB	Integrated Commissioning Officers Board
IFP	Integrated Financial Plan
IFR	Individual Funding Requests
LAC	Looked After Children
LCFS	Local Counter Fraud Specialist
LSMS	Local Security Management Specialist
LWAB	Local Workforce Advisory Board
MH & LD	Mental Health and Learning Disabilities
MoU	Memorandum of Understanding
NAO	National Audit Office
NECS	North of England Commissioning Support
NFI	National Fraud Initiative
NHSE	NHS England
NHS-CHC	NHS Continuing Healthcare
PBR	Payment by Results
PCCC	Primary Care Commissioning Committee
PHB	Personal Health Budget
PPD	Prescription Pricing Division
QIPP	Quality Innovation Productivity and Prevention
SEND	Special Educational Needs and Disability
SI	Serious Incident
SOPs	Standard Operating Procedures
STP	Sustainability and Transformation Plan
SRT	Self Review Tool
TCP	Transforming Care Programme
ToR	Terms of Reference
VfM	Value for Money