



# NHS Thames Valley

## INTEGRATED CARE BOARD

### Governance Handbook v0.1

#### Version Control

Date	Version no.	Reviewed by	Status	Comments/Changes since last version
2026	v0.1	Exec Team 16 March 2026	Draft	Comments incorporated into the version for agreement at the Day 1 Board Meeting
2026	v0.1	Thames Valley Board	Approved	Approved at the Day 1 Board Meeting

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	Additional documents to be linked to the Governance Handbook on the ICB Website.....
<input type="checkbox"/>	Scheme of Reservation and Delegation.....
<input type="checkbox"/>	Functions and Decision Map (TBC).....
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## 1. Purpose of the Governance Handbook

This handbook sets out the NHS Thames Valley Integrated Care Board (ICB) governance arrangements that support the implementation of the ICB's Constitution. It contains practical procedure details for applying the ICB's Constitution including the Terms of Reference for committees, Scheme of Reservation and Delegation, the Functions and Decision Map (in development), the Standing Financial Instructions and other key documents.

The handbook is a collection of key document documents designed to promote good corporate governance. If there is any ambiguity between the Constitution and this Governance Handbook, the interpretation in the Constitution must be applied and takes precedence.

The handbook will be updated and approved on an annual basis. Where there are any changes to Sections, which are referenced in the Constitution, an application will be made for approval to NHS England. (This version has no sections that are affected by this provision.) This Governance Handbook will be published on the [ICB's public website](#) on the same page as the ICB's Constitution.

## 2. Overview

Integrated Care Systems (ICSs) are partnerships of organisations that come together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in their area. Following the Health and Care Act (2022), ICSs were established across England on a statutory basis on 1 July 2022.

Each ICS will include:

**Integrated Care Partnerships (ICP)** – a statutory committee jointly formed by the NHS Integrated Care Board and all the upper tier local authorities that fall in the ICS area. It brings together a wide range of partners to improve population health and well being and is responsible for producing the integrated care strategy.

**Integrated Care Board (ICB)** – a statutory NHS body responsible for planning to meet population health needs, managing NHS budget, and arranging NHS services within the ICS area.

**Local Authorities** – responsible for social care, public health, and other essential services for local residents within the ICS area.

**Place Based Partnerships** – local collaborations that design and deliver integrated services across neighbourhoods. They involve the NHS, local councils, community and voluntary organisations, local residents, people who use services, their carers and representatives and other community partners with a role in supporting health and wellbeing of the population.

**Provider Collaborative(s)** – Partnerships of providers working together across places or multiple ICSs to improve quality, efficiency, outcomes and reduce unwarranted variation and inequalities.

### 3. Integrated Care Systems

The ICS represents the wider partnership of health and care organisations that come together to plan and deliver joined up services and to improve the health of people who live and work in their area. It exists to achieve four aims:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- help the NHS support broader social and economic development

Collaborating as ICSs will help health and care organisations tackle complex problems including:

- Improving the health of children and young people
- Helping people to stay well and independent
- Taking earlier action to support people with preventable conditions
- Supporting people with long-term conditions or mental health issues
- Caring for people with multiple needs as populations age
- Making the most of collective resources so people get care as quickly as possible.

The ICS is comprised of a diverse group of partners who shape how decisions are made across the system, from strategic planning to local delivery.



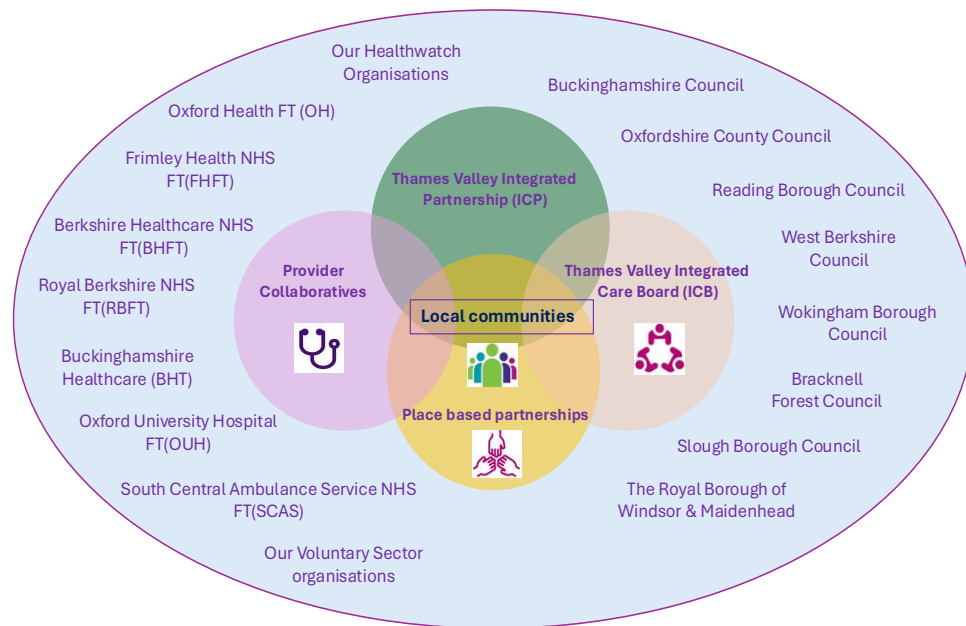
### 4. Integrated Care Partnership

The Integrated Care Partnership (ICP) considers and sets the strategic intent of the ICS; holding the role of final approver of the ICS Strategy, including the proposed programmes of work and intended outcomes and benefits which are intended from the approach.

It acts as an objective “guardian” of the ICS vision and values, putting the needs of the population and the successful operation of the ICP ahead of any sector or organisation specific areas of focus.

It provides a forum for the consideration of Wider Determinants of Health and Health Inequalities, taking fullest advantage of the opportunities arising to hear the views and perspectives of the broadest array of local stakeholders and democratic representatives.

Each of the partner organisations within the Thames Valley ICS (shown in the diagram below) demonstrate through their own boards and committees the alignment of individual and collective work which will contribute to the progression of the ICS Strategy as set by the ICP.



## 5. Integrated Care Board

The Thames Valley Integrated Care Board (ICB) is a statutory commissioning organisation within the wider Integrated Care System (ICS) it serves a population of 2.5 million people across Berkshire, Oxfordshire and Buckinghamshire. The ICB has strategic responsibility for planning healthcare strategies and services, allocating resources for the greatest impact and working with partners to enable improvements in health and care outcomes for the communities it serves. [With Executive and Non-Executive Members, Partner Members of the Board](#) have collective responsibility and corporate accountability for the performance of the organisation, ensuring its functions are effectively and efficiently discharged and its financial obligations are met.

The area covered by the ICB is aligned to the following Local Super Output Area Codes:

- a) the whole of the area covered by Bracknell Forest Council;
- b) County of Buckinghamshire, excluding LSOAs: E01017695, E01017696, E01017669, E01017670;
- c) Oxfordshire County Council
  - District of Cherwell
  - City of Oxford
  - District of South Oxfordshire

- District of the Vale White Hart excluding LSOAs: E01028745, E01028746, E01028747, E01028748
- d) the whole of the area covered by Reading Borough Council;
- e) the whole of the area covered by The Royal Borough of Windsor and Maidenhead;
- f) the whole of the area covered by Slough Borough Council;
- g) the whole of the area covered by West Berkshire Council;
- h) the whole of the area covered by Wokingham Borough Council;

A list of eligible practices within the primary medical services constituency (as defined in the Constitution) is set out below in Appendix 1.

## NHS Thames Valley ICB: Who are we?



**2,491,407** (GP registered population)  
**2,216,595** (weighted population)



Working with **voluntary, community** and **social enterprise** organisations.



- Berkshire Healthcare
- Buckinghamshire Healthcare
- Frimley Health
- Oxford Health
- Oxford University Hospitals
- Royal Berkshire Hospitals
- South Central Ambulance Service



**200** GP practices (53 Primary Care Networks)  
**326** Pharmacies  
**210** general ophthalmic contractors  
**244** dental practices



**Coterminosity** achieved with eight upper-tier/unitary local authorities.:  
Oxfordshire, Reading, West Berkshire, Buckinghamshire, Reading, Slough, Maidenhead and Windsor and Bracknell Forest councils



We will serve 2.5m people across Berkshire, Buckinghamshire and Oxfordshire, working with local partners to improve health outcomes.

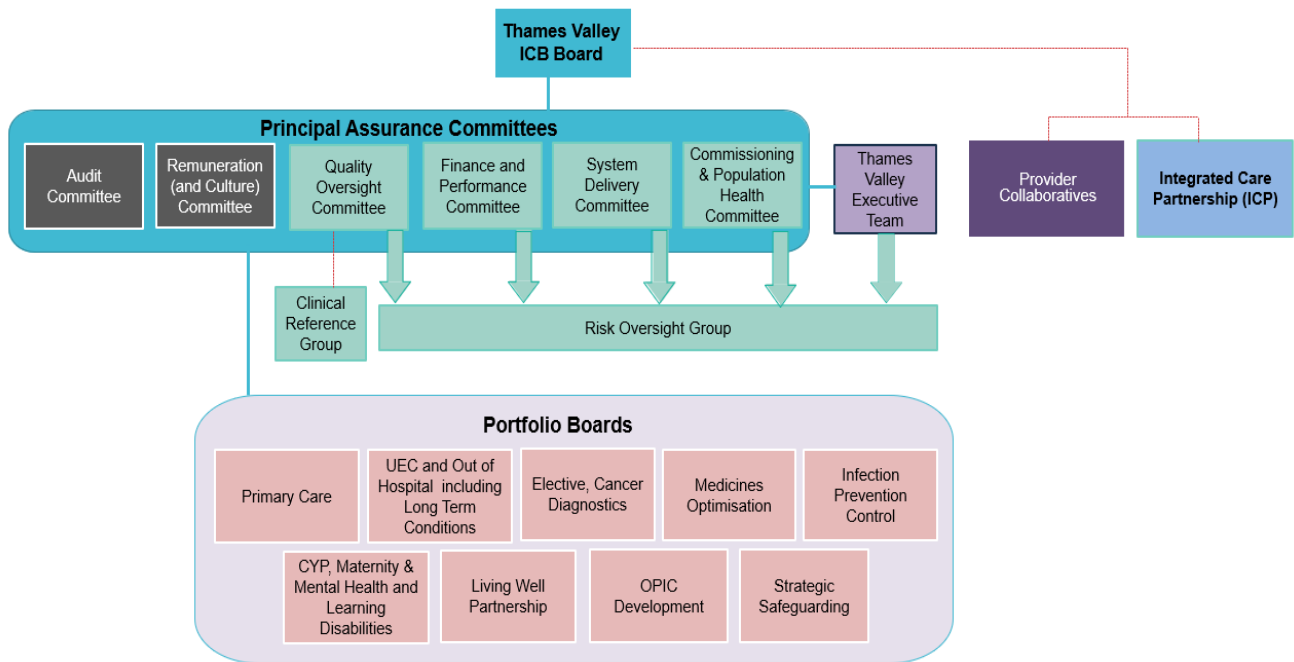
The Board is made up of 20 members and 1 non voting attendee. Partner Members are appointed from amongst the following eligible members (as defined in NHS Model Constitution) - eight upper tier unitar Local Authorities, seven NHS Foundation Trust / NHS Trusts and all GP Practices, Community Pharmacy Providers, Optometry Providers and Dental Providers in the ICS.

<b>Thames Valley ICB Board Membership – 1 April 2026</b>	
1.	Chair
<b>Executives</b>	
2.	Chief Executive Officer
3.	Chief Finance Officer
4.	Chief Medical Officer
5.	Chief Nursing Officer
6.	Chief System Development & Engagement Officer
7.	Chief Strategy & Commissioning Officer
8.	Chief People Officer
9.	Chief Transition Officer
<b>Non-Executive Members (NEMs)</b>	
10.	Vice Chair and NEM for Commissioning for Transformation and Population Health
11.	Senior Independent Director and NEM for Audit / Risk and Finance
12.	NEM For Remuneration / Culture / Quality & Safety
13.	NEM for Digital/Technology & AI
14.	NEM for Communications and Partnerships
<b>Partner Members</b>	
15.	Local Authority Partner Member
16.	Local Authority Partner Member
17.	NHS Trust or Foundation Trust Partner Member
18.	NHS Trust or Foundation Trust Partner Member
19.	Primary Medical Services Partner Member
20.	Primary Medical Services Partner Member
<b>Non-Voting Attendee</b>	
21.	Equality Diversity and Inclusion Advisor
<b>20 voting members and 1 non-voting member</b>	

Further information on the appointment and joint nomination process for each of the Board members is described in the Standing Orders within the Constitution.

## 6. Thames Valley Integrated Care Board Committee Structure

The ICB governance committee architecture structure is shown below – the Board has established two statutory committees (the Remuneration & Culture) Committee and the Audit Committee) alongside four further principal assurance committees.



The ICB publishes a Scheme of Reservation and Delegation (SoRD) which sets out (i) functions that are reserved to the Board (ii) functions that have been delegated to an individual or to principal assurance committees and where appropriate to a portfolio board or to an executive (iii) functions delegated to another body. The ICB remains accountable for all of its functions, including those that it has delegated. The SoRD sets out the lowest level of responsibility to which a decision is delegated. A committee or individual, which has received the delegated responsibility, may seek advice and support in making a decision.

The arrangements made by the ICB as set out in this SoRD of decisions shall have effect as if incorporated in the ICB's Constitution. The document can be viewed on the [ICB's Website](#).

## 7. Standing Orders

The ICB Constitution contains an Appendix "Standing Orders". This appendix sets out:

- the statutory framework and status upon which the ICB carries out its business;
- composition of the Membership,
- key roles and appointment process;
- calling meetings of the ICB and how these are managed through clear internal control processes;
- appointments of committees and sub committees;
- the duty to report non-compliance with Standing Orders and Standing Financial Instructions;
- use of seal and authorisation documents.

The Thames Valley ICB Constitution can be found [here](#).

## 8. Delegated Commissioning

To deliver some of its functions NHS Thames Valley ICB needs to work with the other three ICBs in the Southeast Region: for example, commissioning more specialised services, emergency ambulance services and other services where relatively small numbers of providers serve large populations, and when working with providers that span multiple ICSs or operate through clinical networks.

ICBs in the Southeast Region have formed a Joint Committee to collaboratively make decisions on the planning and delivery of joint specialised services to improve health and care outcomes and reduce health inequalities. The Joint Committee is supported by a Specialised Commissioning Subcommittee. The Southeast Region Joint Committee for Specialised Commissioning is shown in the ICB's Functions and Decision Map which is in development.

Along with being one of the other three South East ICBs responsible for commissioning delegated specialised services, Thames Valley ICB is also taking the role of 'host' employer for the future office of the Pan-ICB Commissioning (OPIC).

## 9. Committee Terms of Reference

The formal governance committees of the ICB are grouped into three classes as required by NHS England. For Audit and Remuneration the terms of reference shall have effect as if incorporated in the ICB's Constitution. With the exception of the ICB Board (which is included in the Standing Orders within the Constitution), all other terms of reference as described below will be published within this Governance Handbook.

### i. **Class 1: Statutory**

- ICB Board
- ICP Joint Committee
- Audit Committee
- Remuneration & Culture Committee

### ii. **Class 2: Locally determined committees with delegated responsibilities**

- South East Integrated Care Boards Joint Committee for Specialised Commissioning.

### iii. **Class 3: Locally determined committees of the Board**

- Quality Oversight Committee
- Finance and Performance Committee
- System Delivery Committee

Commissioning & Population Health Committee  
Risk Oversight Group

- [\*\*Audit Committee Terms of Reference\*\*](#)
- [\*\*Remuneration & Culture Committee Terms of Reference\*\*](#)
- [\*\*Specialised Services – Delegation Agreement\*\*](#)
- [\*\*Quality Oversight Committee Terms of Reference\*\*](#)
- [\*\*Finance and Performance Committee Terms of Reference\*\*](#)
- **System Delivery Committee Terms of Reference – TBC**
- **Commissioning & Population Health Committee Terms of Reference – TBC**

## Appendix 1: List of eligible providers of primary medical services as defined in the Constitution.

Practice Name	Address
<b>East Berkshire: Bracknell</b>	
The Waterfield Practice	Ralphs Ride, Bracknell, RG12 9LH
Binfield Surgery	Wood Lane, Binfield, RG42 4EX
The Easthampstead Practice	23 Rectory Lane, Bracknell RG12 7BB
Forest Health Group,	Bagshot Road, Ringmead, Birch Hill, Bracknell RG12 7PG
The Great Hollands Practice	Great Hollands Health Centre, Great Hollands Square, Bracknell, RG12 8WY
The Ringmead Practice	Birch Hill Road, Leppington, Bracknell, Berkshire, RG12 7WW
The Crown Wood Medical Centre	4A Crown Row, Bracknell, RG12 0TH
The Evergreen Practice	Skimped Hill Health Centre, Bracknell, RG12 1LH
<b>East Berkshire - Slough</b>	
Kumar Medical Centre	59 Grasmere Avenue, Slough, SL2 5JE
Farnham Road Surgery	301 Farnham Road, Slough, Berkshire, SL2 1HD
Bharani Medical Centre	16-18 Lansdowne Avenue, Slough, SL1 3SJ
Shreeji Medical Centre	22 Whitby Road, Slough, SL1 3DQ
Manor Park Medical Centre	2 Lerwick Drive, Slough, SL1 3XU
Herschel Medical Centre	45 Osborne Street, Slough, SL1 1TT
Crosby House Surgery	91 Stoke Poges Lane, Slough, SL1 3NY
Langley Health Centre	Common Road, Slough, SL3 8LE
The Orchard Practice	Willow Parade, 276 High Street, Slough, SL3 8HD
Cippenham Surgery	261 Bath Road, Slough, SL1 5PP
Chapel Medical Centre	Upton Hospital, Albert Street, Slough, SL1 2BJ
240 Wexham Road	240 Wexham Road, Slough, SL2 5JP
The Village Medical Centre	45 Mercian Way, Cippenham, Slough, SL1 5ND
<b>East Berkshire - Windsor and Maidenhead</b>	
Woodlands Park Surgery	15 Woodlands Park Rd, Maidenhead SL6 3NW
Linden Medical Centre	9A Linden Ave, Maidenhead SL6 6JJ
Ross Road	85 Ross Rd, Maidenhead SL6 2SR
Claremont and Holyport Practice	2 Cookham Rd, Maidenhead SL6 8AN
The Cedars Surgery	8 Cookham Road, Maidenhead SL6 8AJ
Cookham Medical Centre	Lower Rd, Cookham Rise, Maidenhead SL6 9HX
Rosemead Surgery	8A Ray Park Ave, Maidenhead SL6 8DS
Redwood House Surgery	Redwood House, Cannon Ln, Maidenhead SL6 3PH
Cordwallis Road Surgery	1 Cordwallis Rd, Maidenhead SL6 7DQ
Symons Medical Centre	25 All Saints Ave, Maidenhead SL6 6EL
Green Meadows Partnership	Brook House, Heatherwood Hospital, Brook Avenue, Ascot, SL5 7GB
Kings Corner Surgery	Kings Road, Sunninghill, Ascot, Berkshire, SL5 0AE
Magnolia House	15 Station Road, Sunningdale, Ascot, SL5 0QJ
Ascot Medical Centre	Forest Lodge, Gate 3 Heatherwood Hospital, King's Ride, Ascot, SL5 8AA
Lee House Surgery	84 Osborne Road, Windsor, SL4 3EW
Sheet Street Surgery	21 Sheet Street, Windsor, SL4 1BZ
Clarence Medical Centre	Vansittart Road, Windsor, SL4 5AS
Datchet Health Centre	Green Lane, Slough, SL3 9EX
Runnymede Medical Practice,	Newton Court, Burfield Road, Old Windsor, Berkshire, SL4 2QF

South Meadow Surgery	3 Church Close, High Street, Eton, SL4 6AP
<b>Berkshire West</b>	
Abbey Medical Centre	41 Russell Street, Reading, RG1 7XD
Balmore Park Surgery	59a Hemdean Road, Caversham, Reading, RG4 7HG
Broad Street Health Centre	Broad Street Mall, First Floor, 103-105 Broad Street Mall, Reading, RG1 7QA
Brookside Group Practice	Brookside Close, Gipsy Lane Earley, Reading, RG6 7HG
Burdwood Surgery	Wheeler's Green Way, Thatcham, RG19 4YF
Chapel Row Surgery	The Avenue, Bucklebury, RG7 6NS
Chatham Street Surgery	121 Chatham Street, Reading, RG1 7JE
Downland Practice	East Lane, Chieveley, Newbury, RG20 8UY
Eastfield House Surgery	6 St John's Road, Newbury, RG14 7LW
Emmer Green Surgery	4 St Barnabas Road, Emmer Green, Reading, RG4 8RA
Falkland Surgery	Monks Lane, Newbury, RG14 7DF
Finchampstead Surgery	474 Finchampstead Road, Wokingham, RG40 3RG
Grovelands Medical Centre	701 Oxford Road, Reading, RG30 1HG
Hungerford Surgery	The Croft, Hungerford, RG17 0HY
Kintbury & Woolton Hill Surgery	Trade Lane, Woolton Hill, RG20 9UL
Lambourn Surgery	Bockhampton Road, Lambourn, RG17 8PS
Loddon Vale Practice	Hurricane Way, Woodley, Reading, RG5 4UX
London Street Surgery	72 London Street, Reading, RG1 4SJ
Long Barn Lane Surgery	22 Longbarn Lane, Reading, RG2 7SZ
Melrose Surgery	73 London Rd, Reading, RG1 5BS
Milman Road & Kennet Surgery	50 Milman Road, Reading, RG2 0AR
Mortimer Surgery	Victoria Road. Mortimer, Reading, RG7 3SQ
New Wokingham Road	18 New Wokingham Road, Crowthorne, RG45 6JL
Parkside Family Practice (Green Rd Surgery)	224 Wokingham Road, Reading, RG6 1JS
Pembroke Surgery	31 Alexandra Road, Reading, RG1 5PG
Coley Park Group Practice (Formerly Russell Street Group Practice)	80 Wensley Road, Coley Park, Reading, RG1 6DN
South Reading & Shinfield Medical Practice	257 Whitley Wood Road, Reading, RG2 8LE
Strawberry Hill	Old Bath Road, Newbury, RG14 1JU
Swallowfield Medical Practice	The Street, Swallowfield, Reading, RG7 1QY
Thatcham Health Centre	3 Bath Road, Thatcham, RG18 3HD
The Boat House Surgery, Pangbourne Medical Practice	Whitchurch Road, Pangbourne, Reading, RG8 7DP
Theale Medical Centre	Englefield Road, Theale, Reading, RG7 5AS

The Potteries	Tylers Place, Pottery Road, Tilehurst, Reading, RG30 6BW
Tilehurst Village and Chancellor House Surgery	92 Westwood Road, Tilehurst, Reading, RG31 5PP
Twyford Surgery	6 Loddon Hall Rd, Twyford, Reading, RG10 9JA
University (of Reading) Medical Group	9 Northcourt Avenue, Reading, RG2 7HE
Wargrave Surgery	Victoria Road, Wargrave, Reading, RG10 8BP
Western Elms & Circuit Lane Surgery	317 Oxford Road, Reading, RG30 1AT
Westwood Road Health Centre	66 Westwood Road, Tilehurst, Reading, RG31 5PR
Wokingham Medical Centre	23 Rose Street, Wokingham, RG40 1XS
Woodley Centre Surgery	6 Headley Road, Woodley, Reading, RG5 4JA
Woosehill Medical Centre	Fernlea Drive, Wokingham, RG41 3DR
<b>Oxfordshire</b>	
Alchester Medical Group	Victoria House Surgery, 119 Buckingham Road, Bicester, OX26 3EU
Bampton Surgery	Landells, Bampton, OX18 2LI
Banbury Cross Health Centre	South Bar House, 6 Oxford Road, Banbury, OX16 9AD
Banbury Road Medical Centre	172 Banbury Road, Summertown, Oxford, OX2 7BS
Bartlemas Surgery	Manzil Way, Cowley, East Oxford, OX4 1XD
Beaumont Elms Practice	19 Beaumont Street, Oxford, OX1 2NA
Berinsfield Health Centre	Fane Drive, Berinsfield, Wallingford, OX10 7NE
Bicester Health Centre	Coker Close, Bicester, OX26 6AT
Bloxham Surgery	Godswell Lodge, Church Street, Bloxham, Banbury, OX15 4ES
Broadshires Health Centre	Broadshires Way, Carterton, OX18 1JA
Burford Surgery	59 Sheep Street, Burford, OX18 4LS
Chipping Norton Health Centre	Russell Way, Chipping Norton, OX7 5FA
Church Street Practice	Mably Way, Wantage, OX12 9BN
Clifton Hampden Surgery	Watery Lane, Clifton Hampden, OX14 3EL
Cogges Surgery	12 Cogges Hill Road, Witney, OX28 3FS
Cowley Road Medical Practice	East Oxford Health Centre, Manzil Way, Cowley, East Oxford, OX4 1XD
Cropredy Surgery	Claydon Road, Cropredy, Banbury, OX17 1FB
Deddington Health Centre	Earls Lane, Deddington, OX15 0TQ
Didcot Health Centre	Britwell Road, Didcot, OX11 7JH
Donnington Medical Partnership	Donnington Health Centre, 1 Henley Avenue, Iffley, OX4 4DH
Eynsham Medical Centre	Conduit Lane, Eynsham, OX29 4QB
Goring & Woodcote Health Centre	Red Cross Road, Goring on Thames, RG8 9HG
Gosford Hill Medical Centre	167 Oxford Road, Kidlington, OX5 2NS

Hedena Health	207 London Road, Headington, Oxford, OX3 9JA
Hightown Surgery	Hightown Gardens, Banbury, OX16 9DB
Islip Surgery	Bletchington Road, Islip, OX5 2TQ
Jericho Health Centre	New Radcliffe House, Walton Street, Oxford, OX2 6NW
KES @Northgate	Northgate Health Centre, 15 Market Street, Oxford, OX1 3EF
Long Furlong MC	45 Loyd Close, Abingdon, OX14 1XR
Luther Street Medical Centre	PO Box 7, St Aldates, Oxford, OX1 1TD
Malthouse Surgery	The Charter, Abingdon, OX14 3JY
Manor Surgery	Osler Road, Headington, Oxford, OX3 9BP
Marcham Road Health Centre	Marcham Road, Abingdon, OX14 1BT
Mill Stream Surgery	Benson, Wallingford, Benson, OX10 6RL
Montgomery-House Surgery	Piggy Lane, Bicester, OX26 6HT
Morland House Surgery	Morland Close, Wheatley, OX33 1DP
Nettlebed Surgery	Wanbourne Lane, Nettlebed, Henley on Thames, RG9 5AJ
Newbury Street Practice	Mably Way, Wantage, OX12 9BN
Northgate Health Centre	15 Market Street, Oxford, OX1 3EF
Nuffield Health Centre	Welch Way, Witney, OX28 6JQ
Oak Tree Health Centre	Tyne Avenue, Didcot, OX11 7GD
Observatory Medical Practice	New Radcliffe House, Walton Street, Oxford, OX2 6NW
Sibford Gower Surgery	Burdrop, Sibford Gower, Banbury, OX14 5RQ
Sonning Common Health Centre	Wood Lane, Sonning Common, Reading, RG4 9SW
St Bartholomews MC and Hollow Way MC	Manzil Way, Cowley, East Oxford, OX4 1XB
St Clements Surgery	39 Temple Street, Iffley, Oxford, OX4 1JS
Summertown Medical Group	160 Banbury Road, Summertown, Oxford, OX2 7BS
Temple Cowley Health Centre	Templar House, Temple Road, Cowley, East Oxford, OX4 2HL
The Abingdon Surgery	65 Stert Street, Abingdon, OX14 3LB
The Bell Surgery	York Road, Henley on Thames, RG9 2DR
The Charlbury Medical Centre	Enstone Road, Charlbury, OX7 3PQ
The Hart Surgery	York Road, Henley on Thames, RG9 2DR
The Key Medical Practice	Exeter Close, Oxford Road, Kidlington, OX5 1AP
The Leys Health Centre	Dunnock Way, Blackbird Leys, Oxford, OX4 7EX
The Rycote Practice	East Street, Thame, OX9 3JZ
Wallingford Medical Centre	Reading Road, Wallingford, OX10 9DU
Watlington & Chalgrove Surgery	High Street, Chalgrove, OX44 7AF
White Horse Practice	Faringdon Medical Centre, Volunteer Way, Faringdon, SN7 7YU

Windrush Medical Practice (Witney)	Welch Way, Witney, OX28 6JS
Windrush Surgery (Banbury)	21 West Bar, Banbury, OX16 9SA
Woodlands Medical Centre	Woodlands Road, Didcot, OX11 0BB
Woodlands Surgery	4 Burchester Place, Banbury, OX16 3WT
Woodstock Surgery	Park Lane, Woodstock, OX20 1UD
Wychwood Surgery	Meadow Lane, Shipton-u-Wychwood, OX7 6BW