

SUNDERLAND HEALTH AND WELLBEING BOARD

01 October 2021

**THE NORTH EAST AND NORTH CUMBRIA INTEGRATED CARE SYSTEM AND
INTEGRATED PLACE-BASED ARRANGEMENTS**

**Report of the Executive Director of Public Health & Integrated Commissioning
and Chief Officer/Chief Finance Officer of Sunderland CCG**

1.0 Purpose of the Report

1.1 The purpose of this report is to:

- a) Appraise the Board on the preparations by the North East and North Cumbria Integrated Care System to take up its statutory responsibilities from April 2022.
- b) Provide an updated position regarding the development of integrated place-based arrangements.

2.0 Background

- 2.1 On 6th July, the Health and Care Bill (the “Bill”) was published. The Bill introduces new measures to promote and enable collaboration in health and care, building on recommendations made by NHS England and NHS Improvement (NHSE/I) in [November 2020](#) and in [February 2021](#).
- 2.2 The reforms in the Bill will support integration by formalising integrated care systems (ICSs). Local councils, NHS organisations and wider partners have been working together as integrated care systems (ICSs) since 2018. Sunderland is part of the North East and North Cumbria ICS (NENC ICS), a regional partnership of local authorities and NHS commissioners, NHS providers and wider partners working together to improve the health of the 3.1 million people it serves.
- 2.3 Under this legislation each ICS will be a statutory body made up of two parts, an integrated care board (ICB) and an integrated partnership (ICP):
 - a. ICBs will be tasked with the commissioning and oversight of most NHS services and be accountable to NHSE for NHS spending and performance.
 - b. ICPs will bring together a wider range of partners to develop a plan to address the broader health, public health and social care needs of the local population.
- 2.4 The [Government's White Paper](#), that preceded the Bill, emphasised the need for flexibility in the local, place-based joint-working arrangements recognising that much of the work to integrate care and improve population health will happen locally in the places where people live, work and access services. The

Bill supports a permissive approach to place-based arrangements avoiding a one-size-fits-all approach, subject to any changes as it is debated in Parliament in the autumn and winter.

- 2.5 The Board received an update at its 25th June meeting on the indicative timeline for the establishment of ICSs and a proposal in relation to the development of the place-based partnership arrangements for Sunderland. The proposal comprised the establishment of an Integrated Care Executive, supported by a strategic commissioning partnership and Sunderland provider partnership.
- 2.6 Since the update to the Board in June, a Transition Steering Group (TSG) has started to meet to support the Integrated Care Executive to develop its place-based, integrated approach to the commissioning and provision of services within the context of the emerging NENC ICS and national guidance, covered in sections 3 and 4 of this report.
- 2.7 A summary of ICS development in general and the progress made by the NENC ICS in its development in particular is appended to this report.

3.0 North East North Cumbria Integrated Care System (NENC ICS)

- 3.1 NHSE have published a number of key documents to support ICSs during August and September. These are:
 - 1. Thriving Places: guidance co-produced by NHSE/I and the Local Government association on the development of place-based partnerships as part of statutory integrated care systems
 - 2. ICS implementation guidance on working with people and communities
 - 3. ICS implementation guidance on effective clinical and care professional leadership
 - 4. ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector
 - 5. Interim guidance on the functions and governance of the integrated care board
 - 6. HR framework for developing integrated care boards
 - 7. Building strong integrated care systems everywhere: guidance on the ICS people function
 - 8. Working together at scale: Guidance on Provider Collaboratives

These are available at [NHS England: Integrated Care Systems](#).

- 3.2 The documents provide support and guidance for ICSs and build on the expectations set out in the [ICS Design Framework](#), which was published in June 2021 and presented to the Health and Wellbeing Board in June.
- 3.3 The NENC ICS is working through these documents as it manages the transition processes to the new ICS arrangements. There are important key actions which ICSs/ICBs need to plan to do in relation to the guidance

documents (section 3.1, 1 to 8 above) to support transition to the new statutory integrated care boards.

- 3.4 The Thriving Places guidance is co-produced by NHSE/I and Local Government Association and seeks to support to place-based partners by describing the activities place partnerships may lead, the capabilities required and potential governance arrangements. Key points include:
- Place-based partnerships are collaborative arrangements formed by the organisations responsible for arranging and delivering health and care services in a locality or community.
 - Place-based partnerships will remain as the foundations of ICSs as they are put on a statutory footing (subject to legislation), building on existing local arrangements and relationships.
 - It will be for system partners to determine the footprint for each place-based partnership, the leadership arrangements and what functions it will carry out.
- 3.5 In June 2021 the NENC ICS established a Development and Transition Programme Board, leading a number of key workstreams, for example Contracting, Commissioning and Procurement, to plan for and progress the transition to the new arrangements from April 2022.
- 3.6 Following recommendation by NHSE, the Secretary of State has agreed Sir Liam Donaldson to be the NHS ICB Chair Designate for the North East and Cumbria, ready to take up the post from April 2022, subject to legislation.
- 3.7 NHSE have started a recruitment process to appoint a designate chief executive of the NENC ICB subject to legislation. The advertisement went out at the beginning of September with a closing date of 26 September 2021. It is anticipated that ICS chief executives will be appointed by the end of October 2021.
- 3.8 In July Sir Liam Donaldson met with each Integrated Care Partnership (ICP) across the NENC ICS. The engagement event with Central ICP, which covers County Durham, South Tyneside and Sunderland, took place on 2 July and provided an opportunity to share our place-based arrangements and show the difference being made to patients/local people.
- 3.9 The Chair of the ICS has established a management executive working group with representatives from the NHS and Local Authorities across the North East and North Cumbria. The Council, CCG and NHS providers in Sunderland will be represented on the executive working group which will meet three times during September and October to take forward the implementation of the next phase of the NENC ICS. The appended letter from Sir Liam Donaldson sets out the membership of the working group.

4.0 Sunderland's Integrated Place-Based Arrangements

- 4.1 A Sunderland Integrated Care Executive (the 'Executive') has been established with chief executive representation from a number of key partners across the Sunderland system including from Sunderland City Council, Sunderland CCG and NHS provider organisations. The Executive has agreed terms of reference and meets monthly.
- 4.2 It is proposed that the Executive would lead and support the transition to new place-based arrangements within Sunderland resulting from the establishment of the NENC ICS as a statutory body from April 2022 and the transfer of NHS functions from the CCG to the ICS following the close-down of Sunderland CCG.
- 4.3 Regular meetings have been taking place with representatives from the Council, SCCG and NHS providers from across Sunderland on an informal basis to collaborate on developing place-based partnership working and integrated commissioning arrangements. A proposal has been developed by the partners attending the system meeting to formally establish a Transition Steering Group (TSG) to get place-based arrangements in place as soon as possible. This was supported by the Executive.
- 4.4 The membership of the TSG would be drawn from Sunderland City Council, Sunderland CCG with involvement of wider partners.
- 4.5 The TSG would support the Executive and would lead, monitor and report progress across the following key workstreams to deliver Sunderland's place-based partnership arrangements, including the future form of integrated commissioning:
- **Governance** – incorporating for example structures, risk management, oversight, assurance and accountability.
 - **Finance** – including for example financial leadership and governance at place, operating principles, place-level financial planning (Sunderland £), financial oversight and financial risk.
 - **Provider collaboratives/partnerships** – to develop place provider partnerships/collaboratives, including alignment to commissioning model.
 - **Commissioning development and Business Intelligence** - to develop an integrated commissioning model identifying opportunities to change how we commission to improve outcomes and service provision.
 - **Leadership (clinical and professional) and people** - to ensure leaders are involved and invested in the vision, purpose and place-based partnership work as it develops.

Each workstream would be led by a Senior Responsible Officer Executive lead with management support.

- 4.6 The TSG would be time-limited, advisory and would make proposals and recommendations to the Executive in relation to place based arrangements from a commissioning perspective. Its first meeting was 20 September 2021.

5.0 Recommendations

- 5.1 The Health and Wellbeing Board is recommended to:

- receive the report;
- support the progress to date; and
- receive an updated position at the next Board meeting.

Annexes:

- ICS Executive Group Participants (Sept 21)
- ICS Background slides (Sept 21)

