

Feedback from Transition Steering Group on Operating Model

Comments on committee structure

- Where is the Primary Care Commissioning Committee – each place has one and it is not clear what replaces this going forward – given primacy of place should PCCCs in each place not continue?
- Place is responsible for monitoring quality of locally commissioned (primary and community services – how should this occur in each place and where does it report to – is this a sub-committee of the ICS Quality Committee and to Place Based Partnerships?

Comments on function mapping

- The consensus view - it is helpful to have a wide-ranging function map it is quite confusing in several places and more work needs to be done on the mapper.
- Document feels rushed and incomplete.
- For example, some functions have multiple x's marked for different areas which is confusing whereas other areas have gaps.
- Some of the wording around each function could be clearer.
- There should be a separate session with leads from all places and with NHS and LA support to further develop the functions map so it can be a more useful document.

Place-based working arrangements with partners can be further strengthened via:

- Joint appointments
- Committee structure

Barriers to making this happen

- Delegation to Place – vital that Operating Model shows with greater clarity that the ICB is committed to truly delegating responsibility and decision-making powers to Place.
- Operating Model doesn't appear to take the new white paper on Integration into account. For example, how the "place based single accountable person" fits within the model. Sunderland TSG would prefer to have freedom to agree how this post should be filled at place.
- OM is to be agreed by the Programme Board – should there not be other partners present in this process – e.g., LA and FT representatives?

Infrastructural requirements to support effective place-based arrangements?

- Concerns that the new operating model could easily become very bureaucratic and confusing with additional ICB and Area layers going against the principle of keeping this as simple as possible and delegating as much as possible to place.
- More clarity on what will be done at Area Level versus place is needed.
- There is also a desire that whilst Area Teams under matrix working might be similar across the ICS there should be greater flexibility on set up at place