

**SUNDERLAND HEALTH AND WELLBEING BOARD**

**10 December 2021**

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

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

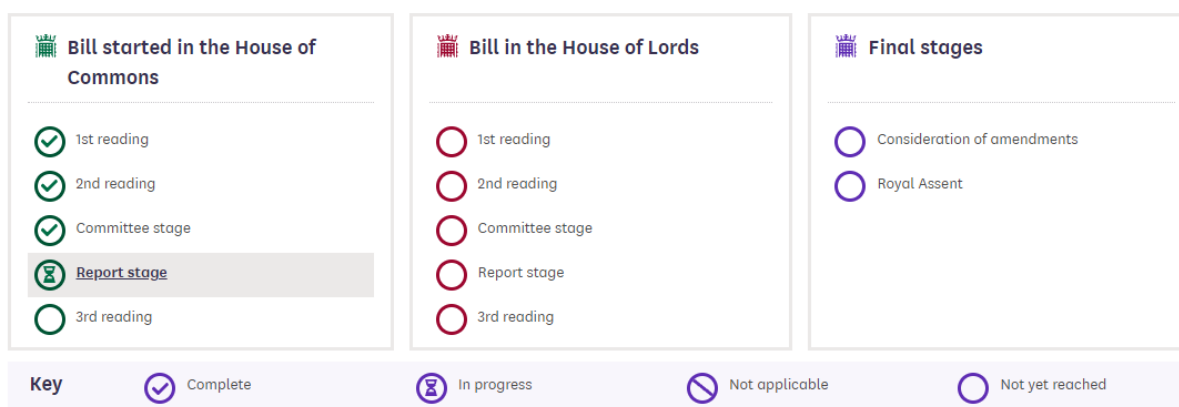
**1.0 Purpose of the Report**

- 1.1 The purpose of this report is to:
- a) Apprise the Board of 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 Integrated Care Systems (ICSs) have been designed to bring together providers and commissioners of NHS services with their local authorities and other partners across larger geographical areas in order to collectively plan health and care services to meet the needs of their population.
- 2.2 As reported previously, if passed, the Health and Care Bill would introduce a major change to the organisation of the NHS. The proposed legislation would place ICSs on a statutory footing. Under this legislation each ICS would be a statutory body made up of two parts: an integrated care board (ICB) and an integrated partnership (ICP).
- a. ICBs will take on the commissioning functions of clinical commissioning groups, as well as some of NHS England's commissioning functions 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.
- ICSs would replace clinical commissioning groups (CCGs), currently responsible for planning, commissioning and funding NHS services from 1<sup>st</sup> April 2022.

- 2.3 Figure 1 shows the passage of the Bill through Parliament.



**Figure 1**

[Health and Care Bill - Parliamentary Bills - UK Parliament](#) - last updated 14 November 2021

2.4 Sunderland is part of the North East and North Cumbria Integrated Care System (NENC ICS), a regional partnership of 13 local authorities, 8 CCGs, 12 NHS Foundation Trusts and wider partners working together to improve the health of the 3.1 million people it serves. The 8 CCGs in the 13 places covered by the NENC ICS will no longer exist after 31<sup>st</sup> March 2022. From 1<sup>st</sup> April 2022 the NENC ICB would be responsible for the commissioning and oversight of most NHS services and accountable for NHS spend and performance. Sunderland CCG functions, and staff, would transfer to the NENC ICB.

2.5 This report provides an update to the Board on progress made in relation to the establishment of the ICB (section 3) and place-based partnership arrangements (section 4) since its last meeting on 1<sup>st</sup> October 2021.

### 3.0 North East North Cumbria Integrated Care System

#### Key Appointments

3.1 Interviews took place in October 2021 for the NENC designate ICB chief executive. Sam Allen, chief executive of Sussex Partnership NHS Foundation Trust, has been appointed and is to take up the role at the end of January 2022. Appointments to other key ICB posts, including a chief finance officer (director of finance), medical director and executive chief nurse (director of nursing), are expected before the end of March 2022.

#### Joint Management Executive (renamed Design Groups)

3.2 As reported to the Board in October, a series of meetings with executive representatives from the NHS and Local Authorities across the North East and North Cumbria ICS have been taking place during October and November 2021 chaired by Sir Liam Donaldson, the NENC designate chair. Main areas of focus for the sessions and discussion have included:

- Place-based partnerships – functions, resources and governance.
- Integrated Care Board – size and composition.

- Integrated Care Partnership – size and composition.
  - NENC ICB draft constitution for approval by the Governing Bodies of the 8 CCGs across the North East and North Cumbria prior to ratification by NHS England.
  - Proposed NENC ICS operating model.
- 3.3 The range of statutory duties (proposed in legislation) of the new NENC ICB would require it to operate strategically and to delegate key commissioning functions to place (e.g. Sunderland), acknowledging the primacy of place in planning, developing and delivering high quality care, improving population health and well-being and reducing health inequalities. The Joint Management Executive Group (JMEG) meetings have supported the development of a proposed approach by the NENC ICS in respect of which commissioning functions could be delegated to place and which could be retained by the ICB.
- NENC ICB Operating Model
- 3.4 The NENC ICS has to arrange for commissioning functions to be undertaken and decisions to be made by or with place-based partnership arrangements through an appropriate arrangement. The NENC ICS is developing its own operating model which sets out the governance arrangements of place-based partnership, including the functions it reserves to discharge and which to confer down to place. It is important therefore that place-based partnership arrangements are established across all 13 places of the NENC ICS to enable and support the delegation of functions, including NHS monies, from the NENC ICB to places.
- 3.5 The NENC ICS is proposing a phased approach to devolution of power from the ICB to each place building on current place-based arrangements, where appropriate, to ensure stability and continuity because changes cannot be introduced before the ICB has assumed its legal status. The NENC ICS Governance Work Stream is developing the detail of how this would operate at place.



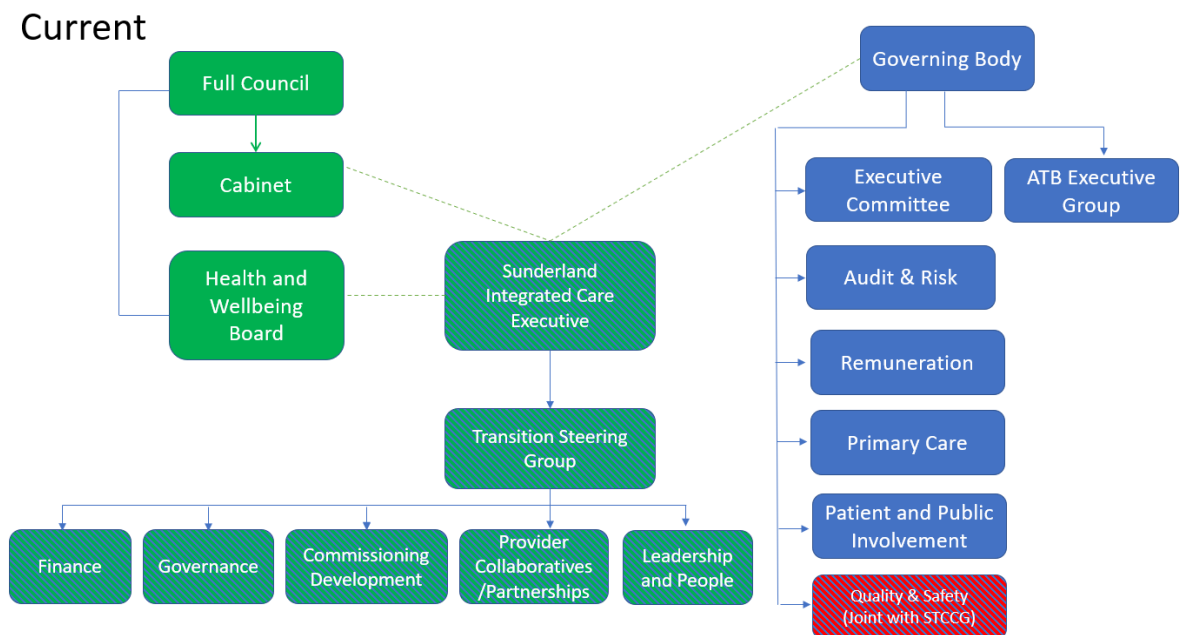
Once the ICB is in its statutory form Sunderland would have the opportunity (post April 2022) to propose a longer term governance model, possibly drawn from the list of options of [national guidance](#) referenced in October's report to the Board, and more devolved power from the ICB.

### Draft Constitution

- 3.6 ICSs must publish their own constitution setting out their governance and leadership arrangements for formal approval by NHS England and NHS Improvement before the end of March 2022. Engagement on the draft NENC ICB constitution has taken place through the JEMG meetings and was shared with CCG Governing Bodies in November for comment.

## **4.0 Sunderland's Integrated Place-Based Arrangements**

- 4.1 Figure 2 illustrates Sunderland's current place-based arrangements.



**Figure 2**

A Sunderland Integrated Care Executive (the 'Executive') has been established with chief executive representation from 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. As reported previously, the Executive will 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.

- 4.2 As reported to the Board in October, a Transition Steering Group was established in September and has continued to meet regularly to support the Executive to develop its place-based arrangements within the context of the emerging North East and North Cumbria Integrated Care System (NENC ICS). The TSG is a time-limited, partnership group with Executive Leads from Sunderland City Council, Sunderland CCG, South Tyneside and Sunderland NHS FT with involvement of wider partners.

4.3 The TGS oversees progress across five workstreams to deliver the place-based partnership arrangements, including the future form of integrated commissioning.

**a. Governance**

The Governance Group are developing a proposal for a phased approach to new place-based partnership arrangements in Sunderland starting with an interim approach from 1<sup>st</sup> April 2022 as well as a longer term, future arrangement. The Executive were asked in December to support this proposal and the Council's Cabinet and CCG Governing Body will be asked to approve in January 2022.

**b. Finance**

National guidance, relating to financial delegation from integrated care boards once statutory bodies, has not been issued but it is expected that the financial arrangements would flow out of the governance arrangements.

**c. Commissioning development and business intelligence**

This workstream is looking at how to improve health and care by working differently as a system (commissioners and providers) in relation to how we can integrate our commissioning and commission differently in three areas initially within the context of the existing, local collaborative approach between providers and commissioners and the national shift to provider collaboratives to drive improvements in care. The three areas of focus are: learning disabilities and autism; local GP contracts for services commissioned by Public Health; and adult mental health. Current partnership agreements (for example the Better Care Fund and section 75 agreements), which enable Health and Social Care partners to work together to commission services and integrate care, are in the scope of the Group.

**d. Provider partnerships**

There is a strong history in Sunderland of providers working together. Provider partnerships are part of the overall proposed place-based arrangements which are developing. Within the context of the evolving place-based governance arrangements providers are developing a phased approach building on existing collaboration.

**e. Leadership (clinical and professional) and people**

A draft vision and objectives have been developed for consideration by the Executive in December. A high-level action plan has also been developed to support the development of system leadership across Sunderland in the immediate (next 6 months), medium (next 12 months) and long term.

4.4 There has been engagement on the developing partnership arrangements with:

- The Executive (10<sup>th</sup> November 2021 and 8<sup>th</sup> December 2021)
- Sunderland City Council's Joint Leadership Team (18<sup>th</sup> November 2021)
- Sunderland CCG's Governing Body ((30<sup>th</sup> November 2021)
- Sunderland Clinical Leaders Group (14<sup>th</sup> December 2021)

## **5.0 Next steps**

- To engage with the Health and Wellbeing Scrutiny Committee on 5<sup>th</sup> January 2022 on the proposed place-based governance arrangements.
- To seek approval from CCG Governing Body and Council Cabinet in January 2022 of the proposed Sunderland place-based governance arrangements.
- To seek support and endorsement for the proposed place-based governance arrangements from statutory NHS provider partners, e.g South Tyneside and Sunderland NHS FT and Cumbria and Northumberland NHS FT, subject to Governing Body and Council Cabinet approval.

## **6.0 Recommendations**

- 6.1 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.