

Lancashire Health and Wellbeing Board
Meeting to be held on Tuesday, 18 July 2023

Corporate Priorities:
Delivering better services;

Place Integration Deal
(Appendix 'A' 'B' and 'C' refer)

Contact for further information:
Louise Taylor, Tel: 01772 536126, Executive Director, Adult Services and Health and Wellbeing, louise.taylor@lancashire.gov.uk

Brief Summary

This report is provided to the Health and Wellbeing Board to update on the recent decision of the Integrated Care Board to delegate responsibility for some NHS services to all four Places in the Lancashire and South Cumbria Integrated Care System including Lancashire Place. It provides information on the rationale and content of the delegation arrangements, with some practical examples for additional context provided in the attached appendix. It also explains the impact of the integration deal on the governance options appraisal timeline, alongside an update on the Lancashire Place Partnership workshop; the outputs of which are being used to inform the next phase in development of the Place Partnership.

The integration deal is a significant decision for the Integrated Care Board with implications for the County Council who will also be expected (in due course), in the spirit of supporting deeper integration between health and care, to adopt a similar approach in order to achieve better outcomes and experiences for Lancashire residents as well as value for money.

Recommendations

The Health and Wellbeing Board is asked to:

- i) Receive a verbal update on the outcome of the decision made at the Integrated Care Board on 5 July 2023.
- ii) Receive a verbal update on the recommendations agreed by Lancashire County Council's Cabinet on 6 July 2023.
- iii) Endorse the ongoing work and timeframes in relation to the development of governance arrangements for the Lancashire Place and how this will connect into the Health and Wellbeing Board.

Detail

At the previous update in May 2023, Health and Wellbeing Board Members were informed of the initial thinking on, and potential opportunities for delegation. The Integrated Care Board had signalled that not all services should be planned and delivered at a system (Lancashire and South Cumbria) wide level, and that there is a conversation to be had about what could be planned and delivered jointly with partners at a Place (Lancashire) level to drive efficiency and opportunity of joint planning and commissioning. For example, there are some services provided locally within our communities that could achieve better outcomes or value for money if they were organised with partners within Lancashire.

This report outlines in further detail, a new opportunity in the developing landscape of health and care integration, the Place Integration Deal (Appendix 'A'), which sets out the proposed delegation from the NHS to the four Places to manage and deliver improved outcomes as well as improve integrated performance and efficiency.

This is the first stage of the Place Integration Deal, focusing on how the Integrated Care Board will work with Places. However, it lays the foundations for more formal arrangements for integrated working with local government, which are expected to follow in a future stage. This will allow partners on the (interim) Lancashire Place Partnership to jointly determine how these resources are used to prioritise prevention, address inequalities in access and provision and strengthen high quality care and support in the community.

In the first instance, this delegation from the NHS will be via the Lancashire and South Cumbria Integrated Care Board (which includes the Lancashire County Council Chief Executive to represent the local authorities), to the Director of Health and Care Integration as a joint employee of the Integrated Care Board and County Council. This decision will be taken at the Integrated Care Board meeting on 5 July 2023.

A report on this decision has also been submitted to Lancashire County Council's Cabinet, for its meeting on 6 July 2023. Cabinet have been asked to endorse the proposals for a phased approach to delegation, in the spirit of supporting deeper integration between health and care.

It is also worth noting that this work has impacted the timeline of the governance options appraisal piece for the ongoing management of Lancashire Place, the detail of which is outlined within this report.

Context - Lancashire Place

As the Health and Wellbeing Board will know, in July 2022 the boundaries of the Integrated Care Board were aligned with those of the four upper tier authorities. The next stage of that alignment is that now, 12 months later, the Integrated Care Board has proposed a 'Place Integration Deal', which is due for discussion at its July 2023 board. This signals the intention to introduce a phased approach to delegating responsibility for the majority of non-hospital services and budgets to each of the four Places. This is intended to make decision-making closer to communities, with their



increased involvement in that decision making process and facilitate better joint planning and integrated commissioning and delivery.

The Lancashire Place Partnership have had oversight in the development of this Deal and have advocated a measured and considered approach. It will be necessary for the Lancashire Place Partnership to evolve to reflect the progression of the Lancashire Place through the various stages within the Integration Deal to ensure that it is capable of holding delegations from the Integrated Care Board and enacting place-based decision-making. This will include formalising the governance arrangements, the links with the Lancashire Health and Wellbeing Board and the locality level arrangements (including district level Health and Wellbeing Partnerships), illustrated in Appendix 'B'.

This collaborative locality working will be managed via district Health and Wellbeing Partnerships which it is envisaged could be a critical vehicle for managing further devolved funding and decisions with accountability to the Lancashire Place Partnership for operational delivery and improvement of outcomes for certain priorities. These partnerships will need to evolve to a certain level of maturity to progress to this future state.

As part of this commitment to work alongside the districts, and to bring decision making closer to our communities, the Director of Health and Social Care Integration (Lancashire) met with the Chief Executives of the Lancashire District Councils to discuss the Place Integration Deal. Discussions were held on how Lancashire will work with the District Councils to operationally deliver improvements to health and wellbeing outcomes. There is a further workshop proposed on 13 July 2023 with the same Chief Executives of District Councils to consider how the delegation of population health and partner Voluntary, Community, Faith and Social Enterprise (VCFSE) allocations might be used as a test case for integrated working.

The Place Integration Deal

In preparation for delegation, all four places are working together and focused on their state of readiness to receive delegated responsibility from the Integrated Care Board for population health, Primary Care, Community Services, Continuing Health Care (CHC), Better Care Fund and Urgent and Emergency Care, in particular the services that support admission avoidance and effective hospital discharge, as part of the first phase of delegation. Future phases of delegation may vary across places dependent upon state of readiness and following assessment within the Lancashire and South Cumbria system assessment framework by local partners.

Detail of all of this is provided in Appendix 'A'. The design and implementation of the Place Integration Deal is likely to be a 2-3 year development journey for our Places and those organisations that are key partners in places and across the system.

There has, however, been good progress already on accelerating development between the Integrated Care Board and Council on joint procurement of care at home services, previously approved by Council for procurement, in advance of the delegation decision by the Integrated Care Board. This has ensured Lancashire Place Partnership, Lancashire County Council and the Integrated Care Board, have not



missed an opportunity to lock into an agreed price framework in order to stabilise the care market and balance capacity and demand.

A phased approach is proposed by the Integrated Care Board to financial delegations, with accountability/responsibility managed through appropriate governance arrangements (e.g., delegations to the Directors of Health and Care Integration in the first instance), with the following to be implemented by April 2024:

- Better Care Fund
- Population Health

To this end, the development of the Lancashire Better Care Fund Board, and strengthening of the understanding and management of the Better Care Fund and its decision making and reporting arrangements will support the preparation for delegation.

Creating an Effective Place

The (interim) Lancashire Place Partnership held a joint workshop on the 19 June 2023 with Members of the Health and Wellbeing Board. After receiving an update on developments in relation to the formal Integrated Care Board delegation process, Members heard about the experiences of a neighbouring system from the Chief Nursing Officer, Lancashire and South Cumbria Integrated Care Board, where delegation is more advanced. This then formed the basis of the discussion to consider the implications of delegation and associated governance required to support this.

Appendix 'C' sets out the themes which were highlighted as instrumental aspects of the positive outcomes delivered by working in an integrated way and the key pitfalls to avoid. These outputs will be used to inform both Place development and Place Partnership development plans with associated actions and timescales.

The next meeting, on 10 July 2023 of the interim Lancashire Place Partnership will explore where the biggest challenges lie in Lancashire, and what it can do together to address these and identify and agree areas which can be moved forward together more quickly.

Governance Arrangements

At the same time as agreeing priorities and quick wins there is a need to establish effective governance.

In spring this year, Lancashire Health and Wellbeing Board members requested work be undertaken to consider the possibility of it taking on functions of a Lancashire Place Partnership. A task and finish group were duly established to undertake the development and evaluation of all available governance options to support this. This group has recognised that the development of the Place Integration Deal is intrinsically linked to the outputs of the options appraisal.

Given how intrinsically linked these two elements are in designing appropriate formal governance options for the Lancashire Place Partnership, it was agreed analysis of



available options should follow the decision on the Place Integration Deal. This enables future governance of the Lancashire Place Partnership, and the Health and Wellbeing Board to be designed to meet required roles and purpose, taking into account what delegations may be coming to Lancashire and what governance it might require. It will also ensure that appropriate options can be identified which support the chosen delegation at Place and not run the risk of deciding 'form before function'.

This means that the task and finish group will review and apply statutory guidance, existing organisational governance and the outcome of discussions at the Integrated Care Board on the 5 July 2023 and Lancashire County Council's Cabinet meeting on 6 July 2023, to develop and analyse the available options. The group will submit their report to the Health and Wellbeing Board on 5 September 2023. This will contain an options appraisal, and a preferred option. The Health and Wellbeing Board will be asked to endorse this report before it is submitted to Lancashire County Council's Cabinet and Integrated Care Board Executives for agreement.

To date the task and finish group has reviewed the range of model options contained within the implementation guidance 'Thriving places: Guidance on the development of place-based partnerships as part of statutory integrated care systems' (Local Government Association and NHS England, September 2021) which provides a set of governance forms which Place forums can adopt.

These are listed and explained below:

1. Consultative Forum

A collaborative forum to inform and align decisions by relevant statutory bodies, such as the Integrated Care Board or local authorities, in an advisory role. In this arrangement, the decisions of statutory bodies should be informed by the consultative forum.

2. Individual executives or staff

Statutory bodies may agree to delegate functions to individual members of staff to exercise delegated functions, and they may convene a committee to support them, with membership that includes representatives from other organisations.

3. Committee of a statutory body

A committee provided with delegated authority to make decisions about the use of resources. The terms of references and scope are set by the statutory body and agreed to by them.

4. Joint committee

A committee established between partner organisations, such as the Integrated Care Board, local authorities, statutory NHS providers or NHS England and NHS Improvement. The relevant statutory bodies can agree to delegate defined decision-making functions to the joint committee in accordance with their respective schemes of delegation. A budget may be defined by the bodies delegating statutory functions to the joint committee, to provide visibility of the resources available to deliver the committee's remit.

5. Lead provider

A lead provider manages resources and delivery at place-level, as part of a provider partnership, under a contract with the Integrated Care Board and/or local government, having lead responsibility for delivering the agreed outcomes for the place (including national standards and priorities) for the defined set of services.



Subject to whichever decision is made on the delegations at the Integrated Care Board and endorsed by Lancashire County Council's Cabinet, the task and finish group will analyse the model options available to Place and suggest the preferred option to the Health and Wellbeing Board (including adopting the responsibilities of the Lancashire Place Partnership).

The following timetable shows the formal schedule for endorsement of the options for governance and agreement of the preferred governance option, which follows the decision made on the Integration Deal. The intervening period will be utilised by the task and finish group to undertake the necessary work.

Forum	Date	Output
Integration Deal		
Integrated Care Board meeting	5 July 2023	Decision
Lancashire County Council Cabinet meeting	6 July 2023	Endorse proposals
Options Appraisal		
Interim Lancashire Place Partnership	21 August 2023	Endorse the options appraisal and preferred option
Health and Wellbeing Board	5 September 2023	Endorse the options appraisal and preferred option
Lancashire County Council Cabinet meeting	5 October 2023	Endorse the options appraisal and agree the preferred option
Integrated Care Board Executives	10 October 2023	Endorse the options appraisal and agree the preferred option

Consultations

a) Integrated Care Board and Lancashire County Council's Chief Executive discussions (ongoing)

Initial discussions have been had with Lancashire County Council and Integrated Care Board Chief Executives along with Directors of Health and Care Integration to consider the scope of the Place Integration Deal.

b) Health and Adults Services Scrutiny Panel – 12 May 2023

Director of Health and Care Integration attended to discuss the scope of the Place Integration Deal.

c) Lancashire Chief Executives (including District Councils) - 8 June 2023

The Director of Health and Social Care Integration (Lancashire) met with the Chief Executives of the Lancashire District Councils to discuss the Place Integration Deal and within that the proposal for how Lancashire will work with the District Councils to operationally deliver improvements to health and wellbeing outcomes. There is a further workshop proposed on 13 July 2023 with the same Chief Executives of District Councils to consider how the delegation of population health and Voluntary,



Community, Faith and Social Enterprise (VCFSE) allocations might be used to this end.

d) Interim Lancashire Place Partnership (including additional Health and Wellbeing Board Members) -19 June 2023

The Director of Health and Social Care Integration (Lancashire) hosted a workshop for the (interim) Lancashire Place Partnership that included Members of the Health and Wellbeing Board. Members heard about the experiences of a neighbouring system from the Chief Nursing Officer, Lancashire and South Cumbria Integrated Care Board, where delegation is more advanced. This was used as a basis to consider the implications of delegation and associated governance required to support this.

Appendices

Appendices A, B and C are attached to this report. For clarification they are summarised below and referenced at relevant points within this report.

Appendix	Title
Appendix 'A'	Place Integration Deal Slides
Appendix 'B'	Background briefing information on the Place Integration Deal
Appendix 'C'	Fundamentals of an effective partnership - themes from workshop 19th June 2023

