

REPORT TO: Health Policy & Performance Board

DATE: 15 February 2022

REPORTING OFFICERS: HBC Strategic Director, People & Chief Commissioner, NHS Halton CCG

PORTFOLIO: Health & Wellbeing

SUBJECT: Update on One Halton Place Based Partnership

WARDS: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To provide an update on One Halton Place Based Partnership development with Cheshire Merseyside Integrated Care Board (ICB) and Integrated Care Partnership (ICP) context.

2.0 RECOMMENDED: That the report be noted.

3.0 SUPPORTING INFORMATION

3.1 The Health Policy & Performance Board received a comprehensive report in November 2021 setting out the requirements for the formation of Integrated Care Systems regionally (for Halton that is Cheshire & Merseyside) and an Integrated Care Partnership at Place level (locally this is One Halton Place Based Partnership) detailed in NHS Reforms set out in the White Paper, Integration & Innovation published in February 2021; this paper builds on the NHS long term plan. These are the most significant changes to health arrangements in a decade which aim to improve outcomes and reduce inequalities. 'Thriving Places' is a useful resource for further reading, a user friendly document providing the context and requirements for place based partnerships: -

<https://www.england.nhs.uk/wp-content/uploads/2021/06/B0660-ics-implementation-guidance-on-thriving-places.pdf>

3.2 Implementation of Integrated Care System, revised target date 1st July 2022



DAG Brief Jan 22
final.pdf

To allow sufficient time for the remaining parliamentary stages, a new target date of 1st July 2022 has been agreed for new statutory

arrangements to take effect and Integrated Care Boards (ICBs) to be legally and operationally established. This replaces the previous target date of 1 April 2022. This new target date will provide some extra flexibility to prepare for the new statutory arrangements and manage the immediate priorities in the pandemic response, while maintaining our momentum towards more effective system working.

- 3.3 The ICB (Cheshire & Merseyside), the accountable statutory body for the system is progressing through the gearing up stages of establishing the ICB, developing the Constitution, the Board membership, working with the nine places in the footprint to support the development on place based partnerships to manage due diligence for the disbanding of the Clinical Commissioning Groups and preparing for the staff and functions to transfer to the ICB under the new arrangements. There is significant focus on workforce to support the people and arrangements.

Recruitment to Senior Executive roles has commenced, the ICB has appointed a Designate Chief Executive, Graham Urwin who has connected with Halton Borough Council Chief Executive and the CCG Accountable Officer. Recruitment for the remaining three Executive roles was conducted just before Christmas and there are four further Executive posts out to recruitment currently. The ICB will then move to recruit place Directors, one of which will be the senior executive position for Halton.

Place Based Partnerships (One Halton) are keen to understand the financial envelope and arrangements in the new system however, this isn't clarified at this point. The ICB are working with the nine place based partnerships and local authorities to articulate funding at place level and determine proposals for the flow of funding from ICS to place. These will be reported in future update reports as the detail emerges.

- 3.4 As One Halton becomes the statutory body for health & care arrangements (at place level) there is greater emphasis in the new arrangements on integration and collaboration, tackling wider determinants of health and enabling increased third sector and community involvement.

- 3.5 One Halton conducted a self-assessment in October 2021 to gather a current position on the (place based) partnership, to aid a development plan for embedding One Halton as the place based partnership and meeting assurance requirements. The assessment considered activity against four domains: -

- 1 Ambition and vision
- 2 Leadership and culture
- 3 Design and delivery
- 4 Governance

Each domain had several descriptors to assess against with the assessment categories being emerging, evolving, established and thriving. The outcome of One Halton's assessment was: -

| Descriptor | Assessment Level |
|--|------------------|
| Ambition & Vision | |
| Clarity of Purpose & Vision | Established |
| Objectives & Priorities | Evolving |
| Population health management to address health inequalities | Evolving |
| Leadership & Culture | |
| Place Based Leadership | Evolving |
| Partnership Working | Evolving |
| Culture / OD / Values & Behaviours | Evolving |
| Responding to the voice of our communities / public & patient engagement | Evolving |
| Design & Delivery | |
| Financial Framework | Evolving |
| Planning & Delivery of Integrated Services | Evolving |
| Digital | Emerging |
| Estates & Assets | Emerging |
| Governance | |
| Governance | Established |

Overall, One Halton is assessed as an **evolving** place and is on a trajectory to be **established** by April 2022 with an ambition to achieve **thriving** by the end of the year with a Joint Committee structure of the ICB and the Local Authority. This will be an iterative process building on the existing One Halton model, expanding on the strengths of inclusivity recognising the democratic and statutory roles, governance and oversight of both HBC and the ICB.

- 3.6 There is a large and complex range of programmes and activities to be progressed in Halton to support the transition as detailed in the November report and become a thriving place base partnership. A Programme Management Office (PMO) is being established. The Senior Programme Manager, Nicola Goodwin commenced in post in mid-December 2021 with a Project Manager joining the team at the end of January 2022. The team will be further developed in the coming months.

The team will support One Halton to function as a partnership, steer One Halton through development and assurance to becoming a statutory body, support System Leaders to fulfil integrated & collaborative approaches in the One Halton framework and interact

with Cheshire & Merseyside ICS and the other eight place based partnerships in the ICS footprint.

The immediate priorities are to development an overarching Organisational Development plan that supports One Halton through the assurance process with Cheshire & Merseyside (ICB) and support system leaders and stakeholders with the three strands of support from **Advancing Quality Alliance (Aqua)**, **Local Government Association (LGA)** and **Hill Dickinsons LLP** which will develop the governance and work programme for One Halton.

- 3.7 **Hill Dickinsons LLP** – this work was commissioned to support One Halton integrated arrangements and future governance. Hill Dickinsons LLP has supported One Halton thus far with the structure of the governance arrangements; the guidance sets out five potential models for place based partnerships. One Halton has endorsed a Committee of the ICB at Place (Halton) with delegated authority to make joint decisions about the use of resources with a Sub-Committee structure. Further propositions and maturity within the system will facilitate further integration by the means of a joint committee between partner organisations. The relevant statutory bodies will need to agree to delegate defined decision making functions to the joint committee in accordance with their scheme of delegation. A budget can be defined by statutory bodies relevant to the resources delegated to the committee. Proposed legislation will allow setting up of Joint Committees (currently only possible as part of S75)

Hill Dickinsons LLP has provided a review of the existing Section 75, Joint Working Arrangements (JWA). System leaders need to consider Hill Dickinsons LLP report (December 21) which concluded the current JWA provides aligned rather than pooled funding and a revised Section 75 agreement should be negotiated. There needs to be clarity on the aims of the S75 partnership and what will be commissioned under the arrangement – in the current agreement this is by defined by client groups. A revised S75 should also incorporate non-financial contributions for example other goods, services or accommodation that support service delivery from the partners involved and an information sharing protocol re-visited.

Overall, there is further progress required to ensure the recommended steps to satisfy governance and place based arrangements are in place. The PMO will be supporting system leaders and the local partnerships to progress this.

- 3.8 **Advancing Quality Alliance (AQuA)** has supported both the Health and Wellbeing Board and One Halton previously. The offer is to support the wider population health management and will include but not limited to three strands of activity; Start Well, Living Well & Ageing Well. This work is being led by Public Health and will be delivered between January and March 2022 to provide a clear plan

and ambitious programmes for delivery. It will support Halton system leaders to have clarity about the work they are doing; facilitate the development of a clear strategic direction; support partners to re-commit to the work and share learning and experience of other systems working in this way.

Aqua's approach will examine the breadth of activity/delivery already in place and identify opportunities for key areas of work and alignment to other work streams such as Marmot to develop one plan for improving outcomes for Halton's residents.

3.9 Local Government Association – this is a peer support offer to the Health and Wellbeing Board (HWB) and its members. Halton Health and Wellbeing Board is part of the Cheshire & Merseyside Care Partnership and this support offer will develop the approach hence, it is essential the Board and its Members are supported to understand the system change and responsibilities. The LGA work will focus on:-

- It's about Halton Health and Wellbeing Board knowing and understanding its role in the wider system architecture
- building consensus and clarity on the distinct leadership role and responsibilities of the HWB
- reviewing the structure and format of the HWBB & One Halton Place Based Partnership Board and to be more decision-focused and impactful in driving delivery of better outcomes and reducing health inequalities for the people of Halton
- establishing greater collaboration between members and wider partners so it represents, reflects and drives forward local plans and priorities for the population it serves

LGA have provided two experts to work with the HWB. The peers have held, or currently hold senior positions and come as 'critical friends' to provide constructive challenge, a safe space for open and frank conversations and to help determine collective next steps.

There will be two LGA facilitated workshops in the coming months and it is imperative Board Members harness this approach. The HWB reflecting on the partnership and embracing this significant system change will be key to One Halton meeting assurance requirements around governance. Ultimately, the assurance process will impact on what is delivered at scale and what is delegated to Halton from Cheshire & Merseyside Integrated Care Board.

3.10 The PMO will provide update reports to the Health and Wellbeing Board and Health Policy & Performance Board and is available to support members and system leaders through the transition period and the agreed One Halton delivery programmes.

There is still much work to do however, Halton has a track record of strong effective partnership working which will enable the transition to One Halton Place Based Partnership.

4.0 POLICY IMPLICATIONS

White Paper, *Integrating Care: Next steps to building strong and effective integrated care systems across England* published February 2021. Once legislation is passed, a new NHS Framework will be shared which is likely to have impact on a number of policies and will need to be reviewed in due course.

5.0 FINANCIAL IMPLICATIONS

Anticipated, but not yet known. Cheshire & Merseyside ICB need to agree services to be delivered at scale and provision delegated to One Halton to enable us to fully understand the resource and financial impacts.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

One Halton supports the Council priorities for a Healthy Halton, The Councils and the Health and Wellbeing Board priorities.

6.1 Children and Young People in Halton

One Halton supports the Health & Wellbeing Boards priority of improving levels of early child development. The One Halton programme work has commissioned Aqua to work with Halton's stakeholders in developing a strategic and transformational approach to start well, live well and age well. This work stream is being led by the Interim Director of Public Health and will inform future system delivery plans.

6.2 Employment, Learning and Skills in Halton

One Halton shares the Council's priorities for employment, learning and skills in Halton. The workforce that supports the health & care system is significant in Halton and there will be a focussed work stream in the transition arrangements to ensure current staff are supported and there is planning and investment to develop skills and the future workforce.

6.3 A Healthy Halton

One Halton is a key stakeholder locally supporting the Council & Health and Wellbeing Boards priorities for supporting improved health outcomes and reducing health inequalities for Halton's population.

6.4 A Safer Halton

One Halton supports the Council's priorities to create a safer Halton. Health and wellbeing are pivotal characteristics of resilient communities; a whole system approach to place will intrinsically contribute to building a safer Halton.

6.5 Halton's Urban Renewal

The NHS reforms to Integrated Care Systems and Place Based Partnerships seek to engender a whole place collaborative approach.

As arrangements progress there will be a work stream around assets to understand the estate that supports delivery in Halton.

It is also imperative to plan appropriately for healthy communities utilising Public Health ensuring an evidence led approach to meeting the future needs of Halton's population. One Halton should be linked into future regeneration schemes and developments in the Borough to ensure appropriate planning and system partner involvement. There are recent examples of joint working with the delivery of a Hospital Hub in Shopping City (opening April 2022) and the development of the Town Deal for Runcorn Old Town.

7.0 RISK ANALYSIS

This will require further work to be shared in future reports as and when One Halton understands the services and activity that will be delivered at scale (Cheshire & Merseyside footprint) and those delegated to place (One Halton).

8.0 EQUALITY AND DIVERSITY ISSUES

In developing One Halton, all services will continue to require equality impact assessments for any fundamental changes to service delivery to ensure equality and access to services is considered.

The One Halton Board and its sub-committees also has membership of Halton's Third Sector organisations and will actively work alongside them to consider equality and diversity issues. Many of Halton's voluntary sector organisations exist to support vulnerable, disadvantaged or disenfranchised cohorts of the community and have a reach often beyond public service delivery.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

None under the meaning of the Act.