

16<sup>th</sup> July 2019

## Proposal for Revised Governance of Wokingham Integrated Partnership (WIP) to strengthen governance in Localities and Neighbourhoods



### Version Control

No	Date	Version	Author	Comments
1	12/6/19	1.1	Rhian Warner	16/7/19 no changes requested so document remains as Version 1.1
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### Approval History

Approval Committee	Date Discussed	Comments
Wokingham Leader Partnership Board	20/6/19 16/7/19	New Chair would like further time to review the governance documents. No changes required to proposal agreed by WLPB members and to go to WWB for sign off.
Wokingham Wellbeing Board		

## **1. Introduction**

- 1.1. It was agreed late last year that the Berkshire West 10 Integration Programme (BW10) and the Berkshire West Integrated Care System (BWICS) would be combined. This was further reinforced by the CQC System Review in Reading, finalised late last year, which also concluded that there was a need to integrate the two Programmes. The Chief Officers Group workshop on 19th November 2018 agreed that as one of its emerging three priorities, the governance of the two Programmes should be combined.
- 1.2. In May 2019 the Proposed Governance Arrangements for a Combined Berkshire West ICS and Berkshire West 10 were agreed and from the 1<sup>st</sup> July 2019 the Berkshire West Integrated Care Partnership (ICP)
- 1.3. The Berkshire West ICP governance proposal was shared and discussed at WLPB in May 2019 and it was agreed that a review of our local Wokingham governance structure was required to ensure that Neighbourhood and Locality governance aligns with Place governance and that the current scope of Wokingham's Integrated Partnership required review.

## **2. Background**

- 2.1. Wokingham Locality has a Health and Wellbeing Board (now known as Wokingham Wellbeing Board). The Boards were created through the Health and Social Care Act 2012 and are a formal committee of the local authority charged with promoting greater integration and partnership between bodies from the NHS, public health and local government. They have a statutory duty, with CCGs, to produce a joint strategic needs assessment and a joint health and wellbeing strategy for their local population.
- 2.2. Wokingham Integrated Strategic Partnership (WISP) and then Wokingham Integrated Partnership (WIP) is a sub-partnership of the Wokingham Wellbeing Board and WIPs main responsibility has been overseeing the introduction of the Better Care Fund (BCF) and implementing a programme of work to develop integrated adult health and social care services for Wokingham Borough.
- 2.3. During 2017/18 WISP explored options for governance arrangements, as up until that time local governance was commissioner led through a section 75 partnership. We investigated several options including Alliance agreement, enhancing the Section 75 agreement and a Memorandum of Understanding (MoU). It was decided in December 2018 that a set of Guiding Principles with refreshed Terms of Reference would be the most appropriate solution in order to align with the 2 Berkshire West programmes/systems. We used The Kings Fund ten design principles for place based systems of care as a starting point for developing our local partnership.
- 2.4. The main drivers for refreshing the local governance at that time was to:
  - Confirm Wokingham's commitment to developing integrated services
  - Enable the development of relationships at a local level ensuring a bottom down, top up approach (e.g. Blackburn & Darwen)
  - Put all partners on the same page for collaboration without a legally binding agreement which otherwise might have produced a conflict with existing statutory contractual arrangements between Commissioners and Providers.

- Create mutually accepted expectations between our local partner organisations as we work towards our common objectives
- Create a mutually beneficial framework that all partners can work within to achieve shared goals
- Enable starting with service and clinical integration and local relationships

2.5. Since April 2018 the new partnership, WIP, has been in operation, initially in shadow form and then formalised following agreement and adoption of the Guiding Principles.

### 3. Governance Proposals

3.1. Before considering future governance proposals it is perhaps worth reflecting on the current strengths and weaknesses of the existing governance arrangements in Wokingham and its links up to Berkshire West

(1) Strengths

- Mature, strong lasting relationships.
- Agreed vision, objectives and outcomes through the Integrated Position Statement (“IPS”)
- Commitment to partnership working which has borne improved outcomes, including the Better Care Fund four National Metrics.
- An effective governance structure which appears to have supported progress at some pace.
- Engagement with Elected Member and with Wokingham Wellbeing Board.
- An active and engaged BW10 Delivery Group that has some notable achievements under its belt, with good links from the local integration boards into this governance structure.
- Some effective sub groups within both the BW10 and BWICS structure which have also delivered significant achievements.

(2) Weaknesses

- Disconnect and alignment between localities, and in some cases with their respective Wellbeing Board, BW10 and BWICS
- Capacity - most notably at senior leadership level.
- Potential duplication of work at Locality levels.
- Strategic direction is fluid and subject to change – most notably within the NHS. This could undermine the effectiveness and sustainability of any agreed governance arrangements.

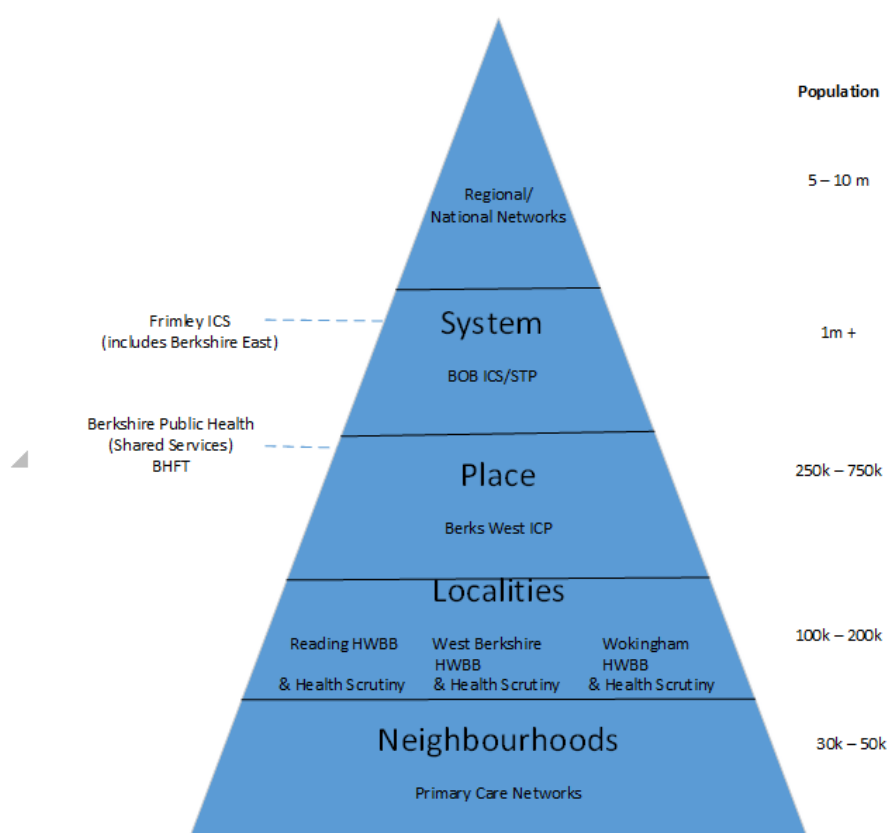
3.2. This paper has been conceived to look to address a number of developments:

- The emerging governance of the Wokingham Integrated Partnership and ensuring alignment with the Wellbeing Board and BW ICP
- The publication of the NHS Long Term Plan (NHS LTP) in January 2019, specifically the development of Primary Care Networks (PCNs)
- Locality and Neighbourhood based planning as identified by the BW ICP Governance Proposal Paper

3.3. These have potentially significant implications for Wokingham and it would seem appropriate to shape this paper around this new emerging landscape. Quite how some of these proposals will finally emerge has yet to be clarified so some assumptions have had to be made. That said there is an opportunity now to shape something that both reflects national expectations whilst at the same time protecting the strong partnership arrangements that have already developed in Wokingham. This will hopefully provide the foundation to strengthen joint working going forward and ensure Wokingham has a strong and effective voice within the new Berkshire West ICP so that it reflects the Localities and Neighbourhoods that lie within it.

- 3.4. To align with the governance changes at Berkshire West level we will base our future governance around the following taxonomy:
- 1) System – the ICS will be the local Health and Social Care System. NHS England have determined that this should be Buckinghamshire, Oxfordshire and Berkshire West (BOB), the same footprint as the current Sustainability and Transformation Partnership (STP).
  - 2) Place – Berkshire West would be the focus for Place based planning. At this point there would appear to be an expectation that Place will be an important element of the new BOB ICS. A function of this Paper is to start the discussion as to what this Place based planning might look like:
  - 3) Locality – this would be each unitary authority area. The Health and Wellbeing Boards would remain the main planning unit at this level along with the Health Scrutiny function. A function of this paper is to start the discussion as to what this Locality and Neighbourhood based planning might look like, which was one of the priorities agreed by the Chief Officers Group in November 2018
  - 4) Neighbourhoods – Primary Care Networks (PCNs) feature prominently within the NHS LTP. Work has already started on developing these across Berkshire West. The expectation is that as planning units PCNs would support a population of between 30,000 – 50,000 residents.
- 3.5. Fig. 1 shows diagrammatically how this would work locally. It has been adapted from a diagram produced by the BOB STP.

**Figure 1 – The proposed health and social care planning taxonomy on which the Berkshire West governance is based**

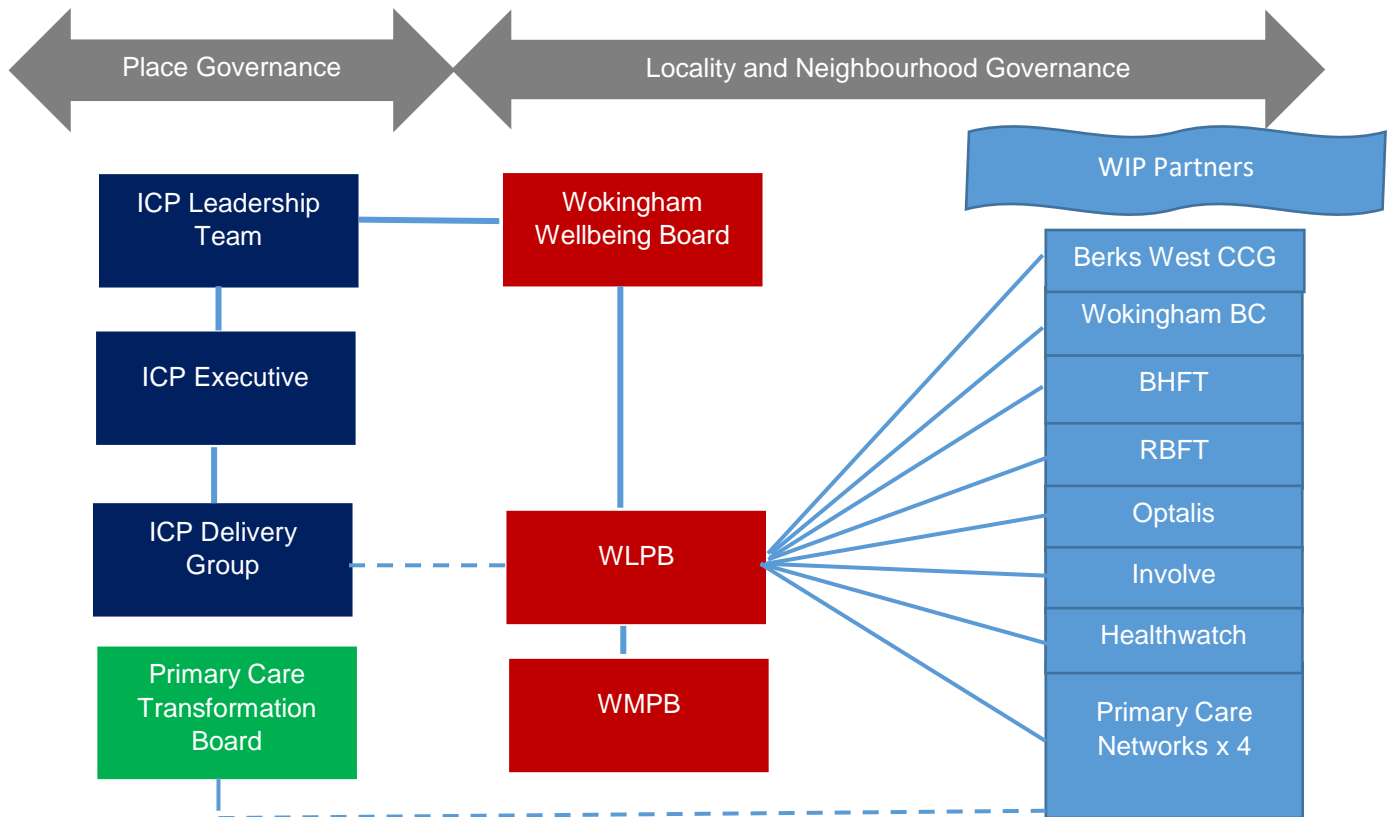


Note: Delivery will also be provided by organisations which will not necessarily align with this taxonomy.

- 3.6. Given this context some guiding principles have been set for the newly proposed ICP governance arrangements:
- 1) They should be built on the 'four level taxonomy' as already outlined providing clarity as to what each level is responsible for and how coordination will be effected between the different levels. Planning and delivery need to be differentiated as two different things.
  - 2) The new arrangements should be no more burdensome than the existing ones - ideally less so.
  - 3) The arrangements need to directly support the strategic direction adopted across Berkshire West and provide an effective means of working within the new BOB ICS.
  - 4) What is in place should be inclusive most notably with regard to Elected Members.
- 3.7. Our Wokingham IPS provides our vision and strategic plan and what needs to be achieved in relation to integrated adult health and social care services and our work programme will be a combination of:
- 1) our aspirations as a Locality through our Wellbeing and Partnership strategies, including development of Integrated Care Networks
  - 2) the emerging aspirations of Neighbourhoods through Primary Care Networks
  - 3) agreeing and embed a Population Health Management Approach
  - 4) supporting the Voluntary and Community to sustainability
  - 5) what needs to be done to support aspirations at a Berkshire West level through the newly formed ICP
- 3.8. At present the BW ICP hasn't been able to define the role of Localities and Neighbourhoods but using themes from the NHS long term plan the following would need to be designed and delivered at Locality/Neighbourhood with clear consideration for Place due to the differing demography across BW
- 1) Integrated Care
  - 2) Prevention and Inequalities
  - 3) Efficiency
  - 4) Engagement and Partnerships
- 3.9. With regard to the governance of Locality/Neighbourhood the following are proposed and shown in Figure 2:
- 1) The current Wokingham Integrated Partnership and its 2 boards, Wokingham Leader Partnership Board and Wokingham Management Partnership Board remain appropriate in name and high level function – strategic and operational and will be retained.
    - a) Their terms of reference are to be broadened to reflect the strategic direction in the NHS long term plan, ICP and ICS.
    - b) Membership for Primary Care needs to be reconsidered in light of the development of 4 PCNs.
    - c) No other membership changes are proposed as Wokingham has included its Executive Member for Health, Well-being and Adult Services for some time within its partnership and its number of partners/members ensures it is effective.
    - d) Effective links to the ICP will be through the Executive Member for Health, Well-being and Adult Services who would sit on the ICP Leadership Board; the Director of Adult Social Care and Director of Operations for the CCG would sit on the ICP Delivery Group and the Integration Manager would report to the ICP Delivery Group.
  - 2) Expand the remit from Better Care Fund Programme to all Integration Programmes for Wokingham Borough

- 3) We use WIP to develop the emerging governance of the PCNs and support their development ensuring that there is a strong link between Neighbourhoods and Localities.
- 4) The terms of reference are updated to reflect these changes.

**Figure 2 - Proposed Wokingham Integrated Partnership Governance (June 2019)**



3.10. With regards the remit of the Wokingham Integrated Partnership in the governance of Localities and Neighbourhoods Table 1 below provides some thinking on what the responsibilities of Locality/Neighbourhood might be contrasted with those of Place. The NHS LTP themes have been used to help frame this.

**Table 1– Proposed allocation of roles and responsibilities for Localities and Neighbourhoods (taken from Proposed Governance Arrangements for a Combined Berkshire West ICS and Berkshire West 10 - Main Report – Final Draft v2)**

LTP Theme	Primary responsibility for design	Primary responsibility for delivery	Notes
<b>1. Integrated Care</b>			
Primary Care Networks	Locality	Neighbourhood with oversight from Locality	
Population Health Management	Locality	Locality with oversight from Place	
Personalised care; • Personal health	Place		

budgets • Social prescribing	Locality	Neighbourhoods with oversight of Locality	
<b>2. Prevention and Inequalities</b>			
• Smoking • Alcohol • Obesity • Antimicrobial resistance  • Air Pollution • Health inequalities	Place  Locality	Place  Locality	
<b>3. Care Quality and Outcomes</b>	Place	Place	System will have a role in design as well
<b>4. Workforce</b>	Place	Place/organisation	Same design by system
<b>5. Digital</b>	Place	Place/organisation	Design is currently largely seen to be at system level
<b>6. Efficiency</b>	Place	Place/organisation	Efficiency Plan will also be produced at system level for working at scale
<b>7. Engagement and Partnerships</b>			
	Locality/Neighbourhood	Locality/Neighbourhood with some 'light touch' coordination at Place if needed	Engagement and partnership activity will be driven at Locality and Neighbourhood level
<b>8. ICP Strategy</b>			
Development of an ICP strategy to incorporate the Health and Wellbeing Strategy	Locality	Locality	Strategy will be bought together at Place and will reflect where appropriate system strategy

#### 4. Resourcing the new arrangements

- 4.1. This will be found from within existing resources initially. At present in Wokingham we have 2.4 WTE of Programme Management support in the form of a 0.6 WTE Programme Manager, 0.4 WTE Finance and Performance Lead, 1 WTE administrator and a 0.8 WTE Integration Development Lead which are all funded through the Better Care Fund Programme. These staff mainly support the development of integrated services and manage the Better Care Fund Programme at Locality level. The Programme Manager also supports work at a BW level, mainly around coordinating peer meetings and supporting the delivery of the 8HICM.
- 4.2. It is proposed that the Wokingham BCF PMO team responsibility is expanded and supports the following:
- 1) Programme management and project management coordination for WIP, therefore all integration/integrated care delivery across Wokingham Borough
  - 2) Forward planning for WLPB, WMPB including agenda management, distribution and minuting of meetings
  - 3) Support the development and delivery of the emerging PCNs
  - 4) Continue and further develop with the shared Locality working between the 3 BW localities

- 5) Support the ICP with the delivery of specific programmes of work
- 4.3. Based on the expanded responsibility and the updated governance the resource support to WIP will be renamed the Wokingham Integrated Partnership Team and will comprise of WIP Manager, WIP Finance and Performance Lead, WIP Administrator and Integration and Development Lead.

## **5. Conclusions**

- 5.1. With emerging governance from BOB ICS (System) and BW ICP (Place) and with increasing clarity around Locality and Neighbourhoods, it is an opportune time to refresh Wokingham's governance ensuring it fits within the hierarchy of governance for health and social care.

## **6. Recommendations**

- 6.1. We align with the taxonomy and governance structures set out by the BW ICP in our Locality and Neighbourhood governance
- 6.2. We expand the remit of WIP from Better Care Fund Programme to all Integration Programmes for Wokingham Borough
- 6.3. We use WIP to develop the emerging governance of the PCNs and support their development ensuring that there is a strong link between Neighbourhoods and Localities.
- 6.4. The Guiding Principles and Terms of Reference are updated and agreed to reflect these changes