

## **Development of our Place Based Arrangements**

### **1 Introduction**

- 1.1 This paper sets out proposals for the implementation of new place-based governance arrangements following the go live of the Integrated Care System on the 1<sup>st</sup> July 2022.
- 1.2 Partners across Southampton have a long history of integration and working effectively together to agree and deliver shared outcomes across Health & Social Care. Over the past year as part of the Integrated Care System implementation, Partners have been working collaboratively to develop and transition to new governance arrangements that will support closer system working and integration across Health & Social Care within Southampton.
- 1.3 Although Southampton has been successful in its integration journey with one of the largest pooled budgets across the country (circa £140m), as part of the current governments plans to ensure success like Southampton's is replicated across the country, new legislation has been developed to further support and deliver the next phase of this integration.

### **2 Place within the ICS**

- 2.1 The term 'place' is used to describe the geographical level that sits beneath an integrated care system. Boundaries of place are normally synonymous with local authority areas, and this is the case for the place of Southampton. Across the ICS, there will be 4 Places, Southampton, Portsmouth, Hampshire and Isle of Wight.
- 2.2 Since 2014 within Southampton, the council and NHS have been working in an integrated way through the Integrated Commissioning Unit and the Joint Commissioning Board, which has both Health and Local Authority representatives. Decisions affecting the City's residents in relation to Health & Social Care have been primarily taken at the Board. The board has worked well in overseeing the priorities for the City's residents, shaping, and championing integrated service delivery.
- 2.3 As an early adopter of integration and recognising that working in a collaborative way can deliver improved outcomes for Southampton, we have been able to:
  - Develop one of the largest pooled budgets in the country totalling c.£140m.
  - We have developed the Southampton City Health and Care Strategy (2020-2025) which is supported by all stakeholders and sets the vision and ambition for the place-based partnership over the coming years.
  - Delivered Joint teams in provider services such as rehabilitation and reablement, and children's locality teams.

- Continued to embed Joint roles and joint decision-making forums across organisational boundaries.
- 2.4 While Southampton has always been at the forefront of integration and partnership working. The new arrangements across the NHS, with the introduction of the ICS, gives us an opportunity to further strengthen our approach and governance arrangements locally.
- 2.5 As part of the changes in the NHS, new Place based partnerships need to be in place by April 2023. These partnerships will be central to influencing and supporting the work of the ICB. They will lead the detailed design and delivery of integrated services and be the voice of Southampton within the ICS arrangements.
- 2.6 The partnerships will involve the NHS, local councils, community and voluntary organisations, local residents, people who use services, their carers and representatives and other community partners with a role in supporting the health and wellbeing of the population. Place based partnerships are recognised as the foundations for integrated care systems and are described as partnerships that develop over time building on existing relationships.
- 2.7 The role of Place-based partnerships are to:
- Lead on the vision for health & care in the city, working with the Health and Wellbeing Board to improve population health and healthcare.
  - Be responsible for setting the strategic direction and development of the place based 5-year Health and Care Strategy.
  - Monitor the implementation of the 5-year Health and Care Strategy to ensure it meets agreed priorities, objectives and performance targets
  - Ensure resources are committed appropriately, with adequate oversight, to deliver the Health and Care Strategy.
  - Responsible for Southampton “Place” and achieving better outcomes for our local population as a result of strong integration
  - Accountable for those areas of health and social care commissioning covered by the Better Care Fund (BCF) Section 75

### **3 Developing Southampton “place”**

- 3.1 As set out earlier in this report, Southampton has for several years been working in a place-based way through the Joint Commissioning Board. As part of the process to align to the framework set out by government, Southampton needs to start the process of transitioning to revised Place Based arrangements.
- 3.2 Discussions/workshops have taken place across the ICB, at the current Joint Commissioning Board, with members of both Groups (Administration & Opposition), Health Overview and Scrutiny Panel, the voluntary sector and carers to look at ways in which new place-based arrangements could be implemented. There has been a clear

consensus that we need to build on what already works and is in place in. Therefore, the following is proposed:

## Governance

- 3.3 That the Joint Commissioning Board (JCB) be reconstituted as the strategic place-based partnership board for Southampton: The Southampton Health and Care Partnership Board from November 2022.
- 3.4 The Terms of Reference (ToR) for the JCB be carried over to the new Board, with minor revisions to the name and membership. The ToR will then be revised in incremental stages as the Board establishes itself within the new HloW ICS structure.
- 3.5 To continue with a rotational chair approach, until such time as the Southampton Health and Care Partnership Board is fully established, at which point, a review of the Chairs role will be undertaken to establish what the requirement for Southampton “place” is and action taken accordingly.
- 3.6 That the membership of the board is revised to reflect additional members to join the Board, in line with national guidance and that these members are added to the board in phases over the transition period to April 2023.

- 3.7 The first meeting of the board in November is constituted with the following initial membership:

Organisation	Member
Local Authority	DASS & Lead Member Function DCS & Lead Member Function DPH Function Leader of the Council
HIOW – Southampton Place	Clinical Director Place Director

- 3.8 By April 2023 that the membership of the board consists of the following representatives:

Organisation	Member
Local Authority	DASS & Lead Member Function DCS & Lead Member Function DPH Function Leader of the Council
HIOW – Southampton Place	Clinical Director Place Director
Providers of acute, community and mental health services	Senior representation from UHS Senior representation from Solent Senior representation from Southern
Voluntary sector and service user voice	Service User and Carer Voice representatives

	Vol Sector Representative
Provider representation	Children's Social Care Provider Adults Social Care Provider

3.9 The new Partnership Board will continue to meet in public as is currently the case with the JCB. This will continue to ensure that decisions made that effect the residents of the Southampton are taken in an open and transparent way.

### Milestone Plan

3.12 From now through to the end of March 2023 there are a range of developments which need to be completed to ensure the beginning of Southampton's place journey is in the best possible position from April 2023.

3.13 The proposed place governance and accountability structure is attached in Appendix 1. The following sets out the actions that needed to be taken over the remainder of the year.

### 3.14 Table 1 – Development Table

Area	Development required
Shared priorities for service transformation	Finalise our refreshed shared transformation priorities for 2023/24, with a clear focus on actions to reduce health inequalities as part of our Health & Care Plan work.
System financial plan	Continue to develop and set out the underpinning place-based financial framework for our system and link this with our transformation programme to support increased grip on delivery as part of our BCF Pooled Budget arrangement for 2023 onwards.  Agree Place Budget for 2023/24.  Finalise Financial framework: principles and delegation

<p>Review our capability and capacity to support successful delivery of our aims and objectives</p>	<p>Finalise and implement review of our functions at place level across commissioning, transformation, delivery, assurance and planning in light of the latest guidance, good practice and expectations about the role of place in supporting Health &amp; Care across Southampton</p>
<p>Southampton Health and Care Partnership Board</p>	<ul style="list-style-type: none"> <li>• Identify Accountable Person</li> <li>• Continue engagement with relevant groups to identify appropriate representation.</li> <li>• Update Terms of Reference following transition (ToR) <ul style="list-style-type: none"> <li>○ Membership</li> <li>○ Delegated responsibility</li> <li>○ Voting</li> <li>○ Quoracy</li> <li>○ Review of the s75 partnership agreement</li> <li>○ Review of risk sharing principles</li> </ul> </li> </ul>
<p>Southampton Transformation Delivery Group</p>	<ul style="list-style-type: none"> <li>• Review range of Delivery Groups</li> <li>• Identify future Delivery Group requirements</li> </ul>