

HEALTH AND WELLBEING BOARD 20 JANUARY 2022

Report title: Developing our South-East London Integrated Care System (ICS) - transition arrangements

Wards: All

Portfolio: Cabinet Member for Health and Social Care: Councillors Jim Dickson and Lucy Caldicott

Report Authorised by: Andrew Eyres: Strategic Director for Integrated Health and Care

Contact for enquiries: Andrew Parker, Director of Primary Care and Transformation, NHS South-East London CCG (Lambeth), 07956 677348, andrew.parker6@nhs.net

REPORT SUMMARY

The purpose of this paper is to present context and background for proposed leadership and governance arrangements for South-East London Integrated Care System and outline progress in the last quarter in establishing Lambeth Together as our Local Care Partnership (LCP).

FINANCE SUMMARY

None arising from this report.

RECOMMENDATIONS

1. To note the contents of this paper.

1. CONTEXT

- 1.1 At its meeting on 18 August, the South-East London ICS Executive Team received and endorsed a paper 'Leadership and Governance proposals' outlining proposed leadership and governance arrangements for the South-East London Integrated Care System (SEL ICS). In line with national guidance this addressed the role and membership of a SEL ICS Partnership (ICP) and the SEL ICS NHS Board (ICB), such that they can operate on behalf of our populations and system in shadow form before the end of Quarter 3 2021 and ahead of the assumed legal establishment of the ICS national body on 1 April 2022.
- 1.2 Included within SEL ICS-wide arrangements are the expectations for individual borough Local Care Partnerships (LCPs), acting as six individual Committees of the ICB, in our case the Lambeth Together Strategic Board, its associated governance, leadership and representation into the SE London ICS arrangements. Richard Douglas, ICS Chair and ICB Chair (Designate) has subsequently written to borough partners regarding the steps to be taken for Local Care Partnerships (LCP), in our case Lambeth Together, to progress their arrangements within the SE London ICS.
- 1.3 In Lambeth, through our Lambeth Together Strategic Board and associated governance arrangements, as partners we have been operating in anticipation of the development of the Integrated Care Systems (ICS) for some time. As a result, our arrangements are well placed for adaptation to meet the requirements to enable us to operate as a shadow Local Care Partnership with SEL ICS.
- 1.4 Our Lambeth Together Strategic Board has been formally operating since April 2020. The Strategic Board developed from our Lambeth Together Alliance Leadership Team arrangements which were in operation from April 2018. Our Lambeth Together Strategic Board has met in public and operated through its Terms of Reference as a Local Care Partnership (LCP) in Part A, alongside operating its delegation from SEL CCG as a Borough Based Board (BBB) through its Part B arrangements incorporating a Committee in Common with LB Lambeth. During the spring of 2021 the Strategic Board undertook a governance review, including of membership and representation, in anticipation of the developing ICS requirements, and as such with some of the proposed changes below, sits ready to act as a Committee of the ICB.
- 1.5 In addition to an established Lambeth Together Partnership Board, we have a well-established weekly meeting of the Lambeth Together Executive Group chaired by the Strategic Director, Integrated Health and Care and comprising key partnership executive leads and local stakeholders. That includes nominees from GSTT, Kings, SLAM and Lambeth Living Well Network Alliance, London Borough of Lambeth (Adults/ Children and Public Health), CCG borough leads, Primary Care (PCN, GP Federation and LMC Leads) along with VCS, Healthwatch, and our Delivery Alliance programme leads. During the Covid-19 pandemic, that group has overseen the local health and care response and has overseen the development of the Lambeth Together Borough Recovery Plan, alongside the broader Lambeth Together transformation work enacted through our Delivery Alliances and key programmes.

2. PROPOSAL AND REASONS

- 2.1 In Lambeth, we consider that we have well developed arrangements and effective working relationships in place, and we remain ambitious to push on with our transformation agenda. We will continue to build on our experience and learning to date, including the success of our partnership working in our collaborative response to the challenges of Covid 19. Partners consider it is important that the implementation of our transformation plans is not negatively impacted by

organisational change, albeit recognising that there remains much more to do both in terms of progressing how we work together across all our teams and in ensuring the impacts and outcomes of our transformation deliver benefit in terms of improved health outcomes and reduced health inequalities for local people.

- 2.2 Lambeth Together partners have reflected the wish to sustain and build upon our existing partnership arrangements, ensuring continuity through the transition to working formally within the new SEL ICS governance and leadership arrangements and to ensure full input and engagement with key partners and local stakeholders. In this way we believe we can further enhance the benefits of our model of partnership working together to better support the delivery of our ambition to improve health and reduce inequalities.
- 2.3 Since the last update provided to the Lambeth Health and Wellbeing Board in October 2021, the legal establishment of the ICS national body has now been postponed until 1 July 2022, however, locally have begun to operate our Local Care Partnership in shadow form from January 2022, with the first meeting of the (Shadow) Lambeth Together Care Partnership Board on 26 January 2022.
- 2.4 It was agreed at the September Lambeth Together Strategic Board (LTSB) seminar that Board members or partners would submit nominations for the Chair of our Lambeth Together Care Partnership Board by 8 October 2021. Two of our Strategic Board Members, Dr Di Aitken and Cllr Jim Dickson nominated themselves, with a preference for working as co-Chairs. These nominations were also independently supported by several partners and no other nominees put themselves forward or were suggested by partners. Board Members were asked on 27 October, to consider these appointments. The term would be for one year with the option to extend each year for a further two years. Lambeth Together Strategic Board agreed that the:
 - a. the nominees met the agreed criteria for the Chair role;
 - b. nominees would be supported to hold the position of co-Chairs for the Lambeth Together Local Care Partnership Board, initially as Designate Co Chairs from 1 January 2022;
 - c. the role will be reviewed annually, with the option to waive each year for two further years; and,
 - d. the co-Chairs are formally ratified at the LTSB Board meeting in public in November.

The co-Chairs were formally ratified on 24 November 2021 at the LTSB Board meeting in public.

- 2.5 Lambeth Together partners have also reviewed the Lambeth Together pledge (Appendix 1) and considered important aspects of the Board and wider partnership development needs, including considering how to progress Clinical leadership in the borough alongside the work being developed across SE London and how we will build on our community engagement so that the voice of residents is clearly heard in our partnership arrangements.
- 2.6 After the Local Government elections in May 2022, and in advance of the legal establishment of the ICS national body, the Constitution of the London Borough of Lambeth will be reviewed to ensure that the Local Care Partnership is addressed in decision-making and allocation of functions.

3. FINANCE

- 3.1 There were no financial implications arising from this report.

4. LEGAL AND DEMOCRACY

- 4.1 There are no specific legal comments arising from this report.

4.2 There were no further comments from Democratic Services.

5. CONSULTATION AND CO-PRODUCTION

5.1 The NHS Long-term plan has been developed alongside the NHS Assembly.

5.2 Integrated Care Systems will be underpinned by several principles which incorporate co-production, including the need for a deep understanding of all the people and communities it serves. The insights and diverse thinking of people and communities are an essential component to enabling ICSs to tackle health inequalities and the other challenges faced by health and care systems. The creation of statutory ICS arrangements brings fresh opportunities to strengthen work with people and communities, building on existing relationships, networks and activities. As such, SEL ICS will be utilising the '*Implementation guidance on working with people and communities.*'

5.3 In developing our Lambeth Local Care Partnership, a series of seminars have been delivered to ensure the proposals integrate views from across the Lambeth Together Partnership.

6. RISK MANAGEMENT

6.1 There were no risks arising from this report.

7. EQUALITIES IMPACT ASSESSMENT

Not applicable.

8. COMMUNITY SAFETY

8.1 Not applicable.

9. ORGANISATIONAL IMPLICATIONS

Environmental

9.1 None.

Health

9.2 Lambeth Together is our borough local care partnership within the SEL ICS System. Decisions regarding Lambeth health and care are made through this local strategic partnership. The Lambeth Together strategic and approach is informed by local health intelligence and local needs. In support of this a new Health and Wellbeing Strategy for Lambeth will be developed over the next 18 months as the original strategy expires in 2023.

Corporate Parenting

9.3 Not applicable.

Staffing and accommodation

9.4 The national employment commitment seeks to provide stability during the transition period, particularly before the establishment of the statutory ICS. It is envisaged that all functions of a clinical commissioning group (CCG) will transfer to the statutory ICS and therefore colleagues below board level should lift and shift from one organisation to the other, resulting in minimal change. Those staff currently employed by NHS SEL CCG and based in the Lambeth Integrated

Health and Care Directorate are subject to that national employment guarantee and will therefore transfer into the new ICS NHS Statutory Body. They will continue to be based at the Civic Centre.

10. TIMETABLE FOR IMPLEMENTATION

10.1 The table below details the stages and deadlines for implementing the recommendations:

Activity	Proposed Date
Enact processes towards mobilisation	End October 2021
Formal agreement of recommendations at the LTSB Meeting in public	24 November 2021
Mobilisation to Local Care Partnership complete	End December 2021
Local Care Partnership to operate in Shadow form	Jan-March 2022
First meeting of the (Shadow) Lambeth Together Local Care Partnership Board	26 January 2022
Legal establishment of the ICS national body	1 July 2022

AUDIT TRAIL

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Caldicott	Cabinet Member for Health and Social Care (job-share)	10/01/22	11/01/22	
Andrew Eyres, Strategic Director	Integrated Health and Care	7/01/22	10/01/22	
Pete Hesketh, Finance	Finance and Investment	11/01/22	12/01/22	
Andrew Pavlou, Legal Services	Legal and Governance	11/01/22	12/01/22	
David Rose, Democratic Services	Legal and Governance	10/01/22	12/01/22	

REPORT HISTORY

Original discussion with Cabinet Member	Ongoing
Report deadline	07.01.22
Date final report sent	12.01.22
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	N/A
Key decision reasons	N/A
Background information	<ul style="list-style-type: none"> • The NHS Long term Plan • Health and Social Care Bill 2022 • Integrated Care Systems: Guidance
Appendices	Appendix 1 – Our Lambeth Together Pledge