

**BARNSELY METROPOLITAN BOROUGH COUNCIL**

**REPORT OF: EXECUTIVE DIRECTOR OF PLACE HEALTH and ADULT SOCIAL CARE**

**TITLE: ESTABLISHMENT OF BARNSELY PLACE & ICB PLACE COMMITTEE**

<b>REPORT TO:</b>	<b>CABINET</b>
<b>Date of Meeting</b>	<b>8 March 2023</b>
<b>Cabinet Member Portfolio</b>	<b>Place Health and Adults Social Care</b>
<b>Key Decision</b>	<b>No</b>
<b>Public or Private</b>	<b>Public</b>

**Purpose of report**

That Cabinet:

- note that in response to the establishment of the South Yorkshire Integrated Care System and South Yorkshire Integrated Care Board (from July 2022), new place-based governance arrangements for health and care have been developed.
- note the key governance documents underpinning the Barnsley Place Partnership, specifically the:
  - Place Agreement
  - Place Partnership Board Terms of Reference and the
  - Terms of Reference for the Barnsley Place Partnership Board's Sub Committees and Sub-Groups.

**Council Plan priority**

Healthier Barnsley  
Learning Barnsley  
Sustainable Barnsley  
Growing Barnsley

**Recommendations**

That Cabinet: -

1. Note the new governance arrangements for Integrated Care in Barnsley.

## 1. INTRODUCTION

Integrated care systems (ICSs) are partnerships of organisations that come together to plan and deliver joined-up health and care services and to improve the lives of people who live and work in their area.

Following several years of locally-led development, recommendations of NHS England and passage of the Health and Care Act (2022), 42 ICSs were established across England on a statutory basis on 1 July 2022.

The purpose of ICSs is to bring partner organisations together to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- help the NHS support broader social and economic development.

Collaborating as ICSs will help health and care organisations tackle complex challenges, including:

- improving the health of children and young people
- supporting people to stay well and independent
- acting sooner to help those with preventable conditions
- supporting those with long-term conditions or mental health issues
- caring for those with multiple needs as populations age
- getting the best from collective resources, so people get care as quickly as possible

The involvement of local government in ICSs and place-based partnerships can bring three key benefits. The first is the opportunity to join up health and social care at all levels in the system, creating better outcomes and a less fragmented experience for the public. The second is the potential to improve population health and wellbeing and tackle inequalities through the leadership of public health teams as well as NHS and local government acting together to address wider determinants of health such as housing, local planning, and education. Finally, the involvement of local government can enhance transparency and accountability through supporting engagement with local communities and providing local democratic oversight.

## 2 WHAT IS INCLUDED IN THE INTEGRATED CARE SYSTEM (ICS)

### **Integrated Care Partnership (ICP)**

A statutory committee was jointly formed between the NHS integrated care board and all upper-tier local authorities that fall within the ICS area. The ICP will bring together a broad alliance of partners concerned with improving the care, health and wellbeing of the population, with membership determined locally. The ICP is responsible for producing an integrated care strategy on how to meet the health and wellbeing needs of the population in the ICS area.

## **Integrated Care Board (ICB)**

A statutory NHS organisation responsible for developing a plan for meeting the health needs of the population, managing the NHS budget, and arranging for the provision of health services in the ICS area. The establishment of ICBs resulted in clinical commissioning groups (CCGs) being closed down.

## **Place-Based Partnerships**

Within each ICS, place-based partnerships will lead the detailed design and delivery of integrated services across their localities and neighbourhoods. 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.

## **Provider Collaboratives**

Provider collaboratives will bring providers together to achieve the benefits of working at scale across multiple places and one or more ICSs, to improve quality, efficiency and outcomes and address unwarranted variation and inequalities in access and experience across different providers.

This report describes the arrangements for Barnsley's' Place Partnership.

In practice, the Partnership Board will have two distinct functions and roles:

### **2.1 Barnsley Place Partnership**

Meeting to carry out **Partnership Business**, aligning decisions on strategic policy matters made by Place Partners that are relevant to the achievement of the Barnsley Place Plan.

In this role, the Partnership has no delegated decision-making powers, but it can make recommendations back to sovereign organisations, or individuals from partner organisations may have personal delegated authority from their organisations.

### **2.2 Barnsley ICB Place Committee**

Established as a committee of the ICB Board, in accordance with the ICB's Constitution, Standing Orders and Scheme of Reservation and Delegation, to undertake **ICB Business**.

When the Partnership Board sits as the ICB Place Committee it has delegated authority from the ICB Board to make decisions about the use of ICB resources in Barnsley in line with its remit, and otherwise support the ICB

## Place Agreement (see Appendix 1)

The Barnsley Place Agreement provides an overarching framework for the continued development of a place-based partnership for Barnsley. The arrangements set out are intended to build on the existing integrated governance structures between the health and care partners in Barnsley, and further strengthen relationships between the Partners for the benefit of the Barnsley population. At its meeting on 28 July 2022, the Place Partnership Board was presented with a revised draft Place Agreement for consideration, with a final Place Agreement tabled at the Place Partnership Board on 27 October 2022 for final approval and is attached at Appendix 1.

## Terms of Reference for the Partnership Board (see Appendix 2)

The Terms of Reference for the Barnsley Place Partnership Board are incorporated at Schedule 2 of the Place Agreement but are appended to this report separately for ease of reference. In accordance with the Board's dual role described above.

The sections dealing with the operation of the Board when meeting as the Barnsley Place Committee to carry out ICB business (these terms of reference were approved by the ICB at its first meeting in July 2022) can only be subsequently amended by the ICB)

Sections related to the operation of the Board when carrying out Partnership business are able to be amended by the Board.

At its meeting on 28 July 2022, the Place Partnership Board was presented with draft Terms of Reference for its consideration. A number of comments and clarifications were received and incorporated into a revised draft which was presented for further discussion at the meeting of the Place Partnership Board held on 27 October 2022. Some further changes were then made to clarify the status of certain individuals attending the meeting, and also to set out the rules for quoracy, and these were considered and approved at the Place Partnership Board held on 24 November 2022. The final Terms of Reference of the Place Partnership Board are attached at Appendix 2.

### 2.3 Sub-Committees and Sub-Groups of the Place Partnership Board

The authority to establish working groups, which is set out in the Partnership's Terms of Reference, differs depending on whether the Partnership Board is meeting as the Place Committee to do ICB Business, or the Place Partnership to do Partnership Business, as follows:

Place Partnership Board	
<i>Meeting as Place Committee to do ICB Business</i>	<i>Meeting as Place Partnership to do Partnership Business</i>
<ul style="list-style-type: none"><li>• Authorised to create sub-committees or working groups as are necessary to fulfil its responsibilities within its terms of</li></ul>	<ul style="list-style-type: none"><li>• Authorised to create and dissolve permanent workstreams and time-limited task and finish groups as are necessary to fulfil</li></ul>

<p>reference</p> <ul style="list-style-type: none"> <li>The ICB Place Committee may not delegate powers delegated to it within these terms of reference (unless expressly authorised by the ICB Board) and remains accountable for the work of any such groups</li> </ul>	<p>its responsibilities</p> <ul style="list-style-type: none"> <li>Must set a clear scope and, where appropriate deadline for completion for the workstream or group</li> <li>Such workstreams or groups shall not be able to take decisions on behalf of the Partnership Board and shall not be formal sub-committees of the Partnership Board.</li> </ul>
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At its meeting on 28 July 2022, the Place Partnership Board approved a draft governance structure for the Partnership outlining the committees and sub-groups it wished to create. These were:

*Sub Committees of the Barnsley ICB Place Committee:*

- ICB Senior Management Team

*Sub-Groups of the Barnsley Place Partnership:*

- Place Partnership Delivery Group
- Place Partnership Finance, Performance, and Efficiency Group
- Place Partnership Quality Executive Group (subsequently renamed the Quality and Safety Sub Committee)
- Place Partnership Equality and Engagement Group (subsequently renamed the Involvement and Equality Group)

It was agreed that following the meeting, the detailed terms of reference would be developed for each Committee and Group.

### **3 Production of the Terms of Reference (see Appendices 3 to 7)**

Work took place through August and September 2022 to develop draft Terms of Reference (ToR) for all the above sub-committees and groups, including:

- Development of Draft ToR in consultation with partners
- Review by the Barnsley Place (ICB) Head of Governance and Assurance, and
- Consideration by the ICB Senior Management Team.

The Draft ToR for the Barnsley Place Joint ICB and Adult Social Care Senior Management Team was approved by the Barnsley Place Committee on 27 October 2022

Draft ToR for the Sub-Groups of the Place Partnership was taken to the meeting of the Place Partnership Board for consideration on 27 October 2022.

The ToR for the Place Partnership Delivery Group and the Place Partnership Equality and Involvement Group were approved at that meeting.

Slightly amended ToR for the Quality and Safety Sub Committee and the Place Partnership Finance, Performance, and Efficiency Group came to the

meeting on 24 November 2022 for final approval.

Final versions of these ToR can be seen at Appendices 3 to 7 of this report.

All documents are now with partner organisations so that they can take the final documents through their internal governance routes for information.

All the Terms of Reference will be subject to review in March / April 2023 when partners will have the opportunity to make any amendments necessary once this structure has been operational for a few months

## **4. PROPOSAL**

### **4.1 That Cabinet:**

4.1.1 Note that in response to the establishment of the South Yorkshire Integrated Care System and South Yorkshire Integrated Care Board (from July 2022,) new place-based governance arrangements for health and care have been developed.

4.1.2 Note the key governance documents underpinning the Barnsley Place Partnership, specifically the:

- Place Agreement
- Place Partnership Board Terms of Reference, and the Terms of Reference for the Barnsley Place Partnership Board's Sub Committees and Sub- Groups.

## **5. IMPLICATIONS OF THE DECISION**

### **5.1 Financial and Risk**

There are no direct financial implications for Barnsley Council as a consequence of the development of new place-based governance arrangements for health and care under the new South Yorkshire Integrated Care System and Board (since July 2022).

A scheme of reservation and delegation defines those decisions that are held at which level (Board, sub-committees, and Place Partnerships).

The planning cycle is currently taking place across NHS, with a five-year forward plan being co-produced and then a two-year operational plan. This will need to define the NHS contributions to the ambitions within the Integrated Care Partnership Strategy alongside the objectives that NHSE had stated each ICS must focus on (ref App 8)

The Place Partnership will be finalising our priorities over the coming weeks.

The financial challenges for both NHS and local government will require effective partnership working to improve outcomes whilst securing efficiency gains.

On risk, a Board assurance framework for the Integrated Care Board has now

been established, including the approach to assessing and managing risk. A review of the risk register for the Place Partnership is currently underway.

## **5.2 Legal**

Each partner organisation retains their individual statutory duties and responsibilities as part of these arrangements.

The efficacy of Integrated Care Systems will be overseen by NHS England with quarterly performance reviews. Efficacy of systems will also be overseen through a new assurance framework currently in development by the Care Quality Commission.

Quarterly assurance conversations for Barnsley will be scheduled and chaired by NHS South Yorkshire Chief Executive, an opportunity to share excellence in practice alongside areas of challenge.

Termination of such arrangements will require six months written notice.

## **5.3 Equality**

The Integrated Care Board has a core aim of improving and addressing health Inequalities - which include improving population health and healthcare and tackling unequal outcomes and access. Tackling inequalities is also a prime focus for provider collaboratives and place-based partnerships, which have a crucial role in delivering ICSs' local plans to improve the health of their populations.

South Yorkshire Integrated Care Partnership (ICP), as a jointly convened body with local government and the associated strategy, is a key enabler to tackling inequalities bringing a range of partners together to develop a shared ambition and a number of objectives with a particular focus on where systems leadership can make a difference.

The Place Health and Care Plan is in the process of being reviewed in light of the ICP, the NHS Operating Framework and Barnsley 2030 ambitions.

## **5.4 Sustainability**

No sustainability decision-making wheel has been completed however, all relevant projects and workstreams will be subject to a sustainability assessment, where appropriate.

## **5.5 Employee**

A health and care leadership team has been developed, creating a new Health and Care Senior Management Team (Appendix 3). This replaces the previous Adult Social Care Directorate Management Team (DMT).

## **5.6 Communications**

Barnsley council communication team are working with ICS communications and our partners in health to develop communication tools to better describe the priorities and the impacts of the work we all do together.

We will continue to work with the partner communication teams that form the Barnsley Place Partnership on a joint communications strategy that focuses on:

Developing a narrative - This will help those working in health and care have a joint identity and voice when explaining why we exist, how they are making this a reality and what they are doing to make a difference to those living in Barnsley.

Telling the story -This will explain to our residents and our workforce across the partnership what innovative and inspirational things we are doing to deliver the best possible care to help those in Barnsley lead healthy and long lives. Supporting the priorities of the [Barnsley Health and Care Plan](#).

As part of this work, a new integrated care- newsletter has been launched titled: Barnsley Highlight. This currently goes to everyone who is working on a partnership board. Elected members will be invited to the distribution of this.

NHS South Yorkshire will hold regular meetings of the Barnsley Place Committee and Partnership board. These sessions will be held in public, and you can find out more information about them here - [Barnsley places public board meetings: South Yorkshire ICB](#)

This work will continue to support the wider work of NHS South Yorkshire and the South Yorkshire ICS.

## **6. CONSULTATION**

All partners are currently being asked to approve the documents included with this report and have been involved in their production.

## **7 ALTERNATIVE OPTIONS CONSIDERED**

As a new approach, it will be important that the ICS undertakes timely reviews of the approach and the efficacy of governance arrangements to ensure that the priorities of ICS's are being progressed and difference is being made as experienced by the public and the workforce and that governance is adding value.

## **8. REASONS FOR RECOMMENDATIONS**

To ensure that Cabinet are sighted on the new Place based arrangements for Health and Care.

**9. GLOSSARY**

ICB – Integrated Care Board  
ICS – Integrated Care System  
ICP – Integrated Care Partnership

**10. LIST OF APPENDICES**

Appendix 1: Barnsley Integrated Care Place Partnership Agreement  
Appendix 2: Barnsley Partnership Board Terms of Reference  
Appendix 3: Barnsley Place Joint ICB and Adult Social Care Senior Management Team Terms of Reference  
Appendix 4: Barnsley Place Partnership Delivery Group (BPPDG) Terms of Reference  
Appendix 5: Barnsley Place Finance, Performance and Efficiency Group Terms of Reference  
Appendix 6: Integrated Health and Care Quality and Safety Committee (QSC) Terms of Reference  
Appendix 7: Barnsley Involvement and Equality group (BIEG) Terms of Reference  
Appendix 8 – NHS Operational plan priorities 2023-2024

**11. REPORT SIGN OFF**

<b>Financial consultation and sign off</b>	Senior Financial Services officer consulted and date <i>Joshua Amahwe (19/01/2023)</i>
<b>Legal consultation and sign off</b>	Legal Services officer consulted and date <b>Vanessa Wilder 20.01.23</b>

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**Post: Place Director Health and Care**