

HEALTH AND WELLBEING BOARD



TO:	Health and Wellbeing Board
FROM:	Claire Richardson, Director of Health and Care Integration Blackburn with Darwen, Lancashire and South Cumbria Integrated Care Board
DATE:	5 th September 2013

SUBJECT: Developing Blackburn with Darwen Place Based Partnership – Update on progress

1. PURPOSE

This paper provides the Health and Wellbeing Board with an update on progress in developing Place Based Partnership arrangements for Blackburn with Darwen. It intends to ensure that the Health and Wellbeing Board are fully sighted on our progress during the development and subsequent phases of the partnership arrangements.

2. RECOMMENDATIONS FOR THE HEALTH AND WELLBEING BOARD

The Health and Wellbeing Board is recommended to:

- a) Consider and provide feedback on this progress report on the development of the Blackburn with Darwen Place Based Partnership
- b) Note the Place Integration Deal for the Lancashire and South Cumbria places that was agreed by the Lancashire and South Cumbria Integrated Care Board in July and offer reflections, during the course of their meeting, as regards to their ambitions for integration in Blackburn with Darwen
- c) Agree to receive a further report at their meeting in December, outlining options and recommendations for governance of the joint planning, delivery and commissioning arrangements that will enable the implementation of the Place Integration Deal in Blackburn with Darwen.

3. BACKGROUND

The Health and Care Act 2022 introduced radical changes to the NHS health and care commissioning landscape, the key change being the formal creation of Integrated Care Systems across the country. They are made up of two parts – an Integrated Care Board (ICB) which is an NHS organisation with responsibility for allocating the NHS budget and commissioning services for the population, taking over the functions previously held by clinical commissioning groups (CCGs) and an Integrated Care Partnership (ICP) which is a statutory joint committee of the ICB and local authorities in the area.

The Act and subsequent national commentary (Thriving Places Guidance, Sept 2021; Hewitt Review of ICSs, April 2023) also paved the way for collaborative working arrangements between partners, of all sectors, to be convened in “places”, in the form of Place based Partnerships (PBPs).

Within the Lancashire and South Cumbria Integrated Care System, it has been agreed that there will be four “places”, where commitment has been made to grow and support thriving PBPs, aligned to Upper Tier Local Authority boundaries - Blackburn with Darwen, Blackpool, South Cumbria and Lancashire.

The HWBB have previously received verbal updates in relation to the development of a Place Based Partnership for Blackburn with Darwen and through their development session in March, members had opportunity to input into key delivery priorities and an operating model for the Partnership. The developing Place Based Partnership arrangements have been supported via partner organisations across Blackburn with Darwen.

This paper sets out the progress made in establishing local arrangements over the past six months and provides HWBB members the opportunity to input into the next phases of development.

4. RATIONALE

The approach to collaborative planning and delivery of health and care services, through a Blackburn with Darwen Place based Partnership, provides an opportunity to strengthen the Board's influence in prioritising prevention of ill health and ensuring joined provision of high-quality community services; promoting integrated funding/commissioning to ensure best value and deliver improved outcomes.

5. KEY ISSUES

Partnership Development

Health and care partners in Blackburn with Darwen, including the Voluntary, Community, Faith and Social Enterprise sector (“VCFSE”) and Healthwatch, have a long history of working together to improve service delivery for residents, with a BwD Local Integrated Care Partnership (LICP) being established in 2018 to oversee such collaborative working. This Partnership, amongst other things, drove the development of strong, cohesive, multi-agency neighbourhood working arrangements, which have since been recognised as good practice within Lancashire and South Cumbria.

When considering and discussing future PBP operating arrangements for Blackburn with Darwen, partners felt strongly that existing partnership infrastructure should be utilised and evolved, where it was relevant to do so. It was therefore agreed that the existing LICP infrastructure would be reviewed and evolved to form a PBP Board and that the existing life course boards, operating under the Health and Wellbeing Board, would become key focal points for driving forward collaborative delivery.

The Health and Wellbeing Board members considered and offered input into the operating framework for the PBP at their development session in February and suggestions from Board members were reflected within revised iterations.

The terms of reference for the interim PBP Board have been developed to reflect this operating framework and also to reflect a line of accountability to the Health and Wellbeing Board for the delivery of health and care services to improve health outcomes for Blackburn with Darwen residents. The terms of reference for the PBP Board are attached at Appendix C for the information of HWBB members. These terms of reference will be further developed as and when delegations are made to the PBP.

The current operating structure for the PBP is outlined below in Figure 1.

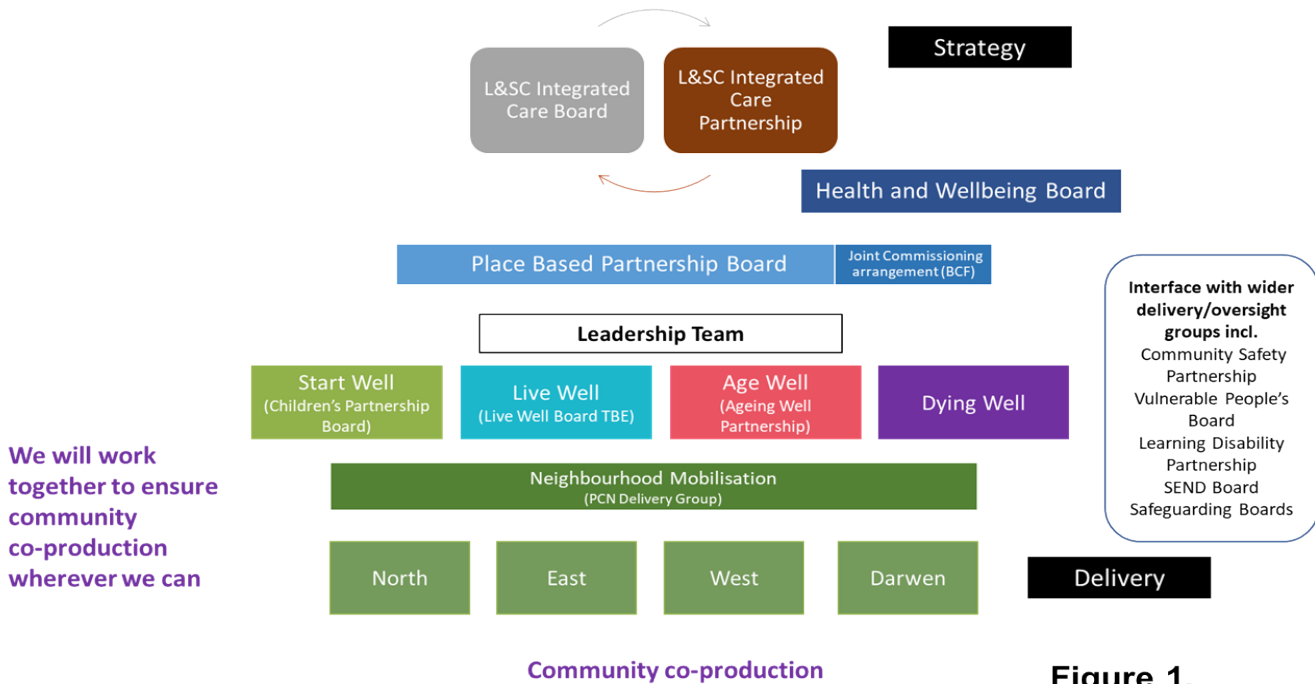


Figure 1.

Collaborative delivery

When considering initial priorities for the Place-based Partnership, existing Blackburn with Darwen strategies, priorities and plans were considered and cross referenced with the emerging priorities for the Lancashire and South Cumbria Integrated Care Partnership and Integrated Care Board. The refresh of the Joint Local Health and Wellbeing Strategy earlier in 2023, provided an ideal opportunity to develop priorities in tandem with the Health and Wellbeing Board and members contributed to the development of the PBP priorities at their development session in February. The initial priorities identified by the PBP are outlined below in Figure 2.

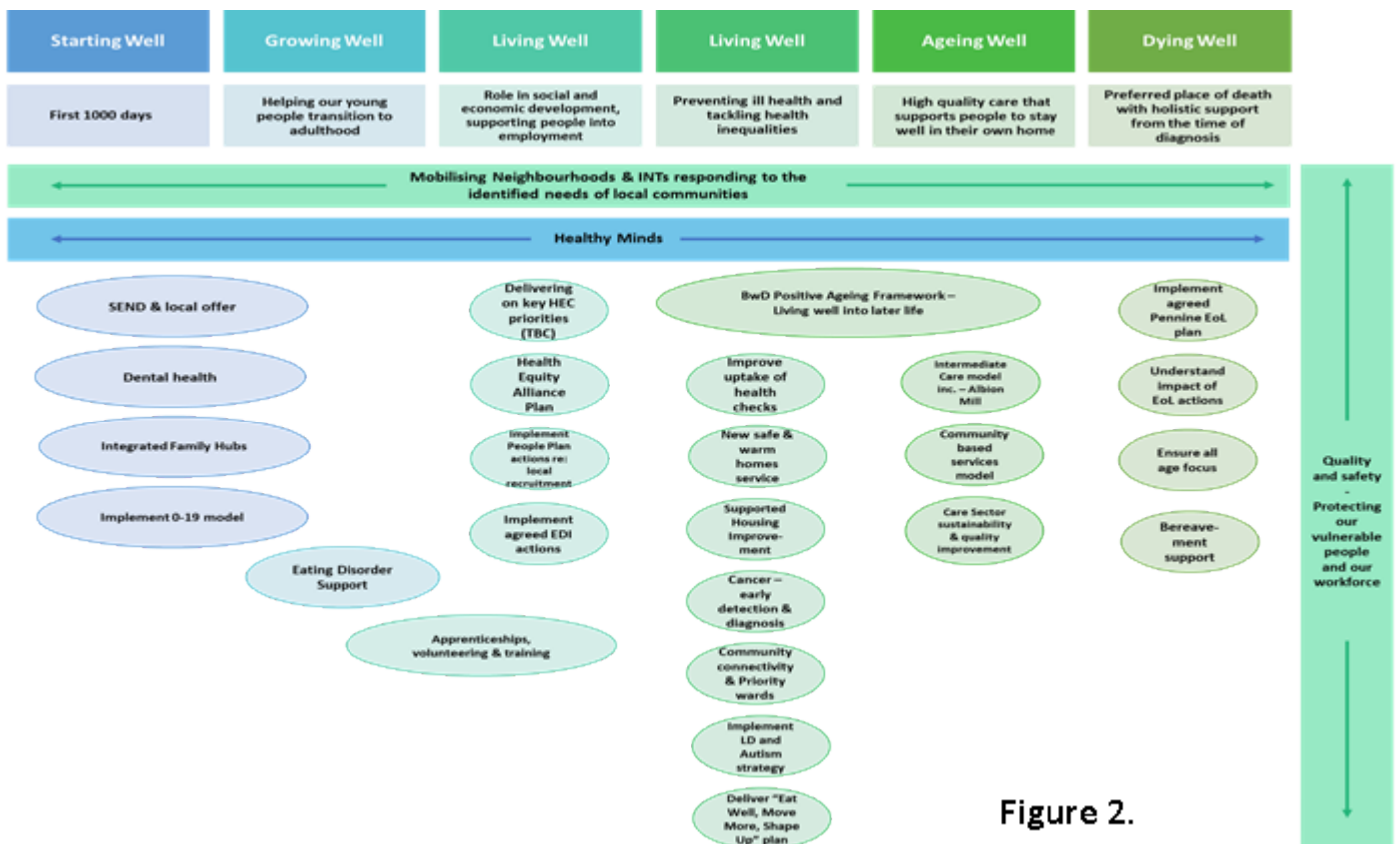


Figure 2.

Aligned to these priorities a number of key workstreams were subsequently agreed for delivery during 2023-24, these are outlined below.

Delivering integrated services:

- **Neighbourhoods** – review and re-energise, launch October
- **Community health and care** (incl. mental health) – transaction and transformation of adult health provision, improvement of community mental health offer, opportunities to align 0-19 provision
- **Intermediate Care** – maximising Albion Mill facility
- **Care Sector quality** improvements – opportunities for joint working
- Growing and supporting our **workforce** – local recruitment for health and care jobs, school leavers, care academy, opportunities to link with growth and skills development programme

Delivering improvements across the life course using population health approaches:

- **Start Well** – family hubs, dental health, vaccinations, emotional and mental health and wellbeing
- **Live/Work Well** – mental health and wellbeing, health checks/enhanced health checks, linking to skills, economic development and economic inactivity
- **Age Well** – Positive Ageing, frailty and falls prevention, dementia friendly BwD
- **Dying Well** – learning from Healthwatch engagement, focus on early identification and care planning in primary care

Knowing our people:

- Working effectively with **people and communities** – growing our co-production approaches consistently across all our partners
- **Population health** intelligence and insights – targeting specific areas to keep people well at home this winter; using our knowledge to plan and deliver better to meet the needs of local communities

Developing our partnership:

- **Partnership arrangements** for effective collaborative planning and delivery
- **Finance, Performance and Reporting** – demonstrating impact to our Health and Wellbeing Board
- Evolving **commissioning governance**
- **Clinical and care professional** leadership
- Working with VCFSE to establish **BwD Community Network**
- **Workforce and organisational development** – integrated induction, leadership and culture change

Delivery against all of these workstreams is now underway and progress will be reported through to the Health and Wellbeing Board.

Developing a Place Integration Deal

There is a long-term vision, both nationally and locally, for delegating responsibility for elements of health care planning, delivery and commissioning to Place-based Partnerships and thinking on this is on-going within Lancashire and South Cumbria.

Work has been undertaken within the ICB and across Place partnerships, to consider what a 'Place Integration Deal' could look like and achieve from an NHS perspective and the Integrated Care Board agreed the high-level Deal at their meeting on 5th July.

The Place Integration Deal aims to ensure the effective delivery of the ICB's aims through its implementation where resources from the ICB (and other partners over time) are embedded further

into our neighbourhoods and places. Over time, delegated decision making will support further aligning and/or pooling of resources with local authorities, ensuring better targeting to local need and making better use of our collective resources.

The Deal outlines several common priorities of focus for the four places over the remainder of 2023/24:

- Population health – addressing inequalities
- Primary care – development of Integrated Neighbourhood Teams (INTs) and transformation
- Scope of the Better Care Fund (BCF) and Section 75/256 agreements regarding pooling of resources/payments
- Community health services – transaction and transformation
- Continuing Health Care

This clear set of common priorities align to those already adopted by the Blackburn with Darwen PBP, which, in turn, align to a number of priorities set out within the Blackburn with Darwen Joint Local Health and Wellbeing Strategy.

The Directors of Health and Care Integration (DsHCI) hold responsibilities as convenors of partners in places around agreement and delivery of shared priorities. It is the intention that they will be empowered further, through a clear set of delegations, which will ensure agile and responsive decision making for the ICB in place.

The details of the Place Integration Deal are available for members to consider in the attached appendices A and B.

The Deal offers an opportunity to enable delivery of improved experiences and outcomes for our residents, through moving resources and decision-making closer to our communities, and having greater involvement of our communities in decision-making. This will enable deeper integration and allow us to achieve better value from our collective resources.

Following agreement with the ICB Board in July, more detailed engagement is now commencing with place partners, particularly the local authority, in order to understand their specific ambitions for integration in Blackburn with Darwen and opportunities for delegations to be made into the Partnership.

Evolving Place governance to implement the Place Integration Deal

Effectively managing the responsibility and budgetary allocations associated with the Place Integration Deal will require robust governance to be in place. The target date for phase one of the NHS delegations (Better Care Fund and Population Health Fund) into Place is 1st April 2024. As such, the governance option for management of those responsibilities and budgets needs to be pragmatic and deliverable within this timescale.

In Blackburn with Darwen, these arrangements will draw on the existing good practice for joint commissioning of the Better Care Fund, through the section 75 agreement that has operated under the auspices of the HWBB, for almost a decade. Due diligence will be given to evaluating the options that exist for governing the joint arrangements, with legal and governance leads from both the local authority and the ICB. A report will be brought back to the HWBB at their meeting in December, to outline the options and recommendations.

5. POLICY IMPLICATIONS

Driving integration, the key remit of the Place-based Partnership, is an ambition which aligns with the key statutory functions of the Health and Wellbeing Board and which includes setting the

strategic direction to improve health and wellbeing (Department of Health and Social Care (2022) Health and Wellbeing Boards – Guidance. Available at: Health and wellbeing boards – guidance - GOV.UK (www.gov.uk)).

The proposals and next steps outlined within this report, offer the Health and Wellbeing Board greater influence over the planning, delivery and commissioning of health and care services within Blackburn with Darwen, in order to ensure the achievement of the Joint Local Health and Wellbeing Strategy.

6. FINANCIAL IMPLICATIONS

There are no financial implications resulting from this report.

Any subsequent financial matters relating to the Better Care Fund, section 75 Agreement or 256 agreements will be discussed with, and taken through, the relevant governance channels of the Health and Wellbeing Board and/or relevant partner organisations, prior to any action being undertaken.

7. LEGAL IMPLICATIONS

There are no legal implications resulting from this report requiring any explanation and the legislative background has already been set out in the report.

Any subsequent legal matters relating to the Better Care Fund, section 75 Agreement or 256 agreements will be discussed with, and taken through, the relevant governance channels of the Health and Wellbeing Board and/or relevant partner organisations, prior to any action being undertaken.

8. RESOURCE IMPLICATIONS

There are no resource implications resulting from this report.

Any subsequent resourcing matters relating to the Better Care Fund, section 75 Agreement or 256 agreements will be discussed with, and taken through, the relevant governance channels of the Health and Wellbeing Board and/or relevant partner organisations, prior to any action being undertaken.

9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below.

Option 1 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision.

Option 3 In determining this matter the Executive Board Members need to consider the EIA

associated with this item in advance of making the decision.

10. CONSULTATIONS

Members of the Health and Wellbeing Board have been engaged as part of the Place-based Partnership development, particularly through their own development sessions in February and June. An update on health and care integration was also presented to BwD Health Oversight Scrutiny Committee in August.

Senior leads from health, care, local authority and voluntary, community, faith and social enterprise sector have and continue to be, engaged in the work of the PBP; in the development and implementation of the Place Integration Deal and the more detailed engagement that is now commencing with place partners, particularly the local authority, in order to understand their specific ambitions for integration in Blackburn with Darwen and opportunities for delegations to be made into the Partnership.

VERSION:	0.2
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DATE:	10.08.23
BACKGROUND PAPER:	Lancashire and South Cumbria Integrated Care Board Place Integration Deal 5 th July 2023

