

### Update to Southwark Health and Wellbeing Board November 2019 on the Southwark 'Place' Model and SEL system reforms

This briefing paper is based on a discussion paper developed for the November Joint Commissioning Strategy Committee (JCSC) between Southwark CCG and Southwark Council. The purpose of this progress update to the Southwark Health and Wellbeing Board is to:

- **Provide an update on the CCG system reform progress so far and the key next steps**
- **Recap our discussions to date on Southwark's place model**
- **Seek endorsement for direction of travel and next steps.**

#### **1. CCG System Reforms – context and progress to date**

The CCGs in south east London have always worked collaboratively through different cross borough arrangements. From April 2018, we formalised our collaborative arrangements further across south east London through the South East London Commissioning Alliance. We have seen even greater benefits for effectiveness and efficiency through this arrangement.

In January 2019, the NHS Long Term Plan set out a vision for “doing things differently” in order to overcome some of the traditional commissioning and contracting barriers to integrating services. The NHS made commitments to:

- Give people more control over their own health and the care they receive,
- Encourage more collaboration between GPs, their teams and community services, as ‘primary care networks’, to increase the services they can provide jointly, and
- Increase the focus on NHS organisations working with their local partners, as ‘Integrated Care Systems’, to plan and deliver services which meet the needs of their communities.

The plan makes a commitment for all areas of the country to be covered by Integrated Care Systems (ICSs) by 2021, working within the current legal framework. ICSs bring together local organisations in a practical way to deliver the **‘triple integration’** of **primary and specialist care, physical and mental health services**, and **health with social care**. They will have a key role in working with local authorities at borough (‘place’) level, and through ICSs, commissioners will make shared decisions with providers on population health, service redesign and Long-Term Plan implementation.

In February 2019, SEL CCG Governing Bodies agreed to develop proposals to create one south east London CCG as a step towards becoming an Integrated Care System (ICS). These proposals were developed during the first half of 2019-20, with engagement and input from our staff, our Governing Bodies, local partners, and our local residents.

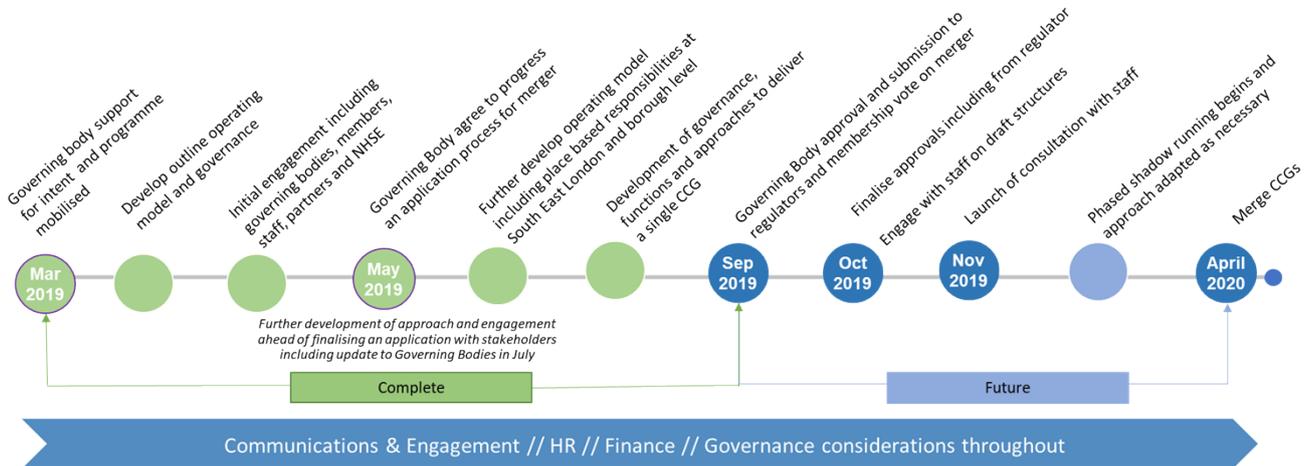
In September, all six south east London CCG Governing Bodies approved the application to merge as one south east London CCG from 01 April 2020 and on 30 September CCGs jointly submitted a merger application to NHS England and Improvement.

In addition to the approval of our Governing Bodies, CCGs also require member practice support in each borough and ultimately regulator approval of the application. As such, all six memberships have voted in favour of the merger application. The regulators have now considered the application

at regional and then national level and we have received confirmation of approval to merge as a single CCG as of **01 April 2020**.

CCGs are now moving into the implementation stage of the plan, illustrated on the timeline below:

Figure 1: South East London CCG Reforms – High level timeline



## 2. Southwark 'Place' Model

At the August Health and Wellbeing Board, members discussed that the development of Partnership Southwark combined with the implementation of CCG system reforms enables us to further cement and deliver **our Southwark Five Year Forward View strategy** for the integration of care within Southwark.

As we embark on this next stage of implementation of our strategy, it is important that there is an agreed approach and plan between Southwark CCG and Southwark Council with a shared blueprint and starting point and a clear timetable for further development and integration.

An outline model has been developed which takes into account discussions to date, including those between the CCG and Council, and with system partners (in particular Partnership Southwark), taking account of the emerging operating model for a single SEL CCG.

This model recognises that there will be a single CCG Governing Body which delegates authority and budgets down to borough level, but it also respects the legislation that any commissioning body would need to work to ensure probity, hence identifying a separate commissioning board function at borough level. This would include resource allocation, contracting and procurement decisions.

The model acknowledges that there will now be a much larger role for 'system' in the definition of outcomes, system design and transformation and that over time this will continue to grow.

The four proposed integrated programmes are at the centre of the place-based approach:

- Children and Young People
- Adults, Older People and Complex Needs
- Healthy Populations
- Primary Care and Out of Hospital.

This is based on the model and assumptions that 'place' (i.e. borough) will focus on the commissioning of out-of-hospital services including from an NHS perspective: community, primary

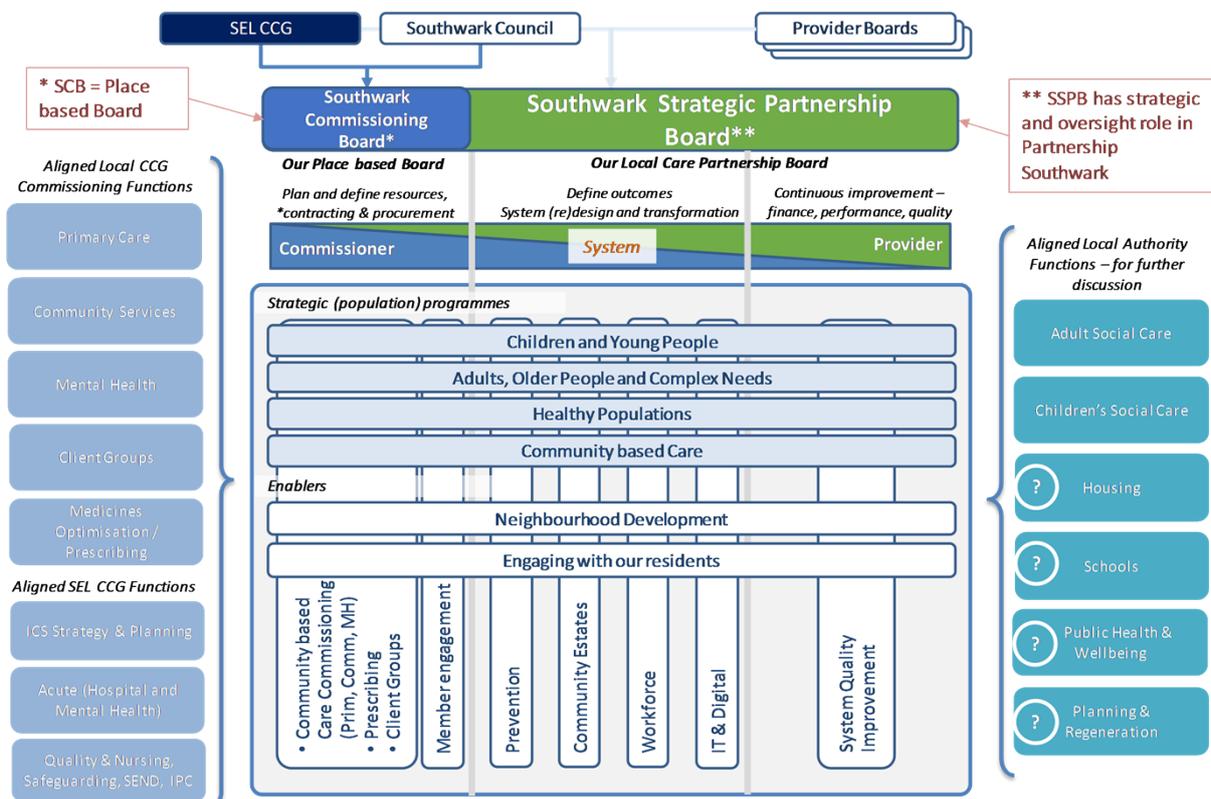
and mental health services, continuing healthcare, disabilities, and also prescribing and medicines. This will be brought together with social care and other complimentary services from a Local Authority perspective.

It is proposed that supporting the Borough based Board there will be a governance structure to support the delivery of the integrated programmes. There is the opportunity that a number of supporting and enabling groups and workstreams can operate on a shared system basis, across both the scope of the Borough based Board and Partnership Southwark.

This proposal assumes that the Southwark Health and Wellbeing Board will remain in place with its current membership and scope. We recognise that the role and scope of the Southwark Health and Wellbeing Board is currently under review and we will need to work in close conjunction with that review (this is discussed later on today's agenda).

The figure below outlines the proposal for Southwark place-based working including the Borough Based Board (Southwark Commissioning Board) and Local Care Partnership Board (Southwark Strategic Partnership Board).

Figure 2: Outline Place Model



### 3. Southwark Commissioning Board

From an NHS perspective, Borough Based Boards (BBB) will be prime committees of the South East London CCG Governing Body and a critical fixed point within the governance of the CCG. As part of our application to regulators, CCGs have had to set out the common parameters for membership and operation of BBBs in relation to the SEL CCG scope, but importantly **recognising that CCGs need to work with their Local Authorities in each borough to define the corresponding arrangements, recognising that these are likely to be different in each place.**

CCG merger proposals assume that in each borough the Borough based Board will operate as a committee in common between the SEL CCG and Local Authority. Local Authority membership will need to be determined in each borough in line with the level of formality of arrangement and afforded status and decision-making rights (on Local Authority budgets) appropriate to those arrangements.

**As part of our shared plans, Southwark CCG and Southwark Council are working to agree the arrangements and scope to be included within the Borough based Board, building on the thinking for NHS commissioning scope developed as part of CCG system reform proposals. This will include:**

- **Confirming our starting point for 01 April 2020**
- **Defining how this is likely to change as we move towards greater integration**
- **Defining how any shadow running during 2019-20 will operate.**

#### **4. Southwark Strategic Partnership Board**

The Southwark Strategic Partnership Board will be our Local Care Partnership Board. It will bring together partners from across the system to provide strategic leadership and oversight to the Partnership Southwark programme and the broader transformation of health and care across Southwark.

In line with the proposed South East London CCG operating model, the Strategic Partnership Board will work closely, and include some shared membership with the Borough-Based Board.

We are proposing to establish the Strategic Partnership Board in shadow form during Q3; initially via a facilitated seminar session in November/December 2019. This will include consideration of accountability and reporting arrangements, the interface with the Health and Wellbeing Board, and the role and remit of the Strategic Partnership Board in strategic priority setting for the partnership.

The Southwark Strategic Partnership Board will provide strategic oversight to the delivery of shared Partnership Southwark priorities; and oversee work to transform the Southwark health and care system in line with our Southwark Five Year Forward View 2016-21. It will support strategic links between Partnership Southwark and sovereign organisations, and the Our Healthier South East London Integrated Care System (ICS). It will also work with borough-based commissioning arrangements to develop a whole system approach to quality improvement.

The Southwark Strategic Partnership Board will provide strategic guidance, direction and advice to the Partnership Southwark Leadership Team; however, it will not have a formal decision-making role within Partnership Southwark. The Partnership Southwark Leadership Team has delegated responsibility from sovereign organisations to lead the delivery of the Partnership.

**The Southwark Strategic Partnership Board will be mobilised in shadow seminar form during Q3 and the terms of reference and an approach to joint working between the Southwark Strategic Partnership Board and Borough based Board will be formally adopted from 01 April 2020. We will work closely with the current Health and Wellbeing Board governance review to ensure alignment and complementarity between the two pieces of work.**

#### **5. Shared Integration Plan**

The November Joint Commissioning Strategy Committee agreed the development of a shared integration plan, setting out the actions and owners for how we develop and populate our place arrangements for Southwark, including agreeing shared CCG and Local Authority arrangements – scope, governance, processes – that will work in partnership from 01 April 2020.

The integration plan will also propose how our organisations will further develop and integrate our local arrangements to enable the vision of our Southwark Five Year Forward View to become a reality.

Our ambition is that the two commissioning organisations would first have aligned commissioning arrangements in place but work at pace to achieve fully joint commissioning with aligned plans and budgets no later than April 2021 and earlier if this is achievable. Ultimately we would aim to have one ‘vehicle’ in Southwark which provides an integrated model and approach for both commissioning and delivery of services to and for our population, through Partnership Southwark.

Key deliverables as part of the Integration Plan include:

- Development of a vision for place-based commissioning
- Agreed scope of the placed based commissioning model – considering the commissioning functions of both the CCG and Council
- Development of route map for integration
- Mobilisation of a shared steering group link to the Joint Commissioning Strategy Committee
- Production of a communication and engagement plan
- Development of a joint proposal with Partnership Southwark Leadership team on how the Borough Based Boards and Strategic Partnership Board will operate including membership and terms of reference
- Development with partners of a governance structure including proposed arrangements for the population-based programmes within Partnership Southwark and delegated authority to act from both the Council and the CCG
- The definition of an overall commissioning model linking to Partnership Southwark.

## 6. Southwark Team Structures for Engagement

Creating a merged SEL CCG will require us to change has a number of teams and functions are structured across the six current CCGs. During Q2, significant work was undertaken to develop draft structures for the proposed south east London CCG. Draft structures for the CCG, including both SEL functions and borough teams, were shared with all staff and with our partners on or just after 30 September 2019.

The timeline for the remainder of the process is as follows:

Stage	Action	Complete by:
1	Between 30 September and 08 November 2019, SEL CCGs will complete a further engagement period involving staff, governing bodies and stakeholders to shape ‘in scope’ structures.	08 Nov 19
2	We will record and make changes to structures, as required, to produce final structures and test with the System Reform Delivery Group (SRDG) and Strategic Oversight Group (SOG)	15 Nov 19

Stage	Action	Complete by:
	in order to move to a consultation phase.	
3	On 18 November 2019 we will launch a 9-week consultation with all staff on the proposed structures and the TUPE transfer to the new entity.	17 Jan 20
4	On 3 February 2020 we will provide a management response to consultation and implement new structures.	31 Mar 20

All six SEL CCGs will move into formal consultation on **18 November 2019**, ahead of formal management response during February 2020 and implementation during February and March. The CCG and Council will continue to work throughout that period to shape and develop our shared commissioning team and to identify other areas of collaboration and synergy that will be supported through the Borough based Board.

## 7. Next steps

Our key next steps are as follows:

1. CCG and Council working closely together under a shared integration plan to develop and populate a shared model, team structure and governance. Initial development of the plan during Q3 with ongoing collaborative delivery beyond that point
2. Activation of resource to deliver our shared integration plan, now underway
3. Close working in conjunction with the Health and Wellbeing Board governance review, Q3 to Q4 2019-20
4. Formal CCG staff consultation to commence 18 November 2019, with management response and implementation during February 2020
5. SEL CCG starting to shadow run some aspects of new governance from the start of Q4, January 2020.