

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR SOCIAL CARE AND HEALTH

TO:	HEALTH AND WELLBEING BOARD		
DATE:	12th JULY 2019		
TITLE:	Integrated Care Partnership Governance proposals (covering report)		
LEAD COUNCILLOR:	CLLR G HOSKIN	PORTFOLIO:	HEALTH, WELLBEING & SPORT
SERVICE:	SERVICE DEVELOPMENT & PARTNERSHIPS TEAM	WARDS:	ALL
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report seeks approval for a set of proposed strategic integration objectives for Health & Social Care partners across Berkshire West; together with proposals for redesigned governance and staffing arrangements (collectively titled the Berkshire West Integrated Care Partnership / BWICP) that will help to deliver these strategic objectives.
- 1.2 The proposed governance structure would merge the current Berkshire West Integration Programme and the Berkshire West Integrated Care System into a new, single governance system for driving integration across Berkshire West. It is important to note that Local Authority transparency and public accountability will be retained as part of the Governance.
- 1.3 The important drivers behind this proposal include a recommendation arising from the CQC Local System Review, which highlighted the need to ensure greater synergy between the (currently disparate) integration programmes.
- 1.4 Reading would wish to ensure that the Voluntary Community Social Enterprise organisations are part of the Boards and work groups due to the critical role they play in the community.
- 1.5 The following documents are appended:
 - Appendix A - Berkshire West Governance (Executive Summary)
 - Appendix B - Berkshire West Governance (Summary Report)

- Appendix C - Berkshire West Governance (Main Report)

2. RECOMMENDATION

The Adult Education and Children's Committee held on 1st July 2019 endorsed the recommendations:

- 2.1 That the strategic objectives outlined in the Main Report (Table 3) be approved as the basis of the BWICP work programme in 2019/2020.
- 2.2 That Reading Borough Council agree to adopt the Governance arrangements and structure outlined in the Main Report (Figures 1 & 2 respectively) for the BWICP.
- 2.3 That Reading Borough Council adopt the Terms of Reference for the Governance Boards and Groups, as outlined in appendices 5a-5c of the Main Report.
- 2.4 That Reading Borough Council adopts the principles for resourcing the BWICP, as outlined in Section 5 of the Main Report at the same level as the other Local Authorities in the partnership.

The Health and Well Being Board is requested to note the Report and Decisions above.

3. POLICY CONTEXT

- 3.1 This decision is being made within the context of Reading Borough Council's Health & Wellbeing Board Strategy (2017-2020), which has been aligned to local integration plans and aims to promote seamless care by the right agency at the right time and in the right place. The proposal supports this strategy by refining existing governance arrangements into a new formulating that is better-able to deliver integration across Berkshire West.
- 3.2 While it is not a formal policy, the proposals do reflect the direction of travel set by the new NHS Long Term Plan (LTP). The LTP will refocus future activity most notably for Health partners although there will be an impact on local government, since the LTP will shape future health and social care activity - for example, it places a requirement upon health partners to develop Primary Care Networks, which in turn may well accelerate further integration at a Locality and Neighbourhood level.

4. THE PROPOSAL

4.1 Current Position:

There are currently a range of governance boards and bodies across Berkshire West in respect of integration; these are laid out in detail in Appendix 3 (Section 3, "Current Context").

It was agreed by the Chief Officers Group (in late 2018) that the Berkshire West 10 Integration Programme (BW10) and the Berkshire West Integrated Care

System (BWICS) would be combined. This was further reinforced by the CQC System Review in Reading, finalised late 2018, which also concluded that there was a need to integrate the two Programmes. The Chief Officers Group workshop on 19th November 2018 agreed that as one of its emerging three priorities, the governance of the two Programmes should be combined. This appended documents set out the proposals for how this might be done. The papers have already been considered by a number of extant groups across Berkshire West, and are now being brought through the relevant Boards/Executives of the relevant organisations for final approval.

4.2 Options Proposed

The proposed governance structure would merge the current Berkshire West Integration Programme and the Berkshire West Integrated Care System into a new, single governance system for driving integration across Berkshire West.

While full details are contained within Appendix 3 (Section 4, “Governance”, and Section 5, “Support Arrangements”), the following key points should be noted:

- The proposals envisage a greater role for Elected Members, with their attendance being required at meetings of the proposed Leadership Board (with 6, bi-weekly meetings per year).
- The proposed staffing changes would (while releasing funds for reallocation, at an amount to be confirmed) reduce Reading’s Integration staffing establishments from 3x FTE posts to 1x FTE post, potentially limiting the number of integration projects undertaken at a local level.

4.3 Other Options Considered

The Chief Officer’s Group gave consideration to maintaining the current governance arrangements. However, as this would not address the CQC’s finding (referenced in 4.1) or the publication of the NHS Long Term Plan, this was not deemed to be a viable option.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The proposals align with the following Corporate Plan priority area:

1. To protect and enhance the lives of vulnerable adults and children

Closer alignment and joint working with health and social care partners from across Berkshire West will support exploration of joint commissioning opportunities for health and social care services. This has the potential to create more services that are better-wrapped around the health and social care needs for local residents.

5.2 The proposals align with the following strategic aim for Reading Borough Council:

- To promote equality, social inclusion and a safe and healthy environment for all

Closer alignment and joint working with health and social care partners from across Berkshire West will help to ensure that an equitable offer is provided to residents in Berkshire West, by aligning the services offered by Reading with the standards and practices delivered by neighbouring West Berkshire and Wokingham Borough Councils. It will also help to ensure equity of practice in health settings (such as Royal Berkshire Hospital and Berkshire Health Foundation Trust), where historically they may have had to support residents from the three local authority areas according to three different sets of procedure.

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 In the course of writing the appended reports, the author (Nick Carter, Chief Executive Officer for West Berkshire Council) explored and developed the proposals with a number of extant groups (such as the Berkshire West 10 Delivery Group, which includes Reading's Healthwatch representative, and members of partnerships organisations such as Berkshire Healthcare Foundation Trust, Royal Berkshire Hospital, Berkshire West CCG, West Berkshire Council and Wokingham Borough Council). Feedback was requested from board members and consideration at the Chief Officers Group about how best to incorporate the proposals in order to reflect the information received to ensure that any approach continue to deliver clear outcomes for residents of each of the 3 Local Authority areas.

7. EQUALITY IMPACT ASSESSMENT

- 7.1 An Equalities Impact Assessment is not relevant to the decision; the changes proposed are purely internal for the organisations involved, and do not directly impact on the service offer to local residents. No change to the service offer is planned as a result of these proposals.

8. LEGAL IMPLICATIONS

- 8.1 There are no legal implications to the proposal; Reading Borough Council has already made the legal decision to be an active member of the Berkshire West 10 partnership, and these proposals relate to the naming and structuring of this partnerships.

9. FINANCIAL IMPLICATIONS

- 9.1 Reading currently has a Programme Management Office budget of £150,000 per annum (sourced from the Better Care Fund), which funds 3 x full-time equivalent posts. Under this proposal, the staffing levels would be reduced which may release funding that could be redeployed to other initiatives. However, the proposals have not yet identified the level or nature of these reductions, and consequently at this stage it is not possible to identify the full financial implications or risks. There are no capital implications identified as part of the proposals.
- 9.2 The proposals include a set of strategic priorities for integration which would form the basis of the Berkshire West Integrated Care Partnership's integration efforts. These include a focus on exploring joint commissioning opportunities. This has the potential to generate value for money by (for example) reducing contract costs by jointly commissioning services with Berkshire West partners.

10. BACKGROUND PAPERS

- 10.1 Reading Better Care Fund (BCF) Submission 2017-2019 (September 2017).
- 10.2 Care Quality Commission (CQC) Local System Review: Reading (October - November 2018).