

**JOINT OSC FOR THE NE & NORTH CUMBRIA ICS & NORTH & CENTRAL ICPS
MEETING**

Monday, 22 March 2021

PRESENT: Councillor L Caffrey (Chair) (Gateshead Council)

Councillor(s): M Hall (Gateshead Council), Taylor, Mendelson and Schofield (Newcastle CC) Clark, Mulvenna and Mole (North Tyneside Council) Dixon, Macknight and Leadbitter (Sunderland CC) Beynon, Nisbet and Dodd (substitute) (Northumberland CC) Flynn (South Tyneside Council), Simmons and Stephenson (Durham CC)

IN ATTENDANCE: Councillor Joe Kirwin (North Tyneside Council)

117 APOLOGIES

Councillor (s) Armstrong (Northumberland CC), Beadle (Gateshead Council), Kilgour (South Tyneside Council) and Robinson (Durham City Council)

118 MINUTES

The minutes of the meeting of the Joint Committee held on 20 January 2020 were approved as a correct record.

119 DECLARATIONS OF INTEREST

Councillor Taylor (Newcastle CC) declared an interest as an employee of Newcastle Hospitals NHS Foundation Trust.

Councillor's Hall (Gateshead Council) and Mendelson (Newcastle CC) declared an interest as members of CNTW Foundation Trust Council of Governors.

120 MATTERS ARISING

There were no matters arising to report.

121 WHITE PAPER ON FUTURE DIRECTION OF HEALTH SERVICE /NEXT STEPS FOR ICS

Mark Adams, Chief Officer, NewcastleGateshead, North Tyneside and Northumberland CCG provided the Joint Committee with a presentation on the above.

Mark provided the Joint Committee with a reminder of the ICS and how it works in the region and the ambition to support greater collaboration between partners in the health and care system to help accelerate progress in meeting the most critical

health and care challenges.

Mark highlighted that as at November 2021 the recommended next steps for the ICS included greater emphasis on:-

- Improving population health and healthcare
- Tackling unequal outcomes and access
- Enhancing productivity and value for money
- Helping the NHS to support broader social and economic development

Mark reminded the Joint Committee that the NE& NC ICS had the largest footprint in the country with a population of 3 million and covering thirteen places which brings a range of challenges and complexity. However, there has been a long tradition of the NHS and care organisations working together across that geography for the benefit of the population and Mark cited the areas of workforce and digital as examples of areas of such work.

Mark advised that going forward the ICS would be known as NHS North East and North Cumbria and

- ICSs will have a triple aim duty: to pursue better health and wellbeing, better quality of services, and the sustainable use of NHS resources.
- ICSs will be accountable for outcomes of the health of the population.

However, Mark stated that whilst the ICS would have overall accountability for health outcomes 80% of the work of the ICS would continue to be at place - based level within the thirteen places within the ICS.

Mark advised that the NHS and local authorities will be given a duty to collaborate but he reiterated that across the ICS geography there were already positive relationships between the NHS and local authorities and positive ways of working via Health and Wellbeing Boards and through joint funding, programmes and projects.

Mark indicated that:-

- Responsibility remains split between strategic planning/funding and care delivery
- The ICS NHS Body will be responsible for
 - setting the strategic direction for the system
 - the commissioning and allocative functions of CCGs (and some of those of NHS England) utilising a new provider selection regime. Work is taking place currently to look at how the statutory functions allocated to CCG's will be mapped across the ICS.
 - plans for capital and revenue spending for NHS orgs in the system.
 - It will not have the power to direct providers, but NHSE will set financial objectives for ICSs, which providers must have regard to
- The ICS NHS Body will have the authority to delegate significantly to place level and to provider collaboratives.

Mark reiterated that 80% of the work of the ICS would be at place - based level and so he advised that there was an expectation that they would delegate ways of working to place based level. In this way it was hoped that the ICS would not lose

momentum or the strengthened relationships and ways of working.

Mark advised that going forwards key areas of focus would be to ensure:-

- Decisions taken closer to the communities they affect are likely to lead to better outcomes;
- Collaboration between partners in a place across health, care services, public health, and voluntary sector can overcome competing objectives and separate funding flows to help address health inequalities, improve outcomes, and deliver joined-up, efficient services for people; and
- Collaboration between providers (ambulance, hospital and mental health) across larger geographic footprints is likely to be more effective than competition in sustaining high quality care, tackling unequal access to services, and enhancing productivity.

Mark advised that ICSs also need to be able to ensure collectively that they are addressing the right priorities for their residents and using their collective resources wisely. They will need to work together across partners to determine:

- distribution of financial resources to places and sectors that is targeted at areas of greatest need and tackling inequalities;
- improvement and transformation resource that can be used flexibly to address system priorities;
- operational delivery arrangements that are based on collective accountability between partners;
- workforce planning, commissioning and development to ensure that our people and teams are supported and able to lead fulfilling and balanced lives;
- emergency planning and response to join up action at times of greatest need; and
- the use of digital and data to drive system working and improved outcomes.

Mark explained that in terms of emerging functions, ICSs were likely to become statutory NHS bodies, taking over CCG commissioning functions, alongside strategic planning and oversight of quality, performance and finance.

Alongside this it was expected that at Place level there would be a progressively deepening relationship between the NHS and LAs on health improvement and wellbeing which would involve:-

- Centrality of health and wellbeing boards, utilising JSNAs and public insight to inform decision-making
- A leading role for clinical primary care leaders through primary care networks, joining up services in neighbourhoods, linking to other public or voluntary services
- Greater use of population health management to target health and care services

In addition, Provider Collaboratives would come together in ways they have not done before to use resources more efficiently and effectively and will operate at both place and system level as follows:-

- Vertical integration within places (eg between primary, community, local acute, and social care, or within and between primary care networks) through

- place-based partnerships
- Horizontal integration between places at scale where similar types of provider organisation share common goals - such as reducing unwarranted variation, transforming services, or sharing staff and resources.

Mark advised that the ICS would have its own constitution and governance would be via an ICS NHS Board and an ICS Partnership Board which would lead system prioritisation and engage partners and clinical leaders. Mark explained that there may also be a need for an NHS only decision making body to handle issues such as Path 2 Excellence” type reconfigurations and he highlighted other potential ICS functions.

Mark advised that the ICS NHS Board would be directly accountable for NHS spend and performance within the system and the ICS Partnership Board would act as the forum for agreeing co-ordinated action and alignment of funding on key issues, as well as providing direction on the early stages of the ICS formation. The membership of the Partnership Board would not be specified nationally but would be drawn from a number of sources including Health and Wellbeing Boards, Healthwatch, VCSE partners, social care and housing providers.

Mark stated that as the ICS had been in place across the NE and North Cumbria for some time place - based working was already well developed and he cited some examples and stated that there was a lot to build on going forwards.

Mark advised that prior to the White Paper the ICS had also made significant progress by appointing Sir Liam Donaldson, with his significant array of expertise and knowledge, as Chair of the ICS from 1 February 2021.

- Mark indicated that in terms of next steps it was planned that the ICS would
- Continue to use our influence to shape the final legislation
 - Work to influence the national workstreams and expected NHSE guidance on ICS governance, operating models, and assurance
 - Complete a mapping exercise of current CCG and NECS staff
 - Work with region to understand which NHSE/I functions will be devolved to ICSs
 - Engage our local authority partners at both political & executive level
 - Pause any joint appointments until we have agreed place model
 - Develop a project plan that takes us up to April 2022 and beyond

Councillor Caffrey, thanked Mark for the presentation and advised that there were a number of questions which the Joint Committee would like answers to around the role of local authorities and relationships with local health and care systems at place level.

It was agreed that a written response would be provided to the Joint Committee’s twelve written questions (attached at Appendix 1)

Councillor Caffrey highlighted some issues now and stated that a major concern was around who the system belonged to and what measures were going to be put in place to ensure it operated fairly and included everyone, including the people the

system was working to benefit.

Councillor Caffrey stated that the Joint Committee was also concerned to understand how it could be guaranteed that there would be no detriment to local communities and that work would still be delivered at place. The Joint Committee also wished to understand when they were likely to receive more clarity on the way forward for the ICS.

Councillor Caffrey asked Councillor Taylor if she wished to raise any issues.

Councillor Taylor stated that she shared many of Councillor Caffrey's concerns given the significant changes proposed for the ICS.

Councillor Taylor advised that she was concerned that the proposed Partnership Board would be too large to be effective. Councillor Taylor stated she recalled that when the regional health authorities were in existence they were bureaucratic and too large. Councillor Taylor also noted that whenever there has been a re-organisation of the NHS there has been disruption for a time afterwards.

Councillor Taylor also expressed disappointment that CCGs which have now got to a point where they are working well are to be abolished.

Councillor Taylor also queried how the Provider Collaboratives would work and queried whether this would involve a sharing of aims, goals and budgets. Councillor Taylor indicated she was also interested to know how resources would be distributed and who would decide on such distribution.

Councillor Taylor also advised that as far as emergency planning was concerned the last exercise she recalled taking place in Newcastle was 10 to 15 years ago and she queried whether it was proposed for this to take place more regularly in future and be considered in more detail.

On the issue of integration Councillor Taylor also queried who decides who integrates and how that would work.

Mark noted that Councillors Caffrey and Taylor had raised a number of important issues but advised that it was important to take a step back.

Mark advised that he had worked for the ICS for some time now and he wanted to reassure the Joint Committee that there was some degree of experience already in place to understand what was valuable to carry out across the ICS eg workforce and digital.

Mark noted that he had stated that 80% of the work of the ICS would still be at place - based level and he expected that this would endure and be built upon. As far as the duty to co-operate was concerned Mark noted that across the NE & North Cumbria ICS good relationships already existed and ways of working which the intention was to build on but this was not necessarily the case in other areas across the country. As far as the size of boards and how other structures / process would be tackled, at this point that was yet to be made clear. At the moment there were

outline proposals in the White Paper and Mark stated that he was aware of various commentaries from different organisations in relation to this. As a result, Mark advised that they were waiting for more detailed guidance and this was expected in the next month or so.

Mark advised that they were also particularly keen to understand the flexibilities available to ICSs to help ensure that what is being put in place does not cut across what the ICS has already been able to deliver.

Councillor Taylor queried whether there would be more of a focus on emergency planning going forwards.

Mark advised that there would be a focus on emergency planning and stated that there was a raft of learning arising from the pandemic.

Sir James Mackay advised that there had been two or three large ICS mock emergency planning exercise in the last few years and they were actively working on future planning scenarios and it was anticipated that another exercise would take place before Christmas.

Councillor Dixon stated that he was aware of and shared the concerns raised by the LGA regarding the proposals for the ICS and noted that the LGA had always called for decisions on the health of populations to be made as close to place as possible. However, it was Councillor Dixon's understanding that the proposals in the White Paper would lead to more central control, with regional teams having oversight at regional level. Councillor Dixon also noted that the White Paper indicates the removal of S75 of the Health and Social Care Act replacing a regulated market with an unregulated market and he asked for more information about that. Councillor Dixon also noted that there had been much reference to collaboration and yet the White Paper was imposing a legal duty to collaborate and binding local authorities to a plan written by ICS Boards. Councillor Dixon stated that it appeared to him that this would bring local authority resources relating to social care etc under the control of the NHS and outside of local government control.

Councillor Dixon stated he would also like more clarity on the relationship between the two proposed ICS Boards. Councillor Dixon stated he was particularly concerned about a letter which had been circulated on 11 February in relation to the composition of the proposed Partnership Board which appeared to suggest that representation from a single local authority might suffice when the ICS covers a number of local authority areas. Councillor Dixon stated he would like more information regarding local authority representation on the proposed Board. Councillor Dixon felt there were a number of areas where there were unanswered questions at this stage.

Mark noted the concerns raised by Councillor Dixon and indicated that the ICS was also waiting for answers on these issues.

Mark advised that in terms of regional responsibilities the ICS already carries out a raft of things on a regional / national basis such as contracts for GPs and specialised commissioning and he stated that it was not unreasonable that this should continue.

Mark reiterated that in general terms, much as now, 80% of the work of the ICS would be carried out at a place based with place-based colleagues. As far as S75 of the Health and Social Care Act was concerned they were waiting for more guidance but there were already many structures and ways of working in place via funding etc such as Better Care Funds.

In terms of involvement in future decision making, and particularly that of primary care clinicians, Mark advised that they were looking to see how they could preserve that going forwards. Mark stated that they want this to continue but need to understand how it would work at an ICS level.

In terms of the makeup of the Partnership Board, Mark stated that whilst they had received some insight into this he considered that they still did not have full clarity. Mark stated that it was important that they received further clarity from guidance and also more information on the flexibilities available to the ICSs so that the NE & NC ICS could put in place the structures it wanted to reflect its size and the fact that it covers thirteen different places.

Sir James advised that there had been a lot of discussions regarding the composition of the two Boards and he stated that the NHS Body would be unitary where representation had to be detached from function. It was proposed that representation on the Partnership Board would be quite large as this was the forum to allow everyone's voice to be heard. Sir James advised that he understood that more detail on this was likely to be received in the next couple of weeks.

Councillor Dixon noted the responses but also noted that there had been no mention of democratic accountability.

Councillor Caffrey stated that this was the responsibility of the Joint Committee and was something that the Joint Committee was very interested in.

Councillor Caffrey stated that the Joint Committee was concerned that the proposals relating to the ICS could be seen as being an NHS plan and that local government had been tacked on. Councillor Caffrey also stated that the fact that the Secretary of State was proposing to take more powers for himself did not sit well and was a cause for concern. Councillor Caffrey stated that it would therefore be important to see the detail going forwards.

Councillor Caffrey noted that more guidance was due in June if not before and she asked Mark if he would provide a further update on the position to the Joint Committee at a meeting in June. Mark confirmed that he would.

Councillor Caffrey stated that if any member had any additional questions which they would like a response to in addition to the twelve written questions shared at the start of the meeting they should send them through and responses to the questions would be circulated to the Joint Committee as soon as they were received.

Sir James Mackay, Chief Executive Officer, Northumbria Healthcare NHS FT provided the Joint Committee with a presentation on the above.

Sir James noted that it was the anniversary of the first lockdown tomorrow and he stated that throughout the pandemic one of the strengths of the ICS in the NE & North Cumbria had been clinical collaboration which had allowed well established networks to offer mutual aid and react quickly in times of pressure. Overall, the NE & North Cumbria ICS had the strongest performance and the North ICP had the strongest performance of the ICPs.

The ICS has also been a very innovative system enabling new ways of working to deliver services differently and addressed issues such as PPE shortages. The ICS had also had a very strong vaccination programme both in terms of delivering the flu vaccine and the Covid 19 vaccine and a very strong workforce which enabled work across organisational boundaries. This was supported by a strong communications programme educating the public at different stages during the pandemic.

Sir James stated that they are now working through how to deliver a recovery programme both in terms of health and care and also address health inequalities and the impact on the economy.

Sir James advised that during the pandemic regional collaborations were key in helping the ICS to mobilise quickly and deal with many of the challenges posed by the pandemic. Sir James stated that within the ICS the Chief Executives of the respective Trusts agreed to support each other so that each Trust filled up together from a critical care perspective. The Trusts also all supported each other when there were insufficient supplies of PPE and created their own production system.

Sir James outlined the current picture in terms of the rate of Covid 19 infections per 100,000 population and indicated that infection rates were much reduced and were now back to September/ October levels. If there was going to be a bounce back as a result of schools this would become apparent this week but so far there were no signs that this was happening. Sir James stated that they were now down to 200 inpatient beds occupied by Covid 19 patients.

Sir James advised that there was a great deal of learning from the pandemic which they were working their way through to understand.

Sir James stated that during winter 2020-21 referrals to elective and diagnostic services had dropped off but these were now starting to pick up and the ICS was now focused on recovery. Sir James indicated that the NE has less recovery work to do than other areas due to its stronger performance, however, there will be backlogs which need to be addressed. The NE was performing at around 85% against a target of 92% for elective work, which was higher than national performance prior to the pandemic.

Sir James highlighted the excellent collaborative work which had taken place via clinical networks to ensure access to care at times of pressure and to ensure cancer patients were appropriately prioritised for urgent surgery and with Directors of Public

Health and Directors of Adult Social Services which had assisted in interpreting guidance, infection control and testing. Joined up work across primary and secondary care to safely manage / monitor some patients at home during the pandemic was also highlighted.

Sir James advised that there were many examples of innovations during the pandemic and stated that the ICS continue to be at the forefront via involvement in the recovery trials at North Tees and the Integrated Covid Hub North East which is the first of its kind in England. This places the region at the forefront of managing the virus. There has also been digital innovation via “Attend Anywhere” which has tried to reduce the number of unnecessary miles patients have to travel to access services. However, one of the major innovations has been in the area of PPE where the region co-ordinated efforts to manage immediate shortages of supplies and also created sustainable supplies to support organisations now and going forwards. The opening of the Northumbria Manufacturing and Distribution Hub in May 2020 created more jobs for local people and is now ensuring a sustainable supply for the trust, the region and beyond.

Sir James also advised that workforce collaborations had enabled a regional offer of psychological support to health and care staff across the region, in addition to that provided by specific organisations. It is also planned to expand this offer to cover areas such as occupational health. Joint working and establishment of memorandum of understanding has also enabled easier movement of staff between organisations based on service need. The ICS had also deployed 413 “NHS returners” to support capacity pressures through the pandemic and the vaccination programme and plans include a collaborative bank to retain staff to provide additional capacity during the recovery phase. Joined up work had also allowed medical students to support the vaccine programme and the launch of the ICS black and minority ethnic groups Promise and establishment of a staff network would help ensure support and participation from all groups of staff no matter what their background.

Sir James stated that a real success story for the region was in relation to vaccinations. A Regional Vaccination Board had been established with the aim of increasing uptake of the flu vaccine and this had resulted in a higher uptake across most key groups.

In terms of Covid 19, vaccines there had been more than 1 million doses delivered across the ICS, more than any other region thanks to a collective effort across vaccinations centres, primary care, hospital hubs and partners including local authorities, volunteers, transport and many more.

Sir James advised the Joint Committee of the current position in relation to the percentage of the population vaccinated within the key groups and the effectiveness of the vaccines. Sir James noted the issues currently being raised in relation to the Astra Zeneca vaccine and stated that he was not aware of anything which would lead him to have concerns about the vaccine and he would strongly encourage everyone to take up the vaccine when this was offered to them. Sir James stated that across the ICS there had been a strong regional communications approach in relation to the pandemic and the vaccination programme which had focused on key areas where public support was needed and helped provide reassurance and

maintain public confidence.

Sir James stated that across the ICS joint work was continuing to develop and take forward plans for recovery and this would focus on:-

- Ongoing Covid-related demand pressures.
- Service recovery due to postponed elective work.
- Supporting our workforce.
- Sustaining effective new ways of working developed during the pandemic and learning lessons from the past year.
- Planning for the winter ahead has started - winter 2020/21 de-brief on 17 March to look at learning.
- Focus on ensuring we address health inequalities and economic recovery

Councillor Caffrey thanked Sir James for the interesting and helpful presentation and stated that she was particularly pleased to learn of the success in creating a production company for PPE and hoped that this would continue. Councillor Caffrey stated she was also really pleased to hear about the increase in uptake of the flu vaccine in addition to the Covid 19 vaccination programme.

Councillor Taylor agreed that the region had done incredibly well during the pandemic and particularly in relation to the vaccination programme. Councillor Taylor stated she had received nothing but praise from local people in contrast to the national NHS online booking system which she viewed as chaotic.

Councillor Taylor stated that one area of concern for her related to the mental health of staff as a result of the pandemic. She was aware of some staff who were distressed as a result of redeployment and other staff who were exhausted but were not in a position to take annual leave. Councillor Taylor stated that she considered that there needed to be a real emphasis within the ICS on supporting the mental wellbeing of staff as the situation was not going to become any easier as staff tried to deal with backlogs arising from the pandemic.

Sir James advised that a huge effort was ongoing across the ICS to provide support to staff who needed it as well as get the balance right and move back into a normal working rhythm.

Councillor Taylor noted that the figures provided showed differences across the areas within the ICS in terms of hospitalisation and general health and she presumed that good practice was being shared across ICSs and that information on lessons learned would be produced so that the Joint Committee could see these.

Sir James stated that he would pick up this point within the ICS and see how best these lessons could be written up and publicised Sir James confirmed that ICSs across the country have been sharing learning some of which had fed through into trials and this had been a real strength both here and across the country.

Councillor Mendelson stated that she considered that during the pandemic the LA7 had worked really well in terms of public health messaging and within the ICS she

wanted to build on the general public's interest in public health and she did not want the focus to become too impersonal again.

Sir James advised that he agreed and stated that there was a strong appetite to build on the work already done to promote health and wellbeing and lifestyle challenges. Sir James stated that collaborative work was now taking place with Sir Brendan Foster to help people move and exercise more as there was information that over the last few months there had been a loss of impetus to exercise.

Councillor Caffrey noted that the pandemic had led to an increase in health inequalities across the board and she was concerned to understand how the ICS would harness learning to address this going forwards. Councillor Caffrey noted that across the region there were real pockets of deprivation where poverty and inequalities are high and where individuals were not able to afford to stay off work and where they were not getting paid time off to get vaccinated.

Councillor Caffrey stated that Sunderland had carried out an initial analysis and modified its Health and Wellbeing Strategy to reflect this and other local authorities were now analysing data in their localities and were looking to build this into their strategic approaches. Councillor Caffrey considered that this was something which needed to be examined at a regional level by the ICS.

Sir James stated that this would be a key part of the work of the ICS Partnership Board in the future. Sir James stated that pre Covid there had been discussions in relation to the Marmot recommendations and a decline in progress and going forwards there would need to be a focus on Marmot and making this central to the ICS work.

Councillor Caffrey stated that it was really pleasing to see how the system was working together.

123 PROVISIONAL WORK PROGRAMME

Councillor Caffrey noted that Mark Adams had agreed to provide a further update to the Joint Committee on the next steps for the ICS at the meeting to be scheduled in June 2021.

Councillor Caffrey stated that given the uncertainties in relation to the way forward for the ICS no other proposals had been put forward for the work programme at this stage.

As such it was proposed and agreed by the Joint Committee that any other suggestions for the Joint Committee's work programme should be sent to Angela Frisby.

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DATE AND TIME OF NEXT MEETING

It was proposed and agreed that the next meeting be scheduled in June 2021 - the date and time to be confirmed.

Chair.....

APPENDIX 1

1. Our ICS is the biggest ICS in the country. It is all the more important therefore that there is not a 'one-size fits all' approach that is imposed upon all areas within the ICS.

Although the White Paper states that there will be sufficient flexibility to allow the bespoke shaping of arrangements at Place level (consistent with the 'primacy of place' principle), how do you see this working in practice across our ICS?

2. The White Paper refers to the establishment of an 'ICS Health and Care Partnership' for each ICS (with local government involvement). How can we be sure that this will be a true partnership instead of an NHS controlled partnership? How do we ensure Social care and public health agendas are fully recognised ?

3. The White Paper makes reference to local areas having autonomy and delegated budgets from the ICS. Is that the proposed direction for our ICS and how will it work – will there be an assessment of the 'maturity' of Place based partnerships to be entrusted with delegated budgets etc? How does this sit with the proposed increase in powers for the Secretary of State?

4. How do you see Provider Collaboratives working across our ICS?

5. What will be the role of the ICS in the area of prevention and, particularly in tackling the social determinants of health and health inequality?

6. Partnership working is about relationships and good relationships have been developed with CCGs since 2013 across the NE and North Cumbria patch. What measures can be taken across our ICS to ensure that those relationships with professionals and clinicians are not lost as part of the new NHS landscape?

7. CCGs currently have particular statutory responsibilities, for example in safeguarding. How will those responsibilities transfer across to the ICS and how will they be fulfilled at a place level?

8. Given the size of our ICS, we currently have a number of ICPs within our patch (such as the ICP North and ICP Central that fall within the remit of the Joint OSC). What does the future hold for these ICPs as part of the new NHS landscape?

9. As the White Paper makes it clear that CCG's will no longer exist from 1st April 2022, where does that leave system agreements that are in place at that time e.g. the Collaborative Newcastle Agreement and the Alliance Agreement for the Gateshead System ('Gateshead Cares') will the ICS take on the obligations set out within those Agreements from 1st April 2022?

10. How can this joint OSC committee be involved going forward in helping to shape the emerging arrangements for our ICS?

11. What arrangements will there be in place for public engagement within our ICS?

12. The White Paper mentions that further national guidance will provide more detail on various aspects of the proposals. What is the latest timeline for the release of this guidance, the anticipated Bill etc?