

City & Hackney IC Operating Model & CCG Merger: Transitional Governance from January 2021

December 2020



Context

- At the Integrated Commissioning Board (ICB) meeting on 12 November the Board reviewed the output from the ICB Development Session held on 29 October. As the minutes state: both the City of London ICB and London Borough of Hackney ICB “Approved that further work now take place in order to continue to develop transitional governance arrangements and prepare further detail around these proposals for further review at a third ICB development session next year.”
- The purpose of this paper is to set out the high-level steps and the timeline for moving from City & Hackney’s current governance arrangements to the governance arrangements required to underpin the new integrated care operating model within the context of a North East London (NEL) Integrated Care System, a single NEL CCG and the City & Hackney local system. Before April 2021 City & Hackney Integrated Care Partnership Board (ICPB) will receive a mandate from the NEL ICS with a devolved allocation to deliver the ICS mandate.
- Building on the discussion at the 29 October ICB Development Session, *the ICB is invited to confirm its commitment to transition from an Integrated Commissioning Board to an Integrated Care Partnership Board with revised terms of reference and a wider membership.* Both the proposed terms of reference and wider membership will be discussed at the ICB meeting on 14 January 2021
- In parallel with the transition from the ICB to the ICPB there is a requirement to establish a new Neighbourhood Health and Care Board (NH&CB) which will receive a mandate from the ICPB that takes into account national, NEL and local priorities and sets out the expectations of the local system.
- *It is important that we receive ICB endorsement to proceed* with the recommended governance transitional plan, from December 2020 to April 2021, because this will set the agenda and the pace for transition to the new integrated care operating model across the City & Hackney local system.

ICB is invited to confirm the transition of the ICB to the Integrated Care Partnership Board (ICPB) and the establishment of the Neighbourhood Health & Care Board (NH&CB)

Governance transition – some assumptions (1 of 2)

- From 14 January 2021 onwards the ICB should begin to meet as a “transitional” Integrated Care Partnership Board. At this meeting, business will be divided into two parts:
 - Part 1 – The normal business of the ICB
 - Part 2 – A facilitated simulated session which would:
 - Review the proposed ICPB terms of reference and membership
 - Review, discuss and comment on the draft mandate which would exist between the ICPB and the Neighbourhood Health & Care Board
 - Discuss potential content/agenda items which might be brought to the Integrated Care Partnership Board.
 - Reflect on how the meeting with a larger group has worked and any steps that could be taken to make it more effective.
- At the Transitional ICBP Board meeting, on 11 February, the ICPB should confirm its terms of reference and membership.
- In parallel, work will take place on the formation of the Neighbourhood Health & Care Board with a view to holding a first transitional NH&CB meeting in February 2021 (date to be confirmed). It is anticipated that key agenda items will be:
 - Terms of reference and membership of the NH&CB
 - Draft mandate between ICPB and NH&CB
- There will be an ICPB Development Session in March 2021 (date to be confirmed) to review progress, discuss the mandate prior to sign off and consider any improvements to the governance arrangements supporting the IC operating model. We expect signoff for the mandate to take place no later than at the ICPB and NH&CB meetings in March 2021 (dates to be confirmed).

Both ICPB & NH&CB will have agreed transitional ToR and board membership before April 2021. We expect these to be “transitional” and subject to change in the light of more information and experience

Governance transition – some assumptions (2 of 2)

- From December 2020 to end March 2021 work will take place to determine the terms of reference and membership for a number of critical system-wide groups, specifically:
 - Finance & Performance
 - Quality & Outcomes
 - People & Place
 - Population Hub
- The assumption is that all of the system-wide groups will have at least one transitional meeting before April 2021
- From February 2021 PCN Consortia and PCNs will start to meet together to map out their primary care governance and how they will work together to meet their combined responsibilities.
- Overleaf we summarise the proposed governance transition timeline to April 2021.

There will be a review point in 2021/22 to adjust the IC operating model and the groups that support the ICPB & NH&CB in order to fine-tune the City & Hackney local system

Governance – transition timeline

