

## HEALTH SCRUTINY COMMITTEE

27 March 2024

<b>Title:</b> Review of the Shadow Governance Partnership Arrangements	
<b>Report of the Chief Executive of London Borough or Barking and Dagenham</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected: All</b>	<b>Key Decision:</b> No
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<b>Accountable Strategic Leadership Director:</b> Elaine Allegretti, Strategic Director of Children's and Adults'	
<b>Summary</b> <p>This report provides an update on the shadow governance arrangements for the Barking and Dagenham Place-based Partnership. The ICB Sub Committee and the Health and Wellbeing Board have sat in tandem as the Committees in Common since 1 July 2023.</p> <p>It was agreed at HSC that an update on these shadow arrangements would be brought to the Committee after six months to review progress in the evolution of the new arrangements and note any improvements or issues evident at this time.</p> <p>This report asks the HSC to note that there is evidence the new arrangements are helping to develop more collaborative ways of working, have reduced duplication and enabled the development a shared understanding of the issues faced by residents and communities within Barking and Dagenham.</p> <p>There is more needed to ensure the governance is working effectively and a few areas have been highlighted as having potential for further development.</p>	
<b>Recommendation(s)</b> <p>The Committee is recommended to note that the shadow arrangements are continuing to evolve and that these are currently seen by partner members of the ICB Sub Committee and the Health and Wellbeing Board as the most suitable governance structure to move forward their aims and objectives respectively and collectively as the Barking and Dagenham Place-based partnership.</p>	
<b>Reason(s)</b> <p>This report is for noting and allows the Committee to put questions to the officer presenting the report.</p>	

# 1. Introduction and Background

## Introduction

- 1.1 This report provides an update on the new shadow governance arrangements currently in place for the Barking and Dagenham Place based Partnership.
- 1.2 The proposal to set up Committees in Common (CiC) was considered by the Executive Group Committee and subsequently approved by both the Health and Wellbeing Board and ICB Sub Committee at the Health and Wellbeing Board meeting on 14 March 2023. Transition to the new arrangements took place on 1 July 2023.
- 1.3 To date there have been three formal CiC meetings, where the ICB Sub-committee and HWB are held in tandem, and two informal development sessions which focus on particular topics of relevance to the Partnership.
- 1.4 The rationale for the move to the Committees in Common arrangements was to bring closer alignment of the HWB and the ICB sub-committee. More specifically, the new arrangements were intended to streamline governance arrangements; speed up decision making, improve alignment of actions on priorities and, in so doing, improve services through greater collaboration and reduction in duplication.
- 1.5 A report detailing the shadow arrangements of the Committees in Common was brought to this Committee on 14<sup>th</sup> November 2022 and it was agreed that the matter be brought back before this Committee after 6 months to review progress and note any improvements or benefits as a result of the new arrangements.

## Background

- 1.4 Prior to transition to the new governance arrangements, colleagues across the Integrated Care System (ICS) undertook a piece of work in advance of the establishment of the Integrated Care Board (ICB) on 1<sup>st</sup> July 2022 to determine the form and governance of the seven place-based partnerships in North East London. The intention for place governance in year one was to make use of the new flexibilities in the legislation to establish a governance mechanism that would enable:
  - a. more formal integrated ways of working across the ICS partnership; and
  - b. the lawful and efficient delegation of functions based on the principles of subsidiarity.
- 1.5 There were a number of governance options to support place-based working set out in policy which accompanied the Health and Care Bill, and the ICS already had a history of working in an integrated way through the BHR Integrated Care Partnership Board and the CCG Area Committee.
- 1.6 The Committees in Common were established in June 2023, following agreement of the B&D Partnership to formally bring together the B&D ICB sub-committee and Health and Wellbeing Board together under a single governance structure. The aim was to get closer alignment of the HWBB and Place ICB sub-committee to:

- Streamline governance arrangements
- Speed up decision making
- Improve alignment of actions on priority areas
- Reduce duplication of work

1.7 Formal decision making takes place through the HWBB and ICB sub-committee, with a number of representatives who are voting members on both committees. The Health and Wellbeing Board now includes a member from Barts Health as well as BHRUT.

1.8 As part of the move to the new Shadow arrangements, the B&D Partnership Board was dissolved and members who were formerly on the Partnership Board were invited to join the HWBB as non-voting members. This enabled the wider partnership to continue to attend meetings and input into strategy development and the oversight of joint programmes of work.

1.9 At the Partnership Board meeting in May 2023, ways of working were discussed and how we make the Committees in Common the place 'where we do business' was considered. It was agreed that formal meetings would happen every 2 months and a development session held in the months in between formal meetings. Both formal CiCs and informal Development sessions are two hours long.

1.11 Since the Committees in Common formed in June 2023, there have been 4 meetings of the Committees and 3 development sessions.

1.12 It was important to ensure that the governance arrangements enabled an "evolutionary" approach where Places could take on increasing responsibility for aspects of the ICB's work over time, and of other partners' work as national policy around health and social care integration develops. A guiding principle recommended by the principal guidance<sup>1</sup> on the establishment of Place Based Partnerships was to 'build by doing.'

1.13 Following legal advice from Browne Jacobson, and discussion at the Barking and Dagenham Delivery Group it was agreed that the preferred option from 1 July 2022 would be to establish the ICB Sub-Committee, to work in tandem with the Barking and Dagenham Partnership Board, thereby forming the Barking & Dagenham Place Based Partnership.

1.6 The HWB continues to be a statutory requirement and a committee of the Local Authority, and its core statutory membership is largely unchanged under the new Integrated Care System arrangements (other than the addition of an ICB representative replacing the CCG representative). HWBs continue to have the flexibility to have a broad membership.

1.7 In line with statutory requirements for HWBs, the CiC is held as a public meeting and adheres to all requirements as such. The meeting is held in person in the Council Chambers at Barking Town Hall.

## **2. Evolution of Committees in Common**

2.1 In the May 2023, Partnership meeting it was discussed how to do business moving forward. Three areas were discussed:

- Supporting healthy debate

- Creating a recognisable profile for the Committees in Common
- Ensuring transparency

2.2 It was agreed that a healthy debate in a larger group that enables all views to be heard and considered fairly would be best supported by:

- Providing information in advance of meetings to inform conversations and decisions. Since then we have reviewed the flightpath of meetings to better align flow of papers for delivery groups, executive committee and CiC.
- Set up development sessions to enable more in-depth discussion on key themes. There have been three such sessions covering topics such as localities working, partnership planning priorities and access and engagement.
- Set an expectation around behaviours - disciplined behaviours of all participants to add to the forward plan and to prepare for meetings effectively; excellent chairing
- Doing the detailed work in sub-groups, with sub-groups clear on their work programme
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2.3 It was also agreed that it is important to ensure that the CiC was a transparent and meaningful entity for residents and staff in B&D and this would be best achieved by:

- Creating a strong identity for the CiC that is then backed up in how we organise and deliver our services
- Communicating to residents that we are seen as 'Place'
- Championing resources coming from other areas into Barking and Dagenham
- Ensuring there is good data as this helps with transparency

2.3 Hybrid meetings were trialled but were found not to be feasible and so it was agreed that the meeting would be held in both in person and in public, broadcast using the facilities at Barking Town Hall.

2.4 The most recent development session, held 29<sup>th</sup> February 2024, was in part dedicated to taking stock of how the CiC arrangements are working for partners. Partners were asked to comment on what was working well and what needed improving.

### **3. Review of Committees in Common**

3.1 When being asked to consider what had gone well with the new arrangements, partners felt that the transition to the new arrangements had occurred swiftly and smoothly, that the Committees in Common have benefitted from a consistent membership and has provided a useful space to hold discursive discussion, enabling healthy debate and appropriate challenge.

3.2 The meetings were also valued for enabling the sharing of real insights and helping to develop a shared understanding of community needs and challenges, with discussion underpinned by data. Other noteworthy positives were that all partners were fully participating in the discussion and the agenda often supported a helpful "deep dive" into particular topics. The new arrangements were described as having been successful in reducing duplication, simplifying decision making and enabling challenging conversations whilst retaining a good atmosphere.

3.3 The following areas were highlighted as requiring further consideration:

- Agenda setting and specifically ensuring the agenda was balanced between each of the Committees' business, as well as considering how to develop more joint agenda setting processes
- A more systematic approach to following up actions
- Greater clarity on delegation and ensuring the right items are being brought to the appropriate meeting and not duplicated
- Consideration of whether the Committees in Common should have more oversight of quality
- It was acknowledged there is a tension between using the two-hour meeting for doing business and allowing time for much valued discursive discussion, so consideration of how to ensure 'business' decisions are given sufficient time without compromising the valued system discussions.

3.4 The next steps are to consider:

- Implementing standards items including resident voice – an opportunity to hear the experiences of a resident and what has worked or not worked for them
- Agree frequency of standard items such as Finance, Performance and Risk. How quality will be managed and whether this is the responsibility of the CiC or whether a sub-group should be set up to consider this.
- How to balance 'doing business' with in-depth discussions without creating too many additional meetings

**Public Background Papers Used in the Preparation of the Report:**

- None

**List of appendices:**

- None