

HSI21/070

GOVERNING BODY

Title of paper	ICS Development and Transition		
Agenda item	10	Date of meeting	3 November 2021
Director lead	Paul Gray, Director of Strategy and Transformation	ICS Workstream Lead	Fiona Howarth, Chief of Staff
Author	Liane Langdon, Programme Director		

Purpose	For decision	<input type="checkbox"/>	Link to strategic objective	Supports delivery of all Integrated Care System strategic and operational objectives
	To ratify	<input type="checkbox"/>		
	To discuss	<input type="checkbox"/>		
	To note	<input checked="" type="checkbox"/>		

Executive Summary

This paper outlines progress to date on delivery of the Integrated Care System (ICS) Development Programme with specific detail relating to the Safe Transfer Workstream and is intended to highlight the specific collective responsibilities of NHS Portsmouth CCG and NHS Hampshire, Southampton and Isle of Wight CCG.

The ICS Development plan includes a specific workstream, Safe Transfer, which holds responsibility for the safe transfer of people, contracts and assets from both Clinical Commissioning Groups (CCGs) and from NHS England and NHS Improvement to the new organisation, transfer of commissioning responsibilities from NHS England to the ICS, and the establishment of the ICS (including the Integrated Care Board and Integrated Care Partnership). This workstream includes the specific responsibilities of the CCG within the ICS Development programme.

The CCG Governing Body is asked to:

- Note the refresh and progress of the programme
- Note the progress and current risk assessment of the Safe Transfer workstream
- Note the additional specific responsibilities of the CCG in the Safe Transfer workstream which have been added since the July 2021 Governing Body paper on this topic.

Are there any potential conflicts of interest that the committee needs to be aware of?

The ICS development plan includes transition components which require the dissolution of the CCG and therefore initiates the cessation of the roles of the members of the governing body.

Recommendations	The Governing Body is asked to note the progress of the ICS Development Programme including the delivery of the specific CCG responsibilities addressed within the Safe Transfer Workstream and to ensure that future highlight and exception reports are considered by
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	governing body members.	
Publication	Include on public website	<input type="checkbox"/>

Please provide details on the impact of following aspects	
Equality and quality impact assessment	An equality impact assessment will be made for our staff as part of the Safe Transfer workstream which will contribute to the overarching ICS Development equality impact assessment
Patient and stakeholder engagement	Patient and stakeholder engagement will be undertaken for the overarching ICS Development programme which will inform the work of the Safe Transfer workstream. Specific stakeholder engagement will be undertaken with CCG staff.
Financial impact, legal implications and risk	Additional resource will be required to service both the management of the Safe Transfer workstream and the delivery of technical components by third parties such as financial ledger migration. Legal and regulatory requirements have yet to be clarified and the workstream awaits the debate of proposed legislation.
Data protection impact assessment	Not yet determined

Governance and Reporting- which other meeting has this paper been discussed		
Committee Name	Date discussed	Outcome

Integrated Care System Development and Transition

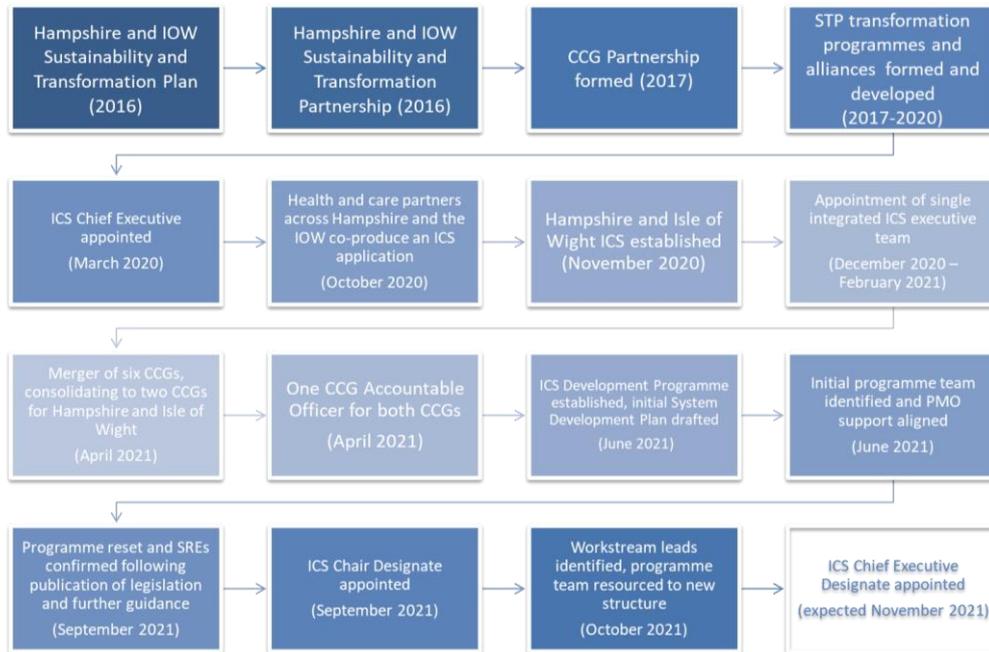
1. Summary

- 1.1 This paper outlines progress to date on delivery of the Integrated Care System (ICS) Development Programme with specific detail relating to the Safe Transfer Workstream and is intended to highlight the specific collective responsibilities of NHS Portsmouth CCG and NHS Hampshire, Southampton and Isle of Wight CCG along with the proposed delivery, governance and assurance approaches to ensure effective, timely and aligned discharge of these responsibilities.
- 1.2 The ICS Development plan includes a specific workstream, Safe Transfer, which holds responsibility for the safe transfer of people, contracts and assets from both CCGs and from NHS England and NHS Improvement to the new organisation, transfer of commissioning responsibilities from NHS England to the ICS, and the establishment of the ICS (including the Integrated Care Board and Integrated Care Partnership). This workstream includes the specific responsibilities of the CCG within the ICS Development programme.

2. Context

- 2.1 In response to the Government White Paper 'Integration and Innovation-working together to improve health and social care for all', the Hampshire and Isle of Wight ICS and its constituent partners have been asked to submit a System Development Plan (SDP) setting out the steps to achieve thriving health and care systems that provide world class place-based health and care for their populations, to support the delivery of statutory Integrated Care Systems, which will replace CCGs.
- 2.2 Hampshire and the Isle of Wight was established as an ICS in 2020 and our ambitions move beyond the current guidance in ensuring that **working together we make lives better**.
- 2.3 The ICS has established a programme to deliver this intent which uses our System Development Plan as our mechanism for delivery, ensuring that we will safely transition staff and services in line with legislation and function with a **single ICS NHS Body, responsible for the delivery and commissioning of health and care services (the Integrated Care Board), and an ICS Health and Care Partnership Board bringing NHS and local government partners together to improve health and care** by 1 April 2022. We will aim to operate in shadow form by end Q3 2021/22.
- 2.4 Following the publication of specific guidance, including Key Lines of Enquiry, a Self-Assessment Tool, detailed due diligence checklists and emergent thinking from the NHS England South East Regional support workstreams, the structure of the Hampshire and Isle of Wight ICS programme was refreshed in September to better support continuation of our journey since 2016 (see figure below) and delivery of the Safe Transfer of staff and functions from CCGs to the new statutory bodies.

Our System Journey



3. Hampshire and Isle of Wight Integrated Care System Development Programme Approach

3.1 The refreshed programme structure has been aligned to the five regional workstreams and a programme governance environment has been established. A detailed workstream plan has been developed for the Safe Transfer Workstream which will deliver the specific technical requirements and manage regulator assurance check points, overseen by a Safe Transfer Workstream Board established jointly by the Portsmouth CCG and Hampshire, Southampton and Isle of Wight CCG, co-chaired by the two CCG chairs.

Updated System Development Programme workstreams



- 3.2 The updated programme governance environment and safe transfer workstream structure are shown in Appendix A. This is a working governance environment and there are a few elements yet to be determined.
- 3.3 The Executive Director for Strategy oversees the programme which is led by a dedicated Programme Director. Each workstream has a named ICS executive lead responsible for delivery, with an associated workstream resource team in place. Collectively, the workstreams will deliver the key requirements set out in the White Paper and in NHS England's ICS design framework, in readiness for 1 April 2022.
- 3.4 Following on from the Safe Transfer and System Design phase, workstreams will remain in situ to support the longer term development and opportunity to build on the foundations that we are putting in place in 2021/22.
- 3.5 The current priorities of the programme are:
- Partner conversations to reach design decisions.
 - Further development of detailed delivery plans.
 - Refresh of the System Development Plan and completion of the 'Readiness to Operate' Self-Assessment describing the key activities needed to establish the Integrated Care System as a statutory body in April 2022. Due 29 October 2021.
 - Drafting of the Integrated Care System constitution and associated governance documentation. Due 4 December 2021.
 - Engaging with NHS England regarding the delegation of additional commissioning responsibilities (Primary care and specialist commissioning).
 - Ongoing delivery of Safe Transfer Workstream milestone deliverables.

4 Safe Transfer Workstream and CCG responsibilities

- 4.1 The exception report below summarises the current status of the safe transfer workstream.

Safe Transfer Highlight & Exception Report

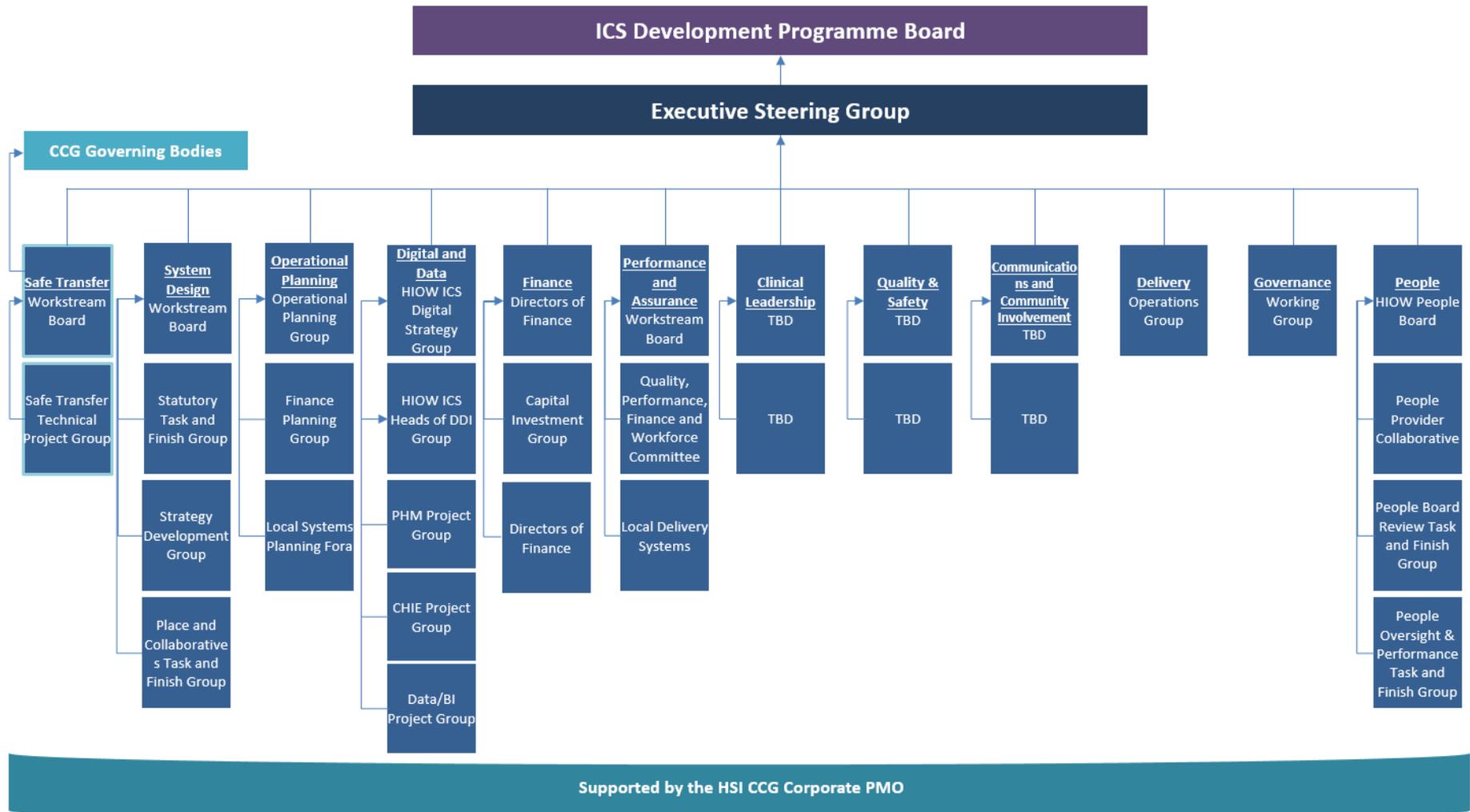
Key Deliverable	Current Period (01 Sep – 30 Sep)	Forecasted for Next Period (01 Oct – 31 Oct)	
Technical Transition	HR	 Exceptions, mitigated	 Exceptions, mitigated
	Finance	 No exceptions, on track	 No exceptions anticipated
	Governance	 Exceptions, mitigated	 Exceptions, mitigated
	Digital	 No exceptions, on track	 No exceptions anticipated
	CSU/Third Party Services	 No exceptions, on track	 No exceptions anticipated
ICB Constitution	 Exceptions, mitigated	 Exceptions, mitigated	
Primary Care Commissioning Delegation (Pharmacy, Ophthalmology, Dental)	 No exceptions, on track	 No exceptions anticipated	
ICB Board Appointments	 No exceptions, on track	 No exceptions anticipated	
Readiness to Operate	 No exceptions, on track	 No exceptions anticipated	

- 4.2 The key programme risks currently being escalated to the programme board are those associated with specific delivery workstream operational capacity, competing pressures and priorities within the system and the operational risks of taking delegated responsibility for additional primary care services.
- 4.3 The Safe Transfer workstream milestones include key deliverables for which the CCG holds responsibility. These responsibilities are highlighted in the extract from the milestone plan overleaf.

Task	ICS Owner	CCG Owner		Milestone date	Start	Finish	Status
		Portsmouth	HSI				
Develop an implementation plan for managing organisational change and people transition into the future arrangements	Fiona Howarth	Peter Budd	David Amos	29 October 2021	01 July 2021	29 October 2021	Complete
Complete due diligence and preparations for staff and property (assets and liabilities) transfers from CCGs to new ICS bodies – including transfer orders	Fiona Howarth	Justina Jeffs	David McNeill	01 April 2022	01 October 2022	01 April 2022	Not due yet
Complete activities set out in the IG Checklist and confirm arrangements to NHSEI	Fiona Howarth	Justina Jeffs	David McNeill	15 April 2022	01 December 2021	15 April 2022	Not due yet
Staff TUPE consultation	Fiona Howarth	Peter Budd	Gemma Limburn	31 March 2022	15 January 2022	31 March 2022	Not due yet
Electronic Staff Record (ESR) merge process	Fiona Howarth	Jason Eastman	Gemma Limburn	01 April 2022	01 December 2022	01 April 2022	In progress
Develop an engagement strategy for engagement with people, communities, partners and staff	Emma McKinney	Hayley Cook	Emma McKinney	30 November 2021	01 May 2021	30 November 2021	In progress
SBS ledger merger process	Roshan Patel	Michelle Spandley	Jane Cole	31 March 2022	01 October 2021	31 March 2022	In progress
Collate all contracts for transfer orders	Roshan Patel	Michelle Spandley	Jane Cole	15 January 2022	01 September 2021	15 January 2022	In progress

Task	ICS Owner	CCG Owner		Milestone date	Start	Finish	Status
Complete the NHS Digital checklists, including the ODS code reconfiguration	Fiona Howarth	Justina Jeffs	Gordon Grant	31 March 2022	01 October 2021	31 March 2022	In progress (national guidance delayed)
NHS Mail migration to new organisation	Fiona Howarth	Jason Eastman	Gordon Grant	01 April 2022	01 February 2022	01 April 2022	Not due yet
Engage all appropriate partners and stakeholders in development of the draft ICS constitution – in conjunction with partner CCGs	Paul Gray	Jo York	Ros Hartley	26 November 2021	01 August 2021	26 November 2021	In progress
Consult all appropriate partners and stakeholders on the draft ICS constitution – gain initial support - in conjunction with partner CCGs	Emma McKinney	Hayley Cook	Emma McKinney	26 November 2021	01 November 2021	26 November 2021	Not due yet
Consult all appropriate partners and stakeholders on the draft ICS constitution – gain formal endorsement - in conjunction with partner CCGs	Emma McKinney	Hayley Cook	Emma McKinney	31 January 2022	01 January 2022	31 January 2022	Not due yet
Propose ICS constitution to NHS England - in conjunction with partner CCGs	Fiona Howarth	Jo York	Fiona Howarth	15 February 2022	01 February 2022	15 February 2022	Not due yet

Appendix A



Safe Transfer Workstream Structure

