

Lincolnshire Integrated Care Partnership

A joint committee of the NHS Lincolnshire ICB and the Council

Date:	12 March 2024
Subject:	Integrated Care Partnership Future Operating Model
Report by:	Michelle Andrews, Assistant Director ICS, Lincolnshire County Council and Pete Burnett, Director of Strategic Planning, Integration and Partnerships, NHS Lincolnshire Integrated Care Board

For decision	X	For discussion	For information
---------------------	----------	-----------------------	------------------------

Summary:

Current operating arrangements have been in place since the Integrated Care Partnership (ICP) was formally established in September 2022. The local ambition, to align the ICP with the Health and Wellbeing Board (HWB) meeting arrangements (i.e. aligning meeting times, location, and frequency) was adopted to avoid duplication, but it is becoming increasingly apparent that this operating model has created two forums which are so similar in their membership and current operating arrangements it is, in itself, creating duplication. On reflection, the formality of these meetings does not provide opportunity for partners to meaningfully engage in joint discussions about how our system can achieve our collective ambitions.

The HWB is a committee of the council and therefore must operate in line with the council constitution. The ICP is a joint committee of the council and the Integrated Care Board and has greater flexibility to adapt an operating model to meet the needs of the partnership. The current arrangements of four formal ICP meetings per year, aligned to the HWBs, does not provide an environment that facilitates sufficient discussion, debate or collective agreement on how to drive forward the future vision of health and care in Lincolnshire. To enable this, this paper sets out proposals for a new ICP operating model for beyond March 2024.

Actions required:

The Integrated Care Partnership is asked to agree:

1. proposals to move to a new operating model from March 2024
2. to support the proposal to move to one formal and two informal meetings per year as detailed in this report.
3. the updates to the Terms of Reference as detailed in Appendix A.

1. Background

As required by the Health and Care Act 2022, Lincolnshire County Council (LCC) and NHS Lincolnshire Integrated Care Board (ICB) established the Lincolnshire Integrated Care Partnership (ICP) in September 2022 as part of Integrated Care System (ICS) arrangements. The Act retained the legal requirement for local authorities to have a Health and Wellbeing Board (HWB) as a formal committee of the council.

In April 2022, a development session with the HWB and wider system partners was held, to discuss the specific role and responsibilities of the HWB and ICP, and how the two bodies would work in a coterminous system. The level of engagement and feedback from the session was very positive. Agreement from the session supported aligned arrangements, consisting of four formal meetings per year, and these have been held since September 2022. Despite ambitions to avoid duplication or overlap, it is apparent that the current arrangements are not creating sufficient opportunity for debate or discussion.

We are not alone in thinking this. Many ICPs are reflecting on the impact their arrangements have on their system and the role they play. These are detailed in a [recent report](#) by the Local Government Association (LGA).

To lessen the impact of duplication or overlap, it is proposed to adopt a new operating model for the ICP. To capitalise on conterminous boundaries and maximise the level of engagement we have with our membership, it is proposed we reduce the number of ICP meetings from four to three per year - one would be a formal public meeting to all statutory obligations. The formal meeting would align to the HWB Annual General Meeting (AGM) by June 2025. The membership of the ICP, the chair and vice chair, would remain aligned to that of the HWB - to be reviewed and formalised at the AGM.

To create greater opportunities for partners to engage proactively we propose to use two other meetings as informal development sessions each year. This approach meets our statutory obligations and provides a greater opportunity for partners and wider stakeholders to be involved, as required. This model is in line with the arrangements made by other partnerships, specifically, those with coterminous systems.

The proposed operating model of one formal and two informal development sessions per year is illustrated in the diagram below.

Figure 1: ICP Proposed Future Operating Model



The introduction of two informal development sessions would provide partners with an opportunity to discuss issues presented by the ICP strategy itself, and come to agreement about system collaboration to maximise the delivery of the ambition and aims. The proposed draft ICP Forward Plan is shown in Table 1.

Table 1: Proposed Draft Forward Plan

<i>Date</i>	<i>Format</i>	<i>Forward Plan</i>
March 2024	Formal	<ul style="list-style-type: none"> • Approve updated Integrated Care Partnership Strategy and delivery arrangements. • Future meeting arrangements & Updated Terms of Reference
Summer 2024	Informal	<ul style="list-style-type: none"> • How do we want to work going forward? * • ICS Success Framework
Winter 2024	Informal	<ul style="list-style-type: none"> • (Pre) General Election – opportunities & challenges
Spring 2025	Informal	<ul style="list-style-type: none"> • (Post) General Election – opportunities & challenges
June 2025	Formal - AGM	<ul style="list-style-type: none"> • Reaffirm Terms of Reference • ICPS Annual Assurance Report
Autumn 2025	Informal	<ul style="list-style-type: none"> • System working and Integration*
Spring 2026	Informal	<ul style="list-style-type: none"> • System working and Integration*
June 2026	Formal - AGM	<ul style="list-style-type: none"> • Reaffirm Terms of Reference • ICPS Annual Assurance Report

**Linked to [Integrated Care Partnerships – driving the future vision for health and care](#), published by NHS Confederation and the LGA in Dec 2023 cites seven essential characteristics for an effective ICP.)*

Subject to ICP agreement to the proposals, the Terms of Reference (TORs) will require updating to reflect the reduction in meeting frequency and the introduction of regular informal development sessions. Suggested changes to the TORs are shown in red text in Appendix A.

2. Conclusion

The ICP is asked to consider the proposals to change the ICP’s future operating model.

3. Consultation

Not applicable.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Integrated Care Partnership Terms of Reference – Updated February 2024

This report was written by Alison Christie, Programme Manager, who can be contacted on alison.christie@lincolnshire.gov.uk

This page is intentionally left blank