

Meeting of BNSSG ICB Board

Date: Thursday 4th July 2024

Time: 12:30 – 15:10

Location: Virtual, via Microsoft Teams

Agenda Number:	6.2	
Title:	Review of the Role of Locality Partnerships in BNSSG – next steps	
Confidential Papers	Commercially Sensitive	No
	Legally Sensitive	No
	Contains Patient Identifiable data	No
	Financially Sensitive	No
	Time Sensitive – not for public release at this time	No
	Other (Please state)	No
Purpose: For Information		
Key Points for Discussion:		
<p>The purpose of this paper is to update the BNSSG ICB Board on the process to review the role of Locality Partnerships in the BNSSG system. The original paper was received by the BNSSG ICP Board on 27th June 2024 and the outcomes of the discussion are noted at the end of this paper.</p> <p>The paper received by ICP Board sought sign off for the review’s Terms of Reference. It also described a high-level approach as to how the review could be undertaken and proposed the next steps to secure a provider to undertake this. An indicative timeline for carrying out and completing the review was given along with an approximation of the funding required. The ICP Board was asked to comment on the proposals given in this paper and if agreement was reached on the questions posed in section five of this paper then work could continue over the summer to appoint a provider and start the review itself.</p>		
Recommendations:	To summarise the decisions made by the ICP Board on 27 th June relating to this paper:	

	<ul style="list-style-type: none"> • The BNSSG ICP Board approved the terms of reference included with this paper. • The ICP Board supported this outline timeline which seeks to have completed this work by the ICP Board meeting on 28th November 2024. • Three options were given for consideration of the funding model for the review and the ICP Board selected Option 2. • The Expressions of Interest and Working Group approach was supported by the ICP Board and work is now underway to confirm the names or those to be involved in the working group. <p>The ICB Board is asked to note this paper.</p>
Previously Considered By and feedback :	<p>The terms of reference for the review of Locality Partnerships was led by Ros Cox and included input and feedback from many system partners.</p> <p>The accompanying paper was received the ICP Board on 27th June 2024.</p>
Management of Declared Interest:	<p>There are no noted declarations of interested relevant to this paper. The review itself will be commissioned from an external organisation (to be decided).</p>
Risk and Assurance:	<p>As noted in the paper the risks considered relate to sourcing a provider, timelines, funding and scope. The mitigating actions are noted and no significant risks have been identified.</p>
Financial / Resource Implications:	<p>As noted in the paper the ICP Board has supported option 2 in terms of investment which has funding committed from locality authorities and the ICB to enable this review to take place. Total cost will be circa £15k - £20k.</p>
Legal, Policy and Regulatory Requirements:	<p>The only legal requirement relevant relates to the process to identify a provider to carry out the review. As the total cost is below £50k an expressions of interest process seeking quotes from at least three providers will be used. Scoring to be used is included in the attached paper.</p>
How does this reduce Health Inequalities:	<p>Addressing and reducing inequalities is a key driver for Locality Partnerships at present. As part of the review the opportunities to address health inequalities through partnership working will be explored further.</p>
How does this impact on Equality & diversity	<p>An Equality Impact Assessment/ Equality Impact Screening Assessment has not been completed.</p>

<p>Patient and Public Involvement:</p>	<p>The terms of reference of the review describes the importance of understanding the opportunities around place based working from the perspectives of many stakeholders including professionals as well as experts by experience and people living in BNSSG. The intention is to have a lived experience expert as part of the working group overseeing the work.</p>
<p>Communications and Engagement:</p>	<p>The paper has been shared with ICP Board members and is publicly available on the ICB's website. Members of the ICP Board and ICB Board are encouraged to share and discuss this within their networks and organisations to ensure as a system we have a strong view on the role of place in BNSSG moving forwards.</p>
<p>Author(s):</p>	<p>Steve Rea and Kirstie Corns, Locality Directors, South Gloucestershire</p>
<p>Sponsoring Director / Clinical Lead / Lay Member:</p>	<p>Shane Devlin, CEO BNSSG ICB</p>

Briefing Paper – for BNSSG ICB Board following ICP Discussion on 27th June 2024

Date: 27th June 2024

Title: Review of the Role of Locality Partnerships in BNSSG – next steps

Author: Steve Rea and Kirstie Corns, Locality Directors, South Gloucestershire

1. Purpose

The purpose of this paper is to update the BNSSG ICB Board on the process to review the role of Locality Partnerships in the BNSSG system. The original paper was received by the BNSSG ICP Board on 27th June 2024 and the outcomes of the discussion are noted at the end of this paper.

The BNSSG ICB Board is asked to note this paper.

The paper received by ICP Board sought sign off for the review's Terms of Reference. It also described a high-level approach as to how the review could be undertaken and proposed the next steps to secure a provider to undertake this. An indicative timeline for carrying out and completing the review was given along with an approximation of the funding required. The ICP Board was asked to comment on the proposals given in this paper and if agreement was reached on the questions posed in section five of this paper then work could continue over the summer to appoint a provider and start the review itself.

Please note that the practical coordination of the review has been assigned to Steve Rea and Kirstie Corns as Locality Directors in the BNSSG system. However the review itself will be undertaken by an external provider who is not embedded in any one of the Locality Partnerships in BNSSG.

2. Background

BNSSG's Locality Partnerships

BNSSG has six Locality Partnerships, three in Bristol, two in North Somerset, and one in South Gloucestershire. These are the 'place' partnerships as described using NHS England nomenclature. Each Locality Partnership is diverse in terms of the population it serves, however we know communities do not just exist in 'place' but within communities brought together as 'communities of interest'. During our Locality Partnership journey, we have grappled with what we could do as one Integrated care system, three times as Local Authorities, or as six Locality Partnerships and 20 neighbourhoods. We want to do as much as possible at the Local level, as we know this is where we have the most traction for real change. The BNSSG ICP Board has committed to undertake a review of the role of Locality

Partnership in BNSSG and work has already been undertaken to develop the terms of reference for this.

3. Key Points/Issues of Concern

Terms of Reference

Attached as an appendix to this paper are the final terms of reference as supported by the ICP Board on 27th June 2024. The terms of reference were developed with input from a variety of system partners and was coordinated by Ros Cox before her departure. The Terms of Reference will be used as a core part of the 'service specification' when potential providers are engaged via an expressions of interest process.

The BNSSG ICP Board approved the terms of reference included with this paper.

Approach to the Review

An independent provider will be sought to undertake the review. It is recommended that a mixed method approach is undertaken that includes both a desktop review of documents available as well as group sessions and engagement via existing system groups (for example the SEG, ICP Board and ICB Board). The review will be focussed on the strategic outcomes we need Locality Partnerships to achieve, and the tangible benefits to residents and patients within our communities. A particular recommendation is that a series of two or three half-day workshops are held in September and early October to bring partners together in-person to consider key aspects that need consideration. However exact details will be developed in discussion with the provider.

There is an opportunity to align this review to Healthier Together 2040 - the project focusing on the implementation of the long term strategy for the system. This review can influence the models of care and enabling workstreams highlighted through Healthier Together 2040. Additionally, Healthier Together 2040 can set the strategic context for the review. An expectation to interface with the project will also be set with the independent provider.

Recognising that a lot of work has been undertaken over the past six years with regards to the role of Locality Partnerships within BNSSG, the review will incorporate this work from the outset. An immediate priority for the appointed provider will be to review and synthesise the key learnings, themes, and opinions from the historic work. This summary will be used as the basis from which discussions about the future role of Locality Partnerships will commence.

Indicative Timeline

Based on approval to proceed being given by the ICP Board on 27th June the indicative timeline of key dates and activities including seeking a provider, undertaking the review and feeding back to the system is as follows.

Key Actions / Milestones	Date
Sign off Terms of Reference and approach to the review at ICP Board meeting.	27 th June 2024
Launch Expressions of Interest (EOI) process to seek a provider for the review	Start of July 2024

Key Actions / Milestones	Date
Establish LP Review Working Group to review EOIs and oversee the work of the review	Starting from end of July 2024 meeting fortnightly thereafter
Appoint provider to undertake review	By end of July 2024
Provider develops plan for completing the review and undertakes background work to understand context of the journey of LPs in the system.	Throughout August 2024
Workshops, interviews and engagement sessions held	From start of September to mid-October 2024
Write up of findings and reporting back to small working group to develop recommendations	By end of October 2024
Final report to ICP Board meeting (noting there is no meeting in October 2024)	28 th November 2024

The ICP Board supported this outline timeline which seeks to have completed this work by the ICP Board meeting on 28th November 2024.

Funding Required

The level of funding required to complete the review is likely to be in the range of between £15k to £20k. As noted below potential providers will be asked to provide a quotation for the work. As Locality Partnerships are a joint endeavour across system partners a recommendation is given that the system's commissioners (BNSSG ICB and the three Local Authorities) are asked to share the cost of the review between four.

Three options were given for consideration and the ICP Board selected Option 2 as the funding model.

Option 1 - Equal contribution from the four partners

<u>Partner name</u>	<u>Estimated contribution</u> £	<u>Contribution %</u>
<u>BNSSG Integrated Care Board</u>	<u>£3.8k - £5k</u>	<u>25%</u>
<u>Bristol City Council</u>	<u>£3.8k - £5k</u>	<u>25%</u>
<u>North Somerset Council</u>	<u>£3.8k - £5k</u>	<u>25%</u>
<u>South Gloucestershire Council</u>	<u>£3.8k - £5k</u>	<u>25%</u>

Option 2 – Population based, proportionate contribution from the four partners

<u>Partner name</u>	<u>Estimated contribution</u> £	<u>Contribution %</u>
<u>BNSSG Integrated Care Board</u>	<u>£7.5k - £10k</u>	<u>50%</u>

Bristol City Council	£3.8k - £5k	25%
North Somerset Council	£1.9k - £2.5k	12.5%
South Gloucestershire Council	£1.9k - £2.5k	12.5%

Option 3 - split the cost across the wider Partnership including VCSE

Expressions of Interest Process

In order to meet the ICB's standing financial instructions (for work totalling less than £50k) and ensure transparency in the appointment of a provider for this work, an expressions of interest (request for quotation) process will be undertaken whereby at least three potential providers will be engaged and invited to quote for this work. Quotations will be evaluated on the basis of the Most Economically Advantageous Tender.

The Terms of Reference will act as the main specification for the work to be undertaken and a set of questions will be posed that can then be scored using the criteria noted below.

Suggested questions for potential providers to respond to:

1. Please describe, through an outline plan, how you would structure the BNSSG LP Review for our system. E.g. approach to developing the plan jointly with the LP Review Working Group, frequency and format of events/activities, outcomes to be achieved and products delivered by the end of the review period.
2. Please describe your approach to ensure stakeholders from across the system are equally engaged, whether those closely engaged in Locality Partnership already or those who have little knowledge.
3. How, through this review, would you help us to develop a culture of integration across BNSSG?
4. Finance – please provide a quote to cover the proposed activities.

Format: we will ask for responses to be kept concise and to a maximum of two sides of A4 paper. The intention is for the detailed programme to be developed in conjunction with the LP Review Working Group once a preferred provider has been identified. This will include a defined list of products that will be required from the provider during and at the conclusion of the review (e.g. engaging and highly visual end of review report including clear, actionable recommendations; delivery / action plan and a road map, with timescales, setting out a 1, 3 and 5 year plan for BNSSG Locality Partnerships).

Quality Aspects

Assessment	Interpretation	Score
Deficient	Unanswered or unacceptable response.	0
Limited	A limited response that does not meet the stated requirement in one or more areas, or one that provides little detail or evidence.	1

Assessment	Interpretation	Score
Acceptable	An acceptable response meeting the stated requirements with a sufficient level of detail and evidence.	2
Good	A good response, or providing a more detailed response, with strong evidence.	3
Excellent	An excellent response, or exceptionally detailed and/or innovative, with particularly strong evidence.	4

Financial Aspects

Assessment	Interpretation	Score
Deficient	The response provides no assurance concerning the value for money that the Commissioner will receive upon contracting with the Bidder.	0
Limited	There is limited assurance as to the level of value for money that the Commissioner will receive upon contracting with the Bidder	1
Acceptable	The response provides sufficient assurance concerning the level of value for money that the Commissioner will receive upon contracting with the Bidder.	2
Good	The response provides a high level of assurance concerning the level of value for money that the Commissioner will receive upon contracting with the Bidder.	3
Excellent	The response provides an excellent level of assurance to the Commissioner regarding the level of value for money that the Commissioner will receive upon contracting with the Bidder.	4

Scoring weightings

Questions will be split into sections with specified weightings, as below:

Section	Section Weighting
Quality	70%
Financial	30%
Total	100%

Subgroup of the ICP Board to Oversee the Work

As noted in the terms of reference a small working group will be established made up of ICP Board members to maintain oversight of the process to find a provider. This will be called the LP Review Working Group and will meet fortnightly as a minimum.

It is proposed that the group incorporates learning and adopts principles from the collaborative process recently used to develop the BNSSG ICS Strategy. This would include membership and ways of working. An example is provided below:

- Membership reflects the three domains of system leadership: Local Authority, Health and Voluntary Community & Social Enterprise.
- The group is no larger than 12 members (plus the facilitator).
- Aligned to the principle of equitable representation, four members of the group will be made up of VCSE colleagues and / or advocates for people with lived experience.
- Members personally commit to regular attendance and involvement.
- Members commit to in-person workshops and meetings for the duration of the review (likely to be hosted by BNSSG ICB's central Bristol office).
- Members commit to presenting the outcome of the review to ICP Board and key system stakeholders.

Example membership

Nº	Leadership domain	Member organisation / body	Subject matter expertise
1	VSCE	Integrated Care Partnership Board	BNSSG ICS Strategy
2	VCSE	VCSE Alliance	Third sector
3	VCSE	tbc	Lived experience / community advocate
4	VCSE	tbc	Lived experience / community advocate
5	Local Authority	tbc	Public Health
6	Local Authority	tbc	Adult Social Care
7	Local Authority	tbc	Children & Young People
8	Local Authority	tbc	Communities
9	Health	GP Collaborative Board / One Care	General Practice
10	Health	Locality Partnership Collaborative	Locality Partnerships
11	Health	Acute Provider Collaborative	Secondary Care

12	Health	Sirona	Community services / Integrated Network Teams

ICP Board members were asked to:

- Consider what an effective working group would look like
- Advise on how they would like to participate in this
- Advise on how they would like to be updated on the progress of the review

The approach was supported by the ICP Board and work is now underway to confirm the names or those to be involved in the working group.

4. Risk and Mitigations

Key risks around the review of Locality Partnerships are considered as follows:

Theme	Risk	Mitigations
Finding a Provider	As a result of the need to go to market and seek quotations from at least three providers there is a risk that providers are not forthcoming resulting in a delay to the review being completed	Several providers are known to the system whose skills align with those required to undertake such a review.
Timelines	As a result of the summer leave and pressure within the system and on people's diaries there is a risk that the review is unable to be undertaken in the timelines stated above resulting in a delay reaching recommendations and possibly impacting the budget required for this.	An indicative timeline has been set out above which will guide the work. The LP Review Working Group will monitor timelines and act or escalate (as required) if these are slipping. ICP Board members are asked to ensure colleagues involved can prioritise this work.
Funding	As a result of financial pressures on partner organisations there is a risk that partners will not be able to support the funding of this work resulting in a cost pressure that will need mitigating.	This paper seeks agreement on the preferred option for funding. As part of the EOI process the value for money will be considered and a budget set within which the work will need to be carried out.
Scope	As a result of the work of Locality Partnership spanning many areas there is	The scope and programme plan will be developed with

	a risk that the boundaries of the review become blurred or the scope grows so great which could mean a set of clear, final recommendations are hard to reach.	the successful provider and the terms of reference will be used to ensure the work stays focused.
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5. Summary and Recommendations

To summarise the decisions made by the ICP Board on 27th June relating to this paper:

- The BNSSG ICP Board approved the terms of reference included with this paper.
- The ICP Board supported this outline timeline which seeks to have completed this work by the ICP Board meeting on 28th November 2024.
- Three options were given for consideration of the funding model for the review and the ICP Board selected Option 2.
- The Expressions of Interest and Working Group approach was supported by the ICP Board and work is now underway to confirm the names or those to be involved in the working group.

The BNSSG ICB Board is asked to note this paper.

- Normal
- Heading 1
- Heading 2
- Bullets
- Emphasis
- List Paragraph
- Title
- Subtitle

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Healthier Together

Improving health and care in Bristol,
North Somerset and South Gloucestershire



Bristol, North Somerset, and South Gloucestershire

Locality Partnership Review

Terms of Reference

June 2024

Introduction

The purpose of this document is to outline the scope, objectives, and responsibilities of the BNSSG Locality Partnerships Review.

Locality Partnerships play a crucial role in improving health and wellbeing at the local level, and whilst BNSSG are committed to the Locality Partnerships being the vehicle for integrated care delivery, we need to understand how this might be achieved across the system. We intend that the review will build on what is working well, and guide system partners in planning for the future.

Background

BNSSG has six Locality Partnerships, three in Bristol, two in North Somerset, and one in South Gloucestershire. Each Locality Partnership is diverse in terms of the population it serves, and we are committed to sustaining the geographical boundaries for this reason. However, we know communities do not just exist in 'place' but within communities brought together as 'communities of interest'.

During our Locality Partnership journey, we have grappled with what we could do as one Integrated care system, three Local Authorities, six Locality Partnerships and 20 neighbourhoods. We want to do as much as possible at the Local level, as we know this is where we have the most traction for real

change. Understanding this context and working up some principles in this area will need to be one of the enablers to the review.

All six Locality Partnerships have been successful in bringing partners together to build positive relationships and align on key areas such as Community Mental Health and Ageing Well and have focussed on addressing inequalities within their communities. Each Locality Partnership has a Chair and a Locality Partnership Board who make decisions and work together for the needs of their population.

Documents to inform the review.

The review should build on all the work that has previously taken place. The following documents (appendix 1) should be read in conjunction with this TOR to provide context and background on our Locality Partnership journey so far.

- Integrated Care Partnerships (ICP) Oversight group Terms of reference. August 2020
- What can we learn from how others have integrated services? Sept 2020
- BNSSG ICP Discovery program end stage report June 2021
- PA Consulting LP review and place development program July 2022
- Final NECS Locality emerging priorities report November 2022
- Locality partnerships commonality, purpose, operating model and governance 2023
- SEG presentation which includes “what’s working well and not well” 2024

Principals

- The Locality Partnerships pride themselves on the relationships and trust that have been established across organisations. The culture encourages us to work together on what could be possible, rather than needing to know all the answers.
- Equity is central to all we do; we need to take positive action to address inequalities in our future model.
- Stakeholder co-production and engagement should involve all ICS partners alongside people and communities. Focus should be given to seldom heard individual and community voices.

- BNSSG is committed to the Locality Partnerships being the vehicle for integrated care delivery.
- We would like to see devolved responsibilities to Locality Partnerships at a local level.
- We favour a flat structure approach where possible, with flexibility to influence up, down and across our existing structures.

Methodology

The review will take the form of an **appreciative inquiry** and will involve the following steps:

1. **Define scope: what is the focus?**

Developing the contents of this TOR

2. **Discovery: what gives it life?**

Gathering information on Locality Partnership activities, outcomes, and challenges with a positive focus on what is working well.

3. **Dream: How might it be ?**

Envision what excellence looks like in relation to the Locality Partnership function

4. **Design: How could it be?**

Co-designing with partners possibilities for how we can work in the future

5. **Destiny: What will it be ?**

Innovating to create the future model.

Responsibilities for BNSSG partners

- **Locality Partnership Leads**

Responsible for providing links to partners relevant data, insights, and feedback.

- **All system partners.**

Organisations to actively promote feedback into the process.

- **The ICP Board members**

The review process will be led and monitored by the BNSSG Integrated Care Partnership. The ICP and Local Health and Wellbeing Boards will ensure alignment with broader ICS goals.

- **The ICB Board members**

The ICB Board members will be consulted with during the review to obtain their views and provide opportunities for system executives to feed into the process.

- **Health and Wellbeing Board (HWBB) members**

HWBB members will be consulted with during the review to obtain their views and provide feedback into the process via ICP board members and HWBB chairs.

- **Establishment of a short-term LP Review Working Group to meet at least fortnightly**

Comprising of representatives from the ICP Board, community members and people with lived expertise, to help to inform and guide the reviewer through the system.

- **Communication and engagement teams:**

To provide support and guidance on overall comms and public engagement.

Scope and objectives of the review

The primary objectives of the review are as follows:

Strategy

- Assess alignment with broader health and care system goals and make recommendations for the Locality Partnerships' role within delivery of the ICS strategy.
- Assess the Locality Partnerships' role in delivery of the Healthier Together 2040 service plan and make recommendations for the future.
- Describe what success should look like in 5 years' time and set out both strategic and operational steps to achieve this.
- Map out opportunities and responsibilities for doing things as one ICS, three Local Authorities, six Locality Partnerships, the VCSE Alliance and 20 neighbourhoods.

Culture

- Review current cultures and ways of working across the six LPs and make recommendations for future best practice.
- Focus on equity of opportunities and positively promote equity throughout the review process and set out recommendations for how this can be developed/improved in the future.
- Explore what opportunities there are in the system structure for Locality Partnerships to influence on behalf of communities and make recommendations for the future.

Resources

- Appraise opportunities to maximise investments from multiple funding streams to support the future model.
- Appraisal of opportunities for future sharing of resources and budgets across the system
- Review current and future resourcing and workforce arrangements in Locality Partnerships and make recommendations for future arrangements.

Management model

- Review the current ways of working and develop options for the future Locality Partnership model.
- Explore common themes across the six Locality Partnerships
- Review achievements to-date and set out recommendations for how outcomes and impact can be measured in the future.
- Review Locality Partnership membership including the roles and responsibilities at various levels (including the role of Locality Partnership Chair/s) and make recommendations for future arrangements.

Governance

- Review existing wider system governance structures and decision-making processes, including links to the Health and Wellbeing boards and make recommendations for future governance arrangements.
- Explore the relationship to Local Authority elected members and make recommendations for future arrangements.

Issues and risks within the review process will be clearly highlighted to the BNSSG ICP Board.

Reporting and Timeline

Reporting

The reviewer will produce a comprehensive report which will include:

- Overview of the findings from the review
- Recommendations based on local findings and learning from other systems.
- Description of options for the future Locality Partnership model
- High level action plan
- Easy read version of the report

The ICP is responsible for arranging who will conduct the review, but the recommendation from partners is that a reviewer, familiar with the system would be preferable.

Timeline

The timeline for the review will be determined based on the complexity of the analysis and the need for thorough communication with all ICS Partners however we would recommend the review takes no longer than two months.

Next steps

Upon completion, the output of the review will be in a report format with a set of recommendations which will need to be presented to the ICP Board.

The ICP Board Members will discuss the report recommendations, take feedback from the organisations they represent, as well as input from the ICB Board. The ICP will make recommendations about further governance and implementation plans accordingly.