

Integrated Care Board

Date of meeting	3 May 2023
Title of paper	Partnership Agreement between the Integrated Care Board and the Voluntary, Community, Faith and Social Enterprise Sector
Presented by	Professor Craig Harris Chief of Health and Care Integration
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Agenda item	10
Confidential	No

Purpose of the paper

The purpose of this paper is to present to the Board the Partnership Agreement between the Voluntary, Community, Faith and Social Enterprise Sector and the Integrated Care Board. It sets out the requirements made of the ICB by NHS England and describes the process for co-creating the Partnership Agreement. Finally, the paper considers the next phase of work in collaboration with the VCFSE sector to further embed into the ICB.

Executive summary

The Voluntary, Community, Faith and Social Enterprise (VCFSE) Sector make an invaluable contribution to improving the health and wellbeing of the local population. It has a shared commitment to deliver the best health and care outcomes possible for the population living across Lancashire and South Cumbria.

NHS England requires each of the 42 ICBs to create a Partnership Agreement with the VCFSE Sector. The relationship between health and the VCFSE sector is not a new one, but the Integrated Care Board (ICB) seeks to build on these relationships and establish more robust and long term partnership arrangements

The co-produced Partnership Agreement reflects a more ambitious way of working between the ICB and the VCFSE Sector. It sets out the commitment to work together in partnership and meet the diverse needs of our population. Through mutual accountability, both the ICB and the VCFSE Sector should demonstrate the values and principles that are set out in the Partnership Agreement.

While the Partnership Agreement sets the conditions by which both parties want to work together, it also creates the foundations for future priorities for embedding the VCFSE sector into the ICB and creating a strong strategic partnership arrangement for the future.

Recommendations

The Integrated Care Board is asked to:

- Support the principles and ways of working set out in the Partnership Agreement between the ICB and the VCFSE Sector.
- Approve the Partnership Agreement between the ICB and the VCFSE Sector

Governance and reporting (list other forums that have discussed this paper)

Meeting	Date	Outcomes
ICB Executive Group	25 April 2023	-

Conflicts of interest identified

not applicable

Implications

<i>If yes, please provide a brief risk description and reference number</i>	Yes	No	N/A	Comments
Quality impact assessment completed				
Equality impact assessment completed				
Privacy impact assessment completed				
Financial impact assessment completed				
Associated risks				
Are associated risks detailed on the ICB Risk Register?				

Report authorised by:	Professor Craig Harris, Chief of Health and Care Integration
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Integrated Care Board – 3 May 2023

Partnership Agreement between the Integrated Care Board and the Voluntary, Community, Faith and Social Enterprise Sector

1.0 Introduction

- 1.1 The Voluntary, Community, Faith and Social Enterprise (VCFSE) Sector make an invaluable contribution to improving the health and wellbeing of the local population. It has a shared commitment to deliver the best health and care outcomes possible for the population living across Lancashire and South Cumbria.
- 1.2 Working closely and directly with our communities daily, the VCFSE sector brings strong intelligence on the diversity of the people and communities we serve that should influence the decisions we make.
- 1.3 The relationship with between health and the VCFSE sector is not a new one; Established working arrangements have been in place with Clinical Commissioning Groups previously. However, the Integrated Care Board (ICB) seeks to build on these relationships and establish more robust and long term partnership arrangements; a relationship that will enable the ICB and the VCFSE sector to work together as genuinely equal, strategic partners, codesigning solutions to address the challenges that are faced.
- 1.4 Working more closely together is the only way we can tackle these challenges and achieve our collective ambitions. This will be supported by longer term commissioning arrangements, underpinned by a partnership agreement, to deliver innovation and transformation against ICB priorities.
- 1.5 The VCFSE Sector are committed to further developing a strong infrastructure, through an Alliance and Assembly, to be able to respond to the priorities of the ICB and releasing the assets of the community.

2.0 The Partnership Agreement

- 2.1 The challenges set out in the recently published 'Turning Challenges into Opportunities: The State of Our System Report', make clear that business as usual is not an option and that creative and new ways of working must be adopted if the system challenges are to be met.

- 2.2 The Partnership Agreement reflects a more ambitious way of working between the ICB and the VCFSE Sector. It sets out the commitment to work together in partnership and meet the diverse needs of our population.
- 2.3 Although a Partnership Agreement is required by NHS England of the ICB, it offers much more in terms of the strategic intent for a more collaborative and strategic working relationship. It is well documented that collaboration achieves better results, enabling ideas to be tested, learning from failure, and allowing new ways of working to be embedded.
- 2.4 The purpose of the Partnership Agreement is to formalise and build on existing arrangements. We want our VCFSE sector to be thriving and more resilient, so the agreement does not seek to introduce a hierarchical model; rather it provides mutual accountability to ensure we have collective ownership of delivery, with solutions designed together.
- 2.5 It is important that any interactions between the ICB and the VCFSE Sector reflect the principles set out in the agreement. Good relationships build shared understanding of each sector's culture, ways of working, challenges, and opportunities. Through mutual accountability, both the ICB and the VCFSE Sector should demonstrate the values and principles that are set out in the Partnership Agreement.

3.0 Process for Developing the Partnership Agreement

- 3.1 This Partnership Agreement has been co produced by both the ICB and the VCFSE Sector.
- 3.2 The ICB and the VCFSE Sector have engaged in national workshops with other ICBs to create a framework for the Partnership Agreement.
- 3.3 A Lancashire and South Cumbria workshop was held on 17th March 2023 between the ICB and representatives of the VCFSE Sector where a draft Partnership Agreement was developed.
- 3.4 The draft Partnership Agreement has been shared with all ICB directorates and teams as well as representatives of the VCFSE sector and has been updated to reflect the feedback and comments received to create the final Partnership Agreement.

4.0 Next Steps

- 4.1 While this Partnership Agreement sets out the ways of working between the ICB and the VCFSE sector, as the VCFSE sector matures in its ways of working collaboratively, the Partnership Agreement will be updated.
- 4.2 Once endorsed, this Partnership Agreement will be shared widely through the VCFSE Assembly.
- 4.3 It is acknowledged that this is a Partnership Agreement between the ICB, at system level and the VCFSE Sector through the Alliance. However, clearly the VCFSE organisations are most active at Place and are well recognised within the communities and groups they serve. Further work will be required, in the coming months, to consider how this Partnership Agreement will align with the place arrangements. Any developments will be reflected in future iterations of the Partnership Agreement.
- 4.4 Individual NHS Trusts and the Provider Collaborative will already have established working relationships with the VCFSE sector and there is an appetite to ensure that the interactions by the VCFSE sector with NHS organisations are underpinned by a single Partnership Agreement. Attention will be paid to socialising this agreement with NHS partners widely to create a consistent approach to working relationships with the Sector.
- 4.5 The Partnership Agreement sets the conditions by which both parties want to work together. This will underpin the future work that has started to identify opportunities to:
 - 4.5.1 Embed the VCFSE sector into the ICB ways of working with meaningful representation on relevant Boards and committees
 - 4.5.2 Review current commissioning and contracting arrangements to ensure that they are fit for purpose, tackle the challenges faced and have relative longevity to avoid destabilising the VCFSE sector
 - 4.5.3 Take appropriate advantage of the Provider Selection Regime.
 - 4.5.4 Further strengthen the role of the VCFSE Sector at Place as part of any delegation agreement
- 4.6 Although this Partnership Agreement is fundamentally between the ICB and the VCFSE sector, it also has established working relationships with Local Authorities. This agreement will be shared with the Integrated Care Partnership to establish a consistent approach with the Sector.
- 4.7 This is in addition to the opportunity of ensuring a high level of consistency for the sector in their working relationships with both health and local authorities.

Initial discussions with Lancashire County Council have been extremely positive in the intention to align to a single Partnership Agreement with the VCFSE Sector which will be of significant benefit.

5.0 Recommendations

5.1 The Board is asked to:

- Support the principles and ways of working set out in the Partnership Agreement between the ICB and the VCFSE Sector.
- Approve the Partnership Agreement between the ICB and the VCFSE Sector

Professor Craig Harris
Chief of Health and Care Integration

3 May 2023