



# Cabinet report

Date **9 MARCH 2023**

Title **WORKING TOGETHER TO IMPROVE HEALTH AND CARE FOR ISLE OF WIGHT RESIDENTS**

Report of **LEADER AND CABINET MEMBER FOR STRATEGIC OVERSIGHT AND THE CABINET MEMBER FOR ADULT SOCIAL CARE, AND PUBLIC HEALTH**

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## EXECUTIVE SUMMARY

1. The current arrangements for The Island Health and Care Partnership Board were approved by Cabinet in 2021.
2. As a result of the creation of the Hampshire and Isle of Wight Integrated Care System the local partnership were asked to review their arrangements to establish a local place-based partnership to ensure close working between NHS Organisations, local authorities social care providers, the voluntary and community sectors and community leaders, with shared commitments to and accountability for improving the health and care of the Isle of Wight.
3. This paper sets out proposed changes to the existing Island Integrated Care Partnership arrangements and replacing them with new arrangements which would involve formally establishing a new Isle of Wight Health and Care Partnership and a new Isle of Wight Health and Care Executive Delivery Group.

## RECOMMENDATION

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| <ol style="list-style-type: none"><li>4. This paper recommends options a, b and c<ol style="list-style-type: none"><li>a) That Cabinet agree that the existing partnership is replaced by a new Isle of Wight Health and Care Partnership (IHCP) and a new Isle of Wight Health and Care Executive Delivery Group (IEDG)</li><li>b) That Cabinet approve the suggested membership and responsibilities for both the IHCP and IEDG as per the terms of reference in Appendix 1.</li><li>c) That Cabinet agree that these new groups are established by April 2023, with the current partnership having its last meeting in March 2023</li></ol></li></ol> |
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## BACKGROUND

5. In July 2022 the Hampshire and Isle of Wight Integrated Care System (ICS) was established (made up of an Integrated Care Board and Integrated Care Partnership). There is explicit expectation in the Health and Care Bill that a significant amount of the work to be undertaken by this sub-regional board and partnership will be delegated to a more local level.
6. The Isle of Wight Integrated Care Partnership is the forum through which partners currently work together to plan and improve health and care services. Whilst the existing partnership has provided a useful forum to bring partners together for discussion, but with the emergence of the ICS different arrangements are needed.
7. As a health and care system we now want to take advantage of the opportunity that we have to reset the way we work together as partners for Isle of Wight residents within the boundaries of the Isle of Wight to deliver the ambitions set out in the Health and Wellbeing Strategy and in the Island Health and Care Plan.
8. Our current joint work is typically operationally focussed and often duplicates performance management functions that happen elsewhere in statutory organisations. It is important that we can take a broader, longer-term approach, which is more inclusive, so that we can meet the health and care needs of residents.
9. In summary the aim is to make changes to what we have now to enable us to be better able to:
  - (1) Develop long term strategic solutions together to tackle the challenges we face, including for example addressing the historical underinvestment in prevention and community services.
  - (2) Better ensure the voice of local people and the voice of all local health and care partners is heard in shaping our plans and shaping how we implement those plans.
  - (3) Accelerate the integration of health and social care delivery in ways that will meet the needs and expectations of local people.
  - (4) Align the investment, resources and expertise of all health and care partners around our joint priorities, and in so doing gain better value for every pound spent for local residents.
  - (5) Follow through on delivery of the Isle of Wight health and care plan, being clear who needs to do what in order to deliver it, identifying and removing obstacles and holding each other to account for its delivery

### **Isle of Wight Health and Care Partnership (IHCP)**

10. The partnership will take responsibility for local strategic direction and priorities for Island health and care, taking a multi-agency approach, improving outcomes for local people and leading the implementation of the Isle of Wight Health and Care Plan alongside the Health and Wellbeing Strategy.
11. This will be an assembly with a diverse range of voices; views; and perspectives from local people as well as professional, political, clinical and community leaders from across the Island to shape the development of priorities, listening to and aligning partners around our shared ambitions and priorities and create innovative solutions to the challenges we face. We will want to engage with our local community on how the is best achieved and propose to do so through meetings being held in public.
12. This partnership will not be operationally focused. It will receive assurance updates in terms of delivery against plans and any emerging population health and care needs to aid shaping future strategy from the Isle of Wight Executive Delivery Group.
13. Formalising partnership and governance arrangements will mean that members of the IHCP will be inducted and developed around expectations of the membership including what voting rights and responsibilities it has.

### **Isle of Wight Executive Delivery Group (IEDG)**

14. The Isle of Wight Executive Delivery Group would have responsibility for the oversight and delivery of the Isle of Wight Health and Care plan and IHCP strategies at an operational level.
15. Smaller in size and comprising executive leaders with decision making authority from their respective organisation for operational delivery, the IEDG would bring together statutory partners to agree and lead joint action to improve health and care services and outcomes agreed by the IHCP. This group would comply with all executive functions retained with the individual agencies that form the partnership.
16. The IEDG would also lead the process of regular refresh of the Health and Care Plan and provide assurance to the IHCP.
17. The suggested membership and responsibilities of the new IHCP and IEDG are set out in Appendix 1.
18. It is proposed that these new groups would be established from April 2023, the current partnership arrangements having its last meeting in March 2023.

## **Relationship with existing bodies**

19. Each of the organisations serving Isle of Wight residents has their own duties and accountabilities, whether statutory or otherwise. Being a member of the IHCP or IEDG doesn't change any of those responsibilities. Our aim is that working together, rather than separately, better meets the population needs, sharing and maximising opportunities as they become available.

## **CORPORATE PRIORITIES AND STRATEGIC CONTEXT**

### Corporate Aims

20. The council's corporate plan 2021 to 2025 emphasises the provision for the council to work to the island being a place where everyone "is part of the community and enjoys good health". Active engagement with the Isle of Wight Local Place Based Partnership arrangements for the Island would support the council in delivering this aspiration.
21. The Health and Wellbeing Board at its July 2022 meeting received and approved both the Island's Health and Wellbeing Strategy 2022 to 2027 and the Island's Health & Care Plan 2022 to 2025. Both are closely aligned, which ties together the quest to improve health inequalities and health and care outcomes on the Island.
22. The proposed recommendation will support the Council and its statutory health and care partners to achieve these aims.

### Economic Recovery and Reducing Poverty

23. This proposal will support the commitment to tackling health inequalities which are apparent across the Isle of Wight and for which these may contribute to the reducing poverty agenda. The recommendations within this report encourage collaborative long term system action across all the factors that contribute to inequalities will be something the Isle of Wight Health and Care Partnership arrangements will seek to minimise and link across strategic priorities and plans.

### Impact on Young People and Future Generations

24. The proposal will support the commitment to tackling health and care needs for our entire Island population of all ages. The membership of the IHCP will include representation of the Director for Children's Services to aid and support strategic decisions and planning of needs, that can ensure the viability of both the here and now but also future generation's needs.

## **CONSULTATION**

25. This paper has been developed following continued discussions with the Isle of Wight Integrated Care Partnership Board; Hampshire and Isle of Wight Integrated Care System; Hampshire and Isle of Wight Integrated Care Board; and Isle of Wight NHS Trust.
26. As part of the review and refresh of the Island's Health and Care Plan during 2021-2022, a four-month patient and stakeholder engagement was undertaken to set out the ambition to form as a local health and care partnership and Integrated Care

System we would work hard to build on partnerships that have been created and develop new partnerships with on and off-island partners, to strengthen the work we had been doing for overseeing and addressing the challenges.

## SCRUTINY COMMITTEE

27. As part of the recommended proposal for the development and establishing of the IHCP it would be referred through the Policy and Scrutiny Committee for Health and Social Care. The comments will be reported verbally following its meeting of the 6 March 2023.

## FINANCIAL / BUDGET IMPLICATIONS

28. The Hampshire and Isle of Wight ICS has yet to determine a financial allocation for the Isle of Wight or the services that it will delegate for local management in any form. However, it is known that the Island's health services provided through the NHS Trust have an annual structural deficit forecast of £21.7m and the Isle of Wight Council is forecasting a £7m year-end overspend on children's and adults social care packages. This is compounded in part by operational pressures including IW NHS Trust seeing increasing numbers of medically optimised patients remaining in hospital beds; high cost agency staffing; Emergency Department pressures; inflationary pressures in excess of available funding; increased care package costs; and continued expenditure on schemes to facilitate discharge which are unfunded with recurring funding.
29. The Isle of Wight Council has agreed a lawful and balanced budget for 2023/2024, which provides for the full financial impact of the extra-ordinary inflation and associated demand related cost pressures experienced over the past year and extending into 2023-24. This has resulted in a Council Tax increase of 4.99% (2% of which is raised specifically to be passported to Adult Social Care and a savings requirement of £3.9m in 2023-24 and a further £6m required over the following three-year period (2024-25 to 2026-7).
30. The budget includes increased spending in Adult Social Care and Children's Services of £11.9m to address the existing and known budget pressures across those services, this is set against additional government funding of £6.3m leaving a funding shortfall of £5.6m. Therefore, further funding from the Adult Social Care Precept of £1.9m will also be required to narrow the gap between these cost pressures and the funding available.
31. The value of the 2022/2023 Better Care Fund is £50.9m. The Isle of Wight Better Care Fund operates more as an aligned rather than a pooled budget currently. The Integrated Better Care Fund and winter pressures funding is non-recurrent and subject to central government determining its continuation on a year-on-year basis. A further review of schemes to be funded via BCF will continue to be explored during 2023/2024 to maximise the use of available funds against our Island's health and care priorities.

## LEGAL IMPLICATIONS

32. It is not possible to create a IHCP as a separate free standing corporate body to be responsible for the delivery and improvement of health and care services.

33. All stakeholders can however work jointly together as a partnership on the delivery of these responsibilities under formal framework agreement or memorandum of understanding (MOU). Any such agreements can be developed for individual activities or groups of activities as the key stakeholders become more confident with the effectiveness and development of the IHCP.
34. The purpose of the IHCP will be to make joint decisions 'in principle' as a partnership to drive, lead and agree strategy for Isle of Wight, lining and aligning with Health and Wellbeing Board. It will have regard to the specific challenges and needs as a partnership representing the health and care system for the Island, thereby seeking to make the best use of the resources available across the health and care system, and its focus on improving health outcomes for the population of the Isle of Wight.
35. Decisions the IHCP makes will continue to be ratified through the sovereign boards and committees, where required, in accordance with each organisation's standing orders and constitutions.

### EQUALITY AND DIVERSITY

36. The council as a public body is required to meet its statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. The recommendations in this paper should in the long term lead to improved health outcomes for all including those with the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

### OPTIONS

37. The options available to the council are as follows:
  - a) To agree that the existing partnership are replaced by new arrangements by a new Isle of Wight Health and Care Partnership (IHCP) and a new Isle of Wight Health and Care Executive Delivery Group (IEDG)
  - b) To approve the suggested membership and responsibilities for both the IHCP and IEDG as per the terms of reference in appendix 1
  - c) To agree that these new groups are established by April 2023, with the current board having its last meeting in March 2023
  - d) Not to approve the existing partnership are replaced by new arrangements and cease any structured joint working arrangements with health and care partners on the Island.

## RISK MANAGEMENT

38. There is risk to the health and care system for the island if an IHCP is not developed as the current governance arrangements and decision making requires updating if it is to support effective health and care system-wide governance and decision making for its population.
39. The health and care system continues to remain under considerable pressure in terms of funding, resources, seasonal pressures, aging demographics with increasing health and care needs, and catch up with the delivery of services delayed by covid-19. The council may therefore want to take active participation in these arrangements under the remit of the IHCP to aid and build strong local arrangements in readiness of any delegated responsibilities determined by the ICS at a place-based level provided the Islands governance and leadership can be established and ready. Notwithstanding the success of the IHCP model is dependant on the ICS and NHS nationally properly funding the structural deficit in the NHS funding for the Isle of Wight.
40. The Isle of Wight Council is not obligated to work with or be part of an Isle of Wight Integrated Health and Care Partnership. However, the benefits to the community of collaborating with all the key stakeholders with an interest in the health and care of the population should not be understated.
41. The IHCP notwithstanding, the council is not delegating any of its statutory responsibilities to the IHCP therefore, it will still need to comply with its own governance arrangements when making 'key decisions' and setting of a legal and balanced budget.

## EVALUATION

42. The work of the former Island ICP and LCB is a good precursor to the review and development of the IHCP proposal, but it recognises that it needs to further evolve its role, membership, governance and function for overseeing the Islands Health and Care Plan strategies and delivery.
43. The IHCP may be able to exert more influence on the ICS to influence and shape the decisions and direction of the Integrated Care Board for the Islands health and care needs, whereby this is currently limited by the extent to which the council is able to influence the Integrated Care System Health and Care Partnership.
44. The Islands ICP acting membership supports the approach and direction of moving towards a revised IHCP by April 2023. The IHCP would facilitate the development of its own governance arrangements and decision-making processes to support effective health and care system-wide governance and decision making for its population.

## APPENDICES ATTACHED

45. Appendix 1: Island Health and Care Partnership and Island Executive Delivery Group Draft Terms of Reference and proposed membership.

## BACKGROUND PAPERS

46. ["IMPLICATIONS OF THE HEALTH AND SOCIAL CARE BILL \(2021-22\) FOR THE COUNCIL AND THE FUTURE OF THE ISLE OF WIGHT INTEGRATED CARE PARTNERSHIP"](#), Cabinet Paper 25 October 2021
47. [ISLE OF WIGHT HEALTH AND CARE PLAN 2022-2025](#)
48. [ISLE OF WIGHT HEALTH AND WELLBEING STRATEGY 2022-2027](#)

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