

Meeting title:	Trust Board	Paper I
Date of the meeting:	8 August 2024	
Title:	Update on Urgent and Emergency Care Partnership	
Report presented by:	Jon Melbourne, Chief Operating Officer	
Report written by:	Jon Melbourne, Chief operating Officer UHL, Jean Knight, Deputy CEO LPT, Sarah Prema, Director of Strategy LLR ICB	
Action – this paper is for:	Decision/Approval	Assurance
Where this report has been discussed previously	Also going to LPT and LLR ICB Board	

Impact assessment
<ul style="list-style-type: none"> • UEC impacts across many areas of risk, including quality, finance, operational performance and inequality

Update on Urgent and Emergency Care Partnership

8th August 2024

Introduction

1. To support the Leicester, Leicestershire and Rutland Integrated Care System’s work on Urgent and Emergency Care (UEC) an external review of how the UEC programme governance and partnership working was undertaken in Quarter 1 2024/25. This review gathered information from all partners and through a series of workshops. A number of recommendations were made and this paper reports on progress.
2. This paper also provides a specific update on the progress towards the proposed new governance structure for UEC.

Progress to date and key highlights from the past month

3. The key highlights from the past month are:
 - ✓ **Appointment of Director of UEC:** An Interim Director Urgent and Emergency Care – Julie Frake-Harris - has commenced in post and is currently undertaking a period of introduction and information gathering.
 - ✓ **Appointment of Clinical Director:** The advert for the Urgent and Emergency Care Clinical Directors post has gone out to advert with interviews planned over the next month.
 - ✓ **Aligned Resources:** Information has been gathered from UHL LPT and the ICB on the resources currently working on Urgent and Emergency Care transformation.
 - ✓ **Revised Governance:** A proposal for the new governance structure is being finalised based upon the recommendations of the external review – which will

include a recommendation for a UEC Joint Committee for LPT, UHL and LLR ICB. This will come through Board formally within the next quarter.

Key deliverables for the next month

4. The following deliverables are planned for the following month:

- ✓ **Appointment of Clinical Director:** Complete the recruitment of the Urgent and Emergency Care Clinical Director
- ✓ **Aligned Resources:** Continue the discussion in relation to alignment of resources – including discussion of areas such as Business Intelligence support.
- ✓ **Financial Arrangements:** Discussion to take place with Chief Finance Officers in relation to the recommendations relating to an understanding the full UEC spend within health, alignment and or pooling of budgets.
- ✓ **Revised Governance:** Continue to finalise governance arrangements- see paragraph 7 for more detail.
- ✓ **Work Plan:** The System Director has proposed an Urgent and Emergency Care Workshop in September 2024 that considers plans in place and any additional actions required in the immediate to medium term to manage Winter.
- ✓ **Long Term Plans:** Within the workshop above initial discussions will be held to determine areas of focus for the longer-term plan.
- ✓ **Data Sharing:** Work to commence on improving data sharing arrangements.

Governance Update

5. Our vision is *to provide, timely, high-quality urgent and emergency care, in the right place for our patients and communities*. It is essential that our governance structure supports this vision.
6. As part of the recommendations from the review it is proposed to establish a Joint Committee between LLR ICB, LPT and UHL to oversee UEC work across LLR. A Joint Committee provides a statutory basis for a group of NHS organisations to take collective responsibility for one or more of their statutory functions, enabling such things as joint decision making, risk sharing and pooled budgets. The Joint Committee exercises the functions on the individual organisations behalf and as such constituent organisations of a Joint Committee agree to abide by the decisions made jointly.
7. Work has commenced on developing the proposals for the Joint Committee this includes:
 - ✓ Draft Terms of Reference – this needs further refinement as the detail of the Joint Committee is developed.
 - ✓ Discussions with governance leads to identify what needs to be considered (both for the Joint Committee and the individual organisations) and developed.
 - ✓ Consideration of the governance that supports the Joint Committee – i.e. the groups that feed into the Joint Committee.
8. Over the next two months further work will be undertaken to develop the proposals further this will include:
 - ✓ Discussion about the remit of the Joint Committee in order to determine the level of delegation required from individual organisations – the discussions with the Chief Financial Officers and governance leads will support this.
 - ✓ Seek advice about the level of delegation that is possible at this moment in time and any issues for individual organisations to consider from legal advisors.
 - ✓ Engage with NHS England to ensure any proposals for are supported.

- ✓ The remit from the above three actions will then enable the Terms of Reference to be finalised and the membership of the committee agreed.
 - ✓ The development of a Collaboration Agreement or similar document to support the work of the Joint Committee.
9. The aim is to have the proposals developed sufficiently that they are considered by individuals organisations in September 2024 and then for formal approval at the ICB Board in October 2024. However, if this is not possible than consideration will be given to whether shadow arrangements can be put in place while formal proposals are finalised.
10. Proposals on governance will include wider UEC Partnership governance which will report into the Joint Committee – and we hope to enact these changes in the next two months.

Recommendations:

Board is asked to:

RECEIVE and NOTE an update on the Urgent and Emergency Care Partnership