Ashford and St. Peter's Hospitals
NHS Foundation Trust

COUNCIL OF GOVERNORS
3rd MARCH 2021

AGENDA ITEM	8.5	
TITLE OF PAPER	NW Surrey Alliance	
Confidential	NO	
Suitable for public access	YES	
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN SUBMITTED		
Trust Board approved in November 2020		
STRATEGIC OBJECTIVE(S):		
Quality Of Care	X	
People	X	
Modern Healthcare	X	
Digital	X	
Collaborate	X	
EXECUTIVE SUMMARY		
ASPH NHS Foundation Trust has entered into an Alliance Agreement with other NHS bodies and Local Authorities in North West Surrey. This is a key step in the formation of the NW Surrey Integrated Care Partnership, enabling joint decision-making and service development based a shared purpose of 'best for population'.		
RECOMMENDATION:	To note	
SPECIFIC ISSUES CHECKLIST:		
Quality and safety		
Patient impact		
Employee		
Other stakeholder		
Equality & diversity		

Finance	
Legal	
Link to Board Assurance Framework Principle Risk	Collaborate BAF Risks 5.2 & 5.4
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PRESENTED BY	Neil Hayward, Non-Executive Director
DATE	March 2021
COMMITTEE ACTION	Note

North West Surrey Alliance

1. Introduction

On 18 December 2020 the Board formally agreed that ASPH NHS Foundation Trust would become a signatory partner of the NW Surrey Alliance. This note sets out for Governors the background to this decision and the implications for the Trust.

2. Background & Purpose of the North West Surrey Alliance

Health, care and local government organisations face a number of challenges, both in response to the COVID-19 pandemic and from longer pre-existing issues, including unsustainable rising demand, workforce shortages and financial challenges. ASPH has recognised the significant challenges to its sustainability for a number of years now and this has led to the strategic approach set out in our current Trust Strategy *Together We Care*. Supported by national policy direction, set out in the NHS Long Term Plan, health and care system integration offers a route to sustainability achieved through reducing population health risk in a holistic manner, with key partners working together.

ASPH has been a leading partner in the NW Surrey Integrated Care Partnership since its inception, working with partner organisations to set a clear ambition to secure a collaborative Alliance vehicle that delivers a number of practical benefits:

- An ability to plan together, considering interdependencies and using our collective resources to greatest effect
- An ability to invest differently and create local transformation funding
- An ability to operate related services collectively even though they may be within different organisations i.e. with single leadership, single decision making and single budgets
- An ability to hold system partners, collectively, to account. Ensuring that needed delivery and change is achieved in a timely manner.

Formally implementing this requires the partners to enter into an Alliance Contract. This is an agreement in which the parties work cooperatively to achieve common objectives with achievement measured against a common set of outcomes. All NW Surrey ICP Partners agreed in principle to this approach and a number have already signed, although Surrey and Borders Partnership Trust have opted not to join the Alliance at this time. In addition to ASPH the following are confirmed signatories of the Agreement:

- Surrey Heartlands CCG
- NICS – the NW Surrey GP Federation
- CSH Surrey

- Woking BC
- Elmbridge BC
- Runnymede BC
- Spelthorne BC
- Woking and Sam Beare Hospice
- Surrey County Council

It is important to point out and emphasise that the Alliance Agreement supplements and operates in conjunction with existing Services Contracts between the Commissioner and each of the Provider Participants. Hence our core service contracts with commissioners for acute hospital services are not affected by the Alliance Agreement.

3. Benefits of the Alliance Partnership

A strong Alliance across the health and care system conveys a number of tangible benefits to the population and individual partner organisations:

- A focus on genuine population health management, prevention and wider determinants of health as part of an overarching Alliance strategy.
- Enables partners to work together with greater effectiveness and transparency to address some of the most pressing, cross-organisational challenges, such as integrated discharge, end of life care, and chronic disease management.
- Formal decision making role for all partners in commissioning decisions within the scope of the Alliance
- All partners have a formal role in setting the overall system financial plan and service strategy
- The effective integration of health and local government decision making
- The collective use of the partnership infrastructure and resources, making the best use of our expertise, respective organisational forums, capacity and assets

4. Relationship between the Alliance Board and the ASPH Trust Board

The Alliance Board in no way diminishes the authority or autonomy of the ASPH Trust Board.

The Alliance Board gives a collaborative framework for making decisions as a system and particularly expands the number of partners with authority over, what were previously, commissioning decisions made by a CCG.

ASPH is represented at the Alliance Board in a voting capacity by the Trust's Chief Executive and the Trust's Director of Finance, who also acts as the Alliance Finance Lead. The authority of the Trust's representatives on the Alliance Board is limited to their typical 'permissions to act' and decision making limits as set out in the Trust's Scheme of Delegation. Any decisions above those limits would require the support of the ASPH Trust Board.

The Trust Board will receive regular reports on Alliance activities and minutes of the Alliance Board. Updates to Council of Governors can also be provided as required.

The Trust has the ability to exit the Alliance Agreement at any time and default to a traditional commissioner / provider relationship as set out in the current legislative and NHS planning framework. ASPH has taken legal advice on the Agreement and the Board is content that the risks to the Trust are minimal and heavily outweighed by that the benefits and strategic importance of joining the Partnership.