



HEALTH AND WELLBEING BOARD

Wednesday, 15th December 2021

REPORT TITLE:	WIRRALS PLACE-BASED PARTNERSHIP DEVELOPMENTS
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

The purpose of this report is to update the Health and Wellbeing Board on the developments of Wirral's Place-based Partnership. The Council's ambition is from April 2022 Wirral will have a Place-based Partnership and a Wirral Integrated Provider Collective established.

The Wirral Plan 2021-25 Vision for place is the overarching strategy for Wirral's Place-based Partnership.

The vision for the Wirral Plan 2021-26 is: Equity for People and Place: To create equity for people and place and opportunities for all to secure the best possible future for our residents, communities and businesses.

This report affects all wards but is not a key decision.

RECOMMENDATIONS

The Health and Wellbeing Board is recommended to note the report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATIONS

- 1.1 The Health and Wellbeing Board has a key role in the development and oversight of the Place-based Partnership, and regular briefings will be provided to keep the Board members informed of regional and local progress.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Other governance options for Wirral's Place-based Partnership have been discounted through previous discussions with partners and the preferred model of a Joint committee with the ICB has continued to be discussed with local and regional partners to develop the arrangements ready for April 2022.
- 2.2 This report provides an update on Wirral's preferred governance arrangements to develop a Joint committee from April 2022 with Cheshire and Merseyside Integrated Care Board (ICB) to jointly drive forward and oversee local integration.

3.0 BACKGROUND INFORMATION

- 3.1 Partners across Wirral have a long history of working together to agree and deliver shared outcomes. The Wirral Place-based Partnership will be inclusive, bringing together commissioners, providers and colleagues from Social Care, Health and Voluntary Sectors.
- 3.2 Wirral's Place-based Partnership will build on the Boroughs Health and Wellbeing Strategy by developing the partnership strategy/priorities and associated outcomes for health and care across Wirral.
- 3.3 Wirral's Place-based Partnership will be responsible for the delivery of an Integrated Health and Social Care system through effective stakeholder collaboration and improved health and social care services to deliver better outcomes for the population of Wirral.
- 3.4 Officers from a range of health social care and voluntary organisations will attend Wirral's Place-based Partnership to work together to transform services across the health and social care system to deliver sustainable change with maximum benefits to communities, residents, and patients.

Integrated Care

- 3.5 Integrated care is delivering better outcomes and experiences for residents, patients and service users.

- 3.6 Integration is the combination of processes, methods and tools that facilitate integrated care. Integrated care results when the culmination of these processes directly benefits communities, patients or service users, it is by definition 'patient-centred' and population oriented.'
- 3.7 Integrated care may be judged successful if it contributes to better care experiences; improved care outcomes; delivered more cost effectively. Without integration at various levels of health systems, all aspects of health care performance can suffer.
- 3.8 Integration will involve providers collaborating, but also entail integration between commissioners, developing pooled budgets between the Council and the Integrated Care Board (ICB).
- 3.9 The Joint Commissioning arrangement and Provider Collaboratives will drive integration which can take place in a range of forms as detailed below:
- Integrated care between health services, social services, and other care providers (horizontal integration)
 - Integrated care across primary, community, hospital and tertiary care services (vertical integration)
 - Integrated care within one sector (eg, within mental health services through multi-professional teams or networks)
 - Integrated care between preventive and curative services
 - Integrated care between providers and patients to support shared decision-making and self-management
 - Integrated care between public health, population-based and patient-centred approaches to health care

Workshops

- 3.10 It was agreed that to strengthen Wirral's local partnership arrangements partners would commit to a range of workshops for Officers and Councillors. The first governance workshop was held on 14th September 2021 with Councillors, in which all 66 members were invited to discuss the future of Wirral's Place-Based Partnership.
- 3.11 A workshop was facilitated by Hill Dickinson Solicitors on the 8th of October 2021 with Senior Officers from partner organisation to develop Wirral's Place-Based Partnership arrangements. The following areas were agreed at the workshop as detailed below:
- An understanding of the requirements and expectations of the Cheshire and Merseyside Health and Care Partnership in the design of place-based arrangements and process of the appointment of a Lead for Wirral who will discharge the duties of ICB.
 - Agreement that the Wirral Plan 2021-25 Vision for place is the overarching strategy and the core principles for Wirral's Place-based Partnership (as created by the

System leads and Healthy Wirral Partnership) remain valid and appropriate. However, there is still some work to socialise such vision and principles to ensure they are fully embedded.

- Support for the Wirral Integrated Care Partnership Delivery Group to continue shaping and designing the detail of the Governance Structure aligned to the guidance and legislation.
- Confirmation that a programme of continued consultation and engagement with a diverse range of stakeholders, led by the recently mobilised fourth Workstream of Communication and Engagement, is a priority.
- A commitment by all to continue to work together to drive forward integration, joint working and new ways of working to improve outcomes for residents and partners to truly make a sustained difference.
- Partners will continue to work together to fulfil the high-level functions of Wirral's Place-based Partnership as defined by the 'Thriving Places' guidance.

3.12 A third workshop was held on the 11th of November 2021 with Senior Officers and Board Members/Chairpersons from Partner organisation to continue discussions around the governance arrangements for the Wirral's Place-based Partnership.

3.13 A fourth workshop is to be scheduled in December 2021 or January 2022 to finalise proposals for the Place-based Partnership.

3.14 Wirral's Place-based Partnership will drive a culture towards greater collaboration and joint working and build upon what partners have already worked hard to develop over the years. Governance arrangements will continue to develop over time, with the potential to develop into more formal arrangements as working relationships and trust increases.

Wirral Place-based Partnership Terms of Reference

3.15 Wirral Place-based Partnership Terms of Reference are being developed and discussed with key partners and will be brought to the next Health and Well-being Board and Public Health and Adults Social Care meeting for approval and discussion.

Wirral Plan 2021-26

3.16 The strategy for place is the Wirral Plan 2021-26 which was developed with partners building on the five thematic priorities of the previous Plan. The vision for the Wirral Plan 2021-26 is: **Equity for People and Place: To create equity for people and place and opportunities for all to secure the best possible future for our residents, communities and businesses.**

3.17 The thematic priorities for the Wirral Plan 2021-26 are:

- A thriving and inclusive economy, creating jobs and opportunities for all.

- A clean-energy, sustainable borough, leading the way in tackling the environment crisis.
- Brighter futures for all regardless of their background.
- Safe and pleasant communities that our residents are proud of.
- Healthy and active lives for all, with the right care, at the right time.

Wirral Place-based Partnership

Purpose of the Partnership

3.18 The purpose of Wirral Place-based Partnership is to provide strategic leadership for, and delivery of, the overarching strategy and outcomes framework for the place-based partnership and to achieve the objectives of the Health and Wellbeing Strategy to improve the health and wellbeing of the Wirral population.

Objectives of the Partnership

- 3.19 The objectives of the Place-based Partnership are:
- To define decision-making functions for commissioning
 - To produce health and care strategy and planning at place
 - To drive population health management
 - To connect support in the community
 - To promote health and wellbeing
 - To lead activities where there is a need to work across a larger population to address issues
 - To contribute to the delivery of national expectations attached to NHS funding
- 3.20 Partners will continue to work together to develop Wirral's Place-based Partnership arrangements as defined by the 'Thriving Places' guidance. The Terms of Reference for the Place-based Partnership will be presented at the next Health and Well-being Board and Public Health and Adults Social Care meeting for approval.
- 3.21 Wirral Place-based Partnership will:
- **Recognise** the inclusiveness of the wider health and social care partnership whilst recognising the statutory and democratic roles, governance, oversight and accountability of both the ICS and individual organisation governance.
 - **Follow** the guidance given in the White Paper, ICS Design Framework, Thriving Places and Bill as to how Place-based Partnerships may operate within a system.
 - **Promote** the role Health and Wellbeing Board as the formal committee of the local authority but also providing the strategic oversight for the borough for health and well-being activities.
 - **Support** the legal view that there needs to be a clear distinction between the strategic and assurance role of the Health and Wellbeing Board from the health and care delivery functions of a Place-Based Partnership. There is a clear stance that the

Health and Wellbeing Board is not constituted to make decisions on NHS health arrangements or decisions regarding funding.

- **Provide** capacity to the Health and Wellbeing Board to continue to focus on the wider determinants whilst recognising the uniqueness of the Wirral Place Partnership Board reporting to the C&M Integrated Care Board.
- **Lead** the detailed planning and delivery discussions with the place-based model approaches in relation to all matters of Health and Social Care resources.
- **Build** on the existing Wirral system relationships which are effective and aids joint working and integration, including pooled funds.

Development Framework Self-Assessment

3.22 There are nine Local Authorities working together at Cheshire and Merseyside System level: Wirral, Warrington, Sefton, St Helens, Liverpool, Knowsley, Halton, Cheshire West & Chester and Cheshire East. Cheshire and Merseyside System required all 'Places' to self-assess against each of the domains of their partnership maturity.

3.23 On the 5th of November 2021 Simon Banks, Chief Officer, NHS Wirral CCG and Wirral Health and Care Commissioning submitted the completed Development Framework Self-Assessment to Cheshire and Merseyside System on behalf of partners in Wirral.

3.24 The self-assessment included four categories as summarised below: 1. Ambition and vision, 2. Leadership and culture, 3. Design and delivery, 4. Governance, in which partners assessed the local development against four measures: 1. Emerging, 2. Evolving, 3. Established, 4. Thriving, and the results are summarised below.

Category	Descriptor	Place assessment
1. Ambition & vision	Clarity of purpose & vision	Established
	Objectives & priorities	Established
	Population health management to address health inequalities	Established
2. Leadership & culture	Place-based leadership	Established
	Partnership working	Established
	Culture / OD / values & behaviours	Established
	Responding to the voice of our communities / public & patient engagement	Established
3. Design & delivery	Financial framework	Thriving
	Planning & delivery of integrated services	Established
	Enabler: Digital	Established
	Enabler: Estates & assets	Emerging
4. Governance	Governance	Established

Place Lead Role

- 3.25 There are a range of leadership roles that may be fulfilled at place, and they will depend on the responsibilities the Place-based Partnership has agreed to undertake together. Partnerships will have an overall lead for the place, which will likely comprise the role of convening the partnership but may also include responsibility for managing delegated statutory functions. This will typically be accompanied by other leadership roles in the partnership for defined functions or programmes of work. In many cases, leaders at place will balance multiple roles in the system.
- 3.26 It is important that the leadership roles of the Place-based Partnership are agreed and defined clearly, based on the functions and programmes of the partnership, and there is an agreed process to manage any potential conflicts of interest.
- 3.27 Those taking on a leadership role in a Place-based Partnership will be responsible for bringing together a wide range of perspectives, where mutual respect for different viewpoints and organisational sovereignty is critical to maintaining progress. These leaders will need to use facilitative leadership and personal influence to find a common vision and purpose for the partnership, and to manage disagreement constructively.
- 3.28 Wirral have requested that a Joint appointment for Place Lead be recruited in partnership between the Council and the ICB.

Establishing the New Integrated Care Board (ICB) for Merseyside and Cheshire

- 3.29 Cheshire and Merseyside Health and Care Partnership wrote to partners on 22nd October 2021 to update about the process of developing the new ICB's Constitution and engagement with system partners and stakeholders.
- 3.30 The ICB will be responsible for implementing the overall NHS strategy in Cheshire and Merseyside, assigning resources, securing assurance, and ensuring partners that the right activities are focused on securing the best outcomes for our communities.
- 3.31 The ICB Constitution is heavily prescribed nationally to reflect the need for clear and consistent process on the management of NHS resources and decision making. However, specific choices are required in relation to the membership and size of the ICB including the number of executives, non-executives, and partner members.

Next Steps

- 3.32 National timescales are moving rapidly, although they remain subject to legislation.

3.33 Wirral health and social care system partners have made great progress towards the development of the Place-based Partnership, which will continue to evolve from December 2021 to April 2022 as summarised below.

Timescale	Actions
November to December 2021	Partners finalise Place Based Partnership Terms of Reference / MOU
November 2021	Completed the mandatory C&M HCP Maturity Framework (Maturity Self-assessment)
December / January 2022	Workshops – Chair of NHS Trusts, CEO’s, Members, Development and Delivery Group
February / March 2022	First informal Place Based Partnership Meeting
By March 2022	Cheshire and Merseyside ICS Model Constitution confirmed and shared
By March 2022	Agree the Section 75 arrangements and pooled budget for integrated commissioning
By March 2022	Appoint Place Lead Role
By March 2022	Health and Care Bill to be finalised
By March 2022	Agree Place Based Partnership Development Plan
March 2022	Agree timetable of Place-Based Partnership Meetings for April 2021 to March 2022
April 2022	Health and Care Bill comes into effect
April 2022	Establish Place-Based Partnership Joint decision-making committee once the new legislation permits
April 2022	Staffing Structure for Joint Commissioning with ICB commences.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from this report.
- 4.2 The ICB will take on the NHS commissioning functions of CCGs as well as some of NHS England’s commissioning functions. It will also be accountable for NHS spend and performance within the system.
- 4.3 Wirral’s Place-Based Partnership will commence contract model based on modelling of current and future population health and care needs with ICB.

5.0 LEGAL IMPLICATIONS

- 5.1 The Health and Care Bill, published in July 2021, sets out how the Government intends to reform the delivery of health services and promote integration between health and care in England. This is the first major piece of primary legislation for health and care in England since the Health and Social Care Act 2012.
- 5.2 The Bill will allow for the establishment of Integrated Care Boards and Place-based Partnerships across England. This will be done at the same time as abolishing Clinical Commissioning Groups (CCGs). NHS England will agree ICBs' constitutions and will hold them to account for delivery.
- 5.3 A number of guidance documents issued by NHS England set out how the NHS, local authority and other partner organisations in Integrated Care System will be expected to operate from April 2022. The guidance includes functional details, particularly structural relationships, governance arrangements and duties of the new ICS.
- 5.4 The Health and Care Bill aims to support Government in doing the following:
- Promoting local collaboration.
 - Reforming the NHS Provider Selection Regime.
 - Improving accountability and enhancing public confidence in the health and care system; and
 - Delivering a range of targeted measures to support people at all stages of life.
- 5.5 At the time of producing this report in November 2021 the Health and Care Bill was still at Report stage in the House of Commons and has not yet been formally approved.
- 5.6 The statutory instruments establishing each Integrated Care System cannot be made formally until the Bill has been enacted. However, system partners are charged to preparations for the expected new arrangements, to commence in April 2022.
- 5.7 Once legislation is passed, a new NHS Framework will be shared which is likely to have impact on several policies and will need to be reviewed in due course.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The CCG staff in Wirral are directly affected by the Health and Care Bill. There are staffing implications in relation to developing the integrated commissioning team in Wirral. The Council will work in partnership NHS Wirral CCG to ensure that the new integrated commissioning team is supported throughout the transition from 2021 into April 2022 when the ICB will replace the previous CCG organisations.

6.2 Staff currently employed by CCGs will transfer to ICBs, and NHS England has made an employment commitment to staff to provide stability and minimise uncertainty.

7.0 **RELEVANT RISKS**

7.1 There is a risk associated to the timescales to ensure that all arrangements are fully agreed and implemented with local partners by 1st April 2022 to ensure Wirral's Place-based Partnership is thriving, benefiting residents, patients and people who access local health and social care services.

7.2 The Health and Care Bill has not yet been formally approved, therefore there is a risk that further changes may be published that impact upon the proposed Place-based partnership arrangements.

7.3 Arrangements to assess and share risks and gains across providers will be fully established and supported by transparency around resource availability and allocation within the place.

7.4 The Council will mitigate risks through working closely with partners to gain insight into all areas of risks to enable mitigating actions to be put in place.

8.0 **ENGAGEMENT/CONSULTATION**

8.1 Wirral's CEO Integrated Care Partnership Development Group and Integrated Care Partnership Delivery Group continue to meet regularly to develop Place-based Partnership arrangements. The Integrated Commissioning and Governance Project Board attended by Council and CCG Officers continues to meet monthly. Council and Health Officers from Wirral continue to engage with Cheshire and Merseyside System leads throughout the development journey to be prepared from April 2022.

8.2 Integrated Care Partnership Delivery Group continue to develop and update their communication plan to ensure that all key stakeholders are engaged and informed over the course of the development journey.

8.3 Neighbourhood areas are the fundamental platform for engagement working with residents and providers of each neighbourhood. Design, delivery and improvement are shaped through co-production with communities.

8.4 Resident's voice will be embedded within neighbourhood and place arrangements driving priorities and ensuring public voice involvement in design and decision making. The Council and place partners will utilise existing networks for effective reach into communities.

8.5 The Place-based Partnership will have Voluntary Sector representation, which is embedded in all elements of population planning, decision making and delivery.

Voluntary Sector intelligence and insight will be collated, including wider community feedback, to ensure the Placed Based Partnership can hear from critical voices within different communities, escalate priority issues, and take action on these issues.

9.0 EQUALITY IMPLICATIONS

- 9.1 An Equality Impact Assessment has been completed in May 2021. An Equality Impact Assessment is a tool to help public services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.
- 9.2 The Equality Impact Assessment will be reviewed regularly and updated in April 2022 once the Health and Care Bill has been finalised.
- 9.3 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. Plans will be underpinned by local population health and socio-economic intelligence. The Council will work in partnership with local and regional partners to develop Place-based Partnership arrangements necessary to deliver improved outcomes in population health by tackling health inequality.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 There are no direct environmental or climate implications as a result of this report.
- 10.2 Wirral Council is committed to carrying out its work in an environmentally responsible manner, and these principles will guide the development of the Place-based Partnership in Wirral.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 The case for Community Wealth Building is stronger than ever, with the pandemic having a clear and significant impact on our residents, communities, and businesses. It is vital that everything we do at the Council contributes to the recovery and the development of a resilient and inclusive economy for Wirral.
- 11.2 Community Wealth Building in Wirral focusses on partnerships and collaboration, both within the Council and with external partners and stakeholders, including residents. The Council will work together with partners and residents to develop the Place-based Partnership arrangements in Wirral that meet the needs of the population, with a focus on reducing health inequalities.

REPORT AUTHOR: Graham Hodkinson, Director of Adult Social Care and Health

Telephone: 0151 666 3650
Email: grahamhodkinson@wirral.gov.uk

APPENDICES

There are no additional appendices attached to this report.

BACKGROUND PAPERS

- NHS Five Year Forward View (2014), <https://www.england.nhs.uk/five-year-forward-view/>
- NHS Planning Guidance (2017), <https://www.england.nhs.uk/publication/delivering-the-forward-view-nhs-planning-guidance-201617-202021/>
- NHS Long Term Plan (2019), <https://www.longtermplan.nhs.uk/>
- Designing Integrated Care Systems (ICSs) in England (2019), <https://www.england.nhs.uk/wp-content/uploads/2019/06/designing-integrated-care-systems-in-england.pdf>
- Integrating Care: Next steps to building strong and effective integrated care systems across England (2020), <https://www.england.nhs.uk/wp-content/uploads/2020/11/261120-item-5-integrating-care-next-steps-for-integrated-care-systems.pdf>
- *Integration and Innovation: working together to improve health and social care for all*, White Paper (2021), <https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all>.
- *Legislating for Integrated Care Systems: five recommendations to Government and Parliament* (2021), <https://www.england.nhs.uk/publication/legislating-for-integrated-care-systems-five-recommendations-to-government-and-parliament/>
- NHS Planning Guidance (2021), <https://www.england.nhs.uk/operational-planning-and-contracting/>
- The Queen's Speech 2021 – Background Briefing Notes, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/985029/Queen_s_Speech_2021_-_Background_Briefing_Notes..pdf
- *Integrated Care Systems: Design Framework and Guidance on the Employment Commitment* (2021), <https://www.england.nhs.uk/publication/integrated-care-systems-design-framework/>
- NHS People Plan 2020/2021, <https://www.england.nhs.uk/ournhspeople/>
- Thriving Places - September 2021 – Found at [Thriving Places: guidance on the development of place-based partnerships as part of statutory integrated care systems](#)

- Building strong integrated care systems everywhere ICS implementation guidance on effective clinical and care professional leadership - September 2021 - Found at [Building strong integrated care systems everywhere: ICS implementation guidance on effective clinical and care professional leadership](#)
- Building strong integrated care systems everywhere ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector- September 2021 - Found at [Building strong integrated care systems everywhere: ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector](#)
- Health and Care Bill (2021) <https://bills.parliament.uk/bills/3022>

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Previous reports presented to Health and Wellbeing Board: <ul style="list-style-type: none"> • Health & Wellbeing Board Refreshed Purpose Integrated Care System Project Update • Integrated Care System and Integrated Care Partnership Developments • Integrated Care System and Integrated Care Partnership Developments 	31st March 2021 16th June 2021 20 th July 2021 29 th September 3rd November 2021
Previous reports presented to Adult Social Care and Public Health Committee: <ul style="list-style-type: none"> • Strategic Developments in the NHS • Proposals for Integrated Care Partnership • Integrated Care System and Integrated Care Partnership Developments • Integrated Care System and Integrated Care Partnership Developments 	2nd March 2021 7 th June 2021 29 th July 2021 8 th September 2021 13 th October 2021
Previous reports presented to Partnerships Committee <ul style="list-style-type: none"> • Strategic Developments in the NHS • Strategic Developments in the NHS • Strategic Developments in the NHS • Integrated Care System and Integrated Care Partnership Developments 	9th November 2020 13th January 2021 29th June 2021 28 th September 2021