



HEALTH AND WELLBEING BOARD

21 September 2023

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| REPORT TITLE: | CESHIRE AND MERSEYSIDE JOINT FORWARD PLAN 2023-28 |
| REPORT OF: | PLACE DIRECTOR (WIRRAL), NHS CHESHIRE AND MERSEYSIDE |

REPORT SUMMARY

The purpose of this report is to update the Health and Wellbeing Board on the contents of the Cheshire and Merseyside Joint Forward Plan (2023-28) including priorities for 2023/24. This report builds on the report in March 2023 that described the Cheshire and Merseyside Health and Care Partnership Interim Draft Strategy and the approach being taken to publish this Joint Forward Plan by June 2023.

This report will also update the Board in relation to the proposed approach to updating the Cheshire and Merseyside Health and Care Partnership Strategy and republishing the Joint Forward Plan by March 2024.

This report affects all wards and is a non-key decision but highlights that Integrated Care Boards (ICBs) are required to publish a statement from the Health and Wellbeing Board advising whether the Board believes the plan has taken account of the local Joint Health and Wellbeing Strategy.

RECOMMENDATION/S

The Health and Wellbeing Board is recommended to:

1. Note and comment upon the Cheshire and Merseyside Joint Forward Plan (2023-28) and to confirm whether the Joint Forward Plan includes the relevant local priorities contained within the Wirral Health and Wellbeing Strategy.
2. Provide any feedback in relation to the proposals for:
 - Cheshire and Merseyside Interim Draft Health and Care Partnership Strategy to be updated to align with the All Together Fairer recommendations and plans even more closely
 - For the Cheshire and Merseyside Joint Forward Plan to be produced as a system delivery plan focussing on the updated contents of the Health and Care Partnership Strategy with the additional mandated NHS content produced as an appendix to this Joint Forward Plan

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Health and Wellbeing Boards of Cheshire and Merseyside are key stakeholders in informing and influencing the contents of Health and Care Partnership (HCP) and Integrated Care Board (ICB) strategies and plans. This report builds on the previous reports including the report to March Board and outlines the content of the 2023-28 Joint Forward Plan (published July 2023). The report also outlines how the feedback from both HCP and Cheshire and Merseyside Health and Wellbeing Boards is influencing the development of our future HCP Strategy and the associated delivery plans in Cheshire and Merseyside, including the updated version of the Joint Forward Plan (March 2024).

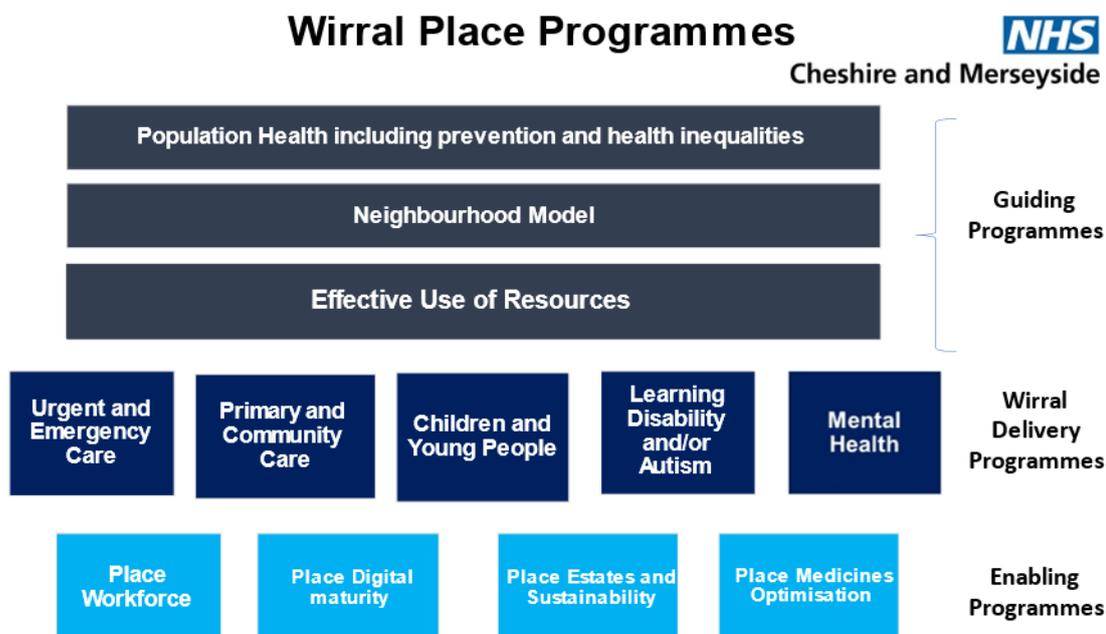
2.0 OTHER OPTIONS CONSIDERED

- 2.1 Statutory guidance was issued by the Department of Health and Social Care on 29th July 2022 requiring each Integrated Care Partnership (ours locally is called Cheshire and Merseyside Health and Care Partnership) to produce and publish a strategy by December 2022 which was then to be followed by ICBs to produce a Joint Forward Plan describing the delivery plan. In further detail published by NHS England on 24th December 2022, for ICBs, the mandated content of a Joint Forward Plan was communicated with a deadline for publication of 30th June 2023.
- 2.2 Noting these short time frames were set nationally and had to be met. As is outlined in 3.16 following discussion with Health and Care Partnership members and Health and Wellbeing Boards refined approaches are planned in updating both the Health and Care Partnership Strategy and Joint Forward Plan by March 2024 to better reflect our local system preferences and priorities.

3.0 BACKGROUND INFORMATION

- 3.1 It is now statutory responsibility of Integrated Care Boards and NHS Trusts to produce a Joint Forward Plan (referred to as “the plan” going forwards in this report). The plan had to be published by June 2023.
- 3.2 The national guidance defines that the plan should describe, as a minimum, how the ICB and its partner trusts intend to arrange and/or provide NHS services, including the delivery of the universal NHS commitments and the NHS ICBs statutory duties and should reflect the local Health and Wellbeing Board strategies and the Cheshire and Merseyside Health and Care Partnership Strategy (currently still draft in Cheshire and Merseyside).
- 3.3 Health and Wellbeing Boards are required to provide a statement confirming to what extent the final plan reflects the Health and Wellbeing Board Strategy. This is outlined in the [guidance to Health and Wellbeing Boards published on November 22nd 2022](#) These statements are to be published. The statements from the other Health and Wellbeing Boards in Cheshire and Merseyside can be found [here](#).
- 3.4 The duration of the plan is required to be for five years. However these plans should be updated and be republished annually (next publication due in March 2024).

- 3.5 As was outlined in the paper brought to the March Health and Wellbeing Board the plan was developed through a collaborative approach and drawing on the areas and plans which had been outlined in the Health and Care Partnership Draft Interim Strategy including a wide range of expertise, knowledge, and experience of our health and care professional leaders and partners. This included sharing drafts and iteratively refining the content with our Place Partnerships and wherever possible Health and Wellbeing Boards, noting the bulk of the work producing the plan content coincided with the 2023 local council elections taking place in a number of our council areas.
- 3.6 In addition to the broad range of content that covers the collective work across Cheshire and Merseyside Wirral Place Partnership provided specific local content which is [found in section 8 of the document](#). This summarises the Wirral Health and Care Plan 2023-24 which had been endorsed at the June Partnership Board and includes the three guiding programmes, five delivery programmes and four enabling programmes, which are described below:



- 3.7 The priorities in the Wirral Health and Care Plan were developed through a series of workshops held between December 2022 and April 2023.
- 3.8 Within the Guiding Programmes the contents are:-
- Population Health including prevention and health inequalities – which encompasses the work to implement the Wirral Health and Wellbeing Strategy
 - Neighbourhood Model – a refreshed approach to this programme which is now a community led initiative to reduce increasing health inequalities across Wirral, moving from focusing on ill health to promoting wellbeing.
 - Effective Use of Resources - this programme of work will to ensure that every Wirral pound for health and care is used to its maximum.
- 3.9 The figure above also shows the 5 Wirral Delivery programmes which are our key priority areas for delivering change in 2023/24. These 5 programmes have key

actions required to deliver improvements to health and care services in Wirral and require specific actions by Wirral. Alongside these there are also programmes that are led by Cheshire and Merseyside ICS but Wirral Place will support the implementation of the outputs from these programmes in Wirral. These are all key NHS national programmes:-

- Elective recovery
- Diagnostics
- Maternity
- Cancer.

3.10 In line with the requirement to publish the plan by June 2023 [the 2023-28 Joint Forward Plan has been published on the NHS Cheshire and Merseyside ICB website](#) building on the draft Interim HCP Strategy. It focuses on how we will work as partners for the benefit of our population and includes how we plan to:

- Tackle inequalities in outcomes, experience, and access
- Improve population health and healthcare
- Enhance productivity and value for money
- Support wider social and economic development.

3.11 Recognising the “draft interim” status of the HCP Strategy a set of key priorities have been included in the plan which maps to these strategic objectives and where we would intend to make early progress in 2023-24. This aims to show the commitment towards making an immediate contribution to delivering the strategic objectives above.

3.12 In addition, we outline a timeline for the development of a number of enabling plans such as a Cheshire and Merseyside system financial and workforce strategies.

3.13 The national requirements of a Joint Forward Plan include confirming how the statutory duties of an ICB are to be delivered as well as those areas included in the national NHS Planning Guidance. The volume of mandated content has led to the document being published as a shorter summary document with links to much more detailed content describing the plans in some detail.

3.14 The plan also include a wide range of local Cheshire and Merseyside programmes of work which correspond with Wirral Health and Wellbeing Board priorities. To help demonstrate this some examples are:

3.14.1 **Create opportunities to get the best health outcomes from the economy and regeneration programmes.**

Section 2 of the plan includes work on Social and Economic Development including approach to Anchor Institutions. In addition this section talks about how we will work as partners with our communities.

Section 6 goes onto talk about how our approach to subsidiarity and the importance of our nine Places in delivering our strategies and plans.

3.14.2 Strengthen health and care action to address differences in health outcomes.

Section 3 – Population Health focuses on prevention initiatives and our approach to impacting on health inequalities including All Together Fairer and Core20PLUS5, Making Every Contact Count in influencing behaviour change to areas such as smoking, exercise and alcohol, and screening, vaccination and immunisation programmes.

Section 4 describes our programmes aiming to improve services and outcomes including reducing inequality as a golden thread including a wide range of programmes including:

- *Cancer prevention and treatment*
- *Cardiovascular disease*
- *Mental Health*
- *Access to services which have been impacted by the Covid Pandemic*

3.14.3 Ensure the best start in life for all children and young people.

Section 4 describes our Beyond Children and Young People programme.

Section 5 focuses on developing our workforce strategy which includes how we can develop our own future workforce and work across our system to create new employment and career opportunities for our residents.

3.14.4 Create safe and healthy places for people to live that protect health and promote a good standard of living.

Section 2 describes our approach to sustainability and climate change as well as Social and Economic Development.

Section 3 includes our work encouraging healthy lifestyles including All Together Active Programme

In Section 7 work to develop a financial strategy is outlined which will help us shape how we can better direct our resources to deliver our stated priorities on improving health outcomes and wellbeing and reducing inequality.

3.14.5 Create a culture of health and wellbeing, listening to residents and working together

Section 2 outlines our approach to working with communities. Much of the Joint Forward Plan is built from existing programmes and developed through wide stakeholder engagement and co-production which can be seen in the detailed plans sat behind Section 4 particularly.

Section 6 describes how we intend working as a system including the importance we attach to subsidiarity and our Places and communities, including Voluntary, Community, Faith and Social Enterprise Sector. This also includes enabling work such as our digital strategy and work to address digital exclusion.

- 3.15 This plan content has then been used to develop a delivery plan which will allow us to track progress in delivering the programmes of work and associated benefits.
- 3.16 It is recognised that the supporting guidance outlined minimum content to be included in a Joint Forward Plan that included significant NHS specific requirements, this included how the ICS would implement the national NHS priorities and the ICB discharge its statutory duties. Feedback from the Health and Wellbeing Boards and the Health and Care Partnership have suggested that we should look to reduce focus on these NHS requirements and instead look for future plans to more closely mirror the content and priorities of the HCP Strategy.
- 3.17 In finalising the HCP Strategy in the coming months this feedback is also being reflected in how we update the current draft document. At the June meeting of the HCP it was agreed to work to more closely align the strategy with the recommendations and subsequent plans within the All Together Fairer Report. The Joint Forward Plan would then be used as a delivery plan for this final HCP strategy and the additional mandatory NHS content reflected in an appendix.

4.0 FINANCIAL IMPLICATIONS

- 4.1 As is outlined on Page 7 of the Joint Forward Plan developing a financial strategy that complements this work will happen during 2023 in reflection of the budgetary projections and in support of prioritising our investments across Cheshire and Merseyside.
- 4.2 This is supported by work within Wirral and as referenced about in 3.8 to ensure best value from the “Wirral pound”.

5.0 LEGAL IMPLICATIONS

- 5.1 The Health and Care Act 2022 established new NHS bodies known as Integrated Care Boards and required the creation of Integrated Care Partnerships (Cheshire and Merseyside Health and Care Partnership) in each local area.
- 5.2 As part of the 2022 Act there was a requirement for Integrated Care Partnerships to produce a strategy. At present the strategy is draft and will be updated before March 2024.
- 5.3 There is an additional requirement from the 2022 Act for ICBs, and NHS Provider members, to produce a Joint Forward Plan and on Health and Wellbeing Boards to provide a statement of opinion as to whether this plan reflects the local Joint Health and Wellbeing Board Strategy.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 It is recognised that the Joint Forward Plan is extensive and that delivering the scale of ambition is stretching. Work on prioritising the plan has commenced but it is recognised this will continue to need to be progressed to reflect the resources we have available alongside emerging pressures.

7.0 RELEVANT RISKS

- 7.1 There is a risk that the financial resources to implement the plan will not be available or may be directed at short term pressures being seen through increased immediate need for services, and inflationary pressures.
- 7.2 There is a risk that it will take time to develop and mature the HCP membership and relationships to maximise the full benefits of system working.
- 7.3 There is a risk that a lack of resources to implement the breadth of priorities identified in the strategy could lead to a more limited scale of improvement in the health of our population.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 In developing our plan, we have engaged with our nine Places, including a summary of the plans developed locally by each, in order to reflect the Joint Health and Wellbeing Strategy and other identified local priorities.
- 8.2 During March and April we ran an online survey to enquire about priorities draft interim HCP Strategy and this process was supported by voluntary community faith and social enterprise (VCFSE) representatives.
- 8.3 The plan has been largely developed building from existing documents and programmes who have established stakeholder engagement approaches. The content has also reflected engagement with a range of stakeholders including, Champs Public Health Collaborative, Directors of Public Health, Population Health Board, Health and Wellbeing Boards and subject matter experts related to specific areas such as Healthwatch, ICS programme leads and voluntary community faith and social enterprise (VCFSE) representatives.
- 8.4 The Cheshire and Merseyside Joint Health Scrutiny Committee have also received a and discussed the plan at their July meeting.

9.0 EQUALITY IMPLICATIONS

- 9.1 In developing the document the Cheshire and Merseyside commitment to reducing inequalities is a central theme through the content. As referenced in 3.9 it is the intention to further focus this commitment in future version of the HCP Strategy and Joint Forward Plan.
- 9.2 The Joint Forward Plan document content has been reviewed by Equality and Diversity Officers and an Equality Impact Assessment was undertaken. It is however recognised that more detailed Equality Impact Assessments will be undertaken to reflect the more detailed plans contained within the document.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 The plan includes our approach (section 2) on sustainability and outlines further details around the work taking place across Cheshire and Merseyside.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 NHS Cheshire and Merseyside will support our partners in community wealth building by ensuring health and care organisations have a focus on reducing health inequalities and improving the health of our communities, to support a health workforce.
- 11.2 The plan also outlines a number of initiatives designed to develop our workforce (section 5) and commitment to social value (section 2)

REPORT AUTHOR: Neil Evans, Associate Director of Strategy and Collaboration, NHS Cheshire and Merseyside
email: neilevans@nhs.net

APPENDICES

Appendix 1 [Interim Cheshire and Merseyside Health and Care Partnership Joint Forward Plan](#)

BACKGROUND PAPERS

NHS England Guidance on developing a Joint Forward Plan. 23 December 2022
[NHS England » Guidance on developing the joint forward plan](#)

NHS England, 2023/24 Priorities and Operational Planning Guidance, 23rd December 2022, [NHS England » 2023/24 priorities and operational planning guidance](#)

Department of Health and Social Care, Guidance for Health and Wellbeing Boards. 22nd November 2022 <https://www.gov.uk/government/publications/health-and-wellbeing-boards-guidance/health-and-wellbeing-boards-guidance>

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|--|---------------------------------|
| Previous reports presented to Health and Wellbeing Board: | |
| Integrated Care System | 29 th September 2022 |
| Wirral Place Update Report | 2 nd November 2022 |
| Wirral Place Update Report | 21 st December 2022 |
| Interim Health and Care Partnership Strategy | 23 rd March 2023 |