

Title	Strategy and Transformation Group Highlight Report
Authors	Simon Banks, Place Director
Report for	Wirral Place Based Partnership Board
Date of Meeting	23 rd November 2023

Report Purpose and Recommendations

The purpose of this report is to provide the Wirral Place Based Partnership Board with an update on the work of the Strategy and Transformation Group (STG).

It is recommended that the Wirral Place Based Partnership Board notes the work of the Strategy and Transformation Group and continues to receive updates as a standing agenda item.

Key Risks

The report relates to the following key risks identified in the Place Delivery Assurance Framework presented to the Wirral Place Based Partnership Board on 19th October 2023:

- *PDAF 1 Service Delivery*: Wirral system partners are unable to deliver the priority programmes within the Wirral Health and Care Plan which will result in poorer outcomes and greater inequalities for our population.
- *PDAF 2 Children and Young People*: The Wirral health and care system is unable to meet the needs of children and young people with complex and/or additional needs leading to long term health issues, increased inequalities and demands on services.
- *PDAF 3 Collaboration*: Leaders and organisations in the Wirral health and care system may not work together effectively to improve population health and healthcare.

Governance journey

Date	Forum	Report Title	Purpose/Decision
20 th October 2023	Strategy and Transformation Group	Agenda and papers for meeting	Meeting held and work progressed.

1	Narrative
1.1	Background
1.1.1	NHS Cheshire and Merseyside is working with each of the nine Places in the Cheshire and Merseyside Integrated Care System (ICS) to establish robust governance and assurance mechanisms through strong partnership arrangements. The Wirral Place Based Partnership Board (WPBPB) is the forum where NHS Cheshire and Merseyside will conduct business pertaining to the Borough transparently in the public domain and in collaboration with system partners. These arrangements will also support further delegation of decision making and resources to each Borough.

1.1.2	<p>The Strategy and Transformation Group has been established to develop and review Wirral place strategic and operational plans to deliver national, Cheshire and Merseyside and local priorities. The Group will ensure that these plans secure continuous improvement, with a focus on health inequalities, and are delivered within financial allocations. The Group will receive assurance on the delivery of strategic and operational plans and associated work programmes.</p>
1.2	<p>Strategy and Transformation Group Meeting, 20th October 2023</p>
1.2.2	<p><i>Governance Update</i></p> <p>The Strategy and Transformation Group (STG) received an update on the development of the Place Delivery Assurance Framework (PDAF). It was noted that a Risk Register would be developed with the STG. The Terms of Reference for the STG will also be reviewed.</p>
1.2.3	<p><i>Wirral Health and Care Plan Programme Update</i></p> <p>The Wirral Improvement Team gave an update on the delivery of the Wirral Health and Care Plan. The report drew attention to the following highlights:</p> <ul style="list-style-type: none"> • Learning Disability and Autism (LD&A) Remote Monitoring Pilot: Wirral has been asked to present at two events on the pilot currently being undertaken in LD&A supported housing in two Primary Care Networks (PCNs). The pilot supports early detection of potential health issues, using remote monitoring and clinical triage when a person's results are outside of usual parameters. • Primary and Community Care – Falls Prevention and Management Project: The implementation of SafeSteps in over 80 care homes and Mangar Eagle chairs in the 30 worst performing care homes for non-conveying NWAS calls, has resulted in a significant reduction of Falls based call outs to August 2023. Based on current activity levels, Wirral could see a 50% reduction in care home falls conveyances in 2023 vs 2022. • Urgent and Emergency Care: Performance against the no-criteria to reside (NCTR) targets for August was exceeded with a total of 117 patients with NCTR in acute beds, against a target of 128. <p>The report escalated three issues:</p> <ul style="list-style-type: none"> • The Wirral Mental Health Forum Meeting was cancelled in September due to the number of apologies that were received. Members were reminded of the importance of these programme meetings to ensure the progress of Health and Care Plan delivery. • The Estates and Sustainability Programme require access to the PCN/GP developed Clinical Strategies in addition to an Estates needs assessment from the other programmes within the Health and Care Plan. Wirral Improvement Team have added an enabling programme needs assessment tool in SmartSheets, this will be shared with all project leads for completion. • Industrial Action continues to be a risk to the delivery of At Scale – Elective Recovery. Wirral University Teaching Hospital NHS Foundation Trust (WUTH) continue to manage risk on an individual patient basis to ensure patient safety. <p>The STG was asked to note that no updates had been received for the use of resources, maternity and population health work streams.</p>
1.2.4	<p><i>Estates and Sustainability Work Stream Deep Dive</i></p>

The key strategic outcome of this work stream is the establishment and implementation of a Wirral Place Estates and Sustainability Plan. The work stream recognises and addresses the importance and the role Estates and Sustainability play within the wider system to ensure future Place needs are met. To achieve this the work stream will:

- Understand the Wirral Place existing Estate through a comprehensive review informing a future Wirral Place Estates Strategy.
- Explore opportunities to create a flexible asset portfolio that is fit for purpose and meets the needs of the Wirral Place Health and Care Plan.
- Collaborate to make maximum use of existing assets and availability of capital funding.
- Maximise wider system opportunities to secure funding that contributes to the Wirral Place Estates and Sustainability Plan.
- Increased economic and social value through the re-use of surplus land and property for housing, employment, and community use opportunities.
- Reduce our carbon footprint and play an active role in tackling climate change.

The STG received an update on the activities of the work stream in:

- Producing a Place Infrastructure Plan to address the needs of the local population, focusing on how to leverage value for money via improved usage of the estate across health and wider public sector.
- Developing a Capital Overview Prioritisation and Pipeline to ensure estate is fit for purpose and backlog and risks understood.
- Developing Estates Data Baseline to document a consolidated dataset of all assets.
- Exploring an approach to disposal and void management to maximise utilisation and value for money.
- Achieving Net Zero Carbon including the development of a Wirral Green Plan and Associated actions plan oversight and the establishment of a Wirral Place Sustainability Group.

1.2.5 *Children and Young People Work Stream Deep Dive*

The Children and Young People work stream has the following key priorities:

- SEND (Special Educational Needs and Disabilities).
- Emotional health and wellbeing transformation.
- Commissioning better together to improve long term health outcomes.

The deep dive went into a great deal of detail on the actions underway in these three priority areas. The report set out that project plans in place for the priority areas in relation to mental health and SEND, and speech and language therapy (SALT) and the Neuro-development pathway, with identified timescales. The complex children's plan is in development and encompasses a wide area of working across social care, education and health. Significant progress has been made in relation to the SEND Written Statement of Action (WSOA) and the mental health transformation work, although there remains work to do in relation to the priority areas and in particular complex children.

Joint Strategic Needs Assessments (JSNAs) have been conducted across SEND and mental health. From these JSNAs critical areas that would benefit from a jointly commissioned approach as a priority have been identified, which are:

	<ul style="list-style-type: none"> • SALT development • Neuro-Development Pathway • Complex Children <p>The work stream has also identified additional of work that would underpin a joint commissioning approach; these are:</p> <ul style="list-style-type: none"> • The development of a wider comprehensive JSNA. • Enhanced joint governance arrangements. • Inclusion of Children’s services in Section 75, NHS Act 2006 agreements. • Adopting and aligning graduated approaches to support prevention agenda and better manage flow and demand.
1.2.6	<p><i>S136 Mental Health Act 1983 Observational Support</i></p> <p>Section 136 Mental Health Act 1983 allows the police to take someone to (or keep them at) a place of safety for up to 24 hours, which can be extended for another 12 hours. Section 136 requires the support of a Section 12 Doctor, a registered nurse, or an AMHP, occupational therapist or paramedic. The Emergency Department (ED) at Arrowe Park Hospital is currently designated as a place of safety. Work is being taken forward to provide observational support to people in the ED that would allow Merseyside Police to release officers to deliver the core purposes of the force. The STG received a paper setting out a proposal how this support would be provided through a partnership arrangement led by Cheshire and Wirral Partnership NHS Foundation Trust.</p>
1.2.7	<p><i>Next meeting</i></p> <p>The STG will meet again on 16th November 2023. A report from this meeting will be provided for the December meeting of the Wirral Place Based Partnership Board.</p>

2 Implications	
2.1	<p><i>Risk Mitigation and Assurance</i></p> <p>The work taken through the Strategy and Transformation Group provides controls for and support assurance of the management of the strategic risks PDAF 1, PDAF 2 and PDAF 3. The Strategy and Transformation Group is also developing a Risk Register that would feed into the PDAF and discussions at the Place Based Partnership Board around risk.</p>
2.2	<p><i>Financial</i></p> <p>There are no direct financial implications arising from this report.</p>
2.3	<p><i>Legal and regulatory</i></p> <p>There are no direct legal and regulatory implications arising from this report.</p>
2.4	<p><i>Resources</i></p> <p>Wirral Council are supporting the Wirral Place Based Partnership Board and, when required, the Joint Strategic Commissioning Board. NHS Cheshire and Merseyside will support the remaining governance and assurance infrastructure.</p>
2.5	<p><i>Engagement and consultation</i></p> <p>Engagement with system partners has taken place in the development of the Terms of Reference for the Strategy and Transformation Group. This is a group that has been</p>

	agreed as part of NHS Cheshire and Merseyside's governance for Wirral. The Strategy and Transformation Group has a membership that includes Healthwatch Wirral and representation from the voluntary, community, faith, and social enterprise (VCFSE) sector.
2.6	<i>Equality</i> Wirral Council and NHS Cheshire and Merseyside have a legal requirement to make sure their policies, and the way they carry out their work, do not discriminate against anyone. The business of these groups will be conducted with an awareness of the general duty requirements and place equality considerations. No Equality Impact Assessment (EIA) is required for this report, although impact assessments will be required for any service changes proposed through the Strategy and Transformation Group.
2.7	<i>Environment and Climate</i> Wirral Council and NHS Cheshire and Merseyside are committed to carrying out their work in an environmentally responsible manner, these principles will be followed by the Strategy and Transformation Group.
2.8	<i>Community Wealth Building</i> Community Wealth Building in Wirral focusses on partnerships and collaboration. These partnerships are led by Wirral Council with external partners and stakeholders, including residents. NHS Cheshire and Merseyside will support the Council in community wealth building by ensuring health and care organisations in the borough have a focus on reducing health inequalities and contribute to the development of a resilient and inclusive economy for Wirral. The Strategy and Transformation Group will take account of this in their work.

3	Conclusion
3.1	It is recommended that the Wirral Place Based Partnership Board notes the work of the Strategy and Transformation Group and continues to receive updates as a standing agenda item.

4	Appendices
	There are no appendices to this report.

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