



HEALTH AND WELLBEING BOARD
14th MARCH 2024

REPORT TITLE:	INTERIM CHESHIRE AND MERSEYSIDE HEALTH AND CARE PARTNERSHIP STRATEGY
REPORT OF:	PLACE DIRECTOR (WIRRAL), NHS CHESHIRE AND MERSEYSIDE

REPORT SUMMARY

This paper sets out the latest position on NHS Planning Guidance 2024/25 and the refresh of Cheshire and Merseyside Health and Care Partnership's Integrated Care Strategy and NHS Cheshire and Merseyside's Joint Forward Plan. It also sets out the approach being taken in Wirral by NHS Cheshire and Merseyside with Place partners to refresh the Wirral Health and Care Plan 2023-24 for the 2024-25 operational planning year.

This report affects all wards and is a non-key decision for information.

RECOMMENDATION/S

It is recommended that the Health and Wellbeing Board:

- (1) Notes the progress made on the refresh of Cheshire and Merseyside Health and Care Partnership's Integrated Care Strategy and NHS Cheshire and Merseyside's Joint Forward Plan as set out in paragraphs 3.2.1 to 3.2.8 of this report.
- (2) Supports the approach being taken to update the Wirral Health and Care Plan for the planning year 2024-25, which is being overseen by the Wirral Place Based Partnership Board as set out in paragraphs 3.3.1 to 3.3.4 of this report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Planning for the delivery of health and care services takes place at several levels – nationally, regionally, sub-regionally and at Place. Such planning is influenced by national guidance and local needs, the latter usually emerging from Wirral Council led Health and Wellbeing Strategies.
- 1.2 The Health and Wellbeing Board is aware of and engaged in the development of the planning at an Integrated Care System (ICS) and at a Place level. This report and the supporting recommendations support this.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The statutory nature of these arrangements means that no options other than to engage in the planning for health and care services and produce the requisite documentation.

3.0 BACKGROUND INFORMATION

3.1 NHS Planning Guidance

- 3.1.1 On 22nd December 2023 the Chief Executive, Chief Financial Officer and Chief Operating Officer (Interim) of NHS England wrote to NHS Integrated Care Boards (ICBs) and trusts to give an update on planning for 2024/25. Planning guidance for the forthcoming operating year is usually issued in the month of December for implementation in the following April. The letter set out that discussions with Government on agreeing expectation and priorities for 2024/25 remained active. The letter stated that NHS England would not be able to publish the 2024/25 priorities and planning guidance “until the new calendar year”.
- 3.1.2 The letter advised that, although national guidance was delayed, planning for 2024/25 should continue. The financial allocations for 2024/25 have already been published. The overall financial framework will remain consistent, including the payment approach to incentivise elective recovery. ICBs will be expected to work with partners to develop system plans that achieve and prioritise financial balance. The priorities and objectives set out in the 2023/24 Planning Guidance and published recovery plans on urgent and emergency care, primary care access and elective and cancer care will not fundamentally change.
- 3.1.3 The key requirements will be for the system to maintain the increase in core Urgent and Emergency Care capacity established in 2023/24, complete the agreed investment plans to increase diagnostic and elective activity and reduce waiting times for patients and maximise the gain from the investment in primary care in improving access for patients, including the new pharmacy first service. The final position and performance expectations will be confirmed in the 2024/25 Planning Guidance.
- 3.1.4 The letter also set out that, in 2024/25, there will be a continued focus on recovering core service delivery and productivity. Work to target a reduction in the cost of

temporary staffing will continue. NHS England will also be engaging ICBs and trusts to agree and deploy a standard set of metrics for all executive teams and board to use as a minimum to track productivity alongside service delivery.

3.1.5 Further correspondence is expected setting out details of the national planning process and timetable, with the aim that initial planning returns should be expected by the end of February 2024. The following documents, which would ordinarily accompany the Planning Guidance, were published alongside the letter on 22nd December 2023:

- Draft NHS Standard Contract for 2024/25 and associated documents;
- Proposed amendments to the NHS Payment Scheme for 2024/25;
- Updated Joint Forward Planning Guidance for 2024/25; and
- Guidance on developing 2024/25 Joint Capital Resource Use plans.

3.1.6 At the time of writing of this report the NHS Planning Guidance 2024/25 had not been released. A verbal update will be provided to the Board.

3.2 Cheshire and Merseyside Integrated Care System Planning

3.2.1 The NHS organisations and upper-tier Councils in each Integrated Care System (ICS) are required to form a joint committee called an Integrated Care Partnership (ICP). This is a broad alliance of partners who all have a role in improving local health, care and wellbeing. They may also include social care providers, the voluntary, community, faith and social enterprise sector and others with a role in improving health and wellbeing for local people such as education, housing, employment or police and fire services. The ICP for the Cheshire and Merseyside ICS is the Cheshire and Merseyside Health and Care Partnership (HCP). The representative of Wirral Health and Wellbeing Board on the HCP is the Chair of the Health and Wellbeing Board.

3.2.2 Each ICP must develop a long-term strategy to improve health and social care service and people's health and wellbeing in their area. The Cheshire and Merseyside HCP developed an interim strategy between January and June 2023. The interim strategy was endorsed by the Wirral Health and Wellbeing Board on 23rd March 2023. The feedback on the interim HCP strategy across partners in Cheshire and Merseyside was positive, but it was highlighted that there was a health service bias in the content of the document. System partners also indicated that there is strong ownership and a sense of engagement in the All Together Fairer report, its recommendations and implementation.

3.2.3 The National Health Service Act 2006 (as amended by the Health and Care Act 2022) requires ICBs and their partner trusts to prepare a plan setting out how they propose to exercise their functions in the next five years. This is the Joint Forward Plan (JFP). The JFP should be reviewed and/or revised before the start of each financial year. As shown in Appendix One, the JFP should take account of the NHS Long Term Plan and planning guidance as well as the ICP's strategy. The Wirral Health and Wellbeing Board endorsed NHS Cheshire and Merseyside's Joint Forward Plan 2023-28 at their meeting on 21st September 2023.

3.2.4 Between October and November 2023 all 9 Cheshire and Merseyside Councils, and the ICB, formally approved the HCP terms of reference and the formal establishment of the HCP as a Joint Committee of the 10 partners. In approving the terms of reference all 10 partners gave authority to the HCP to approve the Strategy on behalf of all 10 partners. This will take place during the spring of 2024 (subject to meeting dates being revised considering local elections). The Council approved the HCP terms of reference at its full council meeting on 9th October 2023 and approved that the Chair of the Health and Wellbeing Board would be their nominated member on the HCP.

3.2.5 The Cheshire and Merseyside HCP is working to refresh their Strategy and develop an updated delivery plan which will be a key part of the Cheshire and Merseyside Joint Forward Plan. At the January HCP meeting it was agreed to adopt the recommendations of the All Together Fairer report as the HCP strategic plan, providing a focus on the wider social determinants of health. This will be achieved by developing:

- A refreshed high-level strategy outlining principles, key themes and priorities fully aligned to All Together Fairer, and;
- An associated Delivery Plan (As part of the Joint Forward Plan) that consolidates existing plans and focuses on delivery and implementation.

3.2.6 In bringing social determinants to the fore of the Health Care Partnership Strategy there is the potential to stretch the system scope and healthcare partnership remit, creating a much broader social determinants agenda. Three areas may help shape the discussion about the content of the HCP strategy that would better align the strategy to the social determinants focus of the Marmot principles focussing on:

- Transformational procedures.
- Anti-Poverty work.
- Equity in all policies.

3.2.7 The refreshed Joint Forward Plan for 2024-29 will be made up of:

- Cheshire and Merseyside HCP/All Together Fairer delivery plan. Which would be developed from the existing All Together Fairer areas of focus and plans, this would become the work programme for the HCP.
- Nine Place Partnership plans, reflecting the existing Place plans focussed on delivering the Health and Wellbeing Strategies.
- NHS Delivery plan. This would enable the Integrated Care Board and NHS Partners to describe the key work plans to deliver both local priorities and those nationally mandated in the national NHS planning guidance – this would largely reflect the 2023 published Joint Forward Plan.

3.2.7 The HCP and NHS Cheshire and Merseyside are using workshops and existing working groups to develop the refreshed HCP Strategy, JFP and to respond to the NHS Planning Guidance 2024/25 when it is published. Most of this activity will be taken forward in Place with system partners.

3.2.8 Board Members will receive draft copies of the Cheshire and Merseyside Health and Care Partnership's Integrated Care Strategy for comment as it develops, which may occur outside of Board meetings. The final draft of Cheshire and Merseyside Health and Care Partnership's Integrated Care Strategy is to be shared with the Health and Wellbeing Board for comments before approval by Cheshire and Merseyside HCP is sought during the spring of 2024.

3.3 Wirral Place Approach

3.3.1 Planning for health and care services is not only driven by NHS Planning Guidance. As set out in Appendix One it is also influenced by local priorities as set out in Joint Strategic Needs Assessments and Health and Wellbeing Strategies. NHS Cheshire and Merseyside has recognised the importance of Place in how we have established our governance and working relationships in Wirral with system partners. Planning for health and care services is influenced by and incorporates the Wirral Plan 2023-2027 and the Wirral Health and Wellbeing Strategy 2022-2027 as well as NHS planning guidance. This is demonstrated within the Wirral Health and Care Plan 2023-24, which was agreed by the Wirral Place Based Partnership Board on 22nd June 2023.

3.3.2 The Wirral Health and Care Plan will not be rewritten for 2024-25 but will be refreshed and updated. The programmes of work agreed by the Board in June 2023 will continue and each Senior Responsible Officer will be asked to review and update these for the 2024-25 planning year. A series of workshops have been put in place to support this. The production of a refreshed Wirral Health and Care Plan will be overseen through the Strategy and Transformation Group and will be supported by the Wirral Improvement Team. The Wirral Place Based Partnership Board will receive regular updates on the planning round 2024/25 and will be asked to approve the final Wirral Health and Care Plan 2024-25.

3.3.3 These workshops and the updated Wirral Health and Care Plan 2024-25 will contribute to the refreshed Cheshire and Merseyside HCP Strategy and NHS Cheshire and Merseyside's Joint Forward Plan. The Wirral Health and Wellbeing Strategy will also influence the HCP Strategy.

3.3.4 It is recommended that the Board supports the approach being taken to update the Wirral Health and Care Plan for the planning year 2024-25, which is being overseen by the Wirral Place Based Partnership Board.

4.0 FINANCIAL IMPLICATIONS

4.1 The financial allocations for 2024/25 have already been published and there are no significant changes in the overall financial framework for health and care services. The expectation is that system plans will be delivered that achieve and prioritise financial balance.

5.0 LEGAL IMPLICATIONS

5.1 The Health and Care Act 2022 created a new framework for planning, based around the footprint of an Integrated Care System (ICS). As described in Appendix One, the Government's NHS Mandate is translated by NHS England into the NHS Long Term

Plan and planning guidance and then into Joint Forward Plans by each Integrated Care Board (ICB). The NHS Mandate also influences Integrated Care Strategies of Integrated Care Partnerships (ICPs), which relate to Place Joint Strategic Needs Assessments (JSNAs) and Health and Wellbeing Strategies, which then connect into ICB's Joint Forward Plans (JFP). The production of a five-year JFP is a legal requirement for ICBs and their partner trusts under the National Health Service Act 2006 (as amended by the Health and Care Act 2022).

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 It is recognised that the Integrated Care System will struggle to provide the capacity and resources to deliver the wide range of areas we have identified as priorities in the interim strategy and our 2024-28 Joint Forward Plan. During the refresh of these two documents, we are working with Programme Teams and our Place Partnerships to identify the greatest priorities in improving population health and reducing inequalities. This work is building on the work undertaken with the CHAMPS Public Health Collaborative during 2023 and being advanced through a programme, comprising of system partners, of intelligence analysis called "Data into Action".
- 6.2 This prioritisation will allow us to better determine where to focus our resources and how we can work most efficiently and effectively through assessing the right footprint for the work to take place e.g., Place based or at a subregional level.

7.0 RELEVANT RISKS

- 7.1 It is recognised that the financial resources to implement all aspects of the HCP and ICB strategy will not be available in a constrained financial environment. As a result, the prioritisation work described in section 6 will look to prioritise our work around our key strategic objectives and where there is greatest opportunity to improve population health outcomes and reduce inequalities.
- 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. The refreshed HCP strategy offers the opportunity for partners to play an active role in redefining the priorities and mutually understand how each member can contribute to its delivery.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Engagement with system partners will take place during the refresh of the Cheshire and Merseyside HCP Strategy, NHS Cheshire and Merseyside's JFP and Wirral Health and Care Plan. A series of Place workshops have been established in Wirral, which include voluntary, community, faith and social enterprise (VCFSE) sector representation. As the output of the workshops is reflected in plans copies of the draft documents will be shared with Health and Wellbeing Board members to allow the opportunity to provide feedback.

9.0 EQUALITY IMPLICATIONS

- 9.1 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 Council and NHS Cheshire and Merseyside 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.

- 9.2 This report provides an update on the development of the strategy for the Cheshire and Mersey HCP. The strategy is a high-level strategy and therefore does not contain sufficient information to enable an effective Equality Impact Assessment. Impacts would be considered as decisions for implementation are made that would impact on residents.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 Wirral Council and NHS Cheshire and Merseyside and partners in Wirral are committed to carrying out their work in an environmentally responsible manner. These principles guide the development of the Cheshire and Merseyside HCP Strategy, NHS Cheshire and Merseyside's Joint Forward Plan and Wirral Health and Care Plan.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 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.
- 11.2 The key focus of the HCP strategy will be to reduce health inequalities. It supports the Cheshire and Merseyside All Together Fairer recommendations and Beacon Indicators. The refreshed All Together Fairer priority workstreams are planned to focus on a range of areas which have been developed by the HCP membership during 2023 where the membership felt the partnership could make the greatest impact on our communities, for example Work Well and Housing and Health.

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APPENDICES

Appendix One - Alignment of Integrated Care System Planning

BACKGROUND PAPERS

- [NHS England » 2023/24 priorities and operational planning guidance](#)
- [all-together-fairer.pdf \(cheshireandmerseyside.nhs.uk\)](#)
- [cheshire-and-merseyside-health-and-care-partnership-strategy-summary.pdf \(cheshireandmerseyside.nhs.uk\)](#)
- [Cheshire and Merseyside Joint Forward Plan - NHS Cheshire and Merseyside](#)
- [NHS England » Update on planning for 2024/25](#)

TERMS OF REFERENCE

This report supports term of reference (g):

To review the financial and organisational implications of joint and integrated working across health and social care services, ensuring that performance and quality standards of health and social care services are met, and represent value for money across the whole system.

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 Cheshire and Merseyside Health and Care Partnership Strategy	23 rd March 2023
Cheshire and Merseyside Joint Forward Plan 2023-28	21 st September 2023