

<b>Title</b>	Strategy and Transformation Group Highlight Report
<b>Authors</b>	Simon Banks, Place Director
<b>Report for</b>	Wirral Place Based Partnership Board
<b>Date of Meeting</b>	21 <sup>st</sup> March 2024

### 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.

### 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 21<sup>st</sup> December 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
15 <sup>th</sup> February 2024	Strategy and Transformation Group	Agenda and papers for meeting.	Meeting held and work progressed.

<b>1</b>	<b>Narrative</b>
<b>1.1</b>	<b>Background</b>
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	The Strategy and Transformation Group has been established to develop and review Wirral place strategic and operational plans to deliver national, Cheshire and

	<p>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>
<p><b>1.2</b></p>	<p><b>Strategy and Transformation Group Meeting, 15<sup>th</sup> February 2024</b></p>
<p>1.2.1</p>	<p><i>Children and Young People Programme Deep Dive</i></p> <p>The Group undertook a Deep Dive review of the Children and Young People Programme. The Programme has the following key priorities:</p> <ul style="list-style-type: none"> <li>• SEND (Special Educational Needs and Disabilities).</li> <li>• Emotional health and wellbeing transformation.</li> <li>• Commissioning better together to improve long term health outcomes.</li> </ul> <p>The Deep Dive highlighted the following work in SEND:</p> <ul style="list-style-type: none"> <li>• Review of governance arrangements to oversee the improvements of the Written Statement of Action (WSOA).</li> <li>• Implementation of a new graduated approach in education settings. This is delivered through Quality First Teaching that emphasises inclusivity, makes reasonable adjustments and monitors children’s progress through a plan, do, review cycle which will see a more consistent flow through to specialist provision to support children better and manage demand more appropriately. Health services have aligned referral processes to the graduated approach to aid in consistency.</li> <li>• Involvement in the recent Department for Education (DfE) initiative ‘Delivering Better Value’ (DBV). This is aimed at supporting local authorities and partners to improve the delivery of SEND whilst working towards financial stability has seen a bid put forward to the DfE for a programme of work that will see several initiatives take place around increasing inclusivity in mainstream schools and new health delivery models through the graduated approach.</li> <li>• Consultation on a new model for the Neuro-development pathway. This is focused on improving access to provision that will see many children receiving good quality support in community settings without the need for a diagnosis. Improvements to the diagnostic approach will see a whole system assessment through a multi-disciplinary partnership.</li> <li>• Establishing a speech and language system steering group will see improved identification of need through consistent screening and increased support for community settings including schools and early years through the graduated approach.</li> <li>• Launch of the new Local Offer website, SENDLO.</li> <li>• Implementation of a new SEND Health Partnership group responsible for the strategic co-ordination of the work across Health partners is to ensure the SEND strategy and vision underpinning the SEND reforms is effectively delivered in the Local Area. The Group will oversee the development and subsequent delivery of Health actions within the WSoA.</li> <li>• Continuing preparations for Inspection focusing on collecting evidence of impact to demonstrate improvements are effective. A refresh of the SEND strategy and the development of an outcomes framework and vision will underpin the next phase of SEND improvements.</li> </ul> <p>The Group also explored the transformational work focused on creating a single point of access to a full breadth of emotional health and wellbeing resources and services,</p>

which is in the final phase of implementation in Wirral. A digital agency 'Kaleidoscope' have been appointed to build the platform that will host the resources and the portal where children, young people, families and 'trusted adults' are able to refer through to a central matching team that will assist them to find the right service.

An alliance model was commissioned late last year. The successful alliance have a range of providers whose offer includes online counselling and support. The alliance will manage the matching team and all related activity i.e., data collection, Key Performance Indicators (KPIs) and marketing and comms. The Child and Adolescent Mental Health Service (CAMHS) will align their services to the alliance and ensure appropriate referrals through to them in a timely way. This approach will ensure no child is left without a service. An implementation plan is in place with planned service delivery from April, a soft launch for general practice in July 2024 and a full launch in Sept 2024.

Finally, the Group heard about work underway to improve approaches to crisis care for children and young people who are vulnerable and at risk of admission to specialist services including looked after children. Gateway meetings continue to take place every Thursday morning facilitated by NHS Cheshire and Merseyside and are regularly attended by all professionals. The Partnership Accommodation project is focused on a range of specialist provision including increased opportunities for respite. A new 3 bed provision funded by NHS Capital funding for children with autism and/or learning disabilities is currently undergoing Ofsted (Office for Standards in Education, Children's Services and Skills) registration in readiness for accepting children. A further provision for step up/step down is being explored in the local area to support complex children known to the Gateway. This is in the early phase of feasibility and is currently being costed.

#### 1.2.2 *Neighbourhood Programme Deep Dive*

The Group undertook a Deep Dive review of the Neighbourhood Programme. The key areas highlighted from the review were:

- There has been a refresh of the Neighbourhood meeting structures. The Wirral Neighbourhood Steering Group and Neighbourhood Project group have been amalgamated into Wirral Neighbourhood Programme Group.
- The "trailblazer" collaboratives now leading the Core Groups in their neighbourhood.
- The Core Groups will look at the population health data available and what it means for their neighbourhood. They will engage with their neighbourhood to agree priority areas for action and/or highlight the activities that are already addressing these priorities that could be expanded/reshaped. They will also agree a process for setting an 'investment plan' to decide how to spend an allocated budget.
- Investment Plans will be developed. The two trailblazer neighbourhoods will be given a form to complete to outline planned activities, rationale and required investment along with outcomes/outputs to be measured based on population health. The investment plans will then be approved by the programme team and the funding released. Additional investment will be available 2024/25 so discussions will need to consider priorities for delivery.
- A Population Health Dashboard is under development. It will use the "Village of 100 people" approach.
- Approval has been received from Neighbourhood Steering Group to enable roll out to all remaining neighbourhoods early 2024/25.

1.2.3	<p><i>Super MADE</i></p> <p>A multi-agency discharge event (MaDE) brings together the local health system to support improved patient flow across the system, recognise and unblock delays, and challenge, improve and simplify complex discharge processes. The Group received an update on the most recent Super MADE event and interrogated the dashboard developed by Cheshire and Wirral Partnership NHS Foundation Trust (CWP) that shows data on length of stay, clinically ready for discharge and inappropriate out of area placements.</p>
1.2.4	<p><i>Monitoring and Control Strategy</i></p> <p>The Group approved this strategy, the purpose of which is to define how Wirral Place Health and Care Plan programmes will be monitored and controlled to ensure that they are:</p> <ul style="list-style-type: none"> <li>• Effectively managed in line with best practice project and programme management</li> <li>• Standards.</li> <li>• Focussed on action and delivery.</li> <li>• Focussed on achieving positive, demonstrable outcomes for the Wirral system including its residents, health and care organisations and employees.</li> </ul>
1.2.5	<p><i>Planning 2024/25</i></p> <p>The Group discussed the Wirral Place approach to the planning round 2024/25. This approach has been approved through the Wirral Place Based Partnership Board.</p>
1.2.6	<p><i>Programme Dashboard</i></p> <p>The Group reviewed the Programme Dashboard that highlights the progress of all work streams to deliver the Wirral Health and Care Plan 2023/24.</p>
1.2.7	<p><i>Next meeting</i></p> <p>The STG will meet again on 22<sup>nd</sup> March 2024. A report from this meeting will be provided for the April meeting of the Wirral Place Based Partnership Board.</p>

<b>2</b>	<b>Implications</b>
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 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.</p>
2.6	<p><i>Equality</i></p> <p>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.</p>
2.7	<p><i>Environment and Climate</i></p> <p>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.</p>
2.8	<p><i>Community Wealth Building</i></p> <p>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.</p>

<b>3</b>	<b>Conclusion</b>
3.1	It is recommended that the Wirral Place Based Partnership Board notes the work of the Strategy and Transformation Group.

<b>4</b>	<b>Appendices</b>
	There are no appendices to this report.

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