

REPORT TO: Health & Wellbeing Board
DATE: 12 October 2022
REPORTING OFFICER: Strategic Director, People
PORTFOLIO: Health & Wellbeing
SUBJECT: Update on One Halton Place Based Partnership
WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To provide an update on One Halton Place Based Partnership.

2.0 RECOMMENDATION: That the Board note the report.

3.0 SUPPORTING INFORMATION

3.1 The Health and Wellbeing Board has received regular reports setting out the requirements for the formation of Integrated Care Systems regionally. This consists of an Integrated Care Board (ICB) and an Integrated Care Partnership (ICP) along with at Place level, a Place Based Partnership (PBP). Locally this is One Halton; these arrangements are set out in NHS Reforms White Paper, Integration & Innovation published in February 2021.

3.2 The Health and Care Bill received Royal Assent on 28th April 2022 and was implemented on 1st July 2022; all Clinical Commissioning Groups (CCG's) were dissolved as of the implementation date.

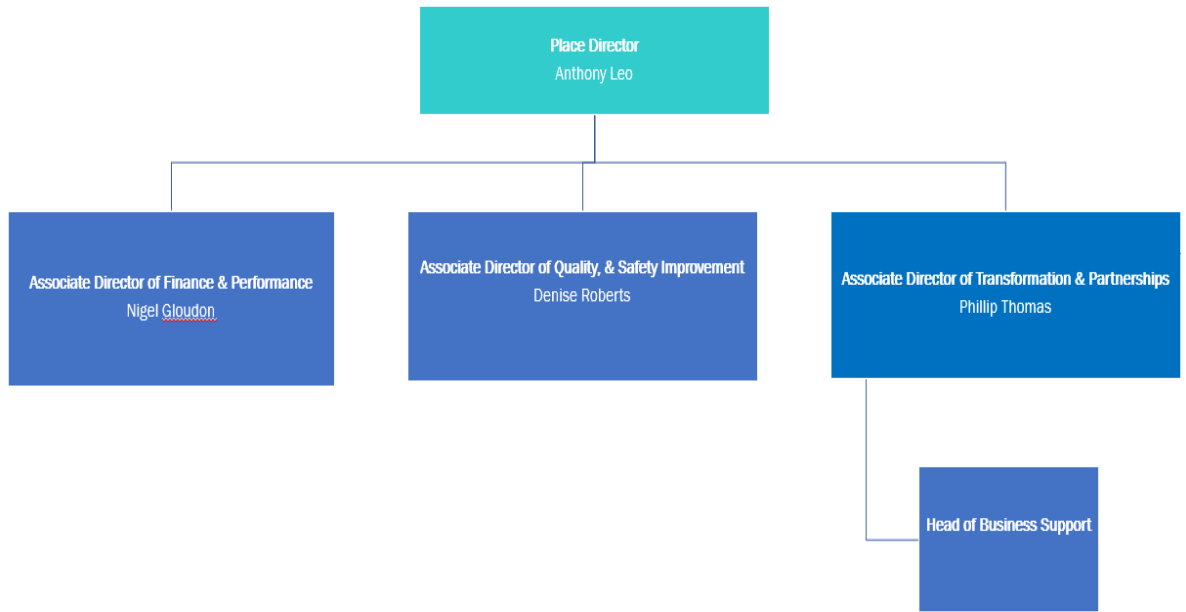
3.3 As detailed in the previous report, what was delivered by Halton CCG now sits with Cheshire & Merseyside ICS, CCG functions have now lifted and shifted to the ICB, which will be referred to as NHS Cheshire & Merseyside moving forward. A new website has been launched:-

<https://www.cheshireandmerseyside.nhs.uk/>

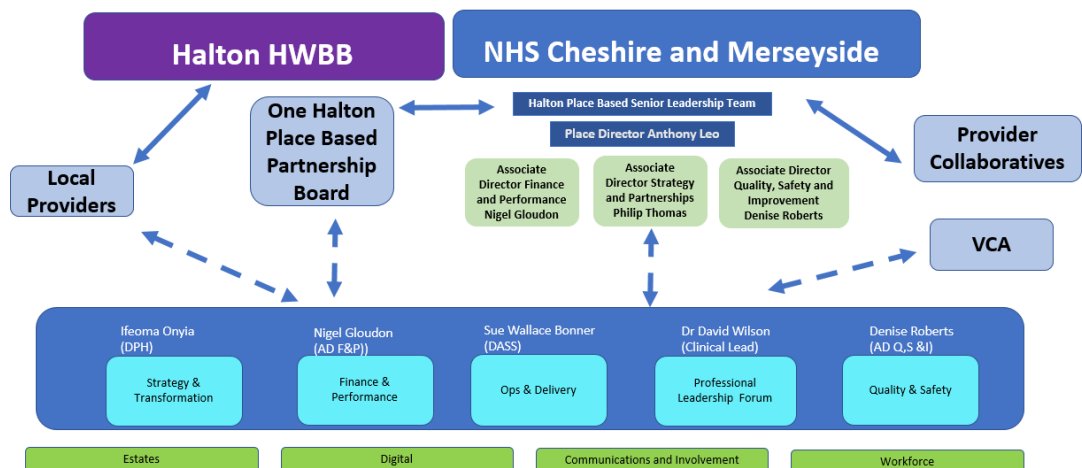
The first year will be a transition period with focus on ensuring functions land safely and supporting the work force. One Halton has been developed to be a Joint Committee to the ICS so it can receive delegated responsibilities from NHS Cheshire & Merseyside. Delegations and responsibilities to place will be considered with the however, in this operating year 2022/23 there will be no delegations. There is a principle of subsidiarity in the ICS arrangements, supporting place matters to be dealt with as close to place as

possible. This has been further emphasised in the White Paper Joining Up Care for People, Places and Populations.

3.4 Halton’s Place Director, Anthony Leo was introduced at the July 2022 meeting; Halton’s Senior Leadership Team is now in place:-



3.5 One Halton place based partnership governance structure was set out in the July report however, it’s worth sharing in this update report:-



3.5.1 The sub-committees are at various stages, Operations & Delivery and Finance & Performance have been established for some time; both are being further developed to have both Adults and Children’s work streams. The Clinical and Care Professional Leadership Forum is developing wider

membership to broaden representation of roles across the health and care system. Quality & Safety will commence with a work shop scheduled on 6th October 2021. Strategy and Transformation work has been to develop the One Halton Health & Wellbeing strategy and utilise population health data and intelligence across the system to support targeted work to improve outcomes.

3.6 There are work streams and infrastructure themes of work wrapping around One Halton:-

3.6.1 One Halton Delivery Plan

This will flow from the Health & Wellbeing Strategy setting out the activity for One Halton for the following two years from the strategy launch, this will be developed for the end of the calendar year along with a performance framework. A year's two to five delivery plan will then be developed. The delivery plan will be pivotal for the Health & Wellbeing Board; it will respond to the challenges of the strategy and articulate activity across the life course, start well, live well, age well and wider determinants setting out the whole system priorities and integrated work in Halton to impact upon these.

3.6.2 Digital Strategy

Developing a digital strategy to meet future requirements for an integrated approach considering data infrastructure, governance of integrated systems and hardware investment. Most significantly is the requirement to develop single health and care records by 2024. There is a multi-agency group in Halton supporting the digital work stream and strategy development led by Bridgewater.

3.6.3 Workforce

Working with organisations to develop a workforce approach that works for place recognising the challenges experienced in recruitment and retention across the system. Working with key organisations across education, business and employment support to narrow skills gaps and aim to support employment opportunities for Halton's residents.

3.6.4 Estates

A work stream to look at the cross-sector public estate and develop a place strategy for utilisation of assets that considers best fit for accessibility. This will also look at pipeline projects for potential investment in the longer term to ensure bid ready initiatives to optimise future opportunities.

3.6.5 Communication & Involvement

There has been significant focus on developing the community and involvement framework for Halton which aligns with the Cheshire & Merseyside framework:-



Inform

Sharing accessible information so people understand changes and can have their say

- Letters, leaflets, posters, and emails, including text and infographics.
- Online and social media, including use of animations and videos.
- Information on notice boards in local community facilities and shops.

Consult

Asking for people's opinions on one or more ideas or options

- Formal public consultations, over a defined period of time to gather views and ensure they are considered appropriately, including webinars, public meetings and surveys.

Engage

Listening to people to understand issues and discussing ideas for change

- Focus groups or interviews.
- Citizens' panels and deliberative engagement.
- Patient forums, sounding boards and advisory groups.
- Membership on decision-making committees and boards.

Co-design

Designing with people and incorporating their ideas in the final approach.

- Co-design sessions with people with lived and learnt experience.
- Service redevelopment tools such as Experience Based Co-Design.
- People with lived experience as members of programme boards.

Co-produce

Working together in an equal partnership with people with lived and learnt experience from start to finish.

- Community development approaches including asset mapping, appreciative inquiry and community conversations.
- Partnership of equals between people and professionals working together to reach a collective outcome.

One Halton does not replace or override individual organisations roles and responsibilities, each organisation will remain responsible for communicating and involving on their individual projects and priorities with the support of all partners. However, as One Halton a clear strategy and implementation plan will be developed to set out how to communicate and involve the public to support the One Halton place based transformational programme, underpinning key work streams and any other programmes of work across Halton.

The existing One Halton Communications & Engagement group will be developed further to include representation from the NHS, primary care networks, local authority, our voluntary, community and social enterprise sector (VCSE) and Healthwatch as well as other key enabling partners such as housing and education providers.

The Group will be accountable to the One Halton Board, supporting the delivery of effective and joined up co-design, communication and involvement in relation to the delivery of the One Halton programme of work. The group will work together:-

- To provide assurance to the One Halton Board that as a health and care system, there is effective communication and involvement with Halton's population with a co-design approach to the development and transformation of local services.
- To ensure that all activity adheres to statutory and legislative requirements, specifically in relation to the Duty to Involve.
- Ensure the consistent implementation of the Communication & Involvement framework.

- To make best use of system wide resources, avoiding duplication and identifying where additional resources are required to undertake activity.
- Ongoing evaluation of involvement processes and the development of a new inclusive model for system wide public engagement.
- Advise, develop and implement communication and engagement plans that support service developments and transformation, ensuring patient and public involvement in the process.
- To identify best practice in communications and involvement activity in informing all activity
- To identify and highlight any risks, and mitigations in relation to delivering effective communications and involvement.

The CCG Engagement and Involvement group has disbanded and is being formed into One Halton Voices that will be a networks of networks, providing reach into all areas of Halton's communities. It will comprise of two components - regular meetings for attendees to be engaged on a variety of topics, as well as a wider network that will aid engagement with our local communities.

Overall, One Halton engagement and involvement aims to ensure there is effective mechanisms to ensure community conversations, representative voice and involvement in shaping services that support Halton's community in accessing health and care in the right place at the right time and improving outcomes.

- 3.7 One Halton attended and presented at Halton & St Helen's Voluntary Community Action (VCA) third sector meeting in August. One Halton is working with VCA to develop voluntary sector involvement and representation in One Halton.
- 3.8 One Halton is connecting in with place shaping and regeneration initiatives in Halton, supporting the hospital outpatient unit in Runcorn Shopping City that will open in November 2022. Presentations have been received on the Runcorn Town Deal initiative and formal support given to the Health & Education Hub.
- 3.9 There is a partnership maturity self-assessment for place based partnerships which establishes the stages of development from emerging, evolving, established and thriving. One Halton has been assessed at evolving in November 2021 and June 2022. The self-assessment will be repeated in the autumn and the ICB will be following up with place visits in October 2022 to discuss place progress and support for further developments

3.9.1 The ICB is rotating its formal meetings around the nine places within the Cheshire & Merseyside footprint. Halton will host the ICB meeting on Thursday 27th April 2023 at 10am, further details will be circulated.

3.10 Regular update reports will be provided to the Health Policy & Performance Board and Health and Wellbeing Board to ensure Boards are up to date with arrangements as the new system becomes embedded and further evolves.

4.0 **POLICY IMPLICATIONS**

4.1 White Paper, *Integrating Care: Next steps to building strong and effective integrated care systems across England* published February 2021. Once legislation is passed, a new NHS Framework will be shared which is likely to have impact on a number of policies and will need to be reviewed in due course.

4.2 White Paper, *Joining Up Care for People, Places and Populations*, February 2022 sets out future ambitions for shared outcomes by 2023 with shared accountability and a single person accountable at place level. A single health & care record to be achieved by 2024 which has significant implications on resources and ways of working.

5.0 **FINANCIAL IMPLICATIONS**

5.1 Anticipated, but not yet known. Cheshire & Merseyside ICB need to agree services to be delivered direct from ICB, any at scale and provision delegated to One Halton to enable us to fully understand the resource and financial impacts; this will be worked through in the transition (first) year.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children & Young People in Halton**

One Halton supports the Council's Health & Wellbeing Boards priority of improving levels of early child development. One of the system priorities is Start Well.

6.2 **Employment, Learning & Skills in Halton**

One Halton shares the Council's priorities for employment, learning and skills in Halton. The workforce that supports the health & care system is significant in Halton and there will be a focussed work stream in the transition arrangements to ensure current staff are supported and there is planning and investment to develop skills and the future workforce.

6.3 **A Healthy Halton**

One Halton is a key stakeholder locally supporting the Council & Health and Wellbeing Boards priorities for supporting improved health outcomes and reducing health inequalities for Halton's population.

6.4 **A Safer Halton**

One Halton supports the Council's priorities to create a safer Halton. Health and wellbeing are pivotal characteristics of resilient communities; a whole system approach to place will intrinsically contribute to building a safer Halton.

6.5 **Halton's Urban Renewal**

The NHS reforms to Integrated Care Systems and Place Based Partnerships seek to engender a whole place collaborative approach. As arrangements progress there will be a work stream around assets to understand the estate that supports delivery in Halton.

It is also imperative to plan appropriately for healthy communities utilising Public Health ensuring an evidence led approach to meeting the future needs of Halton's population. One Halton should be linked into future regeneration schemes and developments in the Borough to ensure appropriate planning and system partner involvement. There are recent examples of joint working with the delivery of a Hospital Hub in Shopping City (opening September 2022) and the development of the Town Deal for Runcorn Old Town.

7.0 **RISK ANALYSIS**

7.1 This will require further work to be shared in future reports as and when One Halton understands the services and activity that will be delivered at scale (Cheshire & Merseyside footprint) and those delegated to place (One Halton).

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 In developing One Halton, all services will continue to require equality impact assessments for any fundamental changes to service delivery to ensure equality and access to services is considered.

8.2 The One Halton Board and its sub-committees also has membership of Halton's Third Sector organisations and will actively work alongside them to consider equality and diversity issues. Many of Halton's voluntary sector organisations exist to support vulnerable, disadvantaged or disenfranchised cohorts of the community and

have a reach often beyond public service delivery.

9.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF
THE LOCAL GOVERNMENT ACT 1972**

None under the meaning of the Act.