

**NORTH EAST AND NORTH CUMBRIA INTEGRATED CARE BOARD:  
SUNDERLAND PLACE PLAN****Report of ICB Director for Place (Sunderland)****1.0 Purpose of the Report**

- 1.1 To update the Health and Wellbeing Board (HWB) of the proposed Place Plan for Sunderland and associated governance arrangements.

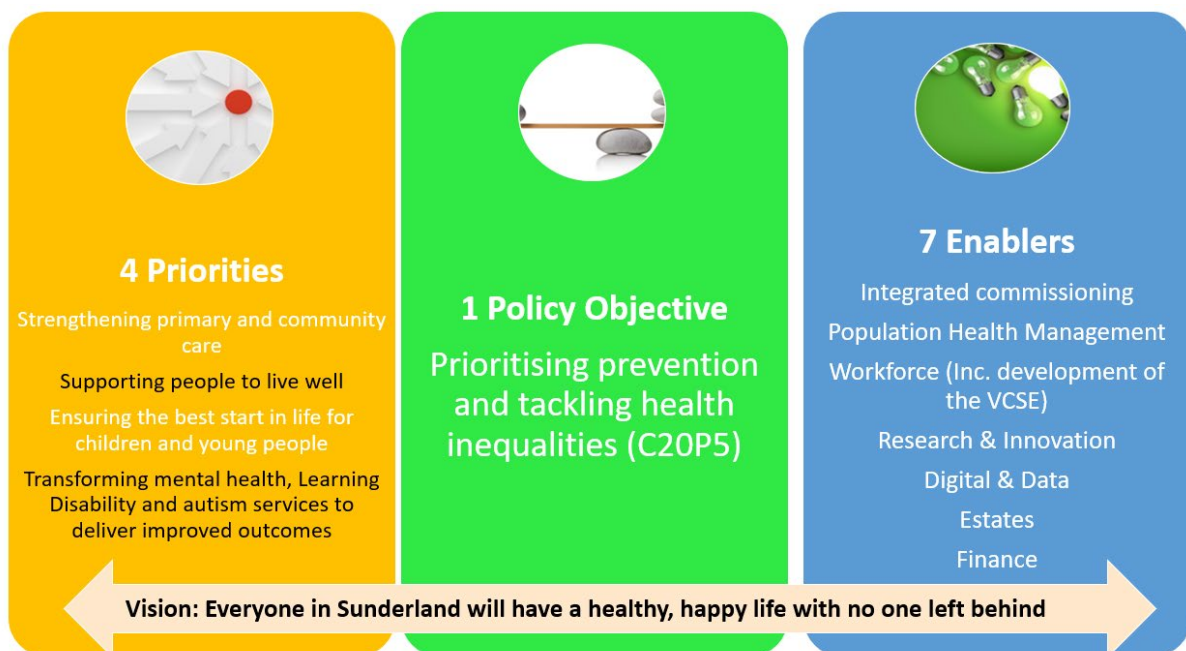
**2.0 Background**

- 2.1 The [Joint Forward Plan](#) (JFP) is a statutory document that sets out how the Integrated Care Boards (NENC ICB) will arrange and/or provide NHS services to meet their population's physical and mental health needs. ICBs are additionally encouraged to use the JFP to develop a shared delivery plan for the integrated care strategy ("Better Health and Wellbeing for All") with key system partners.
- 2.2 The plans are annually negotiated and typically published prior to the start of the financial year (i.e. by 31 March). For 2023/24 however, final plans are set to be published by 30 June 2023, with draft plans submitted to the NENC ICB by 17 March 2023.
- 2.3 Whilst there is significant flexibility in determining the scope and structure of the JFP across ICBs, there is an expectation that plans include the details outlined in section 2.1 and provide clarity on how they will support the delivery of:
- The universal NHS commitments as set out in the [NHS Long Term Plan](#) and [NHS England Priorities and Operational Planning Guidance](#).
  - The four core purposes of the ICS, i.e.
    - improve outcomes in population health and healthcare;
    - tackle inequalities in outcomes, experience and access;
    - enhance productivity and value for money;
    - help the NHS support broader social and economic development)
  - Legislative requirements (including National Health Services Act 2006, Public Sector Equality Duty, and section 149 of the Equality Act 2010)
- 2.4 Recognising the wide geography of the NENC ICB, each local authority area (or group of areas where permitted) have been tasked with developing a high-level place plan for inclusion within the broader JFP document. Each place plan is intended to cover immediate priorities for 2023/24, and longer-term transformation and development plans for 2023/24-2027/28. The intention is to review and update the plan each year, so there is always a rolling five-year plan, but with key priorities identified each year.

- 2.5 Each plan has scope to determine five main priorities and/or themes, including details on the place approach to:
- Integration: developing integrated neighbourhood teams in line with Fuller report recommendations.
  - Primary care and community services, including mental health
  - Social care as related to the NHS
  - Population health including priorities from the Health and Wellbeing Board (HWB), JSNA and Healthy City Plan
  - Reducing inequalities, including Core20Plus5 and Deep End Practices.
  - Place governance and partnership working

### 3.0 Current Position

- 3.1 The Sunderland Joint Consultative Forum (JCF) agreed a four-stage process to undertake the development of the Sunderland Place Plan (Appendix 1). The process included the consolidation of national, regional and local priorities for health and care provision, for the purposes of creating a draft prioritisation framework.



- 3.2 The agreed framework (fig 1.1, above) was presented for agreement at each sub-group of the HWB, and the All Together Better (ATB) Executive. This process was twin-tracked with a partnership approach to populating the one- and five-year deliverables against each of the identified priorities, in order to establish the immediate and long-term actions required to meet the place plan ambitions and relevant performance metrics.
- 3.3 The proposed plan has been developed following this exercise, and is included for consideration within appendix 2 of this paper. The plan includes high-level detail of the proposed governance arrangements, which includes quarterly reporting to the HWB through the soon-to-be-established Single ICB-Committee and Partnership Board arrangement.

## **4.0 Next Steps**

- 4.1 The proposed plan will be submitted to the NENC ICB on 17 March 2023, as part of a regional consolidation and consultation exercise, which will take place between April and June 2023. The final JFP for 2023/24 - including the embedded Sunderland Place Plan - will be published on 30 June 2023 and is expected to be presented at the next HWB ahead of publication.
- 4.2 Subsequent refreshes of the JFP will be presented for consideration at the HWB in-line with the national timetable for completion. Additional HWB oversight will be provided through HWB membership within the Strategic Integrated Care Partnership (ICP).

## **5.1 Recommendations**

- 5.1 The Health and Wellbeing Board is recommended to:
  - i. approve Sunderland's proposed Place Plan;
  - ii. note the timescales for publication and future oversight arrangements as described in sections 3.3 and 4.2; and
  - iii. receive the final ICS Joint 5 year Forward Plan, incorporating Sunderland Place Plan (final) ahead of publication on June.



## Sunderland Place Plan Development

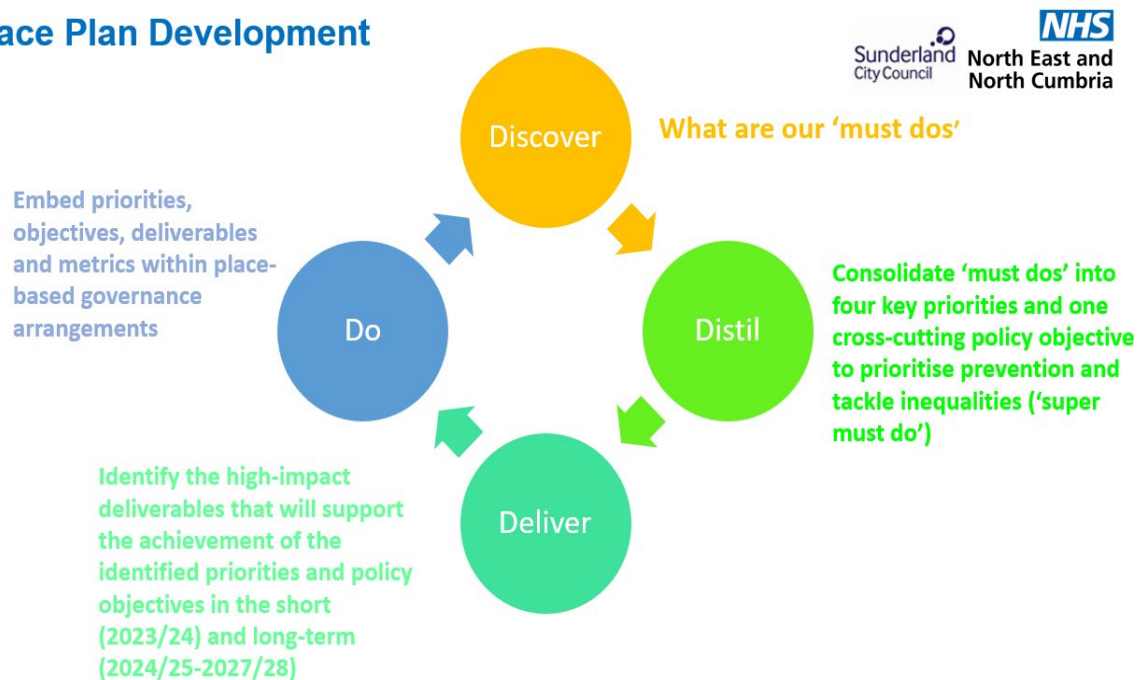
### 1.0 Purpose

- 1.1 To provide an update of the process and progress to date in developing Sunderland's Place Plan.
- 1.2 To seek feedback from the delivery board on the proposed plan and associated prioritisation framework.

### 2.0 Background

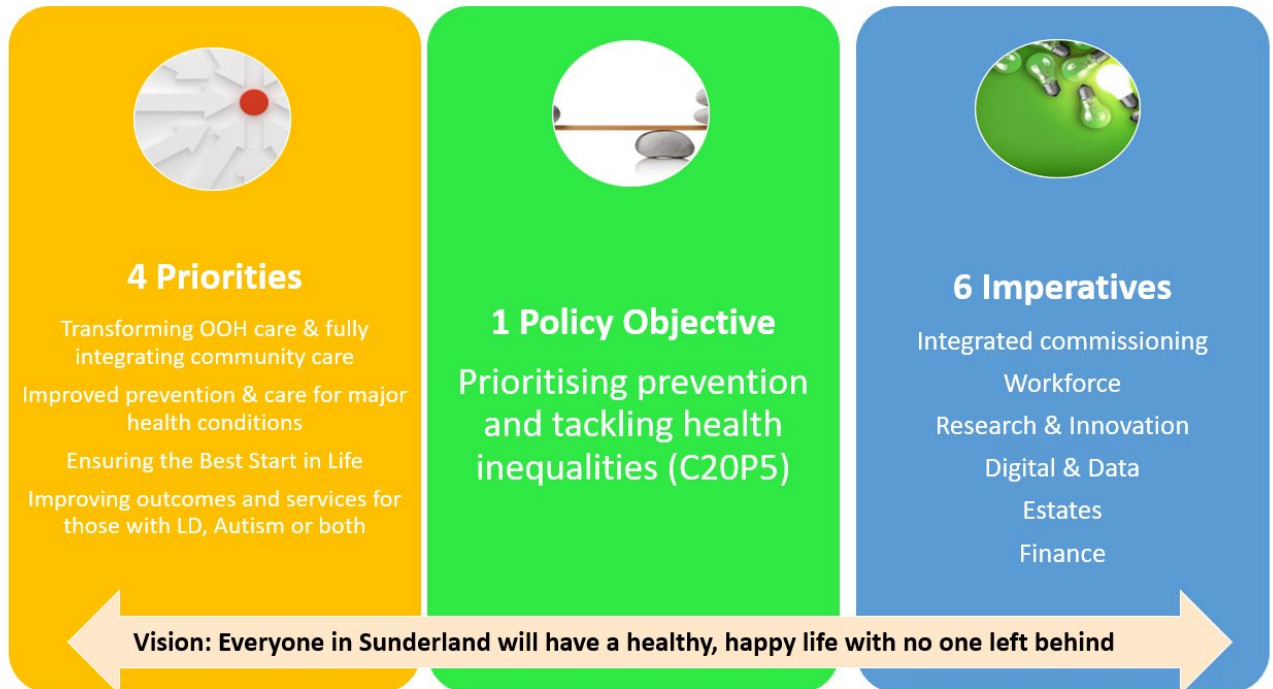
- 2.1 Each of the Local Authority areas across the North East and North Cumbria Integrated Care Board (NENC ICB), are required to pull together a plan for place that will set out place-based priorities for health and care integration over the next 1-5 years. The plan will form part of the NENC ICB Joint Forward Planning arrangements.
- 2.2 In order to develop the plan across Sunderland, an iterative 4-step process was identified, as per the diagram below:

### Place Plan Development



- 2.3 Phase 1 of this planning cycle entailed a 'discovery' stage running from 30 January to 3 February 2023. The purpose of this phase was to map out current must-dos across key documents, including:
- Sunderland's Healthy City Plan
  - Building Integrated Care: Happier and Healthier Communities
  - NHS Long-Term Plan
  - NHS Priority and Planning Guidance
- 2.4 Once a synthesised list of priorities had been identified, a draft prioritisation framework was circulated to key partners for comment, including wider consideration

of further strategies, plans and policy documents that would shape a more refined and locally owned short-list of priorities and associated objectives. The draft prioritisation framework is outlined below:



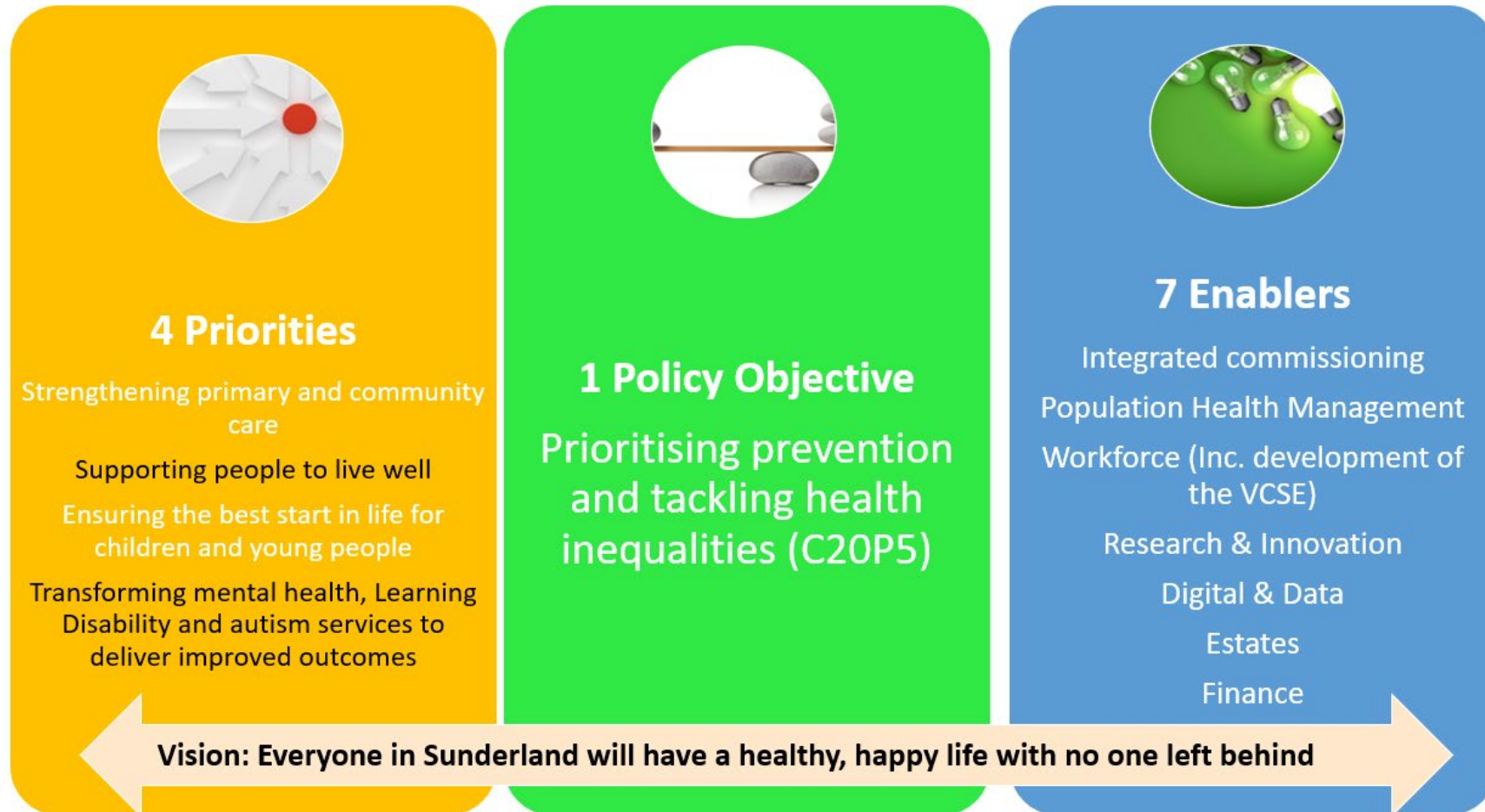
2.5 This framework encompassed 4 priorities, 1 over-arching policy objective and 6 imperatives/enablers. The Healthy City Plan vision provided a shared purpose for the framework, with the expectation that relevant objectives and deliverables underpinning each of the identified priorities would include:

- Embedded action on prevention and tackling health inequalities (policy objective)
- Consideration of how each of the 6 business imperatives would shape the delivery of the identified objectives and deliverables

2.6 The next phase of the Place Plan development ('distillation') includes consolidation of feedback on the prioritisation framework.

### 3.0 Stage 2: Distillation

3.1 Based on the feedback identified in phase 1, a refined prioritisation framework has been identified below:



3.2 In addition to the above, a more comprehensive list of objectives were identified within each priority area (however some require further clarification and refinement, as highlighted in yellow):

Priority	Objectives
<b>Priority 1: Strengthening primary and community care</b>	<ul style="list-style-type: none"> <li>• Build on the development of Primary Care Networks (PCNs) and strengthen integration through neighbourhood teams and asset-based community development</li> <li>• Supporting people to age well through...(need clarity on objective)</li> <li>• Supporting people to die well (need clarity on objective)</li> <li>• Strengthen crisis support in the community</li> <li>• Implement the primary care five-year forward plan</li> <li>• Improve access to primary care in-line with national priorities</li> <li>• Develop a whole-system approach to social prescribing</li> <li>• Deliver high impact change to better manage the transfer of care</li> </ul>
<b>Priority 2: Supporting people to live well</b>	<ul style="list-style-type: none"> <li>• Deliver the Core20Plus5 for adults</li> <li>• Improved cancer prevention and care outcomes</li> <li>• Improve prevention and care for CVD, stroke and diabetes</li> <li>• Deliver high impact change to reduce avoidable admissions and high-frequency use of services</li> <li>• Identify and implement actions to be taken to reduce the impact of the cost-of-living crisis on health and care outcomes</li> <li>• Support people to wait well, including improved pathways into prevention services</li> </ul>
<b>Priority 3: Ensure the best start in life for children and young people</b>	<ul style="list-style-type: none"> <li>• Implement the LTP objectives for maternity services</li> <li>• Improve children and young people's mental health services through implementation of the i-Thrive model</li> <li>• Deliver the Core20Plus5 for children and young people</li> <li>• Implement LTP objectives for children and young people with Learning Disability and/or autism</li> <li>• SEND specific objectives (need to clarify)</li> <li>• Reducing avoidable hospital admissions in children and young people</li> </ul>
<b>Priority 4: Transforming mental health, learning disability and autism services to delivery improved outcomes</b>	<ul style="list-style-type: none"> <li>• Implement the 10-point plan for learning disability and autism</li> <li>• Deliver community mental health transformation through the implementation of the Adult Mental Health Strategy</li> <li>• Increase the uptake and effectiveness of physical health checks for those with Severe Mental Illness</li> <li>• Increase access to specialist community support via social prescribing and VCSE delivery</li> </ul>

3.3 Each objective will require specific consideration of how it will build-in prevention and an approach to inequalities (policy objective 1). This will include:

- Implementation of population health management approaches
- Application of equality (integrated) impact assessment to inform strategic decision-making
- Application of Health Equity Audit Tools to inform service delivery and review



3.4 The population intervention triangle may be a helpful conceptual framework to support this process:

[Place-based approaches for reducing health inequalities: main report - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

#### 4.0 Next Steps (Distillation and Delivery)

4.1 The synthesised list of priorities and provisional objectives will now be progressed through a twin-track process of consultation and development as below:

Distillation (7 <sup>th</sup> February – 3 <sup>rd</sup> March)	Delivery (7 <sup>th</sup> February – 3 <sup>rd</sup> March)										
<p>Further distillation of identified priority framework will be carried out through passage of the below forums:</p> <table border="1"> <thead> <tr> <th>Forum</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Starting Well Delivery Board</td> <td>9<sup>th</sup> February 2023</td> </tr> <tr> <td>Ageing Well Delivery Board</td> <td>14<sup>th</sup> February 2023</td> </tr> <tr> <td>Living Well Delivery Board</td> <td>15<sup>th</sup> February 2023</td> </tr> <tr> <td>All Together Better Executive</td> <td>22<sup>nd</sup> February 2023</td> </tr> </tbody> </table>	Forum	Date	Starting Well Delivery Board	9 <sup>th</sup> February 2023	Ageing Well Delivery Board	14 <sup>th</sup> February 2023	Living Well Delivery Board	15 <sup>th</sup> February 2023	All Together Better Executive	22 <sup>nd</sup> February 2023	<p>Key partners will begin to map 2023/24 and 2024-2027 deliverables against identified objectives. Any proposed changes to objectives as a result of further distillation will be communicated to coordination leads as per the below:</p> <p>ATB: Penny Davison Public Health: Melissa Brown Children: Kimm Lawson</p> <p>Each deliverable will need to take into consideration the approach to prevention and tackling health inequalities (see 3.3) and will need to identify the relevant enablers (critical success factors) required to ensure effective and sustainable implementation.</p>
Forum	Date										
Starting Well Delivery Board	9 <sup>th</sup> February 2023										
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4.2 In the background, the relevant metrics required nationally, regionally and locally will be mapped to the identified priority areas to support the development of governance, and these will be finalised on completion of the delivery stage to ensure each priority, objective and deliverable can be effectively performance and risk managed going forward. This will include mapping relevant objectives and deliverables to the emerging programme areas of the children and adults collaborative, and s75 schemes.



## **Appendix 2: Sunderland Place Plan**

To follow separately

