

From: Dan Watkins Cabinet Member for Adult Social Care and Public Health  
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To: Health Reform and Public Health Cabinet Committee, 14<sup>th</sup> May 2024

Subject: **Draft Kent and Medway Integrated Care Strategy/Joint Local Health and Wellbeing Strategy Delivery Plan**

Classification: Unrestricted

**Summary:**

This report provides members of the Health Reform and Public Health Cabinet Committee an update on the development of the Integrated Care Strategy Shared Delivery Plan which in turn encompasses the Delivery Plan for Kent's Joint Local Health and Wellbeing Strategy (JLHWS).

The Kent and Medway Integrated Care Strategy sets out shared outcomes for the health and wellbeing of our population that all partners in the Kent and Medway Integrated Care System will work together to deliver and as such also performs the role of the Kent Joint Local Health and Wellbeing Strategy. Given that the Kent area covers most of the Integrated Care System's footprint, having a single strategy for the health and wellbeing of the population of Kent will provide clarity and ensure that all partners are focused on delivering the shared outcomes that have been identified.

In order to capture what action is in train, and is required, across the whole system to deliver the outcomes agreed, a system wide Shared Delivery Plan is being developed outlining the key actions and approaches that partners will take to land the improvements in health and wellbeing that we need to achieve. The document, while not comprehensive, will endeavour to capture key areas of action and delivery over the next two years. While much of the content is focussed on health gains in Kent, it does, in line with the Integrated Care System footprint, also include actions in Medway.

This paper discusses the range of partners who have a key role in improving health and wellbeing, through tackling the full range of determinants, and describes the process being used to develop the plan, as well as how it might provide assurance to the Committee alongside the measures in the associated log-frame matrix. Crucially, delivery and its ownership must sit with sovereign organisations and local systems with the Shared Delivery Plan being a composite of all actions owned by partners across the system.

**Recommendation(s):**

The Health Reform and Public Health Cabinet Committee is asked to:

- 1) **NOTE** the progress and proposed work in developing a Shared Delivery Plan for the Integrated Care Strategy
- 2) **SUPPORT** the continued development of the Shared Delivery Plan, alongside the log-frame matrix, to support assurance on delivery of the Integrated Care Strategy.

## **1. Introduction**

- 1.1 Following partner agreement and commitment to the Integrated Care Strategy refresh, there is a need to capture and understand partner actions that will contribute to its delivery and will in turn drive improved health and wellbeing.
- 1.2 A Shared Delivery Plan is therefore being developed to set out how partners will deliver the Integrated Care Strategy, recognising that it is also the Kent Joint Health and Wellbeing Strategy, and additionally meets the requirements of the NHS Joint Forward Plan. The draft plan is being developed in conjunction with the log-frame matrix which outlines the key health improvements we wish to see. The draft log-frame is attached as Appendix 1.
- 1.3 The Draft Shared Delivery Plan is attached as Appendix 2. It is still in development and this paper outlines the approach that will be taken to continue this development and agree a delivery plan for the Integrated Care Strategy/Joint Health and Wellbeing Strategy.

## **2. The Shared Delivery Plan**

- 2.1 The Draft Shared Delivery Plan spans two years (2024-26), after which it will be refreshed to take account of progress and any national or local changes.
- 2.2 The plan follows the format of the agreed Integrated Care Strategy/Joint Health and Wellbeing Strategy. For each outcome it highlights key areas of joint working and then signposts to existing or developing strategies and plans, and who is leading them, which will deliver the commitments made in the strategy. This is not an exhaustive list but aims to include significant or appropriate areas of work.
- 2.3 Ensuring delivery of these plans, and monitoring of progress towards this, will remain with the identified lead partners. Progress towards the measures in the log frame will allow partners to understand overall system success in landing our outcomes.
- 2.4 The final section of the plan focuses on the conditions for successful delivery of the strategy, such as partnership working, commissioning infrastructure, governance and system led oversight, and states our ongoing commitment to financial sustainability.
- 2.5 The plan builds on the key recognition that we need to address the full range of health determinants and with that the key role of wider partners including districts, parishes and communities as well as key stakeholders including the Kent Housing Group, the VCS Alliances and the Office of the Police and Crime Commissioner.

## **3. The Joint Forward Plan**

- 3.1 The NHS is required to develop a Joint Forward Plan
- 3.2 Updated NHS England guidance was published in December 2023 on the production of Joint Forward Plans (JFP). The guidance encourages systems to “use the JFP to set out a shared delivery plan for the ICP integrated care

strategy". It is planned that the Shared Delivery Plan additionally fulfils the major requirements of the JFP.

- 3.3 The guidance also lists a number of legislative duties the JFP must meet, which are either in the remit of the Shared Delivery Plan or readily addressed through the addition of a short appendix and links to supporting documentation such as the NHS Operational Plan.

#### **4. Development of the Plan**

- 4.1 The project group that coordinated the Integrated Care Strategy refresh has been re-purposed to focus on the Shared Delivery Plan. Following discussions with stakeholders the following areas have been highlighted for development:

- Health and Care Partnership (HCP) input. Health and Care Partnerships are developing plans which both deliver the Integrated Care Strategy and respond to their local population need. Some of these plans have been included in the draft and more information will be added as it becomes available. The role of the NHS in tackling the wider determinants of health in addition to clinical services is key.
- District and borough health and wellbeing plans. These are in development with a likely high level of progress by the end of May and will need to be reflected in the draft as soon as they are available.
- Voluntary sector services. Discussions will be had with voluntary sector representatives and HCPs, VCSE alliance leads on how their contribution to the delivery of the strategy will be reflected in the plan.
- Kent County Council divisional business plans for 2024/25 are in development and significant relevant activity that will contribute to delivery will be reflected in the draft.
- Further work is ongoing with the Police and Crime Commissioner, Kent Housing Group and the KALC to capture their plans that will help delivery of the Strategy.
- Kent Joint Local Health and Wellbeing Strategy reporting. Since the Integrated Care Strategy is also the Kent JLHWS the reporting routes for this will be reflected in the plan.
- Medway Joint Local Health and Wellbeing Strategy alignment. Whilst there is clear alignment between the Medway JLHWS and the draft plan, as the plan for JLHWS develops it will need to be clearly referenced.
- NHS Operational Plan links. This is in development, with a May deadline. Information will be included as it becomes available.

- 4.2 Following reflections from the Integrated Care Partnership, the project team will also continue to share the draft with a wide range of stakeholders to seek input, feedback and support for the plan. The aim is to complete the plan by the end of May.

## **5. Monitoring Delivery**

- 5.1 Members will wish to consider how best the Health Reform and Public Health Cabinet Committee is kept sighted on and can contribute to the delivery of this important plan.
- 5.2 Guidance on ICPs state that they will create a forum in which partners should hold each other mutually to account for delivering the priorities set out in its integrated care strategy, including over the longer term.
- 5.3 The Shared Delivery Plan will be a useful tool to coordinate and provide oversight and assurance of delivery across the system. However, in a large and complex system, there is a balance to be struck between providing information to demonstrate progress and having capacity to meaningfully discuss and add value to an area of the strategy delivery. Each organisation will wish to monitor the delivery of their contributing strategies / activities set out in the Shared Delivery Plan through their own established governance routes.
- 5.4 A number of mechanisms are being set up to support the ICP in this role which will additionally provide assurance:
  - The ICP will receive updates on the strategic indicators developed through the log-frame matrix, this is likely to be annually.
  - From April, the ICP will receive regular updates from the Inequalities, Prevention and Population Health (IPPH) committee which will cover a significant amount of the activity across the system to deliver the shared outcomes.
  - Thematic discussions / deep dives on particular areas of interest within the shared outcomes are being proposed as part of the new approach for ICP meetings.

## **6. Financial Implications**

- 6.1 The Integrated Care Strategy Delivery Plan sets out the key actions underway and planned within the system to improve meet health and wellbeing.
- 6.2 It is recognised that this work is taking place against a background of serious financial challenges and increasing need for services and support.
- 6.3 Delivery of the strategy will be managed through more detailed delivery and commissioning plans across the system, where specific financial implications will be identified and managed.

## **7. Legal implications**

- 7.1 KCC, the local NHS and Medway Council are statutory members of the Kent and Medway Integrated Care Partnership. The Health and Care Act 2022 requires Integrated Care Partnerships to produce an Integrated Care Strategy.

Commissioners must have regard to the relevant Integrated Care Strategy when exercising any of their functions, so far as relevant.

## 8. Equalities implications

- 8.1 An Equality, Diversity and Inclusion Impact Assessment has been completed for the Integrated Care Strategy and has been shared previously with the Board. This was led by colleagues at NHS Kent and Medway with input from KCC.
- 8.2 The Integrated Care Strategy aims to improve health and wellbeing outcomes for all people in Kent and Medway, with a particular emphasis on addressing health inequalities and providing more support for those with the greatest need including needs associated with protected characteristics. Subsequently, the assessment identifies that there is potential for positive impact for all protected characteristic groups, to eliminate discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relations between people who share a protected characteristic, and therefore meets the requirements of the Public Sector Equality Duty. These benefits will be reflected in the Shared Delivery Plan.
- 8.3 The assessment additionally sets out an action to ensure that detailed equality analysis and mitigation is put in place for specific service changes or projects that happen as a result of the strategy. These will be undertaken by lead partners in delivering their contributions to the delivery plan.

## 9. Conclusions

- 9.1 As noted above the Draft Shared Delivery Plan aims to include significant and appropriate areas of joint working, rather than an exhaustive list of activities. It is intended to provide assurance on progress alongside the log-frame matrix.
- 9.2 The Committee is asked to consider whether the Shared Delivery Plan meets the assurance requirements of a delivery plan for the Integrated Care Strategy
- 9.3 Partners are also asked to consider the role they play in delivering the strategy and how this could be reflected in the developing plan.

## 10. Recommendation(s):

- 10.1 The Health Reform and Public Health Cabinet Committee is asked to:
  - 1) **NOTE** the progress and proposed work in developing a Shared Delivery Plan for the Integrated Care Strategy
  - 2) **SUPPORT** the continued development of the Shared Delivery Plan, alongside the log-frame matrix, to support assurance on delivery of the Integrated Care Strategy.

## **11. Appendices**

- 1: Draft Kent and Medway Integrated Care Strategy Log-frame Matrix
- 2: Draft Kent and Medway Integrated Care Strategy Shared Delivery Plan

## **12. Contact details**

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