

**Health and Wellbeing Board**  
**30 March 2022**

	<b>Report for Information</b>
<b>Title:</b>	Update on the Nottingham City Place-Based Partnership (PBP)
<b>Lead Board Member(s):</b>	Dr Hugh Porter, Vice Chair, Nottingham City Health and Wellbeing Board and Interim Lead / Clinical Director, Nottingham City Place-Based Partnership
<b>Author and contact details for further information:</b>	Rich Brady, Programme Director, Nottingham City Place-Based Partnership
<b>Brief summary:</b>	This paper provides an update on the leadership arrangements of the Nottingham City Place-Based Partnership, an overview of the government's recent white paper: 'Health and social care integration: joining up care for people, places and populations', and an update on the role of the PBP in overseeing the delivery of the new Joint Health and Wellbeing Strategy.

**Recommendation to the Health and Wellbeing Board:**

To note the update on the work being undertaken by the Nottingham City Place-Based Partnership.

**Contribution to Joint Health and Wellbeing Strategy:**

<b>Health and Wellbeing Strategy aims and outcomes</b>	<b>Summary of contribution to the Strategy</b>
Aim: To increase healthy life expectancy in Nottingham and make us one of the healthiest big cities.	Subject to approval of the Joint Health and Wellbeing Strategy (JHWS) 2022 – 2025, the Nottingham City Place-Based Partnership (PBP) will be discharged responsibility for the oversight of the delivery of the JHWS.
Aim: To reduce inequalities in health by targeting the neighbourhoods with the lowest levels of healthy life expectancy.	
Outcome 1: Children and adults in Nottingham adopt and maintain healthy lifestyles.	

<p>Outcome 2: Children and adults in Nottingham will have positive mental wellbeing and those with long-term mental health problems will have good physical health.</p>	
<p>Outcome 3: There will be a healthy culture in Nottingham in which citizens are supported and empowered to live healthy lives and manage ill health well.</p>	
<p>Outcome 4: Nottingham’s environment will be sustainable – supporting and enabling its citizens to have good health and wellbeing.</p>	

**How mental health and wellbeing is being championed in line with the Board’s aspiration to give equal value to mental and physical health**

The Place-Based Partnership has a programme focussed on supporting Nottingham citizens to better access preventative support to improve mental health and wellbeing. It is proposed that this programme aligns with the proposed programmes in the Joint Health and Wellbeing Strategy 2022 – 2025.

<p><b>Background papers:</b></p>	<p>Appendix 1: PBP leadership appointment stakeholder briefing 11 March 2022</p> <p>Appendix 2: PBP Executive Team – Integration White Paper and City place progress</p>
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## **Nottingham City Place-Based Partnership Update**

### **Important nomenclature**

**In the Health and Care Bill it is proposed that the previously termed, 'ICS Health and Care Partnership' is to be named the 'Integrated Care Partnership'. At present, the term Integrated Care Partnership is used to describe the place-based partnership in Nottingham City. For the purpose of this paper, the Nottingham City Integrated Care Partnership will be referred to as the 'Nottingham City Place-Based Partnership' (NCPBP).**

### **Background**

1. This paper provides an update on the leadership arrangements of the Nottingham City Place-Based Partnership, an overview of the government's recent white paper: 'Health and social care integration: joining up care for people, places and populations', and an update on the role of the PBP in overseeing the delivery of the new Joint Health and Wellbeing Strategy.

### **Leadership**

2. Mel Barrett, Chief Executive of Nottingham City Council, has been appointed as Lead for Nottingham City Place-Based Partnership (PBP). Mel will take over from Dr Hugh Porter as Interim Lead on 1 April 2022. Dr Hugh Porter has held the role of Interim Lead since Ian Curryer, former Chief Executive of Nottingham City Council and PBP Lead, stood down in April 2020. Dr Hugh Porter will continue in his role as Clinical Director of the Place-Based Partnership. Full details can be found in the stakeholder briefing (Appendix 1).

### **The Government's Integration White Paper and the role of 'place'**

3. Subject to parliamentary approval of the Health and Care Bill, from July 2022 Integrated Care Systems (ICS) are set to become statutory NHS Bodies. These will consist of a new NHS Body, the Integrated Care Board (ICB) and an Integrated Care Partnership (ICP), which will be a committee jointly convened by local authorities and the NHS.
4. Place-based partnerships are to be a key delivery component of Integrated Care Systems. PBPs are expected to take on a broad range of responsibilities, including delegated functions from ICBs for NHS resources.
5. On 9 February, the government published the Integration white paper: Joining up care for people, places and populations. The white paper sets out proposals that aim to provide better, more joined-up health and care services at 'place' level.

The government has set out a consultation period for the proposals, therefore the proposals are subject to change following public consultation.

6. In line with the Health and Care Bill and the previously published guidance from NHS England / Improvement and the Local Government Association, 'Thriving Places', the white paper is not prescriptive in how places should operate, be managed, or governed, allowing for local determined arrangements. The white paper does however set out policy proposals regarding a shared outcomes framework, leadership, governance, pooled budgets, digital transformation and workforce.
7. The Nottingham City PBP was formed in June 2019 as part of the Nottingham and Nottinghamshire Integrated Care System. Until the publication of 'Thriving Places' in September 2021 and the subsequent white paper, there had not been any nationally produced guidance on the development of place-based partnership. Despite this, the Nottingham City PBP has made progress in each of the key policy areas highlighted in the white paper.
8. The proposals set out in the white paper were discussed at the March PBP Executive Team meeting – the paper from this meeting, which includes a summary of the policy proposals can be found in Appendix 2.
9. The PBP Executive Team discussed the policy proposals in the white paper in relation to the Nottingham City place-based partnership progress to date. The Executive Team discussed the proposals set out in the white paper and agreed a series of next steps, including the development of a shared plan to be published in April 2023. The plan will be built on a shared outcomes framework focused on population health and wellbeing.

### **Place-based partnership delivery of the Joint Health and Wellbeing Strategy**

10. Subject to approval of the Joint Health and Wellbeing Strategy (JHWS) 2022 – 2025, the Nottingham City Place-Based Partnership (PBP) will be discharged responsibility for the oversight of the delivery of the JHWS.
11. Since the Health and Wellbeing Board in January 2022, where endorsement was given to the four recommended priority programmes, programme leads have been identified for each priority. In preparation for the development of implementation plans, programme leads have been scoping their programmes, including the identification of partners to make up the delivery teams
12. Over the next quarter, programme leads will work with delivery team to co-produce implementation plans to be submitted at the Health and Wellbeing Board meeting in July 2022.

13. Each programme will have a clear set of objectives and be led by designated programme leads from City PBP partners organisations, supported by delivery teams made up of members from PBP partner organisations to ensure delivery through an inclusive partnership approach.
14. To oversee the delivery of the JHWS programmes, the PBP Programme Steering group will be transitioned into a formal Programme Board to enable it to have oversight of the delivery of the JHWS programmes in addition to the other PBP programmes. The Programme Board will be established in quarter 1 of 2022/23.
15. Each programme will have an executive sponsor from the current Executive Team which is expected to transition into an Executive Board. As members of the Executive Board, executive sponsors will provide assurance to the Health and Wellbeing Board of the delivery of the PBP programmes established via the JHWP Strategy.

**Recommendations:**

The Health and Wellbeing Board is asked to:

16. **Note** the update on the work being undertaken by the Nottingham City Place-based Partnership.



## **Appendix 1: PBP leadership appointment stakeholder briefing 11 March 2022**

### **Mel Barrett appointed as Lead for Nottingham City Place Based Partnership**

Mel Barrett, Chief Executive of Nottingham City Council, has been appointed as Lead for Nottingham City Place Based Partnership (PBP). He will take over from Dr Hugh Porter as Interim Lead on 1 April 2022.

The Nottingham City PBP, formerly known as the Integrated Care Partnership, was established in 2019 to bring together health and care services including GPs, local authority services, community services and hospitals, as well as wider services provided by the community, voluntary and social enterprise sector.

All partners of the Nottingham City PBP have a key role to play in supporting the health and wellbeing of citizens, working together to provide care and support to people, regardless of background, circumstances or where people live in the city.

Mel Barrett's role leading both the City Council and the PBP will strengthen his ambition to improve health and wellbeing and reduce health inequalities in Nottingham.

He said: "The response to the Covid-19 pandemic in Nottingham has proven what is possible when a group of organisations corral together around a shared purpose and set of objectives and I am keen that we continue to build on this. However, what the pandemic has also done is bring into sharp focus the acute inequalities that exist in Nottingham.

"The fact that a woman in Hyson Green can have the second-lowest healthy life expectancy in the country is something we must address, and we will only improve this by addressing it together in genuine co-production with our citizens.

"I believe that by working together at pace with our citizens, we are stronger than any individual partner acting alone. By continuing this journey together, we have not just the opportunity but the responsibility to deliver on our shared ambition to give every person living in Nottingham equal access to care and support that meets their needs, regardless of their background, circumstances or where they live in the city. I am confident that we have what it takes."

The Nottingham City PBP is one of four 'place-based' partnerships in the Nottingham and Nottinghamshire Integrated Care System. Subject to parliamentary process for the Health and Care Bill on 1 July, the Nottingham and Nottinghamshire ICS will establish an Integrated Care Board (ICB) that will be responsible for NHS services.

The Nottingham City PBP will be responsible for the delivery of the Joint Health and Wellbeing Strategy for 2022-2025.

**Dr Kathy McLean, Chair of the Integrated Care System, said:**

“This is an exciting time to be leading and working in health and care and we welcome Mel into his new role as lead for Nottingham City Place Based Partnership. We are in a position of real opportunity to truly make positive change through the integration of people, teams, organisations, professions and citizens with one key aim for the benefit of our public and patients.

“Mel’s skills and leadership will be a huge asset to the city Place Based Partnership as it moves into this next phase of development, driving the work on reducing health inequalities and improving care. I know Mel will focus on real change that will address the needs and views of local citizens.”

**Dr Hugh Porter, Interim Lead for the Nottingham City PBP, said:**

“It’s been an honour to act as Interim Lead in addition to my role as Clinical Director for the PBP over the last two years. With the support from many colleagues, the partnership with its new ways of working has gone from strength to strength.

“The partnership has played an important role during the pandemic and the challenges we have all faced have provided learning opportunities. We know as we come out of the pandemic other challenges remain, especially addressing the health inequalities across our city and its communities.

“The new City Health and Wellbeing Strategy and the partnership’s agreed role in delivering this, together with the advent of the new Health and Care Bill that will see the formation of Integrated Care Systems as statutory bodies, means the partnership now needs to progress into its next phase of development.

“I’m therefore delighted to welcome Mel as the new Lead, who will bring the skills and expertise to really help make this next phase of the partnership flourish and start to broaden its role across the city. I’m looking forward to continuing in my role as Clinical Director, working closely with Mel and colleagues to make the next phase as successful as the first.”

**Cllr Adele Williams, Portfolio Holder for Adults and Health in Nottingham and Chair of the Nottingham City Health and Wellbeing Board, said:**

“Reducing health inequality is a top priority for Nottingham. We are determined that the gap in healthy life expectancy between the different neighbourhoods of our city and with Nottingham as a whole compared to other similar cities must close.

“We want Nottingham to be a healthy and inclusive city, where people are able to live well and keep active throughout their lives. We will do this by working together with our partners and with Nottingham to ensure people are supported at the right

time and in the right place to live their lives as they would want to, but also by working to ensure that together we use our resources to support good local employment and procurement, and that we use our leadership to build on the progress Nottingham has made to improve air quality and other determinants of good health such as education.”

The partners of the Nottingham City PBP are Nottingham City Council, CityCare, Nottingham City General Practice Alliance, NHS Nottingham and Nottinghamshire Clinical Commissioning Group, Nottingham Community and Voluntary Service, Framework, Nottingham City Homes, Nottingham University Hospitals NHS Trust, Nottinghamshire Healthcare NHS Foundation Trust, and Healthwatch Nottingham and Nottinghamshire.

More information about the Nottingham City PBP can be found here:  
[www.healthandcarenotts.co.uk/care-in-my-area/nottingham-city-icp](http://www.healthandcarenotts.co.uk/care-in-my-area/nottingham-city-icp)



## Appendix 2: PBP Executive Team – Integration White Paper and City place progress

<b>Meeting:</b>	Nottingham City PBP Executive Team
<b>Date of meeting:</b>	15 March 2022
<b>Report Title:</b>	Integration White Paper and City place progress
<b>Sponsor:</b>	Hugh Porter, Interim Lead and Clinical Director, City PBP
<b>Report Author:</b>	Rich Brady, Programme Director, City PBP
<b>Enclosure / Appendices:</b>	<i>Appendix A – Integration White Paper</i> <i>Appendix B – Thriving Places</i>
<b>Summary:</b>	
<p>On 9 February, the government published the Integration white paper: Joining up care for people, places and populations. The white paper sets out proposals that aim to provide better, more joined-up health and care services at ‘place’ level. The government has set out a consultation period for the proposals, therefore the proposals are subject to change following public consultation.</p> <p>In line with previously published guidance from NHS England / Improvement and the Local Government Association, ‘Thriving Places’, the white paper is not prescriptive in how places should operate, be managed, or governed, allowing for local determined arrangements. The paper does however set out policy proposals regarding a shared outcomes framework (and plan), leadership, governance, pooled budgets, digital transformation and workforce.</p> <p>This paper summarises the policy proposals in the white paper, an initial assessment of place-based partnership progress to date with proposed next steps.</p>	
<b>Actions requested of the ICP Executive Team</b>	
<input checked="" type="checkbox"/> To <i>note</i> <input type="checkbox"/> To <i>discuss</i> <input checked="" type="checkbox"/> To <i>approve</i>	
<b>Recommendations:</b>	
1.	<b>Note</b> the policy proposals set out in the Integration white paper: Joining up care for people, places and populations.
2.	<b>Approve</b> the proposed next steps set out in the Nottingham City place-based partnership progress section of the report.
<b>Conflicts of Interest</b>	
<input checked="" type="checkbox"/> No conflict identified <input type="checkbox"/> Conflict noted, conflicted party can participate in discussion and decision <input type="checkbox"/> Conflict noted, conflicted party can participate in discussion, but not decision <input type="checkbox"/> Conflict noted, conflicted party can remain, but not participate in discussion or decision <input type="checkbox"/> Conflict noted, conflicted party to be excluded from meeting	
<b>Risks identified in the paper</b>	
None	
<b>Is the paper confidential?</b>	
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

## **Integration White Paper and City place progress**

**15 March 2022**

### **Background**

1. On 9 February, the government published the Integration white paper: Joining up care for people, places and populations (**appendix A**). The paper sets out proposals that aim to provide better, more joined-up health and care services at 'place' level. The government has set out a consultation period for the proposals, therefore the proposals are subject to change following public consultation.
2. In line with previously published guidance from NHS England / Improvement and the Local Government Association, 'Thriving Places' (**appendix B**), the white paper is not prescriptive in how places should operate, be managed, or governed, allowing for local determined arrangements. The paper does however set out policy proposals in the following areas:
  - a. Shared outcomes framework (and plan)
  - b. Leadership
  - c. Governance
  - d. Pooled budgets
  - e. Digital
  - f. Workforce
3. This paper summarises the policy proposals in the white paper and an initial assessment of the Nottingham City place-based partnership progress to date with proposed next steps.

### **Shared Outcomes framework (and plan)**

4. The white paper sets out a proposal that places put in place a shared outcomes framework by April 2023, which instils national priorities and also allows for local priorities to be set, focused on population health and wellbeing. There is an expectation on places to publish a shared plan for how the outcomes will be achieved alongside the publication of the shared outcomes framework.
5. It is not clear the extent to which places will be held to account for nationally set outcomes or the balance needed between national and local outcome measures. It is also not yet clear the risk or reward associated with places meeting the delivery of these outcomes.

### **Leadership**

6. The white paper includes a proposal that there should be a single person accountable for the delivery of the shared plan and outcomes in each place. It does not specify who the single accountable person should be but indicates that this individual would typically be someone with a dual role across health and care or an individual who leads a place-based governance arrangement.
7. There is an expectation that places adopt a model of accountability with an identified a single accountable individual for delivering the shared plan and

outcomes by Spring 2023. The appointment of the individual should be agreed by the relevant local authority or authorities and Integrated Care Board (ICB)

8. While there is strong emphasis on accountability in the paper and the need to have a single individual accountable for delivering the shared plan and shared outcomes, it is not clear who this individual would be accountable to and what the consequences for delivering (or not) the shared plan and outcomes.
9. It is anticipated that accountability arrangements will be with the Integrated Care Board and Local Authority, although the extent to which this individual can be accountable may depend on the level of delegated functions held at place in relation to the agreed outcomes. Further clarity is expected following the consultation period.

## Governance

10. There is an expectation that places establish a governance model that will provide accountability for the delivery of the shared plan and outcomes. Place-based arrangements should bring together NHS and local authority leadership, including responsibilities for effective commissioning and delivery of health and care services.
11. Places are free to establish locally determined governance arrangements but any model should ensure clarity of decision-making, covering contentious issues, practical arrangements for managing risk and resolving disagreements between partners, and agreeing shared outcomes.
12. The white paper recommends a 'place board' model (**figure 1**) which brings together partner organisations to pool resources, make decisions and plan jointly – with a single person accountable for the delivery of shared outcomes and plans. In this arrangement the council and ICB would delegate their functions and budgets (as appropriate) to the board.

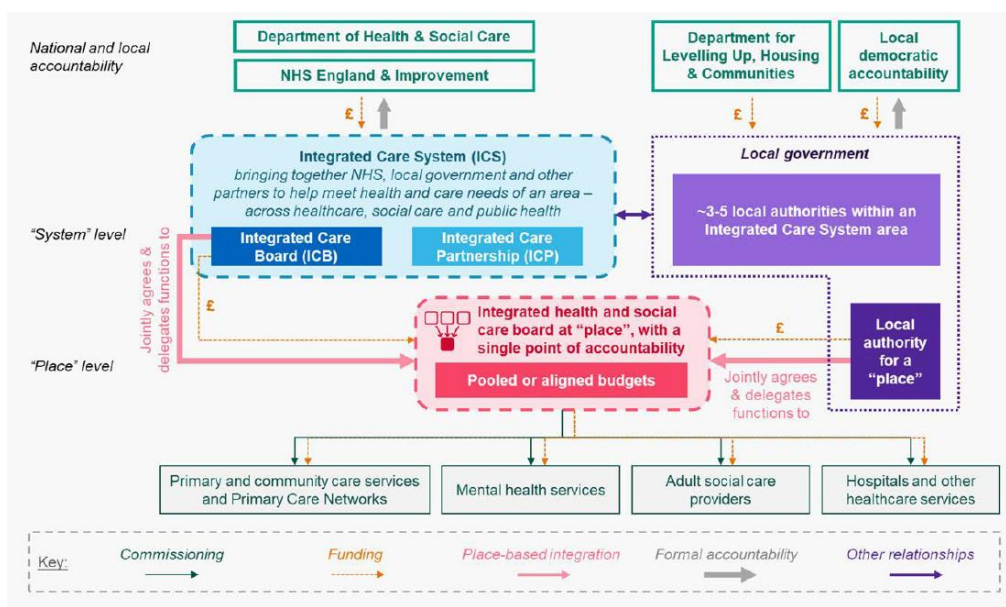


Figure 1 – White paper 'place board' example

## **Pooled budgets**

13. NHS and local government organisations will be supported and encouraged to do more to align and pool budgets. To support this the government will review existing pooling arrangements (such as Section 75, NHS Act 2006) with a view to simplifying the regulations for commissioners and providers across the NHS and local government to pool their budgets. Guidance on the scope of pooled budgets is expected to be published in Spring 2023.
14. The paper does not set out mandatory proposals for pooling budgets, however it does state that the shared place plan should be underpinned by pooled or aligned resources, including an extensive proportion of services and spend held by the place-based arrangement by 2026. Pooling of budgets will therefore be down to local determination in line with the agreed shared outcomes and plan.

## **Digital**

15. The white paper sets out a series of digital and data aspirations including a national ambition to have shared care records for all citizens that provide a single, functional health and care record which citizens, caregivers and care teams can all safely access by 2024. While organisations operating at place are critical in achieving these aspirations, the white paper recognises the importance of ICS' in supporting organisations at place.
16. The Department of Health and Social Care will take an 'ICS first' approach to supporting integration, encouraging organisations within an ICS to use the same digital systems. It will therefore be the role of ICS' to support place-based organisations in digital transformation – to support this ICS' will be required to develop digital investment plans for bringing all organisations to a minimum level of digital maturity by March 2025. These plans will outline how ICSs will ensure data flows seamlessly across all care settings and use tech to transform care so that it is person-centred and proactive at place level.

## **Workforce**

17. The white paper recognises the importance of effective joint workforce planning but notes that are currently limited fora to develop shared approaches to workforce planning, and a lack of clarity about which national and local bodies are responsible for what.
18. The paper sets out an intention to introduce integrated skills passports that will enable health and care staff to transfer their skills and knowledge between the NHS, public health and social care. There is also a commitment to review regulatory and statutory requirements that prevent flexible deployment of health and care staff across sectors.
19. As with digital transformation, the white paper notes the important role of ICS' as well as national and regional bodies in supporting effective workforce planning

and delivery at place. The paper notes the role of Integrated Care Partnerships (ICPs) in supporting integrated workforce planning and commits to strengthening guidance for ICPs, so that all components of an ICS are clear on the role they can play in integrated workforce planning across the whole health and care system

### Nottingham City place-based partnership progress

20. The Nottingham City place-based partnership formed in June 2019 as part of the Nottingham and Nottinghamshire Integrated Care System. The ICS has taken a permissive approach and in the absence of national guidance, has given the place-based partnership freedom to develop at a locally determination pace.

21. Until the publication of ‘Thriving Places’ in September 2021, there had not been any nationally produced guidance on the development of place-based partnership. Despite this, the Nottingham City place-based partnership has made progress in each of the key policy areas highlighted in the white paper.

<p><b>Shared outcomes (and plan)</b></p>	<p>Work has already begun to develop the basis of a shared outcomes framework in the city, aligned to the ICS outcomes framework. To support the delivery of the Health and Wellbeing Strategy and other PBP programmes, programme leads are establishing outcome indicators that programmes will be measured against. These will be built upon outcomes measures in the NHS and public health outcomes frameworks, as well as engagement with citizens with lived experience of the issues the programmes are seeking to address.</p> <p>To support this, work is also underway with the System Analytical Intelligence Unit (SAIU), CCG and public health analysts to understand what outcomes are currently collected / measured in relation to the Health and Wellbeing Strategy and other place-based partnership programmes and where there is a need to establish further outcome measures. This will form the basis of a wider shared outcomes framework which will incorporate the breadth of place-based partnership activity that is to be agreed as part of the shared plan to be published in April 2023.</p> <p><b>Proposed next steps</b></p> <p>Over the next 12 months it is proposed that partners work together to agree a shared plan that will detail activity to support the achievement of agreed outcomes, incorporating delegated functions from the ICB and/or local authority.</p>
<p><b>Leadership</b></p>	<p>Nottingham City Council and Nottingham and Nottinghamshire Integrated Care System have recently approved the appointment of Mel Barrett, Chief</p>

Executive of Nottingham City Council, as the place-based partnership ‘Lead’ – Mel will take up the position from 1 April 2022.

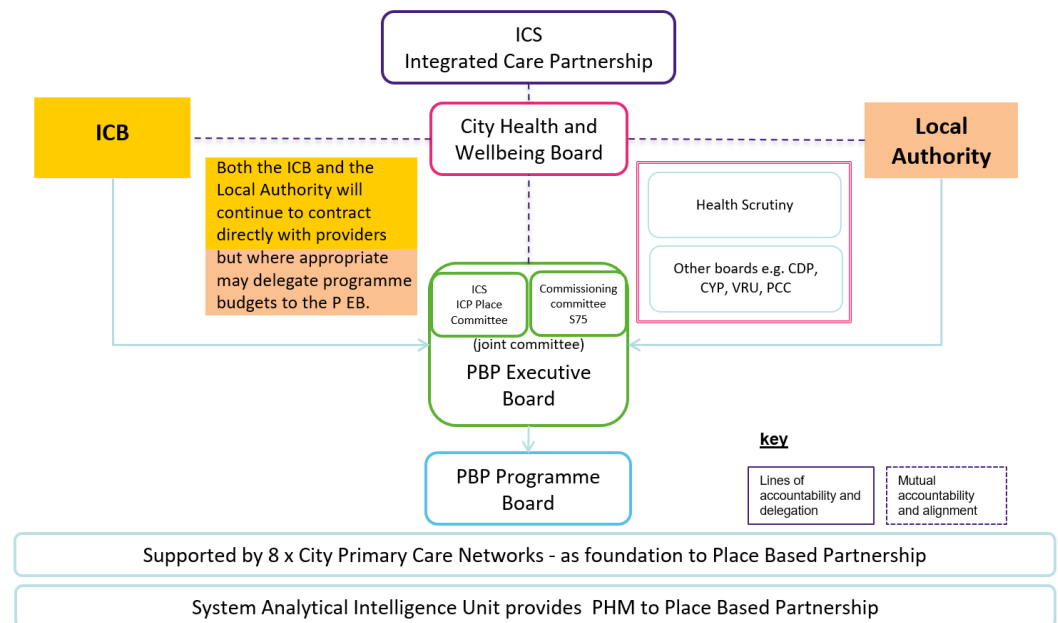
**Proposed next steps**

While Mel Barrett will hold the position of Lead of the place-based partnership from 1 April, at present the primary function of this role is to convene the partnership – the role does not hold any formal accountability. Over the next 12 months it is proposed that partners establish a shared understanding of accountability arrangements associated with the delivery of the shared plan and outcomes framework, including any functions delegated to the place-based partnership from the Integrated Care Board and/or local authority.

**Governance**

In 2021, city partners participated in a series of workshops facilitated by the Local Government Association and Hill Dickinson to discuss, (considering the legislative proposals) how partners would work together, maturing the partnership to take on increasing level of responsibility. An outcome of these workshop was an agreed governance proposal that would see the place-based partnership formally aligned to the Integrated Care Board, Integrated Care Partnership and the City Health and Wellbeing Board, with the place-based partnership discharged responsibility for the delivery of the Joint Health and Wellbeing Strategy as well as any delegated functions from the ICB and/or local authority.

Partners developed a governance model, closely resembling the example provided in the white paper:



*Figure 2 – Proposed Nottingham City place governance arrangements*

	<p><b>Proposed next steps</b></p> <p>The city place-based partnership and members of the Health and Wellbeing Board have already agreed that the oversight for the delivery of the Joint Health and Wellbeing Strategy 2022-2025 is to be discharged to the place-based partnership. To support the development of the shared plan to be published in April 2023 and any associated delegation of ICB and/or local authority functions, it is proposed that ICB and local authority governance leads work together to establish a joint committee which will form part of the PBP Executive Board.</p>
<b>Pooled budgets</b>	<p>There are limited pooled budget arrangements in Nottingham City aside from the Better Care Fund and the improved Better Care Fund which are currently approved at the Section 75 sub-committee of the Nottingham City Health and Wellbeing Board.</p> <p><b>Proposed next steps</b></p> <p>Over the next 12 months, as part of the development of the shared plan, outcomes framework and governance model, it is proposed that partners work together with the ICB and local authority to establish resources that can be pooled or aligned.</p>
<b>Digital</b>	<p>Digital transformation has been predominantly led by the ICS but some work has taken place at place level, particularly within primary care.</p> <p><b>Proposed next steps</b></p> <p>It is proposed that partners continue to support work being led by the ICS, but ensure that any place-based opportunities are used to progress developments at pace.</p>
<b>Workforce</b>	<p>While strategic workforce planning has been led by the ICS, opportunities for alignment of workforce have been progressed through the development of Primary Care Networks.</p> <p><b>Proposed next steps</b></p> <p>It is proposed that partners continue to support ICS strategic workforce planning but that place partners take opportunities to align workforce on city footprint, particularly with regard to primary, community and social care.</p>

22. While the City placed-based partnership has made good progress since 2019, and has put in place important and strong foundations which align to the key proposals noted in the Integration white paper, the advent of the Health and Care Bill provides significant opportunity to progress maturity of the partnership at pace from April 2023 and beyond.

## **Recommendations:**

The Executive Team is asked to:

23. **Note** the policy proposals set out in the Integration white paper: Joining up care for people, places and populations.
24. **Approve** the proposed next steps set out in the Nottingham City place-based partnership progress section of the report

**Appendix A** – [Joining up care for people, places and populations: The government's proposals for health and care integration](#)

**Appendix B** – [Thriving Places: Guidance on the development of place-based partnerships as part of statutory integrated care systems](#)