Walsall Council – Health and Wellbeing Board

Meeting 1 July 2025

Integrated Care Strategy Update

For Assurance

1. Purpose

To update the Board on work being undertaken to review the Integrated Care Strategy.

2. Recommendations

To ensure that the Health and Wellbeing Board acknowledges and supports the direction of travel for the Integrated Care Strategy and to receive, for assurance, this report which sets out how the NHS Joint Forward Plan is informed by the strategy and the process set out to develop the Integrated Care Strategy Delivery Plan.

3. Report detail

This report sets out the progress made in relation to the development of a new Integrated Care Strategy covering the period 2025-2028. The report also sets out how the Integrated Care Strategy aligns into the NHS Joint forward Plan Strategic Intent and the process being undertaken to develop the Integrated Care Strategy delivery plan that will then combine with the outline strategy to form a full Integrated Care Strategy.

4. The Outline Strategy

4.1 In January 2025 the ICP Board signed off an outline strategy covering 2025-2028 – this was then shared with the ICB Board on the 30th of January and supported by the four Health and Wellbeing Boards.

4.2 During February and March comments have been received from all the Place Based Partnerships and following input from Integration Directors a finalised draft was tabled the 17th of April ICP meeting where the Strategy was then approved.

4.3 The Outline Strategy centres around 3 strategic priorities – Prosperity, Population Health and Prevention – these are underpinned by some cross cutting themes including Mental Health, Health Inequalities and Shared Insights, all based on a life course approach.

4.4 The priorities are drawn from a systematic analysis of population engagement insights drawn from Health and Wellbeing Boards, Healthwatch and VCSEF partners as well as, an analysis of NHS and wider economic data across the Black Country – all of which has been distilled into the following:

Prosperity – a focus on addressing deprivation, concerting our efforts around employment and employability – but also widening our lens into broader Economic Improvement – regeneration and buildings retrofit.

Population Health – a focus on improving Life Expectancy and Healthy Life Expectancy with a key focus on our key inclusion groups e.g. Homelessness and Refugees and Migrants.

Prevention – a focus on preventing illness as a strategy for improving Healthy Life Expectancy – looking at a broader opportunity to shift from treatment to prevention – prioritising our community first approach – utilising all our community assets including working with partners like Housing through our Health and Housing Forum.

4.5 The strategy also considers the macro policy drivers that now compel us to accelerate some of the great work that had already started in the Blackl Country – these macro policy drivers include:

- The reform of the NHS to support delivery of the 3 government shifts (Digital, Community and Prevention)
- The devolution white paper – the reform of Local Government including the role of Combined Authorities that should lead to a much more efficient, effective and sustainable public sector.

The strategy on a page is as illustrated below (*fig 1 – strategy on a page*). The full outline strategy is included within the appendices (**appendix 1**).

Fig 1 – Strategy on a page

5. The Delivery Plan;

5.1 Work is now underway to develop a more detailed delivery plan which was approved by the ICP on the 17th of April 2025.

5.2 At its inception the ICP set up some forums to help develop the IC Strategy – these were referred to as 'ICP Strategy Forums' and include the following:

- **Underserved Communities – Chaired by Nadia Ingles (Director of Public Health – Walsall)**
- **Prevention and Personalisation – Chaired by John Denley (Director of Public Health – Wolverhampton)**
- **Health and Housing – Chaired by Connie Jennings (Director of Stronger Communities – Walsall Housing Group)**
- **Black Country Anchor Network – Chaired by Taps Mtemachani (Director of Transformation, Partnership and Population Health – BC ICB)**

5.3 The Strategy Forum membership has been reviewed to ensure optimum representation from across all of our Place Based Partnerships – leads were identified through the Integration Directors and workshops were convened through the forums to develop the delivery plans for each of the IC Strategy Priorities as follows:

- Underserved Communities Forum – Population Health
- Prevention and Personalisation Forum – Prevention
- Black Country Anchor Network – Prosperity
- Health and Housing Forum – Prevention and Prosperity

5.4 All Strategy Forums were then asked to set out their delivery plan in response to the IC strategy priorities as set out above, describing how they will contribute towards achievement of this strategy. Forums were clear that plans should focus on the opportunity that working in partnership at a Black Country level with colleagues from across all sectors will bring and should complement the plans of individual organisations including relevant place strategies/plans.

5.5 At the time of this update, all four of the strategy forums have met, with the delivery plan process shared and positive next steps having been identified.

5.6 The Place leads nominated to each forum will now take the proposed delivery plans through their respective Partnership Boards for sign-off ahead of the July ICP meeting.

5.7 **Appendix 2** includes more detail on the development of the delivery plan – the process that was set out to the ICP as summarised above including some of the deliverables.

6. Informing the NHS Joint Forward Plan

6.1 The Integrated Care Strategy refresh timelines were choreographed to ensure the strategy can inform the development of the NHS' Joint forward Plan. That has now happened and the Joint Forward Plan Strategic Intent Document which sets out how the JFP is informed by the Integrated Care Strategy has since been developed - a draft of which was considered by the ICB Board in March. The diagram in **Fig 2** below illustrates how the Integrated Care Strategy informs and aligns into the NHS Joint Forward plan.

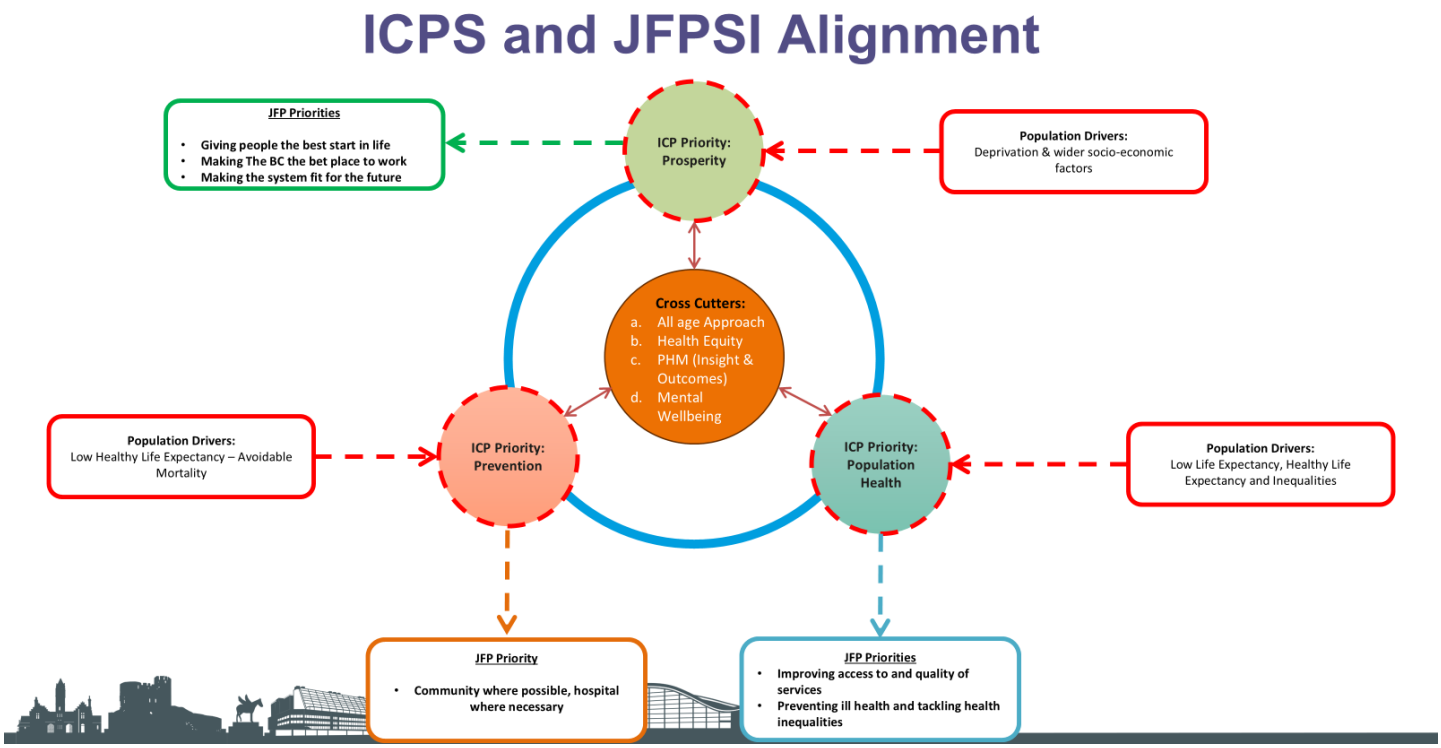

Fig 2 – ICPS&JFPSI Alignment

6.2 Statutorily, the Integrated Care Strategy (ICPS) should inform the development of any intra-system strategies and delivery plans – hence why the sequencing of the development of these strategies was important – as outlined above. The Joint Forward Plan (JFP) is a broader detailing of what the NHS is expected to deliver – it sets out how the local NHS will deliver against nationally set operational standards and priorities as well as outlining the transformational change the system will implement in delivering that. The JFP Strategic Intent (JFPSI) is a summary of how the JFP is informed by the ICPS including what contribution local NHS and Social Care Teams will deliver to reform services and deliver the core purposes of integrated care systems which include:

- **Improving Population Health.**
- **Reducing inequalities in access, experience and outcomes.**
- **Ensuring Value for Money, Productivity and Sustainability.**
- **Supporting Broader Socio-Economic Development.**

6.3 Suffice to say these are also the core purposes that underpin our Integrated Care Strategy.

6.4 Beyond that, the assessed needs of our Black Country Population have informed the strategic priorities and then subsequently the JFPSI as illustrated in **Fig 2** above.

6.5 The two documents (ICPS 7 JFPSI) together set out the strategic outlook for the system.

7. Next Steps

7.1 Through the ICP Strategy Forums, works continues to develop the detailed Delivery plan which will then combine with the Outline Strategy to form the full Integrated Care Strategy.

7.2 Delivery Plans will be approved initially through the Place based Partnership Boards before they are submitted to the ICP for approval on the 31st of July.
7.3 Once approved by the ICP at the end of July, final sign-off will be through the ICB Board meeting in August.
7.4 Once signed-off by the ICB – the full strategy will then be issued formally to inform the various plans across the ICS (Place Strategies/Plans, NHS Trust Strategies, Health and Wellbeing Boards etc.).

8. Recommendation

8.1 The Board is asked to take note of the Outline Integrated Care Strategy and receive for assurance the update on how this aligns into the NHS Joint Forward plan as well as the process set out to develop the Integrated Care Strategy delivery plan.

9. Implications for Joint Working arrangements:

Consider the three areas below bearing in mind this is about joint arrangements with partners/stakeholders. Consider aligning budget priorities or commissioning arrangements and explain benefits/consequences.

9.1 **Financial implications:** Not applicable
9.2 **Legal implications:** Not applicable
9.3 **Other Resource implications:** Not applicable

10. Health and Wellbeing Board Priorities - impact:

10.1 There is a consideration being given to how the ICP could add value to the work of Health and Wellbeing Boards and Scrutiny.

A successful ICP will have contributed to:

- Improved population health outcomes
- Addressing inequalities
- Ensuring VFM, sustainability and productivity
- Supporting broader socio-economic development

Appendices:

1. IC Strategy Outline Public Document
2. IC Strategy Delivery plan and progress update

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