

Councillor Keith Glazier

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cc Lisa Emery
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BY EMAIL

28 June 2023

Dear Adam

Draft Sussex Improving Lives Together Strategy Shared Delivery Plan (SDP)

The East Sussex Health and Wellbeing Board (HWB) brings together representatives from East Sussex County Council (ESCC), NHS Sussex, NHS providers, Borough and District Councils, Healthwatch and the voluntary, community and social enterprise (VCSE) sector in East Sussex. It oversees the work of the East Sussex Health and Care Partnership, which leads delivery of shared priorities drawn from the [East Sussex Health and Wellbeing Strategy Healthy Lives, Healthy People \(2022 - 2027\)](#), and the *Sussex Improving Lives Together Strategy*.

I am writing to confirm that the HWB received a report about the draft Sussex SDP at its meeting on 27 June 2023. In line with the national and local requirements, it was considered whether the draft SDP takes account of our shared priorities for the population of East Sussex as set out in the East Sussex HWB Strategy.

This was also preceded by full consideration at the following meetings:

- The ESCC People Scrutiny Health and Social Care Integration Programme Reference Group on 1 June 2023
- The East Sussex Health and Care Partnership Board on 2 June 2023
- The ESCC Leader and Lead Member for Strategic Management and Economic Development on 20 June 2023

Comments from these meetings were also shared with the HWB to support consideration of the SDP, which mainly consisted of feedback that will be helpful in supporting implementation in practice. This has also been appended to this letter, noting that it does not contain any suggested material changes to the current draft SDP.

In summary, there was overall support for the way the content, priorities and milestones are comprehensively set out in the SDP, and the joint work across the ICS that has enabled this. It is felt that the SDP will help to provide the overarching shared context to support the collaboration and momentum needed across the many

organisations involved in this shared endeavour. The high-level nature of the document was particularly welcomed as allowing the flexibility necessary to move forward collaborative work as partners in East Sussex and enabling us to build on our existing progress that has been focussed on our population needs. This is in line with previous Sussex ICS agreements to emphasise the importance of HWBs and Place to get the best benefit for local populations, across the collective resources available. As such the HWB was able to:

- 1) Endorse the East Sussex milestone plans that will enable delivery of East Sussex population and Place priorities, as set out in Delivery Area 4 of the SDP, and the collaborative arrangements in East Sussex to support delivery and;
- 2) Endorse the draft SDP and agree that the Health and Wellbeing Board submits a statement of support, prior to the SDP being submitted to NHS England (NHSE) and the NHS Sussex Integrated Care Board (ICB)

There was also a further request to ensure that fully accessible versions of the Shared Delivery Plan are developed and shared, as part of the launch arrangements in July.

There is partnership and programme governance fully embedded in East Sussex to support delivery, which reports into the Health and Wellbeing Board, and this has been reviewed and refreshed in light of the new plans for 11 Sussex-wide Delivery Boards and the implementation focus needed at Place. The East Sussex Health and Care Partnership brings together the County Council, NHS Sussex, East Sussex Healthcare NHS Trust, Sussex Community NHS Foundation Trust and Sussex Partnership NHS Foundation Trust, and our wider system partners including Primary Care Networks, the East Sussex VCSE Alliance, Healthwatch and Borough and District Council representation.

As the Leader of East Sussex County Council and the Chair of the East Sussex HWB I look forward to the NHS Sussex ICB working with all partners to further strengthen this collaboration, so that we can take our East Sussex Health and Care Partnership to a new level within our ICS as a key vehicle for delivering our objectives in the SDP for the benefit of our population. This would include the implementation of opportunities and recommendations for Place-based partnerships as a result of the Government's response to the recent recommendations of the House of Commons Health and Social Care Committee Inquiry into ICSs and the Hewitt Review.

Thank you for all the hard work undertaken by you and your teams in bringing the SDP together. I hope that this letter is helpful in outlining the support of the East Sussex HWB and commitment to delivering our shared priorities.

Yours sincerely



Councillor Keith Glazier
Leader, East Sussex County Council, and
Chair, East Sussex Health and Wellbeing Board

Appendix 1 Feedback from the ESCC People Scrutiny Health and Social Care Integration Programme Reference Group and ESCC Leader and Lead Member for Strategic Management and Economic Development.

Appendix 2 Feedback from the East Sussex Health and Care Partnership

Appendix 1

Feedback from the ESCC People Scrutiny Health and Social Care Integration Programme Reference Group and ESCC Leader and Lead Member for Strategic Management and Economic Development.

The People Scrutiny Health and Social Care Integration Programme (HASCIP) Reference Group considered the draft Sussex Integrated Care Strategy Delivery Plan at a meeting on 1 June 2023. The following comments were made:

- The Reference Group welcomed the draft Strategy, and were supportive of the content, priorities and milestones. The Reference Group particularly welcomed the place based governance arrangements, and the lack of impact on the sovereignty of the County Council in terms of its business and priority planning process.
- The Reference Group noted that despite the priority to go digital, the Department recognises the need to not exclude those who are unable to access digital services, which is reflected in the workstream focusing on inclusion and equalities, including digital inclusion.
- The Reference Group sought assurance that the Delivery Plan includes engaging with seldom heard groups when developing services. This is currently the focus of a Scrutiny Review and the Reference Group feel that this is an important ongoing consideration.
- The Reference Group welcomed the place based Governance outlined in the Delivery Plan and look forward to understanding how the County Council will receive updates on progress.
- The Reference Group reiterated the importance of having a clear focus on children and young people (outlined in the priority to of ‘giving people the best start in life’) is included a cross cutting theme across the whole plan, taking into account the needs of children and young people.

At the Leader and Lead Member for Strategic Management and Economic Development meeting on 20 June 2023, the above comments were noted and the Leader and Lead Member resolved to:

- Agree the East Sussex milestone plans that will enable delivery of East Sussex population and Place priorities, as set out in Delivery Area 4 of the Shared Delivery Plan (SDP) and Appendix 2 of the report; and
- Provide any further feedback to strengthen the draft SDP and the collaborative arrangements in East Sussex to support delivery (in paragraphs 2.11 - 2.15 of the report) prior to it being presented to the Health and Wellbeing Board on 27 June and NHS Sussex Integrated Care Board (ICB) on 5 July for endorsement and approval respectively.

Reasons:

- The draft Sussex Integrated Care Strategy sets out a strategic statement of common purpose across Sussex, and the critical areas of focus of the Sussex Health and Care Assembly. Good progress has been made with developing the Sussex Shared Delivery Plan with proactive engagement and support from system partners, to set out the arrangements for making this a reality over the next five-year timeframe. Part of this has involved managing the complexity of developing a cohesive single plan at a Sussex level, with significant progress made in developing a clear way forward which incorporates the NHS Operational Planning requirements and the delivery response to the Sussex Integrated Care Strategy, Improving Lives Together.
- Alignment of Senior Responsible Officers, including both NHS Sussex Chief Officers and system Chief Executive Officers, Directors of Adult Social Care and Health, Public Health and Children's Services, has ensured collective commitment to the delivery framework. In totality the SDP aims to present a clear improvement journey in the short, medium, and longer term.
- Place is where the County Council's statutory responsibilities, budgets and democratic accountability sits for the residents in our area. At the inception of the Sussex ICS there was local agreement that Place is key to strategic leadership, local commissioning and delivery within the ICS, in order to get the best value out of the full range of collective resources available to meet needs and improve the health, care and wellbeing of populations.
- The SDP supports delivery of relevant Council priorities, and the Council's commitment and ambition to deliver the best possible outcomes for local residents, as well as achieving the best use of collective public funding in East Sussex, through integrated working with the NHS. It provides an overarching delivery framework that will help the Health and Care Partnerships to work together in East Sussex, West Sussex and Brighton & Hove, with the flexibility necessary to support effective collaboration at Place level, so an ongoing detailed focus on local needs and priorities can be maintained building on existing progress.
- There are no changes to the Council's statutory role and responsibilities for services and budgets. The SDP contains high level milestones and a roadmap covering the next 5 years. Were any detailed plans to be developed where the proposed changes to services would have significant impact on the East Sussex population, these would be subject to the normal process of engagement and formal consultation, including assessments of equality and health inequalities impacts and scrutiny by the Health Oversight and Scrutiny Committee, as appropriate and necessary to support accountability and decision-making by the relevant organisations.

Appendix 2

Feedback from the East Sussex Health and Care Partnership

The full draft Sussex Shared Delivery Plan was considered at the meeting of the East Sussex Health and Care Partnership on 2 June, including further detail about the East Sussex milestones and refreshed partnership and programme governance to support delivery at the Sussex and Place level, with the following views:

- Overall support for the Shared Delivery Plan and the three areas of delivery covering shared Sussex Strategy long term improvements, immediate and continuous areas of improvement for the NHS, and the fourth covering delivery of the three HWB Strategies and plans specifically for East Sussex, West Sussex and Brighton and Hove.
- The comprehensive nature of pulling together delivery targets across the totality of NHS delivery alongside partnership plans that focus on shared priorities was recognised, with the need to connect financial targets together with activity changes and widening access to services to support recovery in the most efficient way.
- The holistic approach being taken to improving health outcomes in East Sussex was welcomed, as this will ensure a strong focus on prevention as well as better and more joined up care for those who need it. It was felt that the proposed changes to our partnership programme governance to reflect this new priority focus would support effective delivery, enabling us to join up the work on health outcomes with our model for integrated community teams.
- In relation to the proposed eleven Sussex-wide Delivery Boards there was enthusiasm to be involved, balanced with the need to be clear about the nature of partnership priorities and where collective energy and effort will add the most value. It was felt that sharing representation on some of the Boards collectively across Places and sectors will help to ensure our capacity can focus on local implementation and delivery of plans.
- In the context of investing energy in new alliances emerging at a Sussex level to enable a helpful focus on areas of commonality and Sussex-wide approaches (for example for the VCSE), the importance of having the space to maintain collaborative relationships that have built up over time to support delivery capacity with partners in local areas to meet the needs of local people, was also underlined.
- Similarly, liaison with the NHS Integrated Care Board (ICB) about healthcare issues that are common across Sussex is helpful for the three Healthwatch organisations to undertake collectively.
- To complement the existing strong arrangements across the huge amount of activity and services working together at a Place level to ensure children and young people have the best start in life, and that this continues well into adulthood, a pan-Sussex approach will be extremely valuable to forward some aspects of children and young people's services, for example where care needs and pathways are complex.

- Overall, time should be given for new statutory ICS arrangements to continue to mature and enable shared understanding to grow about the issues and challenges, and where working together on a pan-Sussex level across all three Places will realise benefits through increasing momentum and pace.