



City of Westminster

Westminster Health
& Wellbeing Board

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Title:	Westminster Health and Wellbeing Strategy refresh update
Report of:	Cllr Rachael Robathan, Chairman, Health and Wellbeing Board
Wards Involved:	All
Policy Context:	N/A
Financial Summary:	N/A
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1. Executive Summary

- 1.1 Refreshing the Health and Wellbeing Strategy over the next three month presents an opportunity for the Westminster Health and Wellbeing Board to articulate its vision for the borough and how it can work together with its partners at local and sub-regional levels. This update builds on the paper presented to the Board on 21 January 2016.

2. Key Matters for the Board

- 2.1 Board members are asked to note and comment on this report. Members are asked also to discuss:

- The Board's overall vision which should guide the refresh of the Joint Health and Wellbeing Strategy;
- High level joint outcomes the Board would wish us to deliver; and
- Agree the timescales by which the Strategy will be developed.

3. Background

- 3.1 At the Health and Wellbeing Board meeting on 21 January, officers presented the context in which the Westminster Joint Health and Wellbeing Strategy (JHWS), *Healthy City, Healthier Lives*, is being refreshed. Against a backdrop of dwindling public sector finances, greater pressures to deliver quality services to an increasing and changing population, and the future opportunities developing as a result of the London health and care devolution agreement, a cross system JHWS will be critical. *City for All, Shaping a Healthier Future, Out of Hospital Strategy* and the *Better Care Fund* will all be underpinning the principles and strategic vision of the JHWS refresh. This will ensure a strategic approach which puts prevention, integration, collaboration, independence and community resilience at the heart.
- 3.2 It was agreed by the Chairman, Vice Chairman and Central and West London CCGs that the Westminster Joint Health and Wellbeing Strategy (JHWS) should be linked with and developed alongside the North West London Sustainable Transformation Programme (STP) (**see appendix A**), a five year plan mandated by NHS England. The Westminster JHWS will be the sovereign local plan to deliver the STP priorities as well as broader borough specific work. The STP is due to be submitted to NHS England by late June and the draft JHWS is expected to also be finalised by then.

4. Health and Wellbeing Strategy development update

- 4.1 The Westminster JHWS is our local opportunity to define what is important for local people and how the whole system can work together to deliver on those priorities. It is also an opportunity to assess the status quo and the work needed to ensure the Health and Wellbeing Board is in a position to undertake devolved health and care commissioning and system leadership in the future.
- 4.2 The refreshed Westminster JHWS should seek to be consistent with the:
- national vision of an integrated health and social care system;
 - needs of local populations and health groups;
 - Health and Wellbeing Board's vision of prevention and whole system approaches; and
 - principles and aims of the STP to deliver systems leadership.

4.3 The Health and Wellbeing Board paper on 21 January set out the following timetable for the refresh:

Phase 1: January – March 2016

Evidence analysis – a joint group of analysts are currently building a picture of:

- The current demographic profile and corresponding disease burden (Primary Care Modelling project) which help to identify varying levels of need across the borough;
- The health and wellbeing gaps – informed by a joint gap analysis being undertaken at the North West London level for the STP; and
- Current service provision and gaps to address identified needs (informed by past and highlights JSNA work)

This work is due to conclude in late March/early April. A snapshot presentation of progress will be provided to the Health and Wellbeing Board on 17 March.

Theme development – this work is currently building on:

- the on-going local evidence gathering exercise (as set out above);
- commissioning intentions of Central and West London CCGs and Westminster City Council *City for All Year 2*; and
- national and sub-regional priorities (NHS Five Year Forward and the North West London STP).

This work will be on-going and subject to refinement as we engage with the Health and Wellbeing Board and stakeholders. We will be able to provide first draft of theme suggestions for the Board to consider and develop at a proposed workshop in April (please see paragraph 5.1).

Phase 2: March – May/June 2016, updating Health and Wellbeing Board on 26 May

- **Agreeing and finalising content themes and priorities**, developing on the outcomes of the Health and Wellbeing Board strategy refresh development workshop in April;
- **Targeted engagement** - workshops and online engagement with Health and Wellbeing Board, stakeholders, residents, governing bodies in the CCGs and local authority to review themes and draft
- **Draft strategy** – first draft by end of April for the Health and Wellbeing Board on 26 May.

Phase 3: June – September, reporting to Health and Wellbeing Board on 16 September (including public consultation findings)

- **Consultation** – a formal online public consultation on the draft strategy signed off by the Health and Wellbeing Board.
- **Implementation plan development**

Phase 4: September – November, obtaining final sign off from Health and Wellbeing Board on 17 November 2016.

- **Finalise strategy and sign off** – with Cabinet Member, Health and Wellbeing Board, Westminster Cabinet and Executive Management Team, CCG Chairs and governing bodies.

5 Engagement

5.1 *Working with the Health and Wellbeing Board* – the Health and Wellbeing Board are invited to attend a members-only workshop outside of a formal Board meeting in early April 2016. Officers are currently organising and will be in touch with members shortly. At this workshop, members will be invited to review the evidence gathering work to date, a draft structure of the JHWS, and discuss the development of themes based on the evidence, national/sub-regional/local priorities and the Board’s own direction of travel.

5.2 Additionally, we will be engaging members on:

- reviewing the current strategy – this will be done through an online survey for initial feedback and then refined with members at the Health and Wellbeing Board workshop in April; and
- on-going progress in between the March and May formal Board meetings by circulating key documents and seeking feedback via email. This will enable officers to incorporate feedback and bring revised documents to the Health and Wellbeing Board in May to review.

5.3 *Engagement with stakeholders and service users* – we will be engaging with service users and stakeholders through:

- Online means including polling and questionnaires;
- Attending stakeholders meetings and committees for both groups with a geographical focus (i.e. neighbourhood forums) but also specific health groups (i.e. Healthwatch Westminster, patient forums, carers representative groups); and
- Working with community champions to engage under-represented groups.

5.3 The purpose of these engagement activities will be to obtain feedback on outline proposals for JHWS refresh, identify evidential or experiential gaps that might inform the development of the strategy, and understand stakeholder and patient aspirations for both their health and wellbeing and the services they engage with.

6 Legal Implications

- 6.1 The requirements in respect of the timing and content of Sustainability and Transformation Plans (“STPs”) are set out in Delivering the Forward View: NHS Shared Planning Guidance 2016/17. The first deadline, for the transformational footprint, has been met. The STP will cover the period October 2016 to March 2021 deadline for submission of the STP is June 2016 and the STP will be formally assessed in July 2016. Further detailed guidance as to the content of STPs is expected imminently, having originally been expected in January 2016.
- 6.2 The duties in respect of Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies are set out in the amended Public Involvement in Health Act 2007 at sections 116 and 116A and both are subject to statutory guidance.

7 Financial Implications

NA

**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact:**

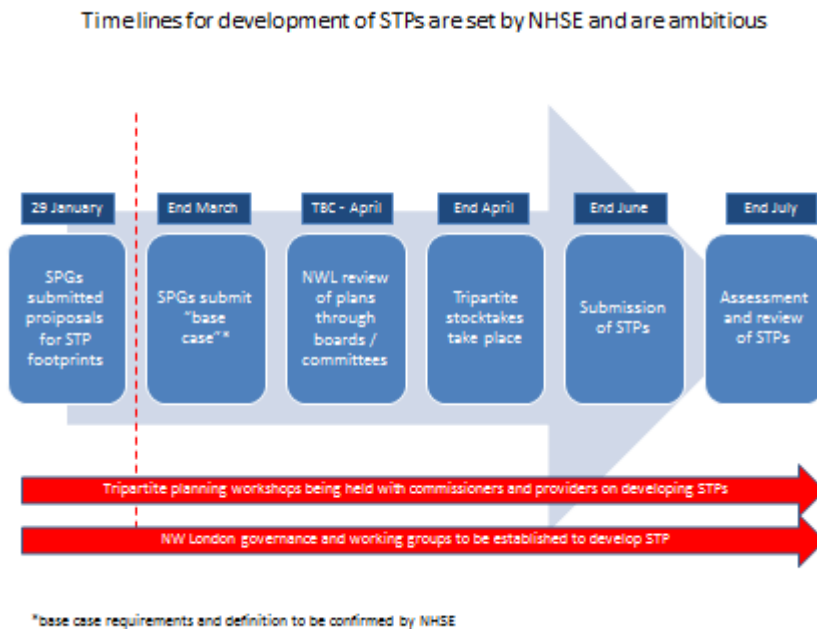
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Appendix A: Sustainability and Transformation Plans

- 1.1 [Delivering the Forward View: NHS Shared Planning Guidance 2016/17 – 2020/21](#) was published at the end of December. The guidance is backed by £560 billion of NHS funding, including a new Sustainability and Transformation Fund (STF). STPs require local system leaders to come together to develop a shared place-based vision with the local community, including local government and voluntary and independent sectors and programme and deliver a coherent set of activities. The plans link directly to future transformation with coherent plans unlocking funding for transformational projects from 2017/18 onwards. What is different about the plans is that they are “place based”.
- 1.2 STPs must cover all areas of CCG and NHS England commissioned activity as well as better integration with local authority services, prevention and reflecting locally agreed Health and Wellbeing priorities. The timetable for the development and agreement of STPs is set by NHS England and is challenging.



- 1.3 The first task was for NHS leaders to agree the transformational footprint (i.e. geographical scope) of the STP, engaging with local authorities as part of the process. Cabinet Members and Chairs were able to discuss this at the BCF Board in January and subsequent communication since. Through this process, a principle of collaboration and subsidiarity was negotiated and agreed. Borough Chief Executives and the West London Alliance were involved in this process. As was confirmed at the last BCF Board meeting, in discussion with NHS England local area teams, it was agreed that the footprint of the local STP would cover the eight CCGs of north west London, reflecting historic and existing working relationships, patient flows and the scale required to tackle issues such as mental health and public health programmes.

1.4 Alongside these developments, the NHS have hosted a system leadership summit to begin to develop planning proposals for NW London and adult social care directors have initiated and established a weekly working group to develop the STP detail and ensure that there is direct input to the thinking and drafting of the STP, from the perspective of the three boroughs, and there that there are strong links between this work and the development of the refreshed health and wellbeing strategies. A high level plan on a page is attached to this briefing note which draws together the key phases of work required for both the STPs and Health and Wellbeing Strategies. Conversations will need to be on going with Cabinet Members and CCG Chairs as the planning approach and governance is developed – further detailed guidance about the requirements of the STPs is expected imminently from NHS England. For example, one of the proposals is for a System Planning Group to be established across NW London with representation from each area. This may link well with proposals for devolution and sub-regional working and could begin to represent Health and Wellbeing Boards at the sub-regional level.