

Westminster Health & Wellbeing Board

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Classification:	General Release
Title:	Update on the North West London Sustainability Transformation Plan and Westminster's Joint Health and Wellbeing Strategy
Report of:	Councillor Rachael Robathan, Cabinet Member for Adults and Public Health and Chair of the Health and Wellbeing Board Dr Neville Pursell, Vice-chair, Health and Wellbeing Board
Wards Involved:	All
Policy Context:	-
Financial Summary:	NA
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1. Executive Summary

- 1.1 This paper updates the Health and Wellbeing Board on the North West London Sustainability and Transformation Plan and the joint health and wellbeing strategy refresh process.

2. Key Matters for the Board

- 2.1 The Board is requested to:
- Consider the update on the Sustainability and Transformation Plan;

- Note the summarised engagement and consultation process (appendix A); and
- Consider and provide feedback on the post-consultation draft strategy (appendix B).

3. Background

- 3.1 In December 2015, NHS England requested that every local health and care system must produce a multi-year Sustainability and Transformation Plan (STP). The purpose of the plan is to demonstrate how local services will evolve and become sustainable over a five year period.
- 3.2 An STP covering the population of 16 local authorities and Clinical Commissioning Groups (CCGs) in North West London, including Westminster City Council, is being developed. STPs are expected to be submitted to NHS England by the end of 2016 and could attract national transformation funding. The quality of the STP will determine the amount and timing of the release of funding.
- 3.3 The STP aims to deliver North West London's joint vision of creating a preventative health and wellbeing system. This includes developing high quality primary and community based services, while concurrently supporting the clinical and financial sustainability of the health and care system.
- 3.4 Westminster's refreshed joint health and wellbeing strategy (expected to be published by the end of the year) will act as the local delivery mechanism for the objectives of the North West London STP. Both documents have been developed in parallel since January 2016 resulting in the linking of themes and principles such as prevention, early intervention and improving mental health and wellbeing for adults and children.

4. North West London Sustainability and Transformation Plan (STP) update

- 4.1 In June 2016, the North West London Alliance submitted a draft plan to NHS England for early feedback. This draft plan set out five delivery areas:
1. Radically upgrading prevention and wellbeing;
 2. Eliminating unwarranted variation and improving long term condition management;
 3. Achieving better outcomes and experiences for older people;
 4. Improving outcomes for children and adults with mental health needs; and
 5. Ensuring we have safe, high quality and sustainable acute services.
- 4.2 These delivery areas are to be underpinned by an effective and agile workforce, robust digital infrastructure and multi-purpose and community based estates. The STP consortium has been undertaking extensive engagement on the plan

through an online forum and public events. In Westminster, the consultation process and findings from the health and wellbeing strategy has fed into the STP engagement work.

- 4.3 A further update to the STP was submitted to NHS England in October 2016. There is ongoing engagement and dialogue about the plan between partners and key stakeholders. The key areas of development that are still required are around the out of hospital strategy and the funding required to support more care and support in the community.
- 4.4 Westminster City Council, under the stewardship of the Cabinet Member for Adults and Public Health, the Chief Executive and Executive Director of Adult Social Care and Health, is leading on the finance and estates planning on behalf of the North West London STP Alliance.

5. Refreshing the Joint Health and Wellbeing Strategy

- 5.1 Westminster's health and wellbeing strategy is a joint responsibility of the Council, Central London and West London Clinical Commissioning Groups. It responds to local challenges around health inequalities, financial sustainability of health and care services, the changing demography, and the needs and expectations of people who live in, work in and visit the city. The strategy, through its link to the North West London STP, will be addressing the sub-regional challenges around joining up estates, developing multi-skilled health and care teams and joining up health and care services to improve people's experiences of services as well as their lives.
- 5.2 The draft strategy is based on robust local evidence, early engagement with partners, and local residents. Cllr Rachael Robathan (Cabinet Member for Adults and Public Health and Chair of the Health and Wellbeing Board) and Dr Neville Purssell (Chairman of Central London CCG and Vice Chair of the Westminster Health and Wellbeing Board) jointly led an extensive engagement programme which included events with businesses, health and care providers, patient and service user representatives, the voluntary and community sector, and members of the public. In parallel, an online consultation was undertaken for a period of 14 weeks, ending on 16 October 2016. **Appendix A** provides a summary of the engagement process.
- 5.3 In summary, the feedback from the online consultation and engagement programme demonstrated strong support for the preventative and early intervention direction as well as the four headline themes of the strategy which include:
 - 1. Improving outcomes for children and young people;
 - 2. Reducing the risk factors for, and improving the management of, long term conditions, with a spotlight on dementia;
 - 3. Improving mental health through prevention and self-management; and

4. Creating and leading a sustainable and effective local health and care system.
- 5.4 Some of the feedback focused on the role of the broader “determinants of health and wellbeing”, including infrastructure, planning, air quality and transport in the city. Other respondents supported the strategy’s promotion of nutrition and diet, and physical activity as well the transformation of services of the future which are more holistic and tailored to the needs of our communities. A summary of feedback and proposed changes to the strategy is set out in **appendix A**. A revised draft of the Joint Health and Wellbeing Strategy, taking account of the comments received, is attached at **appendix B**.

6. Governance

- 6.1 The West London CCG Governing Body received an update on the engagement around the joint health and wellbeing strategy on 2 November 2016. Central London CCG will also be provided with an update at its meeting on 9 November 2016.
- 6.2 The Health and Wellbeing Board will discuss the revised version of the strategy on 17 November 2016. Following feedback from the Board, the revised strategy will be submitted to the Policy and Scrutiny Committee for the Adults and Public Protection for them to consider it at their meeting on 23 November 2016. Westminster City Council’s Cabinet will then review the final version of the draft strategy on 12 December 2016. The final strategy is expected to be published by the end of 2016.

7. Implementation

- 7.1 A joint implementation plan setting out the focus of each priority, timelines and performance framework will be developed over in the coming months to be presented at the Health and Wellbeing Board meeting on 2 February 2017.

8. Legal Implications

- 8.1 The duty in respect of Joint Health and Wellbeing Strategies is set out in s116A of the amended Local Government and Public Involvement in Health Act 2007.
- 8.2 Legal Services have confirmed the Joint Health and Wellbeing Strategy and the STP as being a lawful process that discharges the Council’s public and stakeholder’s engagement responsibility to consult.

9. Financial Implications

N/A

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

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APPENDICES:

Appendix A – Summary of the Joint Health and Wellbeing Strategy consultation and engagement process.

Appendix B – Revised Draft of Westminster’s Joint Health and Wellbeing Strategy

Appendix A – Summary of the Joint Health and Wellbeing Strategy consultation process and feedback

Online and postal consultation responses

An online feedback platform was open between 6 July and 16 October 2016. The forum was publicised widely through partners, social media and at events. Over 100 responses were received from a range of individuals, organisations and businesses.

Discussions and presentations at partner events

Officers attended and presented at partner and community events and meetings including the below:

North Westminster Community Network	Healthwatch Central West London
Westminster Community Network	Central London CCG's Locality Meetings (North, Central and South)
Central London CCG AGM	West London CCG's Patient Reference Group & Central London CCG's User Panel meeting
Paddington Festival (Queen's Park Community Festival)	Community Champions Summer Health Fair
South Westminster Action Network	Older People's Forum
South West London Health and Wellbeing Network	BME Health Forum

Consultation events

Officers organised three events with the following stakeholders:

- **Health and care providers roundtable at CCG offices, 8 September**
The meeting was attended by representatives of over 15 provider organisations including Central and North West London Hospital Trust, Imperial College Healthcare Trust, Central London Community Healthcare, Open Age, and Notting Hill Housing.
- **Health is Everyone's Business at Somerset House, 14 September**
The meeting was attended by representatives from over 60 businesses, and there were presentations from The Crown Estate, Impact Hub Westminster, Marylebone Cricket Club Lords and WSP Group. The event also included a marketplace with community and voluntary organisations.

- **Open House with the public – Church Street Library, 5 October**
Over 40 members of the public attended our event at Church Street library which included a marketplace with representatives from a range of voluntary and community sector organisations. During the event there were presentations from Central and North West London Healthcare Trust Talking Therapies and Recovery and Wellbeing College, as well as activities hosted by Paddington Development Trust and Penfold Street Hub.
- **Westminster Open Forum – Victoria, 6 October**
The priorities of the draft Joint Health and Wellbeing Strategy were discussed at a public event run by the Leader of the Council and Cabinet Members. 160 members of the public took part and provided feedback.

Summary of feedback

The following are the most prominent points of feedback received throughout the engagement process. People asked for the strategy to consider:

- The feedback received has been overwhelmingly positive. Strong support has been received for the preventative and community asset-based approach, and the focus on the wider determinants of health in the Strategy.
- The four headline priorities received widespread support from respondents.
- Comments received indicated that the council and partners are already doing a lot to improve and support health and wellbeing but wanted the Health and Wellbeing Board to do more jointly to communicate our good news stories and signpost to available support and services. An example of this was supporting people with disabilities to participate in activities in their local areas.
- The majority of responses were concerned with the “wider determinants” of health and wellbeing and demonstrated how crucial it will be to take a system-wide approach to deliver the strategy. This included: working with partners in housing, transport and public health to tackle air quality, make walking and cycling safer, provide accessible modes of transport, and make physical activity opportunities available.
- There were calls to use data to target services at the vulnerable and those most at risk to prevent escalation of problems and intervening early when there are signs of problems – particularly relating to mental health.
- There was significant support for more opportunities to be physically active.
- People wanted care closer to them – whether they are helped to access services or services are increasingly based and delivered in the community

Feedback on overarching approach of the draft strategy:

- There is support for a preventative approach to ensure people stay as healthy as possible for as long as possible, but some would welcome defining what we mean by prevention – primary (e.g. stopping people starting smoking), secondary

(e.g. stopping people who already smoke) and tertiary (e.g. reducing or stopping smoking after a health event related to smoking).

- There should be more of a focus on the wider role of all members of the health and care system and why collaboration amongst the public sector, commissioners, providers, the voluntary and community sector, businesses and individuals is beneficial for everyone. Providers discussed the importance of ensuring individuals are aware of their responsibilities as patients within a free-at-point-of-service NHS including attending appointments, finishing courses of treatment etc.
- Many respondents commented on the need for improved access to information and signposting to services – the majority of people indicated that they receive their health information from family, friends, the internet and their GP.
- Respondents related a desire to maintain their independence for as long as possible, and prioritised the role of wider determinants – their social networks, their housing, and access to transport – in supporting this.
- Respondents generally supported for new methods of communication with health and care professionals e.g. phone/video calls with GPs, but wanted this to be supported by good access to in-person services when needed.

Changes to the draft strategy post-consultation

The draft strategy has been updated to incorporate feedback received during the public consultation period. The main changes were:

- Stronger references to the wider determinants of health (e.g. the Greener City Action Plan, which contains actions around improving air quality and promoting active transport) and the importance of housing issues.
- Making clear in priorities 1 and 2 that the strategy includes health and care support and services explicitly include people living with physical and learning difficulties.
- Emphasising the role of families in priority 1.
- Emphasising that commitments under priority 1 include all children and young people, from the point of conception.
- Strengthening commitments to promote opportunities for physical activity and information about availability of community facilities and places.
- In priority 2, we ensured that our commitment to helping people into and maintaining employment includes people who are living with chronic conditions.