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Title:	Health and wellbeing strategy for Westminster 2017-2022 implementation
Report of:	Chairman of the Health and Wellbeing Board
Wards Involved:	All
Policy Context:	Health and Wellbeing
Financial Summary:	N/A
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1. Executive Summary

- 1.1 The Health and Wellbeing Board formally adopted the Health and Wellbeing Strategy for Westminster 2017-22 on 17 November 2016. The strategy has also been formally adopted by Westminster City Council's cabinet and both Central and West London CCG governing bodies.
- 1.2 The Health and Wellbeing Board agreed, in consultation with the chairs of both CLCCG and WLCCG and Westminster Council's Cabinet, that the Health and Wellbeing Strategy would articulate the local priorities for Westminster within the sub-regional priorities of the Sustainability & Transformation Plan (STP) for North West London (as detailed in Appendix B).
- 1.3 To support the delivery of our Health and Wellbeing Strategy at a city-wide level and the STP at a North West London level, the board agreed in January 2016 to jointly develop an implementation plan which would explain the actions that the council, CCGs and voluntary sector would be taking over the next five years to deliver our shared priorities.
- 1.4 This paper proposes an approach to develop this plan and sets out the Council's draft plans for 2017/18. Please note that the Council's Budget and Council Tax

Report will be voted on by the Full Council on 1 March and the associated high level strategy and business plans.

2. Key Matters for the Board

2.1 The Health and Wellbeing Board is asked to:

- A.** Consider how board members and their organisations can contribute to the delivery of the strategy noting the initial mapping exercise; and
- B.** Comment on and approve proposed governance performance management approach.

3. Background

3.1 The Health and Wellbeing Strategy for Westminster 2017 – 2022 was published on 15 December 2016, following a year-long development process which included extensive data analysis and engagement with residents to determine local needs.

3.2 The strategy commits the Health and Wellbeing Board to driving four priorities, which are closely linked to the 'Delivery Areas' of the North West London Sustainability and Transformation Plan (STP) (see page 5) over the next five years. To keep the delivery of the commitments focused and driven by the needs and experiences of Westminster's people where possible, each priority is underpinned by "I" statement outcomes.

3.3 This paper sets out proposals for the Health and Wellbeing Board to consider on implementation, performance management and invites Board members to contribute to the proposed implementation plan.

4. Developing our joint implementation plan

4.1 Board members and the majority of people who participated in the engagement process for the Health and Wellbeing Strategy in 2016 agreed that the strategy must be underpinned by a delivery plan that:

- Involves Westminster's people and partners in designing and delivering the strategy's commitments and outcomes
- Can evolve over the next five years to respond to emerging challenges and the city's changing context
- Draws on the 'wider determinants' of health and wellbeing – which means that everyone – all council and CCG departments, the voluntary and community sector, businesses and people – has a role in delivering the strategy's ambitions

- Is regularly monitored and progress is reported back to the public and partners regularly.
- 4.2 Members of the Health and Wellbeing Board and broader partners have a considerable amount of work either underway or planned that will be contributing to the delivery of the strategy and STP priorities. Please see appendix A for examples.

A. How can board members and their organisations contribute to the delivery of the strategy?

Developing our approach to governance and monitoring

4.3 This joint implementation plan will assist the Health and Wellbeing Board to deliver the commitments of the strategy and the STP priorities. An officer level implementation group leading on delivery is proposed. The following are suggested members:

- Officer from Central London CCG
- Officer from West London CCG
- Health and Wellbeing Board manager for Tri-borough
- Officer from Policy and Strategy, Westminster City Council
- Officer from Public Health Intelligence
- Representative from Healthwatch
- Representative from VCS

4.4 This group will provide regular informal feedback to senior responsible officers – Executive Director of Adult Social Care, and the Managing Directors of Central and West London CCGs – and the Chair and Vice Chair of the Board. Officers will bring thematic updates to Board meetings focusing on one of the four priorities. Information on the progress of actions, issues and future plans on the selected theme will be provided.

4.5 The implementation group will meet once a month, starting in February and will be responsible for:

- Regularly gathering information from departments and partner organisations against the commitments
- Using this information to provide updates to the Chair and Vice Chair, the Health and Wellbeing Board and senior officers with a view to report progress and bring to the attention risks and issues that require the Board's help with resolving

- Involving the public and wider partners to design and deliver ways to deliver commitments in the strategy.

4.6 To measure performance, officers will be taking two approaches:

- To measure progress of **commitments** officers will gather updates directly from service areas and departments using key performance indicators which will be developed during February. The Board will receive updates at every meeting. The Board may wish to consider publishing a progress report on the strategy commitments for the public and partners to view progress and provide an opportunity for them to feedback and make suggestions.
- To measure **outcomes** (“I” statements), the Board may wish to consider commissioning officers to carry out an annual ‘temperature check’ through a survey and some focus groups to measure progress on outcomes and provide an opportunity for people to influence the delivery of the strategy for the following year. If the Board agrees, officers can undertake a first year temperature check to establish a baseline.

B. Do board members agree with the proposed approach to governance performance management?

5 Timeline for implementation plan

HWB members to email Ezra Wallace (ewallace@westminster.gov.uk) with suggestions for the implementation plan	By 17 February
Finalise implementation plan with the information received – including identifying ‘gaps’ potential projects and work streams, and timing.	February
Develop and finalise a common performance framework	February
Survey/focus groups on the strategy’s “I” statements (outcomes) to establish a baseline to measure progress against annually	March
HWB approval and publication of implementation plan	23 March meeting
HWB to identify ‘gaps’ potential work streams/projects	25 May meeting

APPENDIX A: INITIAL AREAS OF ACTIVITY IDENTIFIED THROUGH MAPPING

Health & Wellbeing Strategy Priority 1: Improving outcomes for children and young people

(Contributes to the STP priorities Delivery Area 1 - Radically upgrading prevention; and Delivery Area 2 - Eliminating unwarranted variation and improving long-term care management)

- Implementing Future in Mind locally and working with you Youth Council to design local awareness campaigns of services available to children and young people.
Lead organisations: Westminster City Council , CLCCG and WLCCG Joint Commissioning
- Strengthening and delivering the Tackling Childhood Obesity programme, which will be delivered in partnership between Public Health, Sports and Leisure, and Libraries teams.
Lead organisations: Westminster City Council
- Supporting, encouraging and rewarding children and young people who volunteer and engage in civic activities through programmes such as Spice Time Credits and Libraries Volunteering Initiative.
Lead organisation: Westminster City Council
- Implementing Family Hubs for 0-19 year olds, including the co-location of midwives and health visitors into the hubs, enabling all staff to refer families for employability support and launching a new Early help Information Service as a communication tool between all staff as a way of supporting families.
Lead organisation: Westminster City Council
- Providing access to good quality youth club provision for 300 young people a week on Westminster's residential estates as well as supporting primary schools to offer homework and breakfast clubs.
Lead organisation: Westminster Community Homes

Health & Wellbeing Strategy Priority 2: Reducing the risk factors for, and improving the management of, long term conditions, such as dementia

(Contributes to the STP Delivery Area 2 - Eliminating unwarranted variation; and improving long-term care management and Delivery Area 3 - Achieving better outcomes and experiences for older people)

- Implementing the 2016 Dementia JSNA recommendations.
Lead organisation: Westminster City Council
- Supporting the development of the Spice Time Credits Scheme to encourage voluntary activity in local communities.

Lead organisation: Westminster City Council

- Investing in support for carers and self-advocacy services.
Lead organisation: Westminster City Council
- Implementing the Work and Health programme in Central London in partnership to improve pathways to, uptake of and outcomes from employment support.
Lead organisation: Westminster City Council
- Designing and delivering a 'Front door' and demand management programme including improving the functionality of the People First website to enable digital self-assessment.
Lead organisation: Westminster City Council
- Improving the provision of property for older people to assist older people to remain fit and active, living in their own homes for longer.
Lead organisation: City West Homes
- Tackling poor living conditions and to provide adaptations enable independent living for older or vulnerable adults through Disabled Facility Grants for adaptations as well as using Safe and Secure grants for older people to provide security measures in the home.
Lead organisation: Westminster City Council
- Investing in extra care schemes in Westminster, including securing 60 residential care units at Chelsea Barracks. Planning is also underway for a modern residential care facility containing 84 units. This facility will include suitable adaptations for people with long term conditions such as dementia. It will also support end of life care for residents which means residents do not have to be transferred to a specialist facility when nearing the end of life.
Lead organisation: Westminster City Council

Health & Wellbeing Strategy Priority 3: Improving mental health outcomes through prevention and self-management

(Contributes to the STP Delivery Area 4 -Improving outcomes for children and adults with mental health needs)

- Investing in services that prevent/reduce homelessness, including implementing Westminster City Council's forthcoming Rough Sleeping Strategy, which has a priority around addressing mental health needs of people.
Lead organisation: Westminster City Council
- Locally implementing the Like Minded strategy which aims to transform mental health services.
Lead organisations: Westminster City Council, CLCCG and WLCCG Joint Commissioning

- Delivering the Work Place Charter to provide mental health training to employees in the workplace.
Lead organisation: Westminster City Council
- Increasing control through personalisation and continued promotion of recovery approaches, including access to mainstream community services (Implementation of Westminster Day Services Redesign) working with local voluntary, Clinical Commissioning Groups and Secondary Mental Health Care Services to build an integrated pathway.
Lead organisation: Westminster City Council
- Investing in and designing befriending services for vulnerable people including those with mental health conditions.
Lead organisation: Westminster City Council

Health & Wellbeing Strategy Priority 4: Creating and leading a sustainable and effective local health and care system for Westminster

(Contributes to the North West London STP including the Finance work stream and all STP Delivery Areas)

- Undertaking financial modelling of system demand, pressures and redesign underway through the NWL STP
Lead organisation: Westminster City Council and Central and West London CCGs
- Undertaking analysis and modelling of joint commissioning and pooling budget opportunities through the Better Care Fund
Lead organisation: Westminster City Council and Central and West London CCGs
- Developing our workforce through developing the skills our social care system will need for the future through the North West London STP
Lead organisation: Westminster City Council and Central and West London CCGs

APPENDIX B: OVERLAPPING PRIORITIES BETWEEN THE HEALTH & WELLBEING (HWB) STRATEGY AND SUSTAINABILITY & TRANSFORMATION PLAN (STP)

HWB PRIORITY 1 – Improving outcomes for children and young people

PRIORITY VISION: All children and young people live healthy active lives and are supported into healthy active adults who contribute to society and share their positive learning and experiences with their families, friends and neighborhoods.

HWB PRIORITY 2 – Reducing the risk factors for, and improving the management of, long term conditions, such as dementia

PRIORITY VISION: People remain healthy, well and independent for as long as possible. The likelihood of developing long term conditions is reduced, through the management of risk factors such as poor diet and insufficient physical activity. People, carers, families, communities and professionals work together to ensure people living with long term conditions (and their families and carers) receive high quality and timely health and care, and other public services to improve their quality of life. When nearing the end of life, people, their families and carers are supported to plan for care which is dignified and honours their personal preferences.

HWB PRIORITY 3: Improving mental health outcomes through prevention and self-management

PRIORITY VISION: People are able to maintain mental good health and wellbeing. Those with short or long term mental health conditions receive timely and effective support to manage and reduce the impact of their condition, and they are treated with dignity and respect.

HWB PRIORITY 4: Creating and leading a sustainable and effective local health and care system for Westminster

PRIORITY VISION: We will be an integrated and collaborative health and care system using our collective resources (such as data, technology, estates and workforce) to deliver person centred information and care in the right place at the right time.

STP DA1 - Radically upgrading prevention

- a) Enabling and supporting healthier living for the whole population
- b) Keeping people mentally well and avoiding social isolation
- c) Helping children get the best start in life

STP DA2 - Eliminating unwarranted variation and improving LTC management

- a) Delivering the Strategic Commissioning Framework and FYFV for Primary Care
- b) Improve cancer screening to increase early diagnoses
- c) Better outcomes and support for people
- d) Reducing variation by focusing on Right Care
- e) Improve self-management and 'patient activation'

STP DA3 - Achieving better outcomes and experiences for older people

- a) Improve market management and take a whole systems approach to commissioning
- b) Implement accountable care partnerships
- c) Upgrade rapid response and intermediate care services
- d) Create an integrated and consistent transfer of care approach
- e) Improve care in the last phase of life

STP DA4 -Improving outcomes for children and adults with mental health needs

- a) Implement new models of care for people with serious and long-term mental health needs to improve physical and mental health and increase life expectancy
- b) Focused interventions for target populations
- c) Crisis support services
- d) Implementing Future in Mind

STP DA5 - Ensuring we have a safe, high quality sustainable acute services

- a) Specialised commissioning to improve pathways from primary care and support consolidation of specialised services
- b) Deliver 7 day service standards
- c) Reconfigure acute services
- d) NW London Productivity Programme

Enablers

- a) Estates
- b) Digital
- c) Workforce

6 Legal Implications

6.3 NA

7 Financial Implications

7.3 NA

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

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APPENDICES:

Draft implementation plan template

BACKGROUND PAPERS:

Health and wellbeing strategy for Westminster 2017-2022 (separate hard copy to be provided to Board)