

Item No. 9.	Classification: Open	Date: 31 July 2013	Meeting Name: Health and Wellbeing Board
Report title:		Developing the Joint Health and Wellbeing Strategy	
Wards or groups affected:		All	
From:		Romi Bowen, Strategic Director of Children's and Adults' Services	

EXECUTIVE SUMMARY

1. The purpose of this paper is to set out the work to date of the shadow board, alongside what this means for the draft joint health and wellbeing strategy, the board's priorities and its future work programme.

RECOMMENDATIONS

2. The board is requested to:
 - a) Agree the proposed content of the 2013/14 joint health and wellbeing strategy.
 - b) Approve the approach to developing the board's work programme for 2013/14, including developing the next joint strategy.

BACKGROUND INFORMATION

3. The local authority and clinical commissioning group are required by the 2012 Health and Social Care Act to produce and publish, through the health and wellbeing board, a joint health and wellbeing strategy.
4. The shadow board identified four priority workstreams based on areas of common need and interest through which to develop new ways of working, in order for the board to add maximum value and make the biggest difference. Each workstream was championed over the year to April by a shadow board member, providing opportunities to better align local activity and strengthen partnership working in these areas. Learning and activity from each workstream are being taken forward in the draft joint health and wellbeing strategy.
5. Learning included widespread consultation and engagement with children, families, staff and our communities through the '1,000 journeys' work which gathered our residents' stories and experiences to underpin three local transformation priorities. These formed the basis for both the draft joint health and wellbeing strategy and a refresh of the Children and Young People's Plan.
6. Alongside the four shadow workstreams, the joint strategic needs assessment (JSNA) has been updated over the course of the year to underpin strategic planning and service delivery developments including the development of the draft joint health and wellbeing strategy.

7. The JSNA's key messages highlight that, although Southwark's communities continue to experience high levels of deprivation, diversity and population, many residents have improved health and wellbeing, with for example our school children achieving better than ever in school, more young people and adults taking up employment or training, and fewer people dying overall.
8. Health inequalities are also narrowing in a number of areas and providing residents with greater wellbeing through improving access to high-quality universal services and primary care. As a local area we have world class services which are effectively addressing the diverse range of health needs of our local community, alongside good-quality services that safeguard our most vulnerable. Challenges remain, however, with some of the highest rates of lifestyle risk factors associated with health inequality.

KEY ISSUES FOR CONSIDERATION

2013/14 joint health and wellbeing strategy

9. As agreed at the March meeting of the shadow board, the joint health and wellbeing strategy will take the form of a high-level, strategic document covering one year, to April 2014. A final draft is attached as appendix 1.
10. This draft 2013/14 strategy represents partners' commitment to individually and collectively work towards the agreed shared objectives. The document builds on the workstreams developed during the shadow year, as well as the JSNA and existing stakeholder engagement, to identify shared values and ways of working alongside emerging joint priorities for the board.
11. The emerging priorities build on what is working locally and provide a robust basis on which to develop joint actions and partnership working going forward, in particular in developing a longer-term partnership plan to take effect from April 2014. The three priority areas proposed for development are:
 - a) Best start for children, young people and families
 - b) Building healthier and more resilient communities and tackling the root causes of ill health
 - c) Improving the experience and outcomes of care for our most vulnerable residents and enabling them to live more independent lives
12. The strategy will be accompanied by robust targets and milestones for health improvement, ones which demonstrate the difference that partners and the joint strategy will make. This performance management framework will be based on a select number of indicators which are identified through a public health-led analysis, called the 'red box of health outcomes'. This summarises analysis of local outcomes from national NHS, adults, children's and public health outcomes frameworks based on performance trends and cost burdens. The 'red box' is the key measures of health and wellbeing which are of most concern in that they are declining in performance and of the highest cost burden. It is proposed that this analysis forms the initial basis of the performance management framework for the board and further JSNA analysis.

A co-produced strategy for April 2014 and beyond

13. The draft 2013/14 strategy sets out partners' shared commitments to improving the health and wellbeing of Southwark's residents. It is proposed that this document, alongside representing a planning framework for partners' individual and collective actions over 2013/14, acts as a planning framework for developing a new joint health and wellbeing strategy for implementation from April 2014.
14. This twin approach will enable the three strategic priority objectives to be more fully explored with our communities and stakeholders, in order to get behind the headlines and so better understand what is working well and what needs to change. This development work will also include further data analysis and needs assessment as part of the JSNA cycle, as led by the director of public health, in order to better explore the journeys and experiences of key cohorts.
15. As a result, it is intended that the resulting strategy will be:
 - a) Co-produced: by our communities and with partners based on hard evidence and learning from people's perceptions and experiences
 - b) Strategic: recognising the roles and accountabilities of partners, and where together we can make the most difference in the short, medium and long term
 - c) Holistic: working together to understand how we can make the most difference to residents' lives by looking at their needs in the context of their community and life course, and our local choices for prevention and treatment

2013/14 board work programme

16. It is proposed that this development activity will form the basis of the board's work programme for the rest of the financial year, with the objective of producing a refreshed strategy for implementation from April 2014. This will provide the opportunity to fine tune the board's strategic priorities, including ensuring that these key priorities for the partnership are clear, understood and held by all, as well as to develop both 'quick win' actions and longer-term ambitions.
17. Through the work programme, partners will also have the opportunity to better align organisational developments and governance arrangements in the context of the local health and wellbeing system. This includes refining what each strategic priority means for the board's position, as well as for individual agency's roles, responsibilities, and expectations of each other. In addition, it will include further aligning the health and wellbeing board's work with other local governance arrangements, for example across local safeguarding boards, and other partnerships such as the children's trust or Safer Southwark Partnership.
18. Building on the 'red box' analysis and additional JSNA activity, bespoke performance measures will also be developed to ensure that partners' actions achieve the outcomes they intend. In addition, there will be a more detailed exploration of the intellectual frameworks underpinning partners' values about and approaches to improving residents' health and wellbeing, including utilising the expertise and experience of members such as King's Health Partners.

19. Consultation with stakeholders and communities will be delivered in conjunction with Healthwatch, which continues to provide a powerful vehicle for the voice for local people. It is proposed it is supported by a multi-agency officer-led group, in order to develop a local engagement model, one that will include exploring the journey and experience of local children, young people, adults and families, using the 2013/14 strategy as the basis for consultation.
20. It is further proposed that, working jointly with the clinical commissioning group and public health, each strategic priority objective is explored in turn at consecutive board meetings in October, December and February, with a view to producing a revised strategy for public consultation in March 2014. At each meeting, each strategic priority objective will be brought to life through both the voice of users and data journeys.

Policy implications

21. Southwark Council and Southwark Clinical Commissioning Group have a statutory duty under the 2012 Health and Social Act to produce a joint health and wellbeing strategy for the borough through the health and wellbeing board and to have regard to the strategy when commissioning and planning services. The agreed joint strategy will have implications for individual partner's strategies and delivery arrangements, including the Council Plan and clinical commissioning group operating plan among others.

Community and equalities impact statement

22. There are substantial health inequalities in Southwark. Those on lower incomes, with disabilities, some ethnic groups and those who are vulnerable and likely to suffer poor health and wellbeing and/or die young. There are also specific inequalities between gender, ethnicity and sexual orientation groups. The joint health and wellbeing strategy embeds a commitment to reducing these inequalities with a common aim that as a result of the strategy these inequalities are lessened.

Legal implications

23. The board is required to produce and publish a joint health and wellbeing strategy on behalf of the local authority and clinical commissioning group. The report attached as appendix 1 fulfils this requirement.

Financial implications

24. There are no financial implications contained within this report.

BACKGROUND PAPERS

Background Papers	Held At	Contact
Joint strategic needs assessment	www.southwarkjsna.com	www.southwarkjsna.com

APPENDICES

No.	Title
Appendix 1	Draft 2013/14 joint health and wellbeing strategy

AUDIT TRAIL

Lead Officer	Romi Bowen, Strategic Director of Children's and Adults' Services,	
Report Author	Elaine Allegretti, Head of Strategy, Performance and Planning	
Version	Final	
Dated	19 July 2013	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Legal Services	No	No
Strategic Director of Finance and Corporate Services	No	No
Strategic Director of Children's and Adults' Services	Yes	Yes
Date final report sent to Constitutional Team		19 July 2013