

Making health everyone's business

Public Health Directorate Business Plan 2017/18

Last updated 30 September 2017

Environment and Social Regeneration

Foreword

Cllr Maisie Anderson | Cabinet Member for Public Health and Social Regeneration

What links the Roman orator Cicero with a sexual health clinic in Walworth? *"The Health of the People is the Highest Law"* - a stone plaque brandishing this proclamation by Cicero still sits above the entrance to the Walworth Clinic today. Built in the 1930s, the borough architects of the Clinic clearly wanted to make a symbolic declaration in the face of the poor health – and healthcare – endured by those living in our part of London at the time.

Southwark is a very different place now – not least since the establishment of the NHS in 1948 - and we know that health inequalities in our part of London have reduced monumentally in so many ways. But there is still a way to go. If we are to truly achieve our 21st Century goal of a *"Fairer Future for All"* then the work done by our Southwark Public Health team continues to be of critical importance.

Since joining the Council in 2013, the Public Health team has gone from strength to strength. From working on the delivery of Free Swim & Gym and Free Healthy School

meals to reducing rates of smoking and delivering a new obesity strategy - the Public Health team has been doing some visionary work. Social Regeneration - ensuring that the wellbeing of communities is at the heart of change in the borough - is a new area of focus for the Council and the Public Health team has a big part to play in making this happen. An exciting new cross council initiative, Social Regeneration puts Southwark at the forefront of thinking on this area in the UK and globally.

This latest business plan sets out the key areas of focus for the team going forward, as well as showcasing the great achievements that Public Health have already delivered in our borough. By working with every department in the Council – and making sure that health concerns are always front and centre – our Public Health team continue to bring Cicero's proclamation to life so many centuries after he made it.



@lb_southwark



facebook.com/southwarkcouncil

Fairer future

Delivering our promises

Delivering a Fairer Future for All

Southwark Council plan 2014/15 to 2017/18



1 Value for money

We will continue to keep Council Tax low by delivering value for money across all our high quality services.

2 Free swimming and gyms

We will make it easier to be healthier with free swimming and gyms for all residents and will double the number of NHS health checks.

3 Quality affordable homes

We will improve housing standards and build more homes of every kind including 11,000 new council homes with 1,500 built by 2018. We will make all council homes warm, dry and safe and start the roll out of our quality kitchen and bathroom guarantee.

4 More and better schools

We will meet the demand for primary and secondary school places and drive up standards across our schools so at least 70 per cent of students at every secondary get at least five good GCSEs.

5 Nurseries and childcare

We will help parents to balance work and family life including investment in our children's centres to deliver more quality affordable childcare and open two new community nurseries.

6 A greener borough

We will protect our environment by diverting more than 95 per cent of waste away from landfill, doubling the estates receiving green energy and invest in our parks and open spaces.

7 Safer communities

We will make Southwark safer with increased CCTV, more estate security doors and a Women's Safety Charter. We will have zero tolerance on noisy neighbours.

8 Education, employment and training

We will guarantee education, employment or training for every school leaver, support 5,000 more local people into jobs and create 2,000 new apprenticeships.

9 Revitalised neighbourhoods

We will revitalise our neighbourhoods to make them places in which we can all be proud to live and work, transforming Elephant and Castle, the Aylesbury and starting regeneration of the Old Kent Road.

10 Age friendly borough

We want you to get the best out of Southwark whatever your age so we will become an age friendly borough including the delivery of an Ethical Care Charter and an older people's centre of excellence.

Quality affordable homes

Good quality affordable homes are essential to maintaining strong communities and making this a borough which all residents are proud to call home. We are determined to lead the way in London. We'll build more homes of every kind across the borough and use every tool at our disposal to increase the supply of all different kinds of homes in the borough.

Homes in Southwark will be of such quality that when you come to see families and friends in Southwark, you will not know whether you are visiting homes in private, housing association or council ownership. We will make sure that vulnerable residents and families are helped to find the right housing and live as independently as possible. We aim for our residents to take pride in and feel responsible for their homes and the local area too.



Healthy active lives

For people to lead healthy lives, we need to tackle the root causes of ill health and reduce the inequalities that limit the lives of too many in our society. The council is now responsible for public health and we will work across the council to reduce health inequalities and improve people's lives; for example, by making all council homes warm, dry and safe and by building quality new homes, we are helping people to live healthier lives.

We will work with residents and our partners to build resilient communities, extending opportunities to all to maintain and improve their health and wellbeing. We're also committed to people remaining in their own homes for longer and we want our most vulnerable residents to lead and enjoy independent lives, achieve their goals and have a great future in Southwark.



Best start in life

We believe in giving all our young people the best start in life. We want them to be in a safe, stable and healthy environment where they have the opportunity to develop, make choices and feel in control of their lives and future.

We will offer our young people and families, including those who are more vulnerable or have special educational needs, the right support at the right time, from their early years through adolescence and into successful adult life.

We will work with our looked-after children to find them stable and loving homes. In our schools, the high demand for new primary and secondary places means we'll make sure there are enough places for all. Our children deserve the very best and that's what we'll always aim for.



Strong local economy

When our economy is strong, then all our residents benefit. It brings more opportunities for people in Southwark to find work, get into training and achieve their aspirations.

We want our town centres and high streets to thrive. We want to make Southwark the place to do business in a central London and global economy, where business owners know this is the borough where their enterprises will grow and prosper.

We want our residents to be and stay financially independent. With local business and other partners we'll make sure our residents are equipped with the skills and knowledge to access the many exciting opportunities that being in Southwark brings.



Cleaner greener safer

We want people to feel safe in their borough, to walk down clean streets and to know that their borough is leading the way when it comes to things that matter like recycling and reducing landfill waste. With local people our aim is to deliver the very best so the borough is clean, green and a safe place to be.

We'll keep getting the basics right and continue to do all we can to be as efficient as possible in providing the essential services you need. We want to make a positive difference to the quality of life in Southwark and by providing good services well, we know we can deliver.



Revitalised neighbourhoods

We are a borough with a proud heritage and a great future. It's a future filled with potential, with some of the most exciting and ambitious regeneration programmes in the country being delivered right on our doorstep.

We will continue work with our local communities to make our neighbourhoods places that we are proud to live and work in. We will ensure that all our residents can access the benefits of our regeneration programmes and the opportunities created by those programmes – new homes, new jobs, new infrastructure.

Southwark is a borough that is growing for the future and we'll ensure that our residents and neighbourhoods prosper from that growth.



Our Values...

1 Treating residents as if they were a valued member of our own family

2 Being open, honest and accountable

3 Spending money as if it were from our own pocket

4 Working for everyone to realise their own potential

5 Making Southwark a place to be proud of

Introduction

Professor Kevin Fenton | Director of Health and Wellbeing

These are uncertain, complex and challenging times in which political austerity, contraction of the social state, declining trust in traditional authorities, pressures on local government funding, growing demand on services and demographic change have placed significant challenges on families and communities. Although the everyday living experience for Southwark residents has improved and continues to do so, now more than ever, it is essential that we use all the tools available to us to support the transformation of lives and communities throughout the borough.

In addressing the wider determinants of health, Southwark's urban regeneration has been a key strategy to revitalise communities by transforming the built environment and injecting enhanced economic opportunities. Regeneration is a long term process involving redevelopment and the use of social, economic, and environmental action to reverse urban decline and create sustainable communities. We now have an opportunity through social regeneration to continue this transformation of our community by making health and wellbeing a primary outcome of our regeneration efforts and making regeneration work for everyone.

However changing the built and social environment will only be part of the solution. We need to engage everyone who lives, works and plays in the borough to be more engaged in their healthy and wellbeing. Getting this message out to people is more important than ever, with [new analysis from PHE](#) showing that 8 out of 10 people aged 40 to 60 either weigh too much, drink too much or don't exercise enough. It's understandable that when people are busy with work, with families and with the daily grind, sometimes their own health is the least of their priorities. The [Global Burden of Disease](#) study revealed that more than 60% of the top four health conditions contributing to premature death and ill health (heart disease, stroke, lung cancer and breast cancer) can be attributed to behavioural or a combination of behavioural and non-behavioural risks.

This 2017/18 Public Health Department Business Plan highlights new priorities for Southwark Council, aligning our work fully with the Southwark Our Fairer Future principles and commitments particularly: (1) Working for everyone to realise their own potential and (2) Making Southwark a place to be proud of. We want opportunities to be available to everyone in Southwark, allowing all to have a good quality of life, and it is important that people and communities in danger of being left behind are supported to access these opportunities.



@lb_southwark



facebook.com/southwarkcouncil

Who are we?

The Southwark Public Health Team

Public Health: working with you for a healthier and happier Southwark.

The Public Health team works to improve and protect the health and wellbeing of people living and working in Southwark. We collaborate with a wide range of partners to enable healthy choices, reduce health inequalities and ensure services are delivered effectively, fairly and sustainably.

Southwark's public health team is a multidisciplinary group of about 30 experts, with backgrounds in medicine, nursing, social work, social sciences, geography, natural sciences and the arts. We work within Southwark Council and closely with NHS Southwark CCG to improve health outcomes and leverage the statutory and voluntary sectors' capacity and spend. We publish reports and analysis to underpin investment and policy decisions.

We are responsible for commissioning sexual health services, children's public health nursing services, drug and alcohol services, and a range of other health improvement services and initiatives.

We cover a huge portfolio: from suicide prevention through to how many hours bars can sell alcohol, sexual health, smoking cessation, regeneration, immunisation and screening, transport systems and urban planning.

Our teams:

- Place and Health Improvement
- Children and Health Protection
- People and Health Intelligence
- Business administration



@lb_southwark



facebook.com/southwarkcouncil

What are our priorities?

Southwark Public Health focus areas

Priority	Area for action
1	Social Regeneration: Making urban regeneration work for all communities
2	Better Care for All: Supporting the creation of sustainable, high quality, and effective local health and social care systems
3	Improving Health Outcomes: Improving health, wellbeing and tackling inequalities for all of Southwark's residents
4	Making health everyone's business: Developing and expanding a health in all policies approach in Southwark
5	Investing in our staff: Making the Southwark the best place to work for our staff and partners

Our strategic priorities are supported by 3 core values: (1) Tackling inequalities (2) Promoting effective partnerships (3) using data and evidence to inform practice and policies

What do we do?

Our core offer: Essential public health services

In response to the health and wellbeing challenges in our times, the ten essential public health services describe the activities that should be undertaken by public health teams for all communities and provide a guiding framework for the responsibilities of local public health systems.

The public health team in Southwark possess the skills, capacity and training to provide advice, support and delivery on each of these areas:

1. Monitor the health status of the community
2. Investigate and diagnose health problems and hazards
3. Inform and educate people regarding health issues
4. Mobilize partnerships to solve community problems
5. Support policies and plans to achieve health goals
6. Enforce laws and regulations to protect health and safety
7. Link people to needed personal health services
8. Ensure a skilled, competent public health workforce
9. Evaluate effectiveness, accessibility and quality of health services
10. Research and apply innovative solutions



@lb_southwark



facebook.com/southwarkcouncil

Transforming lives in Southwark

Our recent Public Health accomplishments



In 2016/17 the Public Health team has made significant achievements in promoting health and wellbeing:

- ✓ We published the Annual Public Health Report 2016, providing a comprehensive overview of health and wellbeing in the borough which has underpinned a number of other projects.
- ✓ We successfully won a bid to participate in the Home Office Local Alcohol Action Area programme.
- ✓ Southwark has made significant progress in reducing the numbers of teenage conceptions, with a 72% reduction since 1998.
- ✓ We have commissioned several innovative sexual health services for Southwark's residents, including an online sexual health testing service, a new HIV prevention service and a condom distribution scheme.
- ✓ About 46,000 people smoke in Southwark, marking a reduction from 21% in 2010 to 16% today: lower than the average for London and England.
- ✓ The number of NHS Health Checks completed in Southwark is increasing every year and we are on a trajectory to meet the national target of 75%.
- ✓ We co-ordinated an opportunity to work with Sainsbury's in piloting a £50,000 community initiative in South Camberwell to help people waste less food, save money, and eat more healthily.

1. Social regeneration

Making regeneration work for everyone, with wellbeing a primary outcome

Southwark is a dynamic and enterprising borough at a time of fast-paced development. While urban regeneration is important and has benefits for both individuals and the society at large, it is also associated with health and wellbeing challenges. In Public Health, we are committed to making the borough work for everyone through social regeneration. This is an active process that ensures the places where people live, now and in the future, positively shape life opportunities and wellbeing, reduce inequalities and create engaged communities.

The team's core function is:

- Develop and promote the social regeneration approach to major urban regeneration in Southwark
- Support the development of Southwark's built environment to promote health and wellbeing

Areas of focus for 2017/18	Lead Team
Assess the health impact of large scale redevelopments eg. Old Kent Road and Canada Water	Place
Advise partners on behavioural science methodologies to improve healthy choice architecture	Place
Develop a framework to link social regeneration to the Council Plan and broader priorities	Place
Develop an outcomes framework to underpin the model of social regeneration	Health Intelligence
Work in partnership with colleagues in Leisure and Parks in delivering health improvement programmes and initiatives in Southwark's leisure centres, parks and open spaces	Health Improvement
Supporting healthy ageing and improving the care for older people and/or those with long term conditions	People & Health Intelligence



@lb_southwark



facebook.com/southwarkcouncil

2. Better care for all

Applying public health approaches to improve outcomes, quality and value

Public Health supports the creation of sustainable, high quality and effective local health and social care systems. We will work with commissioners and providers of health and social care services to ensure that our residents have access to quality care that is safe and effective.

The team's core functions include:

- Provide evidence based strategic advice on health and social care system development and integration
- Take forward evidence based approaches to embed prevention and early identification into Council and health services
- Commission high quality and financially sustainable health services including NHS Health Checks, Stop Smoking, sexual health services and substance misuse services
- Monitor patterns of variation in service delivery across the range of health service and Council partners

Areas of focus for 2017/18	Lead Team
Re-orientate the Stop Smoking service to target priority groups	Health Improvement
Develop a new integrated system of delivery for the 0-5 Healthy Child Programme	Children & Health Protection
Commission a holistic risky behaviour service for young people in Southwark	Children & Health Protection
Support the outcomes-based commissioning agenda and provide thought leadership on segmentation and intelligence-driven approaches to service redesign	People & Health Intelligence
Work with NHS and GST Charity partners to improve the care of people with multiple long term conditions	People & Health Intelligence
Develop access and use of EMIS to support the monitoring of health outcomes in primary care	Health Intelligence

3. Improving health outcomes

Improving health and wellbeing across the life-course and reducing inequalities

Southwark is a diverse and dynamic borough with modern health and care challenges. Public Health is committed to working with our partners across the system to improve health, wellbeing and tackle inequalities for all of our residents.

The teams' core functions include:

- Develop and deliver local policies and strategies that promote healthier lifestyles and reduce inequalities in Southwark, ensuring that all activity is based on evidence and best practice
- Enhance the delivery of the Healthy Child Programme 0-19 years and drive value through health visiting, school nursing and Family Nurse Partnership
- Coordinate and deliver the statutory Child Death Overview Panel (CDOP) on behalf of Lambeth and Southwark
- Enable a coordinated response to outbreaks and local health protection incidents

Areas of focus for 2017/18	Lead Team
Deliver the Fairer Future Promise to double the number of NHS Health Checks by 2018	Health Improvement
Support the development and delivery of Southwark's new Child Weight Management service	Health Improvement
Promote healthy workplaces through the Healthy Workplace Charter	Place
Undertake a school health needs assessment of 5-19 year olds and take forward recommendations	Children & Health Protection
Lead the development of a refreshed sexual and reproductive health strategy across Southwark, Lambeth and Lewisham	Children & Health Protection
Support the development and delivery of Southwark's Joint Mental Health and Wellbeing Strategy	People & Health Intelligence
Support a multi-stakeholder Suicide Prevention Group and deliver a Suicide Prevention Strategy	People & Health Intelligence

4. Making health everyone's business

Mainstreaming a health in all policies approach across Southwark

As part of the Health and Social Care reforms in 2012, local authorities have been given renewed responsibility for improving the public's health. Public Health will seek to influence all the wider stakeholders to engage in the health and wellbeing agenda and take forward a collaborative approach to improving health. Public Health will develop and expand a health in all policies approach in Southwark and promote "Making Every Contact Count" (MECC).

The team's core functions include:

- Embed MECC in the work of every Council, health and NHS partner
- Advocate for public health in all local plans, strategies and projects
- Develop strong relationships across the Council, health service and voluntary community sector
- Provide support to partners on the use and interpretation of health intelligence and other data
- Build capacity to improve data quality and use and interpretation of health intelligence across the organisation

Areas of focus for 2017/18	Lead Team
Develop and promote a health in all policies approach across the Council	Health Improvement
Continue to deliver Southwark's Healthy Weight Strategy and Tobacco Control Strategy	Health Improvement
Work to strengthen the child death overview process to identify trends in modifiable factors and work across the local authority and partners to disseminate learning to improve children's outcomes	Children & Health Protection
Lead Southwark's Joint Strategic Needs Assessment (JSNA) with partners across the Council and health services; and develop a new web-based JSNA offer	People & Health Intelligence
Plan, coordinate and develop the Pharmaceutical Needs Assessment (2018-2021)	People

5. Investing in our staff

Developing skills, capacity and opportunities for population health and prevention

In Public Health, we are committed to the on-going learning and professional development of all of our staff as well as ensuring that our working environment promotes positive wellbeing. In addition, Public Health is interested in identifying opportunities to exchange and disseminate knowledge, experience and approach with our key partners across the health and care system to promote our visibility and improve practice. Above all, Public Health will ensure that Southwark is the best place to work for our staff and partners.

The team's core functions include:

- Ensure on-going learning and professional development for permanent and trainee members of the team
- Provide training for Health Education England Public Health registrars and junior doctors from King's College Hospital NHS Foundation Trust
- Provide opportunities for volunteering and external career development

Areas of focus for 2017/18	Lead Team
Collaborate with Council and health partners in joint learning and skills sharing	All teams
Support the development of the future public health workforce through a high quality speciality training programme for foundation doctors and speciality registrars	All teams
Support Human Resources to promote healthy workplace policies in Southwark	Place
Support and facilitate learning events for primary care staff	Children & Health Protection
Provide support and training on analytics, needs assessment and evaluation	People & Health Intelligence

Business administration

The business administration team provides a high quality support function to the Director of Public Health and the wider public health team. This includes acting as first point of contact for stakeholders and maintaining a strong working relationship with the local authority and governing bodies to work cohesively towards our shared goals.

The team delivers the business administration function in a number of ways:

- Ensure robust business continuity is in places
- Ensure robust financial governance is in places
- Ensure all staff members are compliant in mandatory areas of training
- Support and work towards Public Health's strategic vision
- Undertake all work in accordance with the equal opportunity, health and safety and data protection policies and procedures.

Our areas of focus in 2017/18:

- Financial governance
- Risk management
- Budget monitoring and savings
- Forward planning
- Continuing to support and work towards the shared strategic vision
- Compliance in all mandatory areas of training



People and budgets

Southwark Public Health team is a multi-disciplinary group of approximately 30 experts, with backgrounds in medicine, nursing, social work, social sciences, geography, natural sciences and the arts. We provide training placements for approximately six public health specialty trainees and junior doctors per year.

We work collaboratively with several partner organisation, they include:

- Other Council departments such as Housing, Planning and Local Economy Team
- NHS Southwark Clinical Commissioning Group (CCG)
- Children and Young People's Health Partnership
- King's Health Partners (including King's College London)
- Guy's and St Thomas' NHS Foundation Trust
- King's College Hospital NHS Foundation Trust
- South London and Maudsley NHS Foundation Trust
- School of Public Health, Imperial College London

Our budget for 2017/18

£28,194k from the ring-fenced Public Health Grant.

We will spend approximately £7m on sexual and reproductive health services, £7m on health visiting and school nursing and £5m on substance misuse services among many other public health services and programmes.

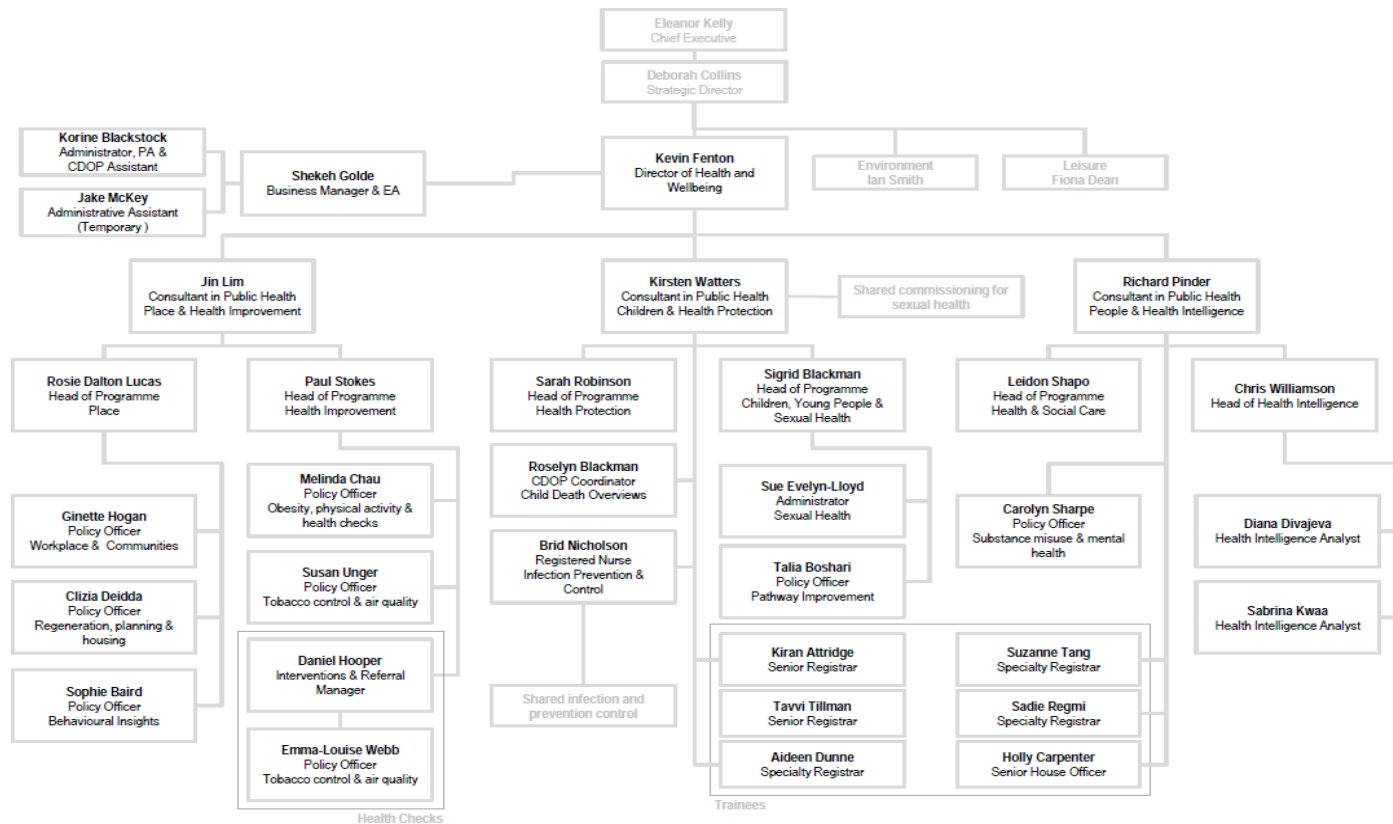


@lb_southwark



facebook.com/southwarkcouncil

Appendix I: Organisational chart



Appendix II: Work Plans

This appendix details the work plan for each section of Public Health for 2017/18:

- I. [Place and Health Improvement](#)
- II. [Children and Health Protection](#)
- III. [People and Health Intelligence](#)
- IV. Business administration