



## HEALTH & WELLBEING BOARD

**Subject Heading:**

Havering's Health and Wellbeing Strategy  
2015 – 2018

**Board Lead:**

Joy Hollister  
Group Director – Children, Adults and Housing  
London Borough Of Havering

**Report Author and contact details:**

Pippa Brent-Isherwood  
Head of Policy and Performance  
London Borough of Havering  
[phillipa.brent-isherwood@havering.gov.uk](mailto:phillipa.brent-isherwood@havering.gov.uk)  
01708 431950

**The subject matter of this report deals with the following priorities of the Health and Wellbeing Strategy**

- Priority 1: Early help for vulnerable people
- Priority 2: Improved identification and support for people with dementia
- Priority 3: Earlier detection of cancer
- Priority 4: Tackling obesity
- Priority 5: Better integrated care for the 'frail elderly' population
- Priority 6: Better integrated care for vulnerable children
- Priority 7: Reducing avoidable hospital admissions
- Priority 8: Improve the quality of services to ensure that patient experience and long-term health outcomes are the best they can be

### SUMMARY

The Health and Wellbeing Board's first Health and Wellbeing Strategy expired in 2014. The Board has a statutory duty to produce and deliver a joint Health and Wellbeing Strategy and, as such, a new strategy is required to steer the work of the Board going forward.

An initial draft of the new strategy was considered by the Health and Wellbeing Board at its meeting in January 2015. Though the initial draft was broadly welcomed, members of the Board agreed to grant Board members an additional three weeks to review the draft strategy and make any further comments on it.

## **Health & Wellbeing Board, 8 May 2013**

Further to discussion at the last Board meeting as well as additional feedback received since then, the final draft of the new strategy is now attached for the formal ratification of the Board at Appendix 1.

### **RECOMMENDATIONS**

- 1) That the Health and Wellbeing Board ratifies the draft Health and Wellbeing Strategy 2015 – 2018 (attached at Appendix 1).
- 2) That, subject to the approval of the draft strategy by the Board, members of the Health and Wellbeing Board work together outside of the meeting to finalise the associated action plan, in order that this may be approved at the March meeting of the Board.

### **REPORT DETAIL**

In light of discussions at the last Health and Wellbeing Board meeting, and additional feedback received since, the draft Health and Wellbeing Strategy 2015 – 2018 that was presented at that meeting has now been updated as follows:

- The focus on learning disabilities and dementia has been framed within the context of the wider mental health agenda, based on the findings of the JSNA Mental Health Chapter, which was recently approved for consultation. The links between mental health difficulties and other risk factors such as smoking and obesity have also been highlighted in the relevant sections of the strategy.
- Specific reference has been made to the transfer of the Health Child Programme (HCP) for 0-5 year olds from NHS England to local government from 1 October 2015.
- The document reflects the Health and Wellbeing Board's intention (expressed at its the last meeting) to maintain its commitment to the Frailty Academy.
- Data and needs analysis has been updated where more up-to-date data has become available. The Public Health service has indicated that it is able to provide further updates to some of the figures quoted in the draft strategy, and has undertaken to do so before the strategy is eventually published.
- A case study has been added to the document to demonstrate the benefits of integrated and personalised care in practice.
- The document is more explicit about why the strategy is currently focused more on care and support for frail elderly members of the community rather than on the wider prevention agenda. However, greater reference is also

## **Health & Wellbeing Board, 8 May 2013**

made to the role of services outside of health and social care (for example, cultural and leisure services) in tackling the root causes of ill health and health inequalities.

- More detail has been added about the scale of the financial challenges facing the local health and social care economy.

The draft strategy attached for ratification at Appendix 1 reflects these changes.

A detailed action plan setting out exactly how the priorities and outcomes expressed in the strategy are to be achieved is currently in draft form but has some residual gaps to be filled in, in terms of lead officers, target timescales and performance targets etc. Subject to the approval of the draft Health and Wellbeing Strategy 2015 – 2018 (attached at Appendix 1), it is proposed to circulate the draft action plan to members of the Health and Wellbeing Board to finalise for approval at the March meeting of the Board.

### **IMPLICATIONS AND RISKS**

#### **Financial implications and risks:**

There are no direct financial implications or risks arising from this report. Implementation of the Health and Wellbeing Strategy will be funded from within existing resources.

There will be a performance by results mechanism linked to the metrics set out in the Better Care Fund.

As the Care Act represents such a fundamental reform to adult social care there will be financial implications to the local authority that are currently being modelled and are expected to be significant. The main areas of anticipated financial risk relate to self-funders, support to carers, income and young adults. There will also be significant infrastructure costs.

The Children and Families Act will also carry financial implications.

The Council's budgets are expected to reduce by up to £60m over four years from 2015/16. This is against a backdrop of increasing demand. As such, the Council's budget strategy plans to target services effectively to manage demand, with a strong focus on prevention and early intervention, in line with Government health and social care integration initiatives.

Implementation of the Care Act, Children and Families Act and BCF are being managed through work programmes in service areas, with appropriate governance in place. The outputs from the work streams are aligned with the overall budget strategy and the draft Health and Wellbeing Strategy attached at Appendix 1.

**Legal implications and risks:**

Health and Wellbeing Boards were established under the Health and Social Care Act 2012 to bring key leaders from the health and social care system together to improve the health and wellbeing of their local populations and to reduce health inequalities. The refreshed strategy attached at Appendix 1 reflects these aims, as well as a number of recent and future legislative changes impacting on the provision of health and social care services across the borough, most notably the Care Act 2014 and the Children and Families Act 2014.

**Human Resources implications and risks:**

The legislative changes and other reforms set out in the report and in the draft Health and Wellbeing Strategy will have significant implications for the shape of the health and social care workforce, due to a greater emphasis on working in a more integrated way to meet the needs of service users and their carers more effectively.

Strategic work is being undertaken by senior management, key advisors and HR staff to plan for any required programmes of change that may need to be put in place within the Council and / or its partners. Any future changes will be undertaken in line with the HR policies of the relevant organisations.

**Equalities implications and risks:**

The refresh of the Health and Wellbeing Strategy has been informed by the local population's needs as identified in the Joint Strategic Needs Analysis (JSNA) and will be supported by a revised Equality Impact Assessment. Individual schemes and initiatives arising from the Health and Wellbeing Strategy will be subject to separate Equality Impact Assessments and contract specifications will incorporate the relevant equality and diversity considerations and requirements that will be monitored on a regular basis, to ensure compliance with the Public Sector Equality Duty and the Equality Act 2010.

It is envisaged that the refreshed strategy and action plan, along with the proposed arrangements for monitoring the delivery of this, will result in the Health and Wellbeing Board delivering more effective ways of responding to future demographic challenges in the delivery of health and social care services across Havering, such as the significant growth of both children / young people and the 65+ population in the borough, as well as the increasing ethnic minority population.

**BACKGROUND PAPERS**

- Joint Strategic Needs Assessment (JSNA)
- Havering's Better Care Fund (BCF) submission
- Havering Clinical Commissioning Group Commissioning Strategic Plan 2014/15 – 2015/16

**Health & Wellbeing Board, 8 May 2013**

- Barking and Dagenham, Havering and Redbridge Integrated Care Coalition Strategic Plan (June 2014)
- Integrated Care Strategy
- Havering Joint Dementia Strategy 2014 - 2017
- Children and Young People's Plan 2014 - 2017