

HEALTH AND WELLBEING STRATEGY

Executive Summary

This report asks the Executive to note the work planned to develop a Health and Wellbeing Strategy in collaboration with residents and partners and support the formalisation of the partnership work through the North West Surrey Integrated Care Partnership Alliance Agreement.

It asks the Executive to note the positive work underway with partners and support the work to retain the significant voluntary effort that has been created during the pandemic for the benefit of the Borough in partnership with local community organisations and the Voluntary Community and Faith Sector (VCFS).

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the work to create a Health and Wellbeing Strategy in collaboration with residents and partners be noted;
- (ii) the North West Surrey Integrated Care Partnership Alliance Agreement be supported and authority to sign the Alliance Agreement be delegated to the Chief Executive; and
- (iii) a Health and Wellbeing Strategy and programme of work be reported back to Executive in Spring 2021.

Reasons for Decision

Reason: To enable the Council to work with partners to better deliver services that support the Health and Wellbeing of Woking residents.

The Executive has the authority to determine the recommendation(s) set out above.

Background Papers: None.

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Health and Wellbeing Strategy

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1.0 Strategic context

- 1.1 Woking is a great place to live, work and play and generally Woking residents are healthy with good life expectancy. However, outcomes are not as good for some people as they could be. A key driver for developing a Health and Wellbeing strategy together with residents and partners is the ambition to narrow the gap between those with the best and worst health and wellbeing. This means paying attention to the wider determinants of health, such as cultural and environmental conditions, access to jobs, good quality housing, education, and community safety as well as lifestyle factors such as physical activity and smoking and alcohol use.
- 1.2 Paying attention to these wider determinants of health alongside our traditional health and care services will help us in improving wellbeing outcomes for Woking residents and creating healthy and resilient communities.
- 1.3 The Marmot review of 2010: Fair Society, Healthy Lives was a landmark study of health inequalities in England. A further review in 2020 has highlighted that there has been some progress since 2010, but unfortunately, evidence suggests that health inequalities remain present in our society and the gap between affluent and less affluent areas is increasing, as well as the stalling of life expectancy.
- 1.4 The health of people in Woking is generally better than the England average. Woking is one of the 20% least deprived districts in England. However, approximately 9.7% (1,835) children live in low income families and although life expectancy for both men (81.9) and women (84.3) in Woking is higher than the England average, life expectancy is 5.7 years lower for men and 4.6 years lower for women in the most deprived areas of Woking than in the least deprived areas.
- 1.5 The pandemic has also had and will continue to have a significant impact for Woking residents and work is underway to build a comprehensive picture of that impact across Woking to ensure that any changes in service delivery addresses the needs of our communities. Understanding wellbeing outcomes and inequalities that exist across the Borough will inform the key actions of our Health and Wellbeing Strategy.
- 1.6 The pandemic has also brought forward many changes to the way in which health services are organised and accessed, leading to strategies that place outpatient services away from acute emergency settings into the community. The Council is working closely with health colleagues to look at innovative ways in which access to health and care services can be improved in a sustainable way in the future.
- 1.7 The Council will be developing a Health and Wellbeing strategy during a time of great change at a national and local level and we will need to adapt our approach and activities to new developments as they occur. Working with our partners in the North West Surrey Integrated Care Partnership and formalising that relationship through the Alliance Agreement will enable us to develop sustainable services in the future.

2.0 Working in Partnership

- 2.1 There are four Integrated Care Partnerships within the Surrey Heartlands Integrated Care System. Woking Borough Council is a key partner in the North West Surrey Integrated Care Partnership (NWSICP). This partnership will be a key vehicle for development of a sustainable Health and Wellbeing strategy for Woking residents. Across all Integrated Care Partnerships there is increased emphasis on wellbeing and prevention in which Woking Borough Council plays an ever more important role.

Map showing Integrated Care Partnerships in Surrey:



- 2.2 The work of Surrey Heartlands and the NWSICP is informed by the NHS Long Term Plan which stresses the importance of the role that local councils and the voluntary, community and faith sector play in improving the health of the populations they serve. There is increased emphasis on the creation of healthy, as well as sustainable communities. Preventative healthcare is also the focus for modern society and helping individuals to take responsibility for managing their healthcare needs where possible. The development of the Integrated Care Partnership provides the platform for health and care organisations to work more closely together across North West Surrey. The member organisations of the partnership are listed in Appendix 1 of this report.
- 2.3 The Council has worked with its partners to develop new and integrated services over the past two years that are improving outcomes for Woking residents:
- The Council's Home Independence Team now works as part of a new integrated discharge hub at Ashford and St Peters Hospitals. This enables a safe, co-ordinated approach to a person's discharge from hospital and ensures the correct services are in place to facilitate the discharge process.
 - The new Homesafe Plus service tailors existing Borough services to provide immediate support after an individual is discharged from hospital and over the course of six weeks will link patients to a variety of services that are available. These services may include: community meals, handyman/home improvement services including temporary key safes, social prescribing or to inform the Council of a housing need.
 - The Social Prescribing service has been created to support GP and non GP referral routes for the local community. The team provides a wealth of support, advice, signposting and information to assist residents who need assistance with benefits forms, housing advice and access to exercise and classes as examples.
 - Woking Independent Show Home (WISH) at Brockhill has been created to enable people to experience different types of adaptations and assess the suitability of various aids and equipment that will enable them to live independently. WISH also showcases the latest smart technology allowing both carers and older people to see how they can benefit from, for example, voice activated heating and lighting, video doorbell and voice activated curtain rails.
 - The Homelink team now provide support, advice and assistance across North West Surrey for disability adaptations in the home to support residents to live independently.

This team also administers a selection of home improvement grants loans for disabled, elderly or vulnerable residents.

- The Falls responder service provides timely support for older people in an emergency situation and takes pressure off the ambulance service. Work is also underway to look at how an integrated approach can ensure that an individual can be assessed at home rapidly, to prevent hospital admission, assessing what services and equipment might be needed to support this.
- The Council has taken significant steps to provide joined up support for vulnerable families, through the integration of the Family Centre teams with the Family Support programme. This ensures the Council works holistically with families that need support and provides outreach services for our communities, which have been invaluable during the pandemic.
- The Council continues to broaden the reach of its Centres for the Community. This will enable families to access services locally including health visitors and youth counsellors. Older residents can enjoy a community space that is active and engaging for all generations, with greater opportunities for intergenerational activities. It is a great benefit to manage these services locally, enabling staff to work together with housing, benefits and leisure colleagues.

2.4 All of these improvements in the way we work have been vital during the pandemic in supporting residents' mental as well as physical health.

2.5 Woking residents have also benefited significantly during the pandemic from the work of the voluntary, community and faith sector. Over recent months, many community hubs have provided food, medical and befriending support to vulnerable residents and we are in contact with their leaders to offer continued support and guidance as required.

2.6 All of these improvements have delivered better outcomes for Woking residents but there is more to do: formalising that work through the development of a comprehensive Health and Wellbeing Strategy and formalising our relationship with the NWSICP will help to ensure the limited resources we have deliver the best outcomes for residents.

3.0 The North West Surrey Integrated Care Partnership Alliance Agreement

3.1 The Council wishes to formalise its relationship with the NWSICP through the adoption of the Alliance Agreement. The NWSICP Board agreed that closer formal integration across partners was needed to achieve the step change in service transformation, outcomes and sustainability needed across the system. The Alliance Agreement sets out how the members of the partnership will work together: the Vision of the Partnership, Objectives, the Principles and Values and behaviours each partner will adopt in the way they work together and sets out each organisations obligations. It does not override any of the Council's own decision making processes.

3.2 The Vision of the NWSICP : "The North West Surrey Alliance seeks to tackle some of the most significant challenges facing the health and care system. Ensuring we work together across organisational boundaries to deliver excellent outcomes for local people; supported by services sustainable in the long term".

3.3 The NWSICP objectives are set out in the agreement and clearly articulate how partners will work together to deliver sustainable, effective and efficient Services with significant improvements:

- a) To help people to prevent ill health and manage their own care

Health and Wellbeing Strategy

- b) To reduce health inequalities, using our collective resources to support those with the highest need and deliver excellent outcomes for all North West Surrey residents
- c) To deliver planned, responsive, joined up health and care services
- d) To create a culture of excellence and a supportive environment for our staff
- e) To deliver innovative solutions supported by technological and digital infrastructure
- f) To provide services as close to people's homes, as possible
- g) To create One Team to facilitate the best holistic care and to retain and attract the best talent
- h) To reduce duplication and waste
- i) To reconsider the way we invest our resources, focusing on prevention and the wider determinants of health outcomes
- j) To work with local communities to build new forms of partnership between the public sector, local citizens, community groups, the voluntary sector and local business.
- k) To develop a vibrant, sustainable Alliance between partner organisations

3.4 Officers are seeking delegated authority to sign the Alliance Agreement once all partners have agreed a final draft.

3.5 Following the Council adopting a Confidentiality Protocol at its meeting on 15 October 2020, it should be noted that the Alliance Agreement will contain provisions dealing with confidentiality. This is largely driven by the nature of the information that will be shared amongst the Alliance partners, i.e. sensitive personal data about recipients of health and care services. At the time of writing this report, the exact wording of the relevant clause has not been finalised. However, the Monitoring Officer will ensure that the extent of confidentiality provided for (including the period during which information will be confidential) is the minimum amount reasonably necessary to enable the Alliance to be set up and function. In accordance with the Confidentiality Protocol, full details of the confidentiality clause will be included in (i) the Register of Contractual Confidentiality Clauses maintained by the Monitoring Officer and (ii) the Project Workbook, prepared under the Council's Project Management Framework, for the Health and Wellbeing Strategy.

3.6 A comprehensive Health and Wellbeing Strategy for Woking will be developed within the framework of the NWSICP. It will focus on health creation and how its policies and decision making on all matters can support the creation of healthy and resilient communities in Woking.

4.0 Developing a Health and Wellbeing Strategy for Woking

- 4.1 The development of a Health and Wellbeing Strategy is the key focus of work for the Health and Wellbeing Task Group this year. In creating a strategy, Council Officers will be cognisant of the Surrey wide Health and Wellbeing Strategy and will continue to progress the continuous improvement actions that support the priorities set at a county level and report progress through the Health and Wellbeing Task Group.
- 4.2 A programme of work is also being developed with the NWSICP looking at the renewal of the physical estate as well as an ambitious programme of service transformation. The programme seeks to create a learning culture and to develop new business models that are joined-up across partners. These are both asset and programme based and look both at what happens with and between local statutory partners, the national picture and how we engage with the private and voluntary sector.
- 4.3 A key element of the work will develop a new operating model for Ashford and St Peters hospital, redistributing services from acute sites to community contexts. Progress is being made on a number of fronts including the relocation of some physio services into Woking Leisure Centre. The integration of these services into a community leisure setting has huge benefits for residents. Residents will access facilities and activities that they may never have done before impacting positively on their health and wellbeing.
- 4.4 The NWSICP will be reviewing how and where care services are accessed, looking at opportunities for service clusters in the community, as well as remote and virtual services. All of these changes should enable and encourage people and communities to manage their own health and care. There are considerable opportunities in Woking to develop integrated health and care provision, creating “new centres for the community” and better access to care.

5.0 Stakeholder Engagement

- 5.1 The Council will engage widely in creating a Health and Wellbeing Strategy and will do so in partnership with the NWSICP.
- 5.2 **Resident engagement** will inform the development of the strategy. It is anticipated that the newly formed citizens panel for the Council will provide the opportunity to gain valuable insight and feedback from individuals, about how we can use our resources most effectively to support health and wellbeing as well as what we might want to consider in future development. Survey feedback can also form part of this resident engagement element.
- 5.3 The Council will continue to work closely with the **voluntary, community and faith groups**. Statutory services represent only a small part of a person’s support network. Vital to our success is harnessing the skills, expertise assets and goodwill of local communities to develop a culture of healthy living and supportive neighbourhoods. Woking’s voluntary and community groups have been instrumental in providing much needed support to vulnerable families during the pandemic and will be a key element of building resilient communities and supporting residents’ wellbeing in the future. The Council will explore how it can strengthen the sector, working with them to explore a sustainable new funding models, ensuring where possible it retains the significant voluntary effort created during the pandemic for the benefit of the Borough.

6.0 Next steps

- 6.1 Further develop and strengthen our working relationship with the NWSICP through the signature of the Alliance Agreement.
- 6.2 Continue the work to develop a Health and Wellbeing Strategy through structured engagement with residents and partners and the voluntary community and faith sector.

6.3 Development of the local but integrated Health and Wellbeing Strategy for Woking to come to the Council in Spring 2021.

7.0 Implications

Financial

7.1 There are no immediate financial issues raised by this report.

Human Resource/Training and Development

7.2 There are no Human Resources/Training and Development issues raised by this report.

Community Safety

7.3 There are no community safety issues raised by this report.

Risk Management

7.4 There are no risk management issues raised by this report.

Sustainability

7.5 There are no immediate issues raised by this report.

Equalities

7.6 There are no equalities issued raised by this report.

Safeguarding

7.7 There are no safeguarding issues raised by this report.

8.0 Consultations

8.1 There have been no public consultations in the preparation of this report.

REPORT ENDS

The member organisations of the North West Surrey Integrated Care Partnership

Ashford and St Peters Hospitals NHS Foundation Trust

Central Surrey Health

Elmbridge Borough Council

North West Surrey Integrated Care Services

Runnymede Borough Council

Spelthorne Borough Council

Surrey County Council

Surrey and Borders NHS Foundation Trust

Woking Borough Council