

NORTH LINCOLNSHIRE COUNCIL

HEALTH AND WELLBEING BOARD

**NORTH LINCOLNSHIRE JOINT HEALTH AND WELLBEING STRATEGY
DELIVERY PLAN 2013/14**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 For the Health and Wellbeing Board (HWB) to approve the Joint Health and Wellbeing Strategy (JHWS) Draft Delivery Plan 2013/14

2. BACKGROUND INFORMATION

2.1 Following HWB approval of the JHWS and supporting technical document in June 2013, HWB board members and identified council officers were tasked with the development of a JHWS Delivery Plan for 2013/2014.

2.2 Previously, via a process of using the growing evidence base contained within the JSNA, the outcomes of HWB partnership and consultation events and ongoing electronic consultation and discussion, six key Strategic Priority Outcomes were identified as follows:

- **Safeguard and protect** – people feel safe and are safe in their home and protected in their community
- **Close the Gaps** – inequalities are reduced across all life stages and all communities
- **Raise Aspirations** – people are empowered to make positive choices to help them be the best they can be
- **Prevention of Early Deaths** – early detection, prevention and behaviour change linked to the big killers are addressed
- **Enhance Mental Wellbeing** – good mental health and emotional wellbeing enable people to fulfil their potential
- **Support Independent Living** – people are supported and enabled to live independently to improve quality of life

2.3 The JSNA identifies multiple needs and challenges, but it was not appropriate for all of those to be treated as a priority action within the JHWS. These will continue to be worked on in individual organisations or in partnership, and the JHWS provides the framework for them to continue to be priorities where evidence supports the need to do so.

By means of a clear consultation process to determine which of the many demands should be prioritised for partnership action under the auspices of this JHWS, the following five Priority Actions were identified:

PRIORITY ACTION 1	Focusing on Best Start – from conception to age 2
PRIORITY ACTION 2	Addressing poverty and reducing the impact on people
PRIORITY ACTION 3	Improving literacy (including health literacy) and numeracy skills ('Making Every Contact Count')
PRIORITY ACTION 4	Improving the safety and vibrancy of the night time economy
PRIORITY ACTION 5	Advocating and modelling behaviour change (workplaces as exemplars)

The focus of the five priority actions is on 'adding value' and all have been agreed in partnership via the appropriate consultation processes with the exception of Priority Action 1 which was a late addition and based on feedback from members of the HWB during the draft document consultation period. All five Priority Actions were identified as having clear links to at least one of the Strategic Priority Outcomes.

2.4 Priority Action Officer Leads and Champions were then identified in order to develop a series of JHWS delivery actions. Following the establishment of a small working group, identification of draft actions, a period of discussion and another HWB/Priority Action Lead development session in early September, it was agreed that the original proposed format for the delivery plans was not fit for purpose. This was agreed as by developing a series of developing actions to meet the Priority Actions, the delivery plans were becoming increasingly operational and posed problems for outcome measurement.

2.5 As outlined in **Appendix 1**, the most recent development session ascertained that the Delivery Plan needed to be established within a framework of Themes relating to:

- Employability (apprenticeships, internships and volunteering)
- Organisational change
- Wider environment (place shaping)

The rationale for the three Themes was based on what could be done organisationally and partnership wide to:

- add value
- create a high level response
- meet more than one of the Priority Actions and Strategic Outcomes.

The discussions also agreed that all Delivery Plan Themes and Priority Actions will be delivered within an Infrastructure of organisational commitment, the same as that contained within the JHWS, which focuses on:

- Integrated working
- Commissioning and investment (value for money)
- Monitoring and review
- Organisation information sharing (intelligence hubs) and signposting
- Agreement and co-ordination of language and messages (i.e. simplification of messages for staff to understand and deal with debt and financial advice)

- 2.6 Once the framework for the Actions was identified, the working group agreed that the Actions within Appendix 1 should then be set within a series of HWB Pledges (**Appendix 2**).

The pledges identify areas of partnership action for the HWB to focus on, demonstrating their commitment to work together to achieve the best possible outcomes in relation to employability, organisational change and place shaping in order to reduce inequalities and improve health and wellbeing for people in North Lincolnshire.

- 2.7 Following agreement by the HWB to these Pledges, Lead Officers, with support from the working group, will contribute to developing measures and reporting mechanisms for presentation to the HWB.

3. OPTIONS FOR CONSIDERATION

- 3.1 HWB to acknowledge the process and rationale for arriving at the themes and priorities framework for the delivery actions (outlined in Appendix 1)
- 3.2 HWB to reject the themes and priorities framework for the delivery actions (outlined in Appendix 1)
- 3.3 HWB to agree the Draft Pledges (outlined in Appendix 2)
- 3.4 HWB to reject the Draft Pledges (outlined in Appendix 2)
- 3.5 HWB to recommend revisions to the Draft Framework and Pledges.

4. ANALYSIS OF OPTIONS

- 4.1 Agreeing the themes and priorities framework will enable the Board to progress identifying the pledges.
- 4.2 Agreeing the Pledges will enable the JHWS working group to address identified key issues through joint partnership commitment to employability, organisational change and place shaping priorities, to improve local people's health and wellbeing and reduce the inequalities gap.
- 4.3 Agreeing the Pledges will enable the JHWS development group to progress the Delivery Plan and move towards setting of baselines for outcome monitoring and measurement in order to work towards meeting JHWS vision.
- 4.4 Rejecting the framework and Pledges would create further delays in identifying appropriate actions and work towards meeting the JHWS vision.
- 4.5 Recommending revisions to the themes and pledges would require further consultation and activity by the Lead Officers, HWB members, stakeholders and working group.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

- 5.1 The production of Delivery Plans has required resources from partner organisations, and LA directorates, in terms of staff time.

Resource requirements for individual Plans/Pledges have not yet been identified.

6. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

6.1 An IIA for the JHWS has been completed and any issues have been addressed.

7. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

7.1 All outcomes of consultations have been included within the Delivery Plan development.

7.2 No conflicts of interest declared.

8. **RECOMMENDATIONS**

Health and Wellbeing Board members are asked to:

8.1 Acknowledge the process and rationale for arriving at the themes and priorities framework for the delivery actions (as per appendix 1)

8.2 Agree the Draft Pledges for partnership action (as per appendix 2)

8.3 Agree that progress against the delivery pledges will be monitored by Lead Officers with support from the working group and will be reported into each HWB.

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Background Papers used in the preparation of this report:

Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategies – Draft guidance. Proposals for consultation. Gateway Reference 17858. London: Department of Health, 31 July 2012

North Lincolnshire Joint Health and Wellbeing Strategy 2013-2018 – Document 1

North Lincolnshire Joint Health and Wellbeing Strategy 2013-2018 – Document 2

APPENDIX A

Themes:	Priority 1: Best Start...	Priority 2: Reducing Poverty....	Priority 3: Improving literacy....	Priority 4: Improving night time economy	Priority 5: Modelling behaviour change	Infrastructure – Making it Happen:
Employability (apprenticeships, internships and volunteering)	Employment, advice and support for parents.	Understanding employability skills (CBI/NUS definition) and engaging with people to upskill them with the following attributes: skills and knowledge: self-management, team working, business and customer awareness, problem solving, communication, application of numeracy, and application of information technology. <i>(NB - at the heart of these, the CBI emphasis, is the need for a positive attitude, which it describes as a readiness to take part, openness to new activities and ideas, and a desire to achieve results).</i>	Identify and secure commitment of organisational champions for literacy and numeracy, including business and development of insight programmes such as 'Big Read'.	Define role and increase capacity of Street Angels/ Pastors and constabulary volunteers.	Development of cross organisational apprenticeships Shared joint training Apprenticeships, internships and volunteering can be supported within individual organisations. Development of apprenticeships forums across organisations to develop the individual and inform organisational development.	All Delivery Plan Priorities and Themes will be delivered within an infrastructure of: Integrated working; Commissioning and investment (value for money); Communication and participation:
Organisational change	Mentoring/peer support schemes to prepare people to parent (budgeting, reading, health, safety etc). Organisations to work within the parameters of early help and safeguarding strategy including early help assessment. Reinforce the importance of direct work with families in their own homes and give front line staff the information, skills and permissions they need to 'go past the front door'. Develop relationships between agencies and the community to enable issues to be dealt with at the point of contact (working across agency boundaries). Develop organisational policy around engaging with fathers as well mothers.	Quality standards re use of 0 hours contracts in NL Extend and target offer of advice and guidance to support people to live within their benefit entitlements i.e. via CAB Ensure sufficiency of childcare to enable parents to return to work Promote and develop credit unions as affordable credit and add capacity to their volunteering workforce.	Organisational understanding of the profile of numeracy and literacy and appropriate response. Organisational consistency regarding communications 'plain English'. Engage with business sector to support and promote Imagination Library.	Defining parameters of the night time economy and agreeing policies to support it.	Advocating and supporting staff to volunteer/ access flexible working.	Monitoring and review; Organisational information sharing (intelligence hubs/locality partnerships) and signposting; Agreement and co-ordination of language and messages (i.e. simplification of messages for staff to understand and deal with debt and financial advice);
Wider environment (place shaping)	Develop and realign the shape of Children's Centres to make them more community owned (through locality planning and locality partnerships).	Orientating the proceeds of crime towards the needs of local communities.		Developing vibrancy of centres, creating a leisure, arts and cultural environment with less focus on the use of alcohol and drugs. Making use of existing buildings to generate peer and community led initiatives for young people.	Develop and promote a vision for NL (branding) including identification of ambassadors across sectors e.g. business forums.	

APPENDIX B

DELIVERING THE JOINT HEALTH AND WELLBEING STRATEGY

Health and Wellbeing Board partners have committed to working together to improve outcomes and reduce inequalities for the people of North Lincolnshire across all lifestages.

WHAT WE WANT SUCCESS TO LOOK LIKE:

- The partners of the Health and Wellbeing Board will provide a range of apprenticeships, internships and volunteering and will support the people in these roles
- There will be a return on investment as staff have a healthier work/life balance and through pre retirement volunteering there is a transference of organisational skills and memory
- The partners will develop their staff (and the population) and provide knowledge for life in relation to self management, team working, business and customer awareness, problem solving, communication, application of numeracy and application of technology as well as budgeting and literacy (including health literacy) etc
- The partners will co-ordinate the deployment of their resources to maximise capacity and provide value for money as well as improved outcomes
- The partners will ensure local people will have access to acceptable and appropriate information in order to make informed decisions to improve their outcomes
- The partners will work collaboratively in localities to deliver person centred services and enhance community resilience
- The partners will adopt person centred planning approaches and ensure good assessment processes, which align organisational outcomes, are embedded
- North Lincolnshire will have an enhanced reputation where there are reduced inequalities and improved outcomes across all lifestages

HOW WE WILL DELIVER SUCCESS:

Health and Wellbeing Board partners have committed to manage partnership action and ensure added value via the following areas for action:

To add value and address employability through apprenticeships, internships and volunteering, partners will:

- Develop a programme of apprenticeships, internships and volunteering opportunities within their individual organisations
- Collectively define the role and increase capacity of Street Angels/Pastors and constabulary volunteers
- Work collaboratively to develop cross organisational apprenticeships
- Contribute the development and support the running of apprenticeship forum(s)
- Identify and secure commitment of literacy and numeracy champions within their individual organisations
- Engage, support and upskill people in relation to the seven employability skills
- Further develop advice and support for parents to enable them to access employment (including access to childcare)

To add value and effect organisational change, partners will:

- Advocate and support staff to volunteer/access flexible working
- Agree the definition of the night time economy and agree policies to support it appropriately
- Establish a baseline of the literacy and numeracy of their organisation and respond as appropriate
- Ensure 'plain English' communications within individual organisations and contribute to a consistent message
- Agree and implement quality standards regarding the use of 0 hours contracts
- Extend and target offer of advice and guidance to support people to live within their means and promote credit unions as affordable credit
- Contribute to the development of mentoring/peer support programme to prepare people to parent (budgeting, reading, health, safety etc)
- Work within the parameters of the Early Help and Safeguarding Strategy including early help assessment processes
- Develop organisational policy around engaging with fathers as well as mothers
- Engage with the business sector to contribute to these pledges and the wider health and wellbeing agenda

To add value and contribute to place shaping within the wider environment, partners will:

- Contribute to locality planning and locality partnerships to meet locality needs
- Support the development of community led support and provision
- Agree how best to orientate the proceeds of crime towards the needs of local communities
- Contribute to developing a vibrant centres within North Lincolnshire focussing on leisure, arts and culture
- Identify, promote and support a more flexible use of existing buildings to generate peer and community led initiatives for young people
- Collectively agree, develop and promote a vision for North Lincolnshire including identification of local ambassadors

NB - The Joint Health and Wellbeing Strategy is focussed on adding value and as such, through ongoing monitoring and review, partners will be able to reorientate their partnership action to respond to the changing landscape (i.e. to take account of national drivers and the needs of the local population)