

Cabinet – 26 April 2017

The Walsall Plan – Our Health and Wellbeing Strategy 2017-2020

Portfolio:	Leader
Related portfolios:	Councillor Robertson
Service:	Not applicable
Wards:	All
Key decision:	Yes
Forward plan:	Yes

1. Summary

It has been recognised by the Council and its partners that we need to have a shared vision and priorities, and that our plans, strategies and priorities need to be consistent with each other.

A key part of this approach is the development of a Partnership Plan. It has been agreed that the Walsall Plan and the Health and Wellbeing Strategy will become a single joint plan for Walsall. This will highlight our priorities to improve outcomes for the people and communities of Walsall by focusing on the wider determinants of health and wellbeing.

The plan has been widely consulted on with partners, including at a Partnership workshop event on 29th March.

The Walsall Plan has been developed alongside the Corporate Plan to ensure that both plans reflect each other's priorities. The Corporate Plan will be the Council's contribution to delivery of the Walsall Plan.

Each partner organisation and Partnership Board is asked to approve The Walsall Plan: Our Health and Wellbeing Strategy 2017-2020 as the overarching plan for the Walsall partnership.

2. Recommendations

2.1 That Cabinet recommend to Council that The Walsall Plan: Our Health and Wellbeing Strategy 2017-2020 is approved as the overarching plan for the Walsall partnership.

3. Report detail

3.1 Background

With the Council and partner agencies facing increased budget pressures, we need to ensure that we focus our efforts on what matters - based on evidence gathered from the refreshed Strategic Needs Assessments (SNAs) and what our communities are telling us. This includes streamlining our activities, being more efficient in how we deliver services and ensuring we offer value for money.

The Council has refreshed its Corporate Plan, alongside setting the budget for 2017 – 2020. The Health and Wellbeing Board is due to refresh its Strategy by April 2017. Meanwhile, the Walsall Partnership, through the Strategic Partnership Group, has been looking to refresh ‘The Walsall Plan 2013 – 2016’ as an over-arching strategy for Walsall, shared by all partners.

Following discussion at the Strategic Partnership Group and other thematic groups, it was suggested that some rationalisation of strategies is considered. As the determinants of health and wellbeing are so wide, the synergy between the Health and Wellbeing Strategy and The Walsall Plan is so close it was agreed that they could become one strategy for the borough.

3.2 Developing The Walsall Plan

The Walsall Plan: Our Health and Wellbeing Strategy (Appendix 1) has been developed using several key sources of information:

- Local strategic needs assessments (JSNA, Economic Needs Assessment, Strategic Assessment for the Community Safety Plan)
- Work for the Strategic Partnership Group identifying cross-cutting themes within partnership and organisational plans
- Current work on the Council’s Corporate Plan

The wider determinants of health are recognised, and three overarching priorities have been identified to improve the health and wellbeing of our population:

- Increasing economic prosperity through increased growth
- Maximising people’s health, wellbeing and safety
- Creating healthy and sustainable places and communities

A life course approach has been taken, with reducing inequalities as a key theme across all areas. Key priorities have been identified underneath each overarching priority. These priorities are the focus of work for our Partnership Boards - appendix 1 of the Walsall Plan identifies which Board is accountable for each priority. Alongside these priorities, a number of key target groups have been identified.

In addition, each Board has identified an “obsession”, a key issue where the whole Partnership can work together to make more of a difference to the outcomes for our local population. These “obsessions” are:

- To increase both the number of Walsall residents who volunteer, and capacity and connectivity between community groups in the borough, in order to improve

health and wellbeing for all, in particular around loneliness and isolation and physical activity (Health and Wellbeing Board).

- Safely reduce the number of children that need to be in care (Children and Young People's Partnership)
- Quality apprenticeships for all ages (Walsall Economic Board)
- Address the issue of homelessness / rough sleepers to improve outcomes (Safer Walsall Partnership)
- "If it doesn't feel right, then act on it" (Safeguarding Boards)

3.3 Involvement of partners and consultation

Partners have been involved throughout the development of the Walsall Plan, through individual meetings and through discussion in various partnership forums including:

- Health and Wellbeing Board
- Strategic Partnership Group
- Council Management Team
- Cabinet-Council Management Team
- Borough Management Team
- Walsall Economic Board

A workshop event for partners was held on 29th March where there was further opportunity to contribute to the development of The Walsall Plan and to consider its delivery.

Engagement with the public will be crucial in shaping delivery of the specific actions identified in the plan.

3.4 Governance arrangements

The Walsall Plan will need to be approved by each partner organisation in Walsall, and also by the Walsall Partnership Boards as the overarching plan for Walsall. All Partnership Boards and partner organisations will be responsible for ensuring that their own plans reflect and deliver against the priorities in the Walsall Plan. The Walsall Plan has been developed in conjunction with the Corporate Plan.

The Partnership Boards will continue their own monitoring and performance management arrangements for their action plans to deliver the key priorities in the Walsall Plan. It is not planned to duplicate existing performance management and governance arrangements. Delivery plans will continue to be managed through the relevant Partnership Boards and partner organisations. The Partnership Boards will continue to hold individual organisations accountable for delivery of their action plans. Accountability for each organisation will be through its own governance structure, for Council this will be through Cabinet.

4. Council priorities

The Walsall Plan has been developed in conjunction with the Corporate Plan. The contribution that the Council makes to delivery of The Walsall Plan will be through its Corporate Plan. The priorities in the Corporate Plan map across to The Walsall Plan:

Corporate Plan priority	Walsall Plan priority
Pursue inclusive economic growth	Increasing economic prosperity through increased growth
Make a positive difference to the lives of Walsall people AND Children are safe from harm, happy and learning well with self-belief, aspiration and support to do their best	Maximising people's health, wellbeing and safety
Safe, resilient and prospering communities	Creating healthy and sustainable places and communities

5. Risk management

The risk of not approving The Walsall Plan is that the Council could be seen as not fully participating in the local Partnership, and could miss opportunities to work with other partners to improve health and wellbeing.

6. Financial implications

None identified by Finance Team

7. Legal implications

There is a legal requirement to produce a joint Health and Wellbeing Strategy as required by the Health and Social Care Act 2012

8. Procurement Implications/Social Value (if applicable/remove if not)

None

9. Property implications

None

10. Health and wellbeing implications

The Walsall Plan: Our Health and Wellbeing Strategy addresses the wider determinants of health and should have a positive impact on the health and wellbeing of the population of Walsall.

11. Staffing implications

None

12. Equality implications

Addressing inequalities is a core theme in The Walsall Plan, running across all priorities.

13. Consultation

Partners have been engaged throughout the development of The Walsall Plan.

A workshop was held on 29.3.17 which was attended by senior individuals from our partner organisations and Partnership Boards. Summary of the feedback from the workshop event is attached (appendix 2)

Background papers

The Walsall Plan: Our Health and Wellbeing Strategy

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18 April 2017



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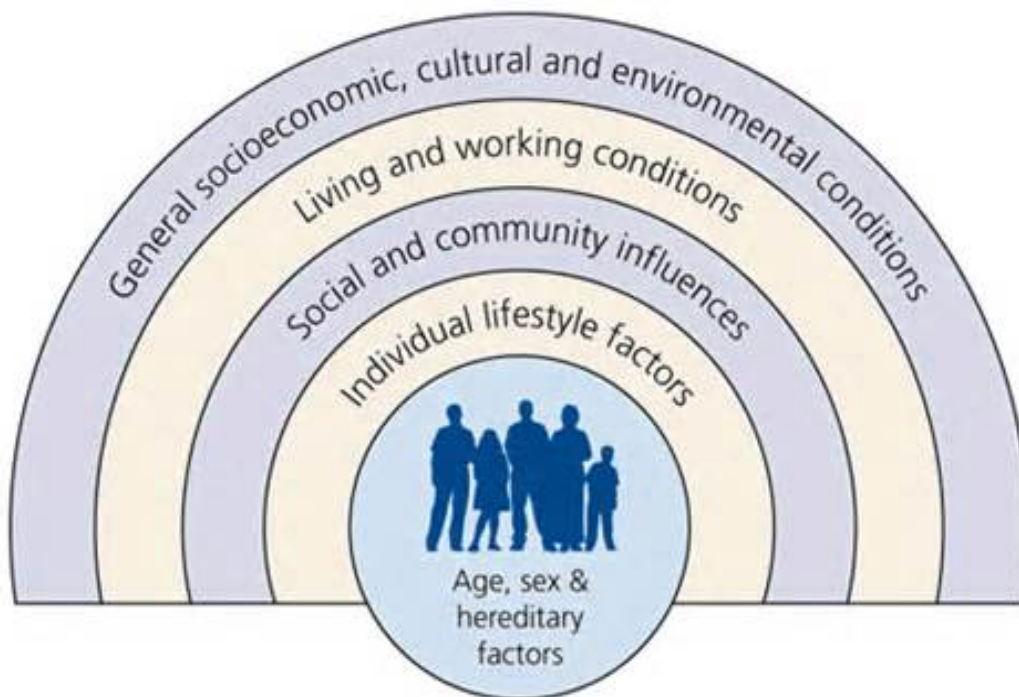
18 April 2017

The Walsall Plan: Our Health and Wellbeing Strategy 2017-2020

Please note: This is the final version as of 10.4.17 but as it is an iterative, living document, there may be future amendments to the Walsall Plan to reflect future context and decision making.

Improving Outcomes for People of Walsall

Whether people are able to live healthy, safe, independent, prosperous and fulfilling lives depends on a number of factors including individual lifestyles, social and community networks and wider living and working conditions (the Dahlgren and Whitehead “Rainbow model”). Local partnerships are crucial to achieving this holistic approach that is needed to deliver improved outcomes. Any work to improve outcomes for individuals must also consider how to reduce inequalities across the population.



Knowing Our Needs

Assessment of need in Walsall is predominantly tackled through three key assessments, the Joint Strategic Needs Assessment (JSNA), the Economic Needs Assessment and the Strategic Assessment to inform the Community Safety Plan. The needs identified in these assessments have been used to inform the development of this Walsall Plan.

The emerging needs identified from the latest JSNA refresh are:

- Emotional health / wellbeing of children and young people, including self esteem and higher aspirations
- Infant mortality, including maternity services
- Obesity in children
- Mental health (all ages)
- Physical activity (all ages)
- Health & Work– including people unable to take up employment due to ill health
- Long term conditions - e.g. cancer, diabetes, asthma and respiratory diseases
- Dementia
- Loneliness & isolation (including carers)
- Substance misuse
- Domestic violence
- Quality housing, appropriate for need & energy efficient
- Infrastructure to encourage active leisure & travel

Emerging needs identified through the Local Economic Assessment centred around:

People

- Demographic change – with a shrinking proportion of working age residents
- Qualifications, skills and behaviours – to equip people to enter and progress in work
- Worklessness – especially youth and long-term unemployment
- Benefit dependency and ill health – particularly those on health-related out-of-work benefits

Business

- Economic output and productivity
- Size and diversity of the local business base
- Number and range of local jobs
- Support for new and existing business growth

Place

- Connectivity and accessibility – by road and public transport
- Supply of quality development sites and premises
- Housing offer – appropriate for existing residents and future demand
- Attractive natural and built environments – including vibrant town and district centres

Summary of the emerging needs identified in the Strategic assessment:

Following the comprehensive strategic assessment of 2016 – 2017, the priorities of Safer Walsall Partnership were identified under four headings: Prevention, Intervention, Reduce Demand and Strategic Themes. Responsibility for delivery

against those themes clearly cut across Adult and Children's Safeguarding, Health and Wellbeing and Safer Walsall Partnership Boards and their sub groups. Ensuring the work delivered across the diverse services supported by this governance structure was captured and recognised, with clear lines of accountability, scrutiny and challenge was a catalyst for the work of the Strategic Partnership Group, which was formed in order to deliver these assurances and achieve better connectivity across the overall governance structure.

Extensive work has since taken place, and is continuing, to align priorities and governance in order to avoid duplication, improve efficiency and efficacy and ensure there are clear lines of accountability and scrutiny.

The strategic themes for Safer Walsall Partnership from 2017 will be:

- Violence
- Contest (the UK's strategy for counter terrorism: Pursue, Prevent, Protect, Prepare)
- Substance misuse (drugs and alcohol)
- Reducing reoffending.

These have been identified utilising local intelligence, risk and vulnerability, together with the knowledge, experience and demand levels of the agencies which form the Safer Walsall Partnership (SWP) Board.

It will be the responsibility of SWP Board to oversee delivery, with each theme having a designated lead who will be responsible for pulling together the work carried out by all partners to achieve the best possible outcomes for our communities.

Knowing Our Priorities

A number of strategies, based on these needs assessments, are already in place across the Partnership in Walsall. The cross cutting themes identified within partnership and organisational strategies have been used to identify three overarching priorities for The Walsall Plan where value can be added by working together in partnership:

1. **Increasing economic prosperity through increased growth (table 1 below)**
2. **Maximising people’s health, wellbeing and safety (table 2 below)**
3. **Creating healthy and sustainable places and communities (table 3 below)**

Reducing inequalities will be a core action within and underlying each of these priorities. The principle of “proportionate universalism” will be applied ie the scale and intensity of effort will be greatest where our need in Walsall is greatest.

A Marmot life-course approach has been applied to the three overarching priorities, and key priorities within these have been identified:

Table 1: Increasing Economic Prosperity Through Increased Growth	Children	Young People	Adults	Older People
Reduce inequalities				
Improve school readiness				
Improve education outcomes				
Increase access to appropriate skills and training				
Ensure people possess the skills to enter and progress in work				
Increase opportunities for, and take-up of volunteering				
Build the business environment to create more local, added value, jobs				
Develop strong and sustainable infrastructure				

Table 2: Maximising People's Health, Wellbeing and Safety	Children	Young People	Adults	Older People
Reduce inequalities				
Improve maternal and newborn health				
Improve emotional health and wellbeing of children and young people				
Enable children and young people to be better protected and safeguard themselves				
Enable and empower individuals to improve their physical and mental health				
Maximise emotional wellbeing and resilience of adults				
Support local people to secure and stay in employment				
Reduce loneliness and isolation and increase support through social networks				
Support independent living				
Remove unwarranted variation in health care and ensure access to services with consistent quality				
Enable those at risk of poor health to access appropriate health and care, with informed choice				
Keep vulnerable people safe through prevention and early intervention				
Ensure services recognise cultural barriers, and are inclusive and accessible for existing, new and emerging communities				
Protect communities and individuals from the threat caused by extremist behaviour				
Tackle the harm to individuals and communities caused by substance misuse				
Improving community safety through reducing reoffending				
Reduce the harm to individuals and communities caused by all types of violent behaviour				

Table 3: Creating Healthy and Sustainable Places and Communities	Children	Young People	Adults	Older People
Reduce inequalities				
Develop an environment to enable healthy lifestyles				
Actively support inward investment to make Walsall an attractive place to live and work				
Improve air quality				
Promote environmental sustainability				
Ensure access to appropriate and affordable housing				
Support a sustainable third sector through individual and collective engagement				
Empower connected, inclusive and resilient communities				
Deliver prevention and intervention through locality delivery models				

Key Target Groups in Walsall

In order to reduce inequalities a number of key target groups in Walsall have been identified:

- Looked after children
- NEETs
- Teenage parents
- Families on the edge of care
- Individuals challenged by addictions
- Individuals with mental health disorders
- Offenders and ex-offenders
- Carers – children and adults
- Children and adults with disabilities (including learning disabilities)
- People with long term conditions
- People with complex needs including co-morbidities and frailty
- People lacking cohesive social networks

In addition, there are geographical pockets of high need in communities. A core action underlying the Walsall Plan is to reduce inequalities which will include key target groups, communities and geographical areas.

Walsall and the wider partnership

Walsall is a key player in significant wider partnerships:

- The Black Country and West Birmingham Sustainability and Transformation Plan (STP)
- The West Midlands Combined Authority
- The Black Country Local Enterprise Partnership

The Black Country and West Birmingham STP is a transformational plan for local health and care systems that incorporates 5 areas: Birmingham (West), Dudley, Sandwell, Wolverhampton and Walsall. This will ensure the sustainability of quality services for the population of Walsall by working in partnership with providers across a wider geographical area. The main areas of focus are: local based care; maternity and infant health; mental health and learning disabilities services and extended hospital collaboration. The Walsall footprint of the STP is driven through the Walsall Together partnership group.

The West Midlands Combined Authority incorporates 18 local authorities (including the 7 metropolitan councils of the West Midlands) and 4 Local Enterprise Partnerships. It aims to address the wider determinants of health, in particular: economy, skills, transport and housing.

The Black Country Local Enterprise Partnership (LEP) covers the sub-regional footprint of Walsall, Dudley, Sandwell and Wolverhampton local authorities, and affords an opportunity for business communities and the public sector to effectively work together in a challenging economic climate. The LEP Board – which includes high profile business leaders and education providers, alongside local authority leaders – has set out its ambitions for the Black County in a Strategic Economic Plan (SEP). The SEP made up of a range of strategic programmes relating to one of three pillars – people, business and place – which together are designed to:

- Enable businesses to grow;
- Create the economic, social and physical infrastructure to support that growth.

Our “Obsessions”: Using our partnership to make more of a difference

In developing The Walsall Plan we have mapped the ongoing work of the existing key partnership structures. This has enabled us to identify gaps where all the partners, through the existing partnership structures, can work in tandem to make a visible difference. We are calling these our “obsessions” and each Partnership Board will take a lead on a different obsession to improve outcomes for the population of Walsall. Underlying each obsession will be a 3 year action plan outlining the contributions of each partner and how success will be measured.

The obsessions are:

- To increase both the number of Walsall residents who volunteer, and capacity and connectivity between community groups in the borough, in order to improve health and wellbeing for all, in particular around loneliness and isolation and physical activity (Health and Wellbeing Board)
- Safely reduce the number of children that need to be in care (Children and Young People's Partnership)
- Quality apprenticeships for all ages (Walsall Economic Board)
- To improve outcomes for the homeless / rough sleepers (Safer Walsall Partnership)
- "If it doesn't feel right, then act on it" (Safeguarding Boards)

Recognising and filling the gap

As the Walsall Plan was discussed and developed, partners recognised the importance of appropriate and affordable housing provision across the Borough and the significant impact this has on many other outcomes that the partnership is pursuing. It is felt that the development of a new, strategic level board will most appropriately position housing in our partnership arrangements. It is therefore intended to establish a Walsall Housing Board which will sit alongside other key boards in its own right – i.e. alongside Safer Walsall Partnership, Walsall Economic Board etc (See Relationship diagram at end of Plan). Discussions have been held with the Chairman of the Walsall Housing Partnership (WHP) who supports the new board and is willing to offer representation to it through a nomination from the WHP. It will be made clear, however, that the WHP exists in its own right and the Walsall Housing Board is neither taking on its remit nor expecting WHP to report to the Board.

The Walsall Housing Board's remit will be to focus on strategic housing matters, working with partners from the private and public housing sector, the Council and Walsall partners. Its work will be within the context of the emerging Land & Housing focus of the West Midlands Combined Authority for which Walsall Council Leader, Cllr Sean Coughlan, provides portfolio leadership at the regional level.

How we will make the Walsall Plan happen: governance arrangements

The Walsall Plan is the overarching strategy for Walsall, with collective ownership by partnerships and partner organisations. The Walsall Plan will need to be signed off by each partner organisation in Walsall, and also by the Walsall Partnership Boards as the overarching plan for Walsall. All Partnership Boards and partner organisations will be responsible for ensuring that their own plans reflect and deliver against the priorities in the Walsall Plan.

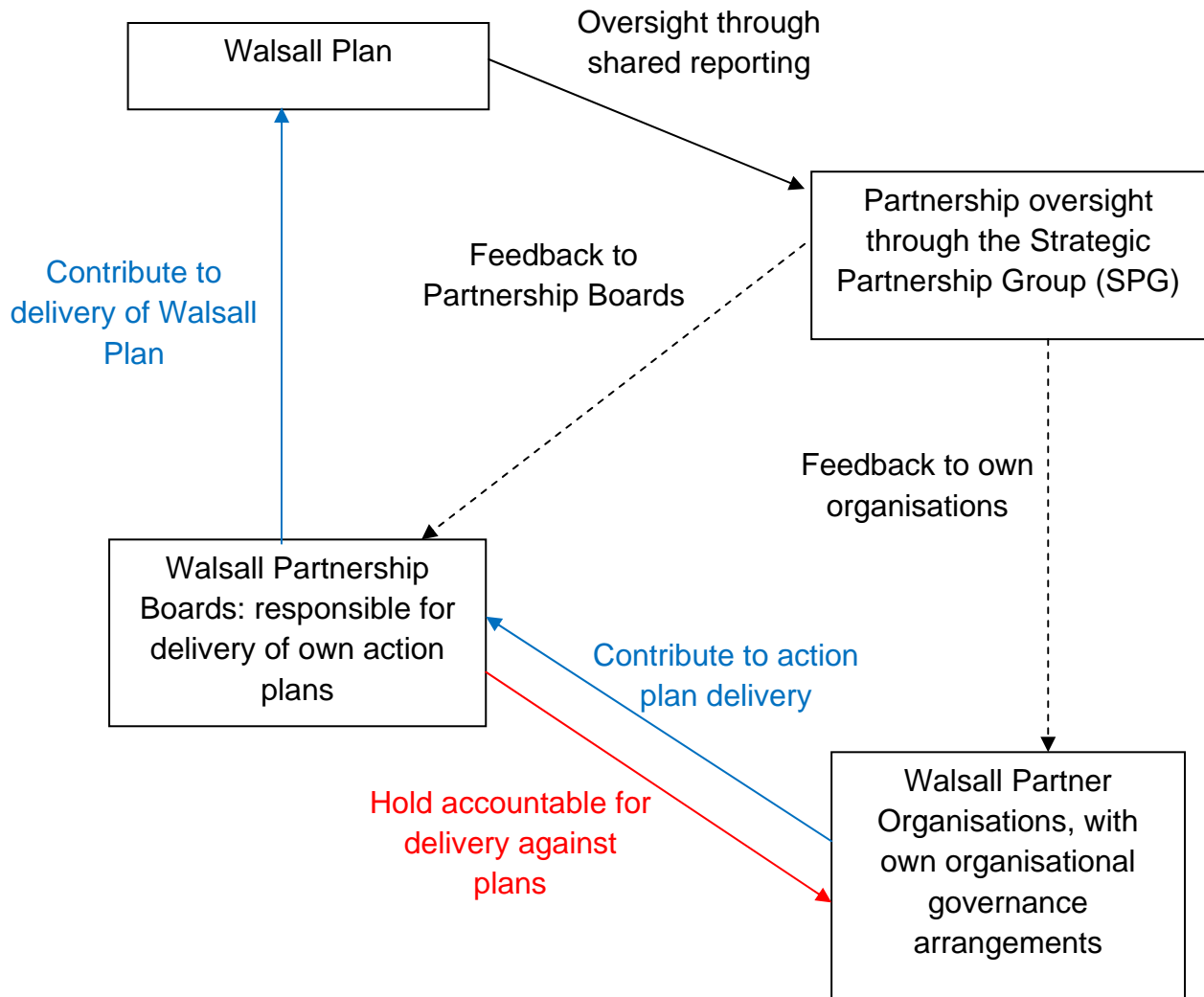
It is recognised that there is significant work already happening in Walsall which will contribute to the priorities identified in the plan. Appendix 1 identifies which Partnership Board is accountable for, and provides the governance for, each priority in the plan although it should be recognised that other Partnership Boards may contribute to priorities where they are not the 'lead'. New or refreshed strategies and plans should reflect the priorities in the Walsall Plan.

The Walsall Partnership relationship model (appendix 2) demonstrates the relationship across the Partnership Boards. This is not a hierarchical model.

The Partnership Boards will continue their own monitoring and performance management arrangements for their action plans to deliver the key priorities in the Walsall Plan. It is not planned to duplicate existing performance management and governance arrangements. Delivery plans will continue to be managed through the relevant Partnership Boards and partner organisations. The Partnership Boards will continue to hold individual organisations accountable for delivery of their action plans.

However, it is important that the whole Walsall Partnership is aware of progress against the Walsall Plan and any gaps or challenges with delivery. To support this approach it is proposed that:

- A six monthly report is presented to the Strategic Partnership Group by each of the Partnership Boards on progress against their priorities, including their obsession. This will identify any issues or challenges with delivery, and highlight key successes.
- A 'Partnership Summit' is held on an annual basis for partners to share their progress, challenges and priorities (first summit in September 2017 to review progress to date)



Outcome indicators can be used to assess progress over time but change is often slow and affected by many factors, resulting in little change in an outcome within a 12 month timescale. Intermediate indicators can be used to measure process or actions eg: smoking cessation rates rather than reduction of mortality from lung cancer and COPD. This will require a shared commitment by partners on what key indicators to measure, how to collect and report these.

Delivery at a locality level: Integrated locality working

The new Locality Delivery Model will provide an opportunity to shape the delivery of The Walsall Plan priorities at a local level. A four-locality footprint has been agreed that reflects the current and emerging service delivery models of a range of partners. Locality Plans will be developed to reflect the elements of the overarching Walsall Plan as they relate to each area. These Locality Plans will be informed by ‘top down’ strategic intelligence, while also bringing in community-informed

intelligence from 'bottom up' local engagement, to address inequalities and secure better outcomes for Walsall's vulnerable individuals, families and places.

The Locality Model will consist of two key elements, closely aligned and interdependent;

- Locality Panels: multi-agency operational groups, with professionals drawn from across relevant partners. Their focus will be on prevention and intervention, facilitating information sharing, identifying solutions, tasking activity, and reviewing outcomes and impact
- Locality Partnership Boards: strategically-focused groups, with membership drawn from elected members, community leaders and businesses in the Locality. Their focus will be on identifying priorities, developing and owning Locality Plans, scrutinising the Locality Panel's outcomes, facilitating a range of community engagement processes, and identifying and supporting Active Citizens to build self-sustaining communities.

The broad elements of the model have been established through consultation with partners. However, the detail is still subject to final approval through Walsall Cabinet and Council.

Opportunities and Constraints

There are opportunities for innovation and delivering differently through the strong partnerships that are already in place in Walsall. Better alignment of our shared priorities will increase integration and reduce duplication. This will be both more efficient and more effective for our local population.

However, we also need to consider the dwindling resources which will require hard choices when looking at where we need to focus our efforts. We recognise that we have a number of vulnerable residents who require services now. Ideally we have enough resource to provide services to those who require them now but also do the preventive work to support our residents to improve their health and wellbeing sufficiently that they do not require those services in the future. In the absence of sufficient resource, we need to be able to reduce the demand for services as quickly as possible to release resources, so that we can do the preventive work that is vital to the continued health and wellbeing of our population in Walsall.

Appendix 1: Delivering the Walsall Plan: Accountability of Walsall Partnership Boards

	Walsall Economic Board	Safer Walsall Partnership	Children's Safe-guarding Board	Adults' Safe-guarding Board	CYP Partnership	Health and Wellbeing Board	Walsall Housing Board
Increasing Economic Prosperity Through Increased Growth							
Improve school readiness							
Improve education outcomes							
Increase access to appropriate skills and training							
Ensure people possess the skills to enter and progress in work							
Increase opportunities for, and take-up of volunteering							
Build the business environment to create more local, added value, jobs							
Develop strong and sustainable infrastructure							
Maximising People's Health, Wellbeing and Safety							
Improve maternal and newborn health							
Improve emotional health and wellbeing of children and young people							
Enable children and young people to be better protected and safeguard themselves							
Enable and empower individuals to improve their physical and mental health							
Maximise emotional wellbeing and resilience of adults							
Support local people to secure and stay in employment							
Reduce loneliness and isolation and increase support through social networks							
Support independent living							

	Walsall Economic Board	Safer Walsall Partnership	Children's Safe-guarding Board	Adults' Safe-guarding Board	CYP Partnership	Health and Wellbeing Board	Walsall Housing Board
Remove unwarranted variation in healthcare and ensure access to services with consistent quality							
Enable those at risk of poor health to access appropriate health and care, with informed choice							
Keep vulnerable people safe through prevention and early intervention							
Ensure services recognise cultural barriers, and are inclusive and accessible for existing, new and emerging communities	The responsibility of all Boards and partners though their service delivery and commissioning						
Protect communities and individuals from the threat caused by extremist behaviour							
Tackle the harm to individuals and communities caused by substance misuse							
Improving community safety through reducing reoffending							
Reduce the harm to individuals and communities caused by all types of violent behaviour							
Creating Healthy and Sustainable Places and Communities							
Develop an environment to enable healthy lifestyles							
Actively support inward investment to make Walsall an attractive place to live and work							
Improve air quality							
Promote environmental sustainability							
Ensure access to appropriate and affordable housing							
Support a sustainable third sector through individual and collective engagement							
Empower connected, inclusive and resilient communities	Through Locality Delivery Model						

	Walsall Economic Board	Safer Walsall Partnership	Children's Safe-guarding Board	Adults' Safe-guarding Board	CYP Partnership	Health and Wellbeing Board	Walsall Housing Board
Deliver prevention and intervention through health and care locality delivery models							

Appendix 2: Walsall Partnership Relationships & Groups (not a hierarchical structure)

(As at 6.4.17, it is recognised that this will develop and change over time)

