

TITLE OF REPORT: HEALTH AND WELLBEING STRATEGY UPDATE REPORT	
HEALTH AND WELLBEING BOARD - 21st July 2021	CLASSIFICATION: Open
WARD(S) AFFECTED All	
Group Director Helen Woodland - Group Director Adults, Health and Integration Sandra Husbands- Director of Public health	

1. INTRODUCTION AND PURPOSE

This paper provides an update on the development of Hackney's Health and Wellbeing Strategy, including proposed next steps following the Health and Wellbeing Strategy Prioritisation Workshop, which was held on 21st May 2021.

The Health and Wellbeing Board is asked to:

- Agree to the proposal of an extended timeline for Hackney's Strategy
- Comment on the proposed process outlined for progressing the strategy engagement work specifically (section 8).

2. BACKGROUND

In July 2020, Hackney's Health and Wellbeing Board agreed to:

- Use the opportunity of the Health and Wellbeing Strategy refresh to co-create a new strategic (population health) framework for tackling health inequalities through coordinated system-wide action, led by the Board.
- Adopt a fully co-produced approach to developing the strategy, building on existing assets and resident engagement/involvement mechanisms.
- Establish a working group to oversee the development of the new Health and Wellbeing Strategy.

In November 2020, Hackney's Health and Wellbeing Board agreed to Public Health's [proposed approach](#) to developing the HWB strategy, including an agreement to the timeline, engagement approach and working group membership.

In January 2021, the Board agreed to:

- The delivery of an externally facilitated development workshop for Hackney Health and Wellbeing Board members to ensure that an agreed set of local principles and vision are established for the Board to develop its wider remit to address the wider determinants of health within a population health framework.
- The delivery of a second workshop to bring together members from both Hackney and the City's Health and Wellbeing Boards, plus key stakeholders (including City and Hackney Health Inequalities Steering Group members), to agree a strategic framework for improving population health through two new Health and Wellbeing Strategies.

3. PROGRESS TO DATE

- A joint working group has been set up, chaired by Cllr Kennedy and Marianne Fredericks. This working group convened in April 2021, with the second meeting taking place on June 24th. The working group will now meet monthly to discuss and shape the progress of both City of London and Hackney's strategies.
- Data evidence packs for Hackney were developed, to inform discussions around strategy priorities.

- A Joint HWB Strategy Prioritisation Workshop was delivered in May 2021, which produced a list of initial draft priorities for both the City of London and Hackney.
- A request for Quotation for Peer Research was published in May, scored and awarded to Hackney Volunteer Centre in early June.
- Recruitment for peer researchers started at the end of June, and the first peer research steering group meeting was held on Wednesday 30th June.
- Stakeholder and peer research engagement plans are being developed at present.

4. JOINT HWB STRATEGY PRIORITISATION WORKSHOP

A joint [City and Hackney half-day workshop](#) was delivered by the King's Fund on 21st May.

The aim of the workshop was to bring together leaders from the City of London and Hackney Health and Wellbeing Boards and City and Hackney Health Inequalities Steering Group members to explore opportunities and priorities for population health and co-produce a draft list of priorities to be incorporated within the new City of London and Hackney Health and Wellbeing Strategies.

Prior to the workshop, local health and wellbeing evidence packs were developed for the [City of London](#) and [Hackney](#) by the Public Health intelligence team to help facilitate conversations and decisions about draft priorities at the workshop. These were developed using the King's Fund Population Health Framework to map health and wellbeing indicators across the four pillars within the framework.

The workshop was facilitated by Professor Durka Dougall and David Buck from The King's Fund and supported by Alan Higgins from the London Government Association (LGA), and also included a guest presentation from Professor Kevin Fenton. On the day, Dr Sandra Husbands, Professor Fenton and the Chairs of the Health and Wellbeing Boards provided the context for the workshop with verbal and slide presentations that focused on key lessons shared from the pandemic, core principles in addressing health inequalities and a summary of the data evidence packs.

Over 50 delegates attended the workshop, including most of Hackney’s Health and Wellbeing Board members. There was a broad mix of delegates across departments and service areas relevant to the wider determinants of health.

5. DRAFT PRIORITIES IDENTIFIED AT WORKSHOP

The group work at the workshop focused on one round of small group conversations with up to 10 people per group. Participants were pre-allocated into either City of London or Hackney groups, depending on their geographical area of work. Those who worked across both City and Hackney were placed across either a City or Hackney group.

Each group was asked to consider the four pillars of population health, and delegates within each group were asked the following questions:

- Where are we already doing well?
- Where are the gaps / opportunities?
- Within these, what needs our priority focus?
- What is needed from us individually and collectively for these priority areas of focus?

The group discussions were synthesised and a draft list of potential strategy priorities was developed, along with possible areas of joint focus and approaches to developing the strategies.

Table 1: Hackney draft priorities and relevant strategies/plans related to these priorities

Areas of focus identified by Hackney participants	Relevant strategies/plans/work
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<p>Mental health AND wellbeing</p>	<p>Adverse Childhood Experience Strategy</p> <p>Children and Young People's emotional Health and Wellbeing Strategy</p> <p>Suicide Prevention Strategy</p> <p>Place Based Learning Network is focusing on mental health and wellbeing work.</p> <p>Young Black Men's work</p> <p>Whole System Approach to Violence Reduction.</p> <p>VCS Assembly (last meeting focused on mental health and wellbeing)</p>
<p>Substance misuse</p>	<p>Focus of recent Director of Public Health report</p> <p>Alcohol strategy currently in early stages of development</p> <p>Joint City and Hackney Public Mental Health Action plan</p> <p>Individual Placement Support scheme (bid submitted)</p>
<p>Anchor institution principles</p>	<p>Health Inequalities Steering Group priority</p> <p>Local Anchor Institution Plan/Network</p> <p>North East London Anchor Network/Charter (NHS)</p> <p>Inclusive Economies Strategy</p> <p>Hackney's Community Strategy</p>
<p>Social Value</p>	<p>Responding to the climate emergency part of corporate plan, as is inclusive economies</p> <p>Social value/sustainability principles in corporate procurement policy</p> <p>City and Hackney Sustainability Action Plan</p>
<p>Integrated Care – make this really make a positive difference for the residents, which means engaging them with the agenda differently</p>	<p>City and Hackney Co-production Charter</p> <p>People and Places sub committee of City and Hackney's Integrated Care Partnership Board</p> <p>Neighbourhood Programme</p> <p>VCS Assembly</p> <p>City and Hackney Health Inequality Steering Group</p>

	priority- community engagement, involvement and empowerment
Building communities through an assets based focus, employment, education and communication	Place based Learning Network Inclusive economy and poverty are both part of corporate plan priorities City and Hackney Health Inequality Steering Group priority- community engagement, involvement and empowerment Neighbourhood Programme
Community connectedness, culture and leadership	Hackney Communities Strategy
Social Isolation	City & Hackney Mental Health Strategy Ageing Well Strategy Connect Hackney programme
Parity of esteem	Joint Mental Health Strategy
Tackling racism	Strategy and Policy team developing and delivering a programme of work on tackling structural & systemic racism and discrimination
Trauma informed approach	City and Hackney Childhood Adversity, Trauma and Resilience Programme (ChATR)
Children and young people	Supporting children and families to thrive is part of corporate plan priorities Young Futures Commission Child Friendly Borough
Vaccine uptake	Vaccine plan Child immunisation uptake work
Antisocial behaviour	Harm reduction part of corporate plan Late Night Levy Hackney Nights

Table 2: Opportunities for joint working (with the City) identified by Hackney participants

Areas of focus identified by Hackney participants	Relevant strategies/plans
Rough sleeping	Hackney Homeless Partnership Homelessness Strategy

	The City of London Homelessness Strategy
Office space use after COVID-19	Hackney Strategic Principles - new ways of working
Integrated care	<p>City and Hackney Co-production Charter People and Places sub committee of City and Hackney's Integrated Care Partnership Board</p> <p>Neighbourhood Programme</p> <p>VCS Assembly</p> <p>City and Hackney Health Inequality Steering Group priority- community engagement, involvement and empowerment</p>

6. APPROACH TO DEVELOPING AND DELIVERING THE STRATEGY

The principles and approaches outlined below were highlighted by participants as being important, in addition to priorities in Table 1 and 2.

Themes for the Health and Wellbeing Board to consider

- **Collectively** own this strategy across our boards / system
ACTION: ensure engagement and collaboration across the system to ensure that this is understood as the strategy progresses. Ensure this is discussed at upcoming HWB meetings and that we are using a co-production approach to this work.
- Review **our approach** and design it to make a meaningful difference for our population
- ACTION: HWB and joint working group to review progress as strategy develops and engage with residents and stakeholders throughout the process to ensure that the strategy does achieve its aims throughout the strategy timeline.
- Identify **quick wins**

ACTION: develop short term actions within the broader strategic framework- agree broad strategic priorities and short term actions that can be progressed over a 12 month period.

- **Recognise that strategy implementation will require investment (time, work, staff, funding) and agree cross-system resources** to do this properly

ACTION: to consider proposals to address this in an upcoming HWB meeting (possibly September when we have a clearer idea of priorities).

Ways of working

- Further strengthen the **relationship with the community**, so that all partners at the HWB consistently work together with our local communities and community organisations to co-produce improvements in health and wellbeing.

This is a bigger piece of work than just the HWB Strategy, but within the context of the strategy there will be more opportunities for us to co-produce and collaborate with residents where actions from the strategy are progressed and this group could consist of members, officers and residents. We are already working with a steering group of peer researchers to shape our survey and focus groups, and how we communicate about the strategy. This is also a priority for the Health Inequalities Steering Group.

- **Recognise the assets and opportunities we already have** and can access (e.g. community pharmacies, work being delivered by the Council's Policy & Strategic Delivery team with communities etc)

ACTION: Design and include these assets and opportunities into our action plan and strategy.

- **Involve other partners** also who are not currently around the table – for example businesses

ACTION: Ensure that the stakeholder matrix and engagement plan are inclusive- check with our partners and working group.

- **Make use of data in a better way** – to turn into understanding and intelligence informed action (e.g. racism as a driver for health inequality)

This theme has also come out of members' development sessions, and links with the Health Inequalities Steering Group priority (inequalities data and insights) and Population Health Hub work.

ACTION: Meet with the Public Health intelligence team to discuss this when there is a clearer understanding of refined priorities.

- 3 key areas of focus: **connectedness, relationships and trust**

We could consider these three areas as our focus on how we deliver on our priorities. There may be others that we wish to include too, which we can ask about in our stakeholder engagement.

It will depend on what priorities come out of the engagement phase, this is obviously a very important part of service development and delivery.

- **Join up existing efforts**

ACTION: Ensure that existing work and opportunities to joint work are identified, where relevant, within the strategy priorities.

Strategy Development

The below themes were also discussed in the prioritisation workshop, which will be included in the strategy development.

- Be clear about what the **added value** of our efforts will be

ACTION: ensure that this is a principle in developing strategy priorities and that this is communicated when writing the strategy and within our communications when engaging with residents and stakeholders.

- Develop an **engaging narrative**

ACTION: work with the communication team to produce an engaging narrative. Explore other options other than printed/published copy.

- Don't over-simplify, **embrace the complexity**

ACTION: ensure that when we are communicating about priorities within the strategy, this is acknowledged and that although this is a four year strategy, we may need to work as a system on this for longer to establish meaningful change.

- **Identify cross-cutting themes**

ACTION: we will outline cross cutting themes as the strategy priorities progress.

- **Address causes**, not just symptoms (e.g. homelessness)

ACTION: to ensure this is considered when developing the strategy by using a Population Health framework approach so that we are explicitly considering some of the underlying causes of population health and health inequalities.

7. PROPOSED APPROACH TO ENGAGEMENT

Engagement will take place over a three month period during the upcoming months (July-mid September) and will consist of:

- Peer research with residents (focus groups and 1:1s)
- Stakeholder engagement workshops
- Resident and stakeholder survey

As the priorities outlined in the Joint Strategy Prioritisation Workshop by Hackney stakeholders and Board members were a mixture of health topics, cross cutting themes and life course, we are proposing that we do not engage using only these priorities, and instead, take a wider view of resident and stakeholder views on health and wellbeing. This process of engagement will enable us to test the resonance of the draft priorities outlined above, as well as wider themes emerging from the strategy workshop, and ensure we are taking a co-production approach.

During the engagement period, we will ensure that we:

- Explain the picture of health and wellbeing in Hackney.
- Explain what a Health and Wellbeing Strategy is.
- Outline the difference/added value that the strategy can make.
- Outline how the strategy will be used and developed.
- Ask residents and stakeholders about their views on local health and wellbeing priorities, asking questions related to joined-up health and care services, health behaviours and lifestyles, wider determinants of health and places and communities that we live in, and with.
- Co-produce ways of working/principles within stakeholder workshops, using the draft list from the prioritisation workshop as a starting point.

We are currently in the process of co- designing the draft 1:1 topic guides with peer researchers and the joint strategy working group.

Previous local insights will be gathered and analysed before developing the HWB survey questions, workshops and qualitative topic guides to ensure that we are not asking residents questions that have been asked recently.

We will bring in experts across these themes when developing these insights into local priorities and co-produce actions and plans with peer researchers and stakeholders.

After the stakeholder and resident engagement, we will then ask the joint strategy working group/Health and Wellbeing Board to refine the draft priorities that emerged from the engagement phase. The research engagement period will finish in mid September.

8. PROJECT RISKS

Table 3: Strategy development and engagement risks and mitigations

Risk	Context and mitigation
<p>A range of existing local priorities on health and wellbeing and the wider determinants of health in other local strategies/plans</p>	<p>Stakeholders may not understand the added value of a Health and Wellbeing Strategy when there are a number of wider strategies that are related to health and wellbeing, or have health and wellbeing priorities in Hackney.</p> <p>We will need to ensure that we are framing this engagement and consultation in the right way so that stakeholders understand the added value of a Health and Wellbeing Strategy that is owned by the Health and Wellbeing Board.</p> <p>Use the King's Fund Population Health Framework - we are clear that integrated health and care services are a priority but plans around this are being led through the Integrated Care Partnership Board. Value added of a HWB strategy is to rebalance focus across the four pillars.</p>
<p>Strategy timeline</p>	<p>The current timeline is too short to ensure that there is sufficient time to engage with residents and stakeholders, co-produce the draft strategy and ensure that there is a sufficient time period to review the strategy priorities and actions with relevant partners after the formal consultation period. We are therefore asking to extend the deadline from January to March 22 to ensure that there is additional time in January and February to</p>

	confirm priorities and actions produced with wider partners prior to formal adoption at the March 22 Hackney Health and Wellbeing meeting.
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9. NEXT STEPS

- Advise stakeholders that attended the Joint Strategy Prioritisation Workshop on the agreed next steps with progressing the strategy after this meeting.
- Develop stakeholder survey and workshops.
- Communicate to residents and stakeholders about how they can get involved in the strategy development.
- Ensure that stakeholder engagement explores relevant ways of working/principles that were highlighted in the prioritisation workshop are included within the engagement plans.
- Deliver engagement over summer months, then analyse the qualitative and quantitative data with peer researchers and stakeholders to develop strategy and action plans.
- Refine the resident and stakeholder draft priorities with the joint working group/Health and Wellbeing Board.
- Co produce the draft strategy to be published for formal consultation.

BACKGROUND PAPERS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required

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