

<b>TITLE OF REPORT - HEALTH AND WELLBEING STRATEGY UPDATE</b>	
<b>HEALTH AND WELLBEING BOARD- 11 NOVEMBER 2020</b>	<b>CLASSIFICATION:</b> <b>Open</b>
<b>WARD(S) AFFECTED</b>  <b>All Wards</b>	
<b>GROUP DIRECTOR, CHILDREN, ADULTS AND COMMUNITY HEALTH</b>	
This report outlines a proposed approach to developing Hackney's Health and Wellbeing Strategy, which includes proposed strategy development working group members, co-production principles and an outline of anticipated strategy development project timescales. The report also provides an update on the work of the City and Hackney Health Inequalities Steering Group.	

## **1. BACKGROUND**

**1.1** Each Health and Wellbeing Board (HWB) has a statutory duty to produce a Health and Wellbeing Strategy (HWS), setting out its priorities to address the health and wellbeing needs of local residents, as captured in the Joint Strategic Needs Assessment (JSNA). The HWB also has a statutory duty to involve third parties in preparation of the HWS, including the local Healthwatch and people living or working in the area<sup>1</sup>. The strategy will set out the health and wellbeing priorities for Hackney over the next four years and provide an opportunity to make a real impact on tackling and improving health inequalities experienced by Hackney residents.

**1.2** At the July 2020 Health and Wellbeing Board meeting, the 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 - and advise on the membership of this group.

**1.3** Since the July HWB meeting, a new City & Hackney Health Inequalities Steering Group has been established to provide a focal point for the extensive work underway to tackle the long-standing health inequalities that have been exposed and exacerbated by COVID-19. The steering group will strive to ensure that our collective efforts have maximum impact and that we

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[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/223845/Summary-table-of-the-duties-and-powers-introduced-by-the-Health-and-Social-Care-Act-2012-relevant-to-JSNAs-and-JHWSs-March.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/223845/Summary-table-of-the-duties-and-powers-introduced-by-the-Health-and-Social-Care-Act-2012-relevant-to-JSNAs-and-JHWSs-March.pdf)

make best use of our combined resources, through collaboration and partnership.

The role and purpose of the steering group will be to advise, prioritise, authorise, coordinate and mobilise local action as part of a system-wide health inequalities plan for the City and Hackney. The steering group is chaired by Dr Sandra Husbands, director of public health, and membership includes strategic system leaders who have the influence and resources to embed local action to tackle health inequalities in wider strategies and practice.

The work of the steering group will be guided by the same population health framework recently adopted by Hackney Health Wellbeing Board and the City & Hackney Integrated Care Board (ICB)<sup>2</sup>. It is intended that the steering group will report into and support both the Health and Wellbeing Board and the ICB. It will provide expert advice and input to the development of a new Health and Wellbeing strategy for Hackney, as well as a population health delivery plan for City and Hackney's integrated care system, which would include a review and refresh of integrated commissioning transformation plans using a population health framework to address health inequalities.

#### **1.4 Proposed membership of HWS development working group**

A working group will be established to shape the new strategy's development and ensure that action plans are developed for each priority area.

The proposed membership outlined below includes representatives from City and Hackney Public Health team, LBH Communications, and representatives leading on work that focuses on one or more of the four pillars of the local population health system. The group will be chaired by the lead member for health, adult social care and leisure.

City & Hackney Health Inequalities Steering Group will develop short and longer term local action plans to tackle wider health inequalities - the output of this work will inform the development of Hackney's Health and Wellbeing Strategy. The City & Hackney Health Inequalities Steering Group will work in partnership with the HWS development working group, but will not provide

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<sup>2</sup> <https://www.kingsfund.org.uk/publications/vision-population-health>

strategic or operational oversight of this group. The HWS development working group will be accountable to the Health and Wellbeing Board.

Table 1: Proposed HWS development working group membership

<b>Proposed Members</b>	<b>Rationale</b>
Chair- Cllr Kennedy, Health, Adult Social Care and Leisure	Lead Member for health
Sonia Khan, Head of Policy & Strategic Delivery, Hackney Council (or representative from team)	Represents <i>'the wider determinants of health'</i> and <i>'places and communities'</i> pillar
Anna Garner, Head of Performance and Integrated Commissioning Alignment City and Hackney CCG	Represents <i>'an integrated health and care system'</i> pillar
Jayne Taylor, Consultant in Public Health, City & Hackney Public Health Team	Public Health portfolio lead for health inequalities
Donna Doherty-Kelly, Principal Public Health Specialist, City & Hackney Public Health Team	Represents <i>'health behaviours and lifestyles'</i> pillar
Diana Divajeva, Principal Public Health Analyst, City & Hackney Public Health Team	Public Health intelligence
Liz Hughes, Manager of Health and Social Care Forum, HCVS	Represents <i>'the places and communities we live in, and with'</i> pillar
Jon Williams, Executive Director, Healthwatch Hackney  or Jamal Wallace, IC Communications & Engagement Enabler Group Lead, City & Hackney - Integrated Care Partnership	Community engagement and co-production Represents <i>'the places and communities we live in, and with'</i> pillar
Tara Hudson, Strategic Communications Advisor, Hackney Council	Public Health Communications lead
Academic Evaluation Partner (to be determined)	Strategy evaluation

## **1.5 Approach**

The strategy, priorities and actions will be developed using a model of co-production, as agreed by the Board in July. Co-production is a way of working that involves residents and communities in equal partnership; and which engages groups of people at the earliest stages of design, development and evaluation<sup>3</sup>. Co-production acknowledges that people with 'lived experience' are often best placed to advise on what support and services will make a positive difference to their lives. Using a well defined co-production approach will ensure that a person-centred perspective is maintained throughout the development and implementation of the strategy.

The working group will work within the principles of the [City and Hackney Co-production Charter](#) to co-design the engagement framework, co-deliver resident and stakeholder engagement activity, and collaborate in developing the new strategic priorities.

## **1.6 Defining draft priorities**

The HWS development working group will analyse the local, regional and national data on health inequalities, as well as evidence on effective interventions for reducing inequalities through local action (in collaboration with City & Hackney Health Inequalities Steering Group). The working group will also review existing community and resident engagement material in relation to health inequalities in Hackney, including insight gathered throughout the current pandemic.

As outlined in 1.3, the City and Hackney Health Inequalities group will provide expert advice and input to the development of a new Health and Wellbeing strategy for Hackney. The HWS development working group and the Health Inequalities group will work collaboratively to develop a prioritisation framework to help develop draft strategic priorities as part of this phase.

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<sup>3</sup> <https://www.nationalvoices.org.uk/wellbeing-our-way/co-production>

## **1.7 Stakeholder and resident participation, communications and engagement**

The working group will utilise Hackney's Place Based Learning Network as a source of advice and guidance in shaping its co-production plans for the development of the strategy - ensuring that effective collaboration is built between the HWS development working group, local residents and key stakeholders in order to develop a shared strategic vision for the strategy. The working group will work to ensure inclusive participation within the development of the strategy, connecting with diverse communities, ensuring that we are reaching out to local people whose voices can be harder to hear, taking steps to overcome barriers to participation and encouraging local people, community groups and key stakeholders to have their say in the development of this strategy.

Strategy engagement work will build on existing assets and resident engagement/involvement mechanisms (e.g. Neighbourhood conversations, HCVS networks, Kings Park Moving Together programme, Integrated Care Communications and Engagement Enabler Group, Hackney Council's community engagement, empowerment and resilience next phase workstream).

Virtual methods of consultation and engagement are likely to be used as part of developing the strategy. The scale of virtual consultation will depend on the COVID-19 guidance at the time of the engagement and consultation planning and delivery, however, the working group will ensure that there are a range of inclusive ways for local people to get involved in developing the strategy, wherever possible.

## **1.8 Proposed project timelines**

The draft timeline below provides an indication of the strategy development timescales for consideration. A detailed project plan will be developed and used to deliver the project within the anticipated timescales.

Table 2: HWS strategy development timescales

<b>Task</b>	<b>Start date</b>
Agreement on strategy development approach by HWB members	November 2020 (HWB meeting)
Meeting 1 and 2 of HWS development working group <ul style="list-style-type: none"> <li>● Define roles and responsibilities of working group</li> <li>● Develop terms of reference for working group</li> <li>● Define guiding principles and co-production model</li> <li>● Define budget</li> <li>● Develop project plan</li> </ul>	January 2021
Desktop analysis <ul style="list-style-type: none"> <li>● National and local evidence base</li> <li>● Local strategy review</li> <li>● Insight synthesis</li> </ul> Stakeholder and community engagement framework developed	February-March 2021
Stakeholder and community engagement Strategy design and structure developed and signed off	March-April 2021
Draft priorities from engagement phase	May 2021
Refine priorities through stakeholder and community workshops	May-June 2021
Write draft strategy and action plan Define outcomes related to priorities	June-July 2021
Consultation, including HWB Develop communication plan for publication	August-September 2021
Write final strategy and action plan Develop evaluation framework	October 2021
Strategy sign off	TBC depending on board sign off dates
Publication Agree action plan review timescales with HWB	November 2021

members	
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### **1.10 Developing an action plan for strategic priorities**

The HWS working group will develop a detailed action plan for each priority within six months of the adoption of the strategy. Each plan will include clearly identified milestones, quantitative performance indicators and qualitative feedback. Progress will be reported to the HWB at least once a year.

## **2. RECOMMENDATION**

Endorse the HWS development working group membership, and proposed process for developing the strategy.

## **APPENDICES**

n/a

## **BACKGROUND PAPERS**

n/a

**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**

<b>Report Author</b>	<i>Donna Doherty-Kelly, Principal Public Health Specialist</i>
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