

MINUTES OF A MEETING OF THE HEALTH AND WELLBEING BOARD

WEDNESDAY 9 NOVEMBER 2022, 4:00PM

THE COUNCIL CHAMBER, HACKNEY TOWN HALL

THE LIVESTREAM LINK IS HERE:

MAIN - [HTTPS://YOUTU.BE/U8C2EmUMRFY](https://youtu.be/U8C2EmUMRFY)

Board Members Present:

In Person:

Mayor Philip Glanville (In the Chair)

Dr Sandra Husbands (Director of Public Health, City and Hackney)

Councillor Susan Fajana-Thomas (Cabinet Member for Community Safety, Hackney Council)

Councillor Christopher Kennedy (Cabinet Member for Health and Adult Social Care, Voluntary Sector and Culture, Hackney Council)

Councillor Carole Williams (Cabinet Member for Employment, Human Resources and Equalities, Hackney Council)

Virtually:

Louise Ashley (Chief Executive, Homerton Hospital Foundation Trust)

Paul Calaminus (Chief Executive - East London Foundation Trust)

Mary Clarke (Director of Nursing and Corporate Development, General Practitioners Confederation)

Dr Stephanie Coughlin (Clinical Lead - Integrated Commissioning Board)

James Goddard (Director of Regeneration, Hackney Council) (Substituting for Stephen Haynes)

Nina Griffiths (Director of Delivery - City and Hackney's Place Based Partnership)

Frances Haste (Hackney Community Voluntary Sector)

Susan Masters (Hackney Community Voluntary Sector)

Rosemary Jawarra (Hackney Community Voluntary Sector)

Helen Woodland (Group Director, Adults, Health and Integration, Hackney Council)

Officers in Attendance: Peter Gray (Governance Officer, Hackney Council)
Donna Doherty-Kelly (Principal Public Health Specialist, Hackney Council)
Diana Divajevo (Principal Public Health Analyst - Hackney Council)
Chris Lovitt (Deputy Director of Public Health)
Sonia Khan (Head of Policy and Strategic Delivery, Hackney Council)
Carolyn Sharpe (Consultant in Public Health, City and Hackney Public Health team)
Mark Watson (Senior Commissioner, Hackney Council)
Emily Plane (Head of Strategy and System Development, Barking and Dagenham, Havering and Redbridge)
Hilary Ross (Director of Provider Development and Collaboration, East London Health and Care Partnership)

Also in Attendance: Adi Cooper (Chair of the Adults Safeguarding Board)
Lauren Tobias (Chief Executive - Voluntary Centre Hackney)
Lorraine Sunduza (Director of Nursing and Deputy Chief Executive of the East London Foundation Trust)

1 Welcome

1.1 The Chair welcomed all those present to the meeting.

2 Appointment of New Members to the Board

RESOLVED:

2.1 The Chair noted that Annie Gammon and Laura Sharpe would no longer be members of the Board due to their retirements and thanked them for their work on the Board, with particular thanks to Laura Sharpe for her work during the COVID-19 Pandemic.

RESOLVED:

- That Mary Clarke of City and Hackney's GP Confederation and Paul Senior (Interim Director of Education - Hackney Council) be appointed as members of the Health and Wellbeing Board.

3. Apologies for Absence

3.1 Apologies for absence were submitted on behalf of Stephen Haynes, Raj Radia and Paul Senior.

4. Declarations of Interest - Members to Declare as Appropriate

- 4.1 The Chair declared that he was a member of the East London Integrated Commissioning Board.

5. Draft Minutes of the Informal Meeting on 22 September 2022

RESOLVED:

- That the minutes of the informal meeting of the Board on 22 September 2022 be agreed as a correct record.

5. Action Tracker

- 5.1 The Principal Public Health Specialist updated the Board on the action tracker.

RESOLVED:

- To note the contents of the tracker.

6. Questions from the Public

- 6.1 Mayor Glanville told the Board that there were no public questions submitted for this HWB meeting.

- 6.2 The Director of Public Health told the Board that the resident who had previously posed a question to the Board had been responded to. Similar questions had been received from other residents. The answers were being prepared and would be sent imminently.

7. Community Voice - Cost of Living Update

- 7.1 Sally Beaven introduced the report capturing how local people were experiencing the Cost of Living Crisis. It was known that the health and mental wellbeing of people across the country was suffering as the cost of living rose. Sally Beaven highlighted the following:

- 56 local residents had been consulted;
- Most respondents were over the age of 60;
- Large numbers reported being less able to make additional purchases or buy essentials, having to decide between food, gas and electricity;
- Household bills were rising without consequent increases in income and benefits;
- Significant consequent impact on wellbeing and mental health;
- Requests were made for advice on debt, energy efficiency, home budgeting, meals on wheels, help to insulate,
- A large number of individuals were not aware of what was available to them in the community.

- 7.2 Councillor Fagana-Thomas stressed the need to focus on those on low incomes and helping people who are facing challenges to build resilience in terms of their mental health.
- 7.3 Susan Masters thanked those involved in the preparation of the report. She told the Board that the Community and Voluntary Sector was carrying out similar work looking at the impact of increases in costs on the Community and Voluntary Sector. She suggested the submission of a paper to the Board on this in January 2023 to include on building resilience, considering solutions and training for other voluntary sector organisations. Susan Masters asked if any of the feedback received had been surprising.

Action: Susan Masters

- 7.4 Councillor Kennedy asked for clarification on whether this type of work was being carried out in other areas and whether these could be coordinated to assist in identifying any particular issues in Hackney.
- 7.5 Rosemary Jawara highlighted that the current crisis was impacting on relationships within households, particularly people with mental health issues. She continued that the crisis was impacting the most vulnerable, with consequent changes to diets and routines and growing anxiety. There would be a need to support this in an environment of stretched resources.
- 7.6 Mayor Glanville asked whether the demographic of the cohort consulted was known and whether they were well known to Healthwatch. He stressed the importance of using trusted partners to put out messages and assist Healthwatch in this regard. He asked if the Board could assist the process in shaping questions to ensure that when the matter is returned to the Council any gaps are filled in. Mayor Glanville considered that those individuals with long term conditions on the edge of care would require exploration in particular in relation to those on fixed incomes. He referred to the need to track those vulnerable individuals moving between different health care settings.
- 7.7 Sally Beaven highlighted that:
- That those consulted varied from those already known by Healthwatch to others who were reached through outreach work with opportunities to establish networks to be used for messaging and signposting;
 - That consideration would be given to a focus on resilience;
 - Healthwatch had been surprised by the large numbers who had stated that they had to decide between electricity and food, in particular as the weather was not yet as cold as it would be in the future;
 - That it would be a positive step to ascertain what work had been undertaken by other Healthwatches in the north-east area on this issue, with agreement to pursue this matter;
 - There was a need to consider the nuanced impact of the crisis on individuals.

8. Cost of living and Poverty Reduction - Update

- 8.1 The Head of Policy and Strategic Delivery introduced the report setting out the

response that the Council had developed to respond to the Cost of Living crisis, which was seeing already high levels of poverty becoming even more entrenched. The report was submitted to the Board to ensure that the opportunities to work across the system to support residents were maximised. The Board was asked to consider, in particular the development of a system wide plan and governance, which the Council was working closely with the Director of Delivery – City and Hackney Place Based Partnership to establish.

8.2 The Head of Policy and Strategic Delivery highlighted the following:

- There was a need to bear in mind the drivers of poverty such as wage entrenchment, good quality employment and housing cost;
- The necessity to make the case for a benefits system that works;
- That any response should take into account material needs, ensuring a preventative approach;
- There was need to consider our ways of working, involving the Voluntary and Community Sector in delivery, building relationships and identifying vulnerable people;
- There was a need for collaborative work across the system in regard to progressing the work of the Poverty Reduction Framework;
- Residents often had multiple needs;
- Strong political leadership existed in regard to the Cost of Living Crisis and poverty reduction;
- The focus of the report was to consider what can be put in place to meet people's needs;
- There was a need to consider the community impact of the crisis;
- Staff needs and service viability required consideration;
- The need to consider ways of working with the health and care partnership;
- A system-wide group was in place to consider the Cost of Living Crisis and Poverty Reduction;
- There was a need to consider interactions with the Health and Wellbeing Board, with the possibility of situating the framework within its area of responsibility;
- The provision of advice on energy efficiency was an important element;
- How long term health conditions interact with poverty;
- Thanks for the work carried out by Healthwatch Hackney in regard to the Cost of Living crisis;

8.3 Mayor Glanville highlighted the following:

- the need to distinguish between Council governance and the System's governance. The Board had an inequalities focus with consideration also being given to long term poverty reduction;
- Would direct accountability for this work fall within the System group?
- Discussion was ongoing with the Voluntary and Community Sector about volunteering and learning from the lessons of COVID-19 Champions, building these into the cost of living crisis response;
- That the current arrangements for the provision of energy advice was not adequate and that there was a need to explore this area;
- Thanks to the health partnership for its investment in the response.

8.4 Deputy Mayor Bramble thanked all those involved in the preparation of the

report. She stressed the need to ensure that the principles of this work sit within the poverty framework. She highlighted that some residents may find it difficult to seek help and that this should be taken into account as part of this work, with outreach in place.

8.5 The Director of Public Health highlighted:

- The advantages of having the partnership in place to carry out the response to the current crisis with the use of neighbourhood teams, ensuring effective information sharing about the impact on residents;
- The negative consequences of turning off electricity such as not only cold but the longer term exposure to mould in homes.
- The need for outreach to the most vulnerable, rather than waiting for individuals to come forward for help;
- That, in the event of power cuts or severe weather it would be necessary to have arrangements in place to target support to the vulnerable people, within the resources that were available. This would require the ability to identify who these people were and being in a position to share this information.

8.6 The Director of Delivery, City and Hackney highlighted:

- That there was a need for a system response to the current crisis with the need to maximise the partnership in place;
- The need to identify the risks involved;
- The need to maximise trusted relationships in engaging and supporting individuals, bringing together collective resources;
- A group had been formed during the summer to consider a more involved response to the cost of living crisis, looking at what was available, empowering frontline staff to provide advice to residents. This approach had achieved some benefits.

8.7 The Director of Nursing and Corporate Development at the GP Confederation asked for clarification on attendance at 'the tools for staff sessions'. She stressed the need to ensure that maximum outreach was achieved in regard to sharing the information available, particularly for staff who were dealing with patients, linking back to the output from Healthwatch survey.

8.8 The Head of Policy and Strategic Delivery highlighted:

- That work was ongoing within the Strategic Delivery Team to embed the principles in the Poverty Reduction Framework, putting the principles of the framework into practice on the ground, working with a diverse set of community organisations, recognising the need to work with those with whom there were trusted relationships rather than taking a corporate approach;
- Two members of Council staff were working to find ways to take support into the community in regard to the crisis;
- The importance of working at a system wide level;
- There was a need to design a mechanism to meet material needs;
- The tools for frontline staff sessions were well attended by a diverse group of staff. The sessions were open to all frontline workers with different topics at each fortnightly meetings. Details could be circulated if required;

- There was a need to consider whether the energy advice currently available was adequate, looking at how support could be increased around fuel;
- There was a need for winter planning. The worsening crisis had been recognised with the acceleration of the crisis response.

RESOLVED:

- To note the report.

9. Update on development of Strategic Plan

- 9.1 The Head of Policy and Strategic Delivery introduced the report. Hackney Council adopted a corporate plan in 2018 which set out borough and corporate challenges. This was refreshed in the light of the pandemic with a direction of travel for the plan agreed in July 2020. The plan identified the direction of travel for new ways of working, learning from work that had been accelerated during the pandemic. With new corporate leadership and a new political administration elected in May 2022, a new Strategic Plan has been developed. The move to describe this as a “Strategic Plan” rather than a “Corporate Plan” is reflective of the outward facing nature of the plan, which considers the role of the Council within a wider partnership.
- 9.2 The Head of Policy and Strategic Delivery highlighted:
- The emphasis on the wider framework of partnership working;
 - The Plan contained the key policy commitment for the coming 4 years, reporting on a yearly basis to ensure stakeholder accountability;
 - The emphasis was to work with existing statutory Boards on cross cutting issues;
 - There was a need for increased working in localities with neighbourhood work and a place based approach;
 - The entire plan needed to be seen as supporting health and wellbeing and priorities for tackling the wider determinants of health;
 - The Health and Wellbeing Board involvement could include around the drivers of poor mental health, social connecting opportunities, financial security, impact of impact on in work poverty, drivers of serious violence, climate change, etc.
- 9.3 Mayor Glanville referred to the possibility of an enhanced role for the Board in particular around shared areas of responsibility. He emphasised that the Health and the Wellbeing Strategy was reflected in the Strategic Plan with an increased emphasis on working with existing Boards across the system. He re-emphasised the need to focus on mental health, financial security and social connection and the challenges involved given the budgetary work that was currently underway. It was necessary to recognise the dangers of retrenchment under financial pressure with partnership work sometimes suffering such as around reducing social isolation.
- 9.4 The Director of Public Health stated that she welcomed the opportunity to take health and wellbeing into the community strategy and make a firm connection between the health and wellbeing strategy and the community strategy with an

offer of support from the public health team in developing this during the strategy refresh.

- 9.5 The Director of Delivery, City and Hackney's Place Based Partnership thanked all those involved in the engagement with wider partners on the Strategic Plan. She stressed the need for strong links between the Strategic Plan and the Health and Wellbeing Strategy, together with the City and Hackney Integrated Care Board, given the overlap in ambitions.
- 9.6 The Chief Executive of the North East London Foundation Trust welcomed the potential for joining up of corporate responsibilities in terms of community cohesion.
- 9.7 The Head of Policy and Strategic Delivery highlighted:
- That the Strategic Delivery Team was involved in the next steps of the Health and Wellbeing Strategy to ensure that the necessary join up with stakeholders was in place;
 - The need to bring together a wider set of individuals from the Council to support the cross cutting significance of Health and Wellbeing;
 - The Council was facing difficult financial challenges and saving would be required with the strategic plan utilised to understand the full impact. Whilst there was no new funding to fund, for instance social connection, the Plan could assist in ensuring valued partnership working and decision making in the wider frame.

RESOLVED:

- To note that the Council has developed a Strategic Plan that will be taken to Cabinet for adoption this month.
- To note the key issues that the plan is seeking to address which are set out in this report.

10. Hackney Health and Wellbeing Board Strategy Update

- 10.1 The Deputy Director of Public Health introduced the report seeking approval from Board members on the approach for improving mental health and increasing financial security. Work is already taking place across the Strategy's 3 priority areas, through the connections in place in the partnership. Local mental health strategic plans were being reviewed and action plans are currently being developed. The proposal was for the Population Health Hub (who will lead on the HWB Strategy action plan and implementation) to work with the existing strategies that are being developed to ensure a broader focus around mental wellbeing and mental health promotion in addition to increasing access to acute and community mental health services. Work was being carried out around social connectedness priorities with a well attended workshop across the partnership to develop the action plan draft. The workshop attendees felt that it would be important for there to be a social connection champion in each of the Health and Wellbeing Board membership organisations, working together to produce a detailed action plan around social connections.
- 10.2 Mayor Glanville asked for a fuller explanation of the role of Population Health

Hub to be outlined to the Board. He stressed that there would need to be a collective effort in relation to mental health champion representation. He considered that there would need to be a mechanism in place to measure the impact of the action plans put in place, to ensure effective delivery.

- 10.3 The Director of Delivery at City and Hackney's Place Based Partnership welcomed the overarching objective around social connection. She considered that the various groups involved should be asked to contribute to the development of the action plans and to track progress of the action plans to support the objectives, ensuring effective engagement.
- 10.4 Susan Masters welcomed the objective on resourcing for the Voluntary and Community Sector organisations to deliver appropriate programmes. She referred to the established programmes in Hackney supporting social connections, such as lunch clubs.
- 10.5 The Chief Nurse and Deputy Chief Executive at the East London Foundation Trust stressed that it would be necessary to consider how to measure loneliness and to have in place the most effective approach to take for each community on loneliness. There would be a need to work with residents on the action plan and measure impact through residents. She stressed that there may be groups isolated because of language barriers.
- 10.6 Lauren Tobias from Volunteer Centre Hackney emphasised the difficulties in measuring and reducing loneliness. She said she wished to raise awareness of the community programme introduced during the Pandemic with 176 matches in the first 6 months. The programme trained volunteers, matching them with people with complex mental illness. The project was experiencing financial difficulties.

RESOLVED:

- To agree the approach to improving mental health and increasing financial security
- To agree a system of social connection leads from organisations to work together to finalise social connection action plan

11. City and Hackney Safeguarding Adults Board Annual Report 2021/22

11.1 Dr Adi Cooper, Chair of the Safeguarding Adults Board introduced the report. She referred to the fact that it had been a challenging year and thanked partners for sustaining their responsibility to safeguard adults in Hackney. Dr Adi Cooper highlighted the following:

- There had been a significant increase in reporting around self neglect related to the impact of COVID-19 and the Cost of Living Crisis;
- Advocacy had been commissioned to ascertain resident experience;
- 3 adult safety reviews had been carried out; learning from these was important in terms of development and improvement;
- Work was being carried out around fire safety;
- There were challenges around fuel poverty going forward;
- There continued to be challenges in the delivery of adult and social care;

- The future of adult safeguarding would be challenging given issues around the cost of living crisis, austerity and workforce issues, etc;
- 11.2 Councillor Kennedy thanked Dr Adi Cooper and Raynor Griffiths for their work in this area. Raynor would be leaving the service after years of good service. He told the Health and Wellbeing Board of the good work of the Safeguarding Board on anti-social behaviour and housing and how this intersects with adult safeguarding.
- 11.3 Mayor Glanville thanked Dr Adi Cooper and the Safeguarding Board for its work.

RESOLVED:

- To note the report

12. Better Care Fund 2022-23 Plan

- 12.1 The Lead Commissioner (Hackney Council) introduced the report. Members are asked to: consider, discuss and comment on the proposed approach to develop the North East London Integrated Care Strategy, comment on, and shape the development and content of the strategy. The Lead Commissioner Hackney had recently refreshed its strategy, based on extensive engagement with local residents.
- 12.2 The Lead Commissioner highlighted priorities:
- The delivery of the Integrated City and Hackney Integrated Delivery Plan;
 - To help reduce health inequalities;
 - To support the big ticket items for the partnership transformation programme;
 - To continue to support the neighbourhood work and the hospital discharge.
- 12.3 Mayor Glanville expressed concern at the dependence on this funding mechanism. Councillor Kennedy expressed concern at being dependent on one off funding to enable delivery across the system. He considered that there would be a better use of resources and the ability for improved planning if funding arrangements were known well in advance.

RESOLVED:

- To note and endorse the national planning requirements and the Plan for Hackney for 2022/23.
- To note that the BCF Plan will benefit residents by continuing to fund:
 - Effective Hospital Discharge including temporary accommodation
 - Homeless Pathway to support hospital discharge
 - Support to Carers
 - Disabled Facilities Grant to support adaptations for residents
 - ● Increase costs to care packages

13. North East London Integrated Care Strategy Development

13.1 The Director of Strategic Development, East London, highlighted the following:

- There was a focus across North East London on health and inequalities, greater financial wellbeing for the population and employment;
- The 4 systems priorities were:
 - Babies, children and young people;
 - Long term conditions;
 - Workforce and employment;
 - Mental Health.
- The importance of social connectedness with a growth in social isolation. Workshops were being run;
- There was a current focus on tackling the Cost of Living Crisis, financial sustainability and workforce using the collective voice to influence;
- Increased focus on prevention with an integrated focus.

13.2 Mayor Glanville highlighted the following:

- That both the Joint Strategic Needs Assessment and the Health and Wellbeing Strategy were always evolving with the need for the interactive work to continue;
- The need to reduce inequalities in outcomes under the 4 systems priorities;
- The need to improve the overall performance of the system including around access;
- Hackney Council had made some clear positions around conditions such as Sickle Cell and HIV. A long COVID-19 motion had recently been passed to ensure that this was fully recognised as a long term condition;
- The need to reducing inequality in work around Mental Health;
- The importance of the community and co-production together with resourcing the Community and Voluntary Sector in a sustainable way to ensure effective delivery;
- The challenges facing the NHS were recognised but in focusing entirely on financial difficulties there was the chance of losing opportunities around prevention.

13.5 The Group Director for Adults, Health Integration and Public Health welcomed the report, stressing the importance of a place based strategy feeding into the work of the Integrated Care System/ Integrated Care Board. Hackney Council had a coherent strategy linking to the other Council Strategies, preventing overlap. There was engagement with the place based strategy to ensure that there was a bottom up approach.

13.6 The Director of Public Health stressed that some conditions affected particular communities. She considered that the Strategy should relate to people with long term conditions, providing examples of these. She emphasised the need to recognise the entire workforce, incorporating the needs and views of the Community and Voluntary Sector into the Workforce Strategy for the health and care system in addition to employment and strategy.

- 13.6 The Director of Nursing and Corporate Development at the GP Confederation stressed the importance of having a Workforce Strategy across health and social care, including community and voluntary organisations in this. She considered that equalities and diversity should be considered in relation to Workforce and Employment. In addition to the system's priorities there was a need to be aware of the priorities from NHS ENgland, the Department of Health and Social Care and Health Education England, dovetailing these into work programmes to meet all priorities.
- 13.7 Susan Masters considered that there were currently a gap in the North East London Workforce in relation to the Community and Voluntary Sector. Further, those working in the voluntary sector were paid less than those in other sectors. This issue had been raised at a recent workshop where it had been proposed to open up the training available in the NHS and Local Government to the Community and Voluntary Sector.
- 14.8 Councillor Kennedy considered that the training referred to should be available to the Community and Voluntary Sector, Volunteers and unpaid carers. There was much value to be derived from co-production at grassroots level, co-producing solutions, providing resilience in delivery.
- 14.9 The Director of Strategic Development highlighted that:
- There was a tight timeline for producing the strategy;
 - The timeline centred around providing guidance of the NHS 5 year plan, to be submitted by March next year;
 - The need for a dynamic process, working together on system development and learning and improvement;
 - There was a requirement to develop a workforce strategy which was currently in the early stages of production;
 - Work was ongoing on developing a collaborative across the Community and Voluntary Sector
15. Any other business that the Chair considers urgent
- 15.1 There was no other urgent business.

Duration of the meeting: 4pm - 6pm

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