

Public Document Pack

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Date: 18 October 2022

Dear Sir or Madam

The Health and Wellbeing Board – Wednesday, 26 October 2022, 2.00 pm – New Council Chamber - Town Hall

A meeting of the Health and Wellbeing Board will take place as indicated above.

The agenda is set out overleaf.

Yours faithfully

Assistant Director Legal & Governance and Monitoring Officer

To: Members of the Health and Wellbeing Board
Voting Members:
Councillor Mike Bell (Chairman), Colin Bradbury (Vice-Chairman), Georgie Bigg, Jeremy Blatchford, Councillor Catherine Gibbons, Mark Graham, Matt Lenny, Paul Lucock, Sheila Smith, Hayley Verrico.

Non-voting Members:
Councillor Ciaran Cronnelly, Councillor Timothy Snaden, Councillor Wendy Griggs, John Heather, Sarah James, Shruti Patel, Stephen Quinton, Emmy Watts.

This document and associated papers can be made available in a different format on request.

Agenda

1. **Public Participation (Standing Order 17)**

To receive and hear any person who wishes to address the Committee. The Chairman will select the order of the matters to be heard. Each person will be limited to a period of five minutes. Public participation time must not exceed thirty minutes.

Requests to speak must be submitted in writing to the Assistant Director Legal & Governance or the officer mentioned at the top of this agenda letter, by noon on the working day before the meeting and the request must detail the subject matter of the address.

2. **Apologies for absence and notification of substitutes**

3. **Declaration of disclosable pecuniary interest (Standing Order 37)**

A Member must declare any disclosable pecuniary interest where it relates to any matter being considered at the meeting. A declaration of a disclosable pecuniary interest should indicate the interest and the agenda item to which it relates. A Member is not permitted to participate in this agenda item by law and should immediately leave the meeting before the start of any debate.

If the Member leaves the meeting in respect of a declaration, he or she should ensure that the Chairman is aware of this before he or she leaves to enable their exit from the meeting to be recorded in the minutes in accordance with Standing Order 37.

4. **Minutes** (Pages 5 - 10)

Minutes of the Health and Wellbeing Board Meeting on 29th June 2022, to approve as a correct record.

5. **Matters referred by Council, the Executive, other Committees and Panels (if any)**

6. **New ways of working for the Board** (Pages 11 - 18)

7. **Weston Worle and villages, Woodspring localities updates** (Pages 19 - 22)

8. **Joint Health and Wellbeing Strategy Action Plan** (Pages 23 - 66)

9. **BNSSG Integrated Care System Strategy** (Pages 67 - 72)

10. **HWB Work Plan**

Exempt Items

Should the Health and Wellbeing Board wish to consider a matter as an Exempt Item, the following resolution should be passed -

“(1) That the press, public, and officers not required by the Members, the Chief

Executive or the Director, to remain during the exempt session, be excluded from the meeting during consideration of the following item of business on the ground that its consideration will involve the disclosure of exempt information as defined in Section 100I of the Local Government Act 1972.”

Also, if appropriate, the following resolution should be passed –

“(2) That members of the Council who are not members of the Health and Wellbeing Board be invited to remain.”

Mobile phones and other mobile devices

All persons attending the meeting are requested to ensure that these devices are switched to silent mode. The chairman may approve an exception to this request in special circumstances.

Filming and recording of meetings

The proceedings of this meeting may be recorded for broadcasting purposes.

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting, focusing only on those actively participating in the meeting and having regard to the wishes of any members of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Assistant Director Legal & Governance and Monitoring Officer’s representative before the start of the meeting so that all those present may be made aware that it is happening.

Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting.

Emergency Evacuation Procedure

On hearing the alarm – (a continuous two tone siren)

Leave the room by the nearest exit door. Ensure that windows are closed.

Last person out to close the door.

Do not stop to collect personal belongings.

Do not use the lifts.

Follow the green and white exit signs and make your way to the assembly point.

Do not re-enter the building until authorised to do so by the Fire Authority.

Go to Assembly Point C – Outside the offices formerly occupied by Stephen & Co

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Minutes

of the Meeting of

The Health and Wellbeing Board

Wednesday, 29 June 2022

New Council Chamber - Town Hall

Meeting Commenced: 2.00 pm

Meeting Concluded: 4.26 pm

Voting Members:

A Cllr Mike Bell (Board Chairman and Executive Member Adult Social Care and Health)

P Colin Bradbury (Board Vice-Chairman and Area Director BNSSG CCG)

A Councillor Catherine Gibbons (Executive Member Children and Young People)

P Matt Lenny (Director of Public Health, NSC)

P Sheila Smith (Director of Children's Services, NSC)

P Hayley Verrico (Director of Adult's Services, NSC)

P Georgie Bigg (Chair Healthwatch)

P Paul Lucock (VANS / North Somerset Wellbeing Collective)

P Jeremy Blatchford (ALCA)

Non-voting Members:

A Councillor Ciaran Cronnelly

A Councillor Mark Crosby

P Councillor Wendy Griggs

Councillor Timothy Snaden

P Mark Graham (North Somerset Wellbeing Collective)

A Sarah James (UHBW)

A Emmy Watts (AWP)

P Dr John Heather (GP representative)

A Dr Shruti Patel (GP representative)

P Stephen Quinton (Avon Fire and Rescue Service)

P: Present

A: Apologies for absence submitted

Others in attendance: Shane Devlin (CEO BNSSG ICB), David Moss (Locality Partnership), Abe Mullah (Locality Partnership), Andrew Hollowood (Director of Medicine, Weston General Hospital)

NSC Officers in attendance: Georgie MacArthur (Consultants in Public Health), Andrew Cross (Consultants in Public Health), Brent Cross

1 Election of the Vice-Chairman for 2022-23 Municipal Year

Resolved: that Colin Bradbury be elected Vice-Chairman.

2 Declaration of disclosable pecuniary interest (Standing Order 37)

As the North Somerset Wellbeing Collective were applying for grants from the

Joint Health and Wellbeing Action Strategy Refresh, Mark Graham and Paul Lucock would not vote on any recommendations from agenda item 6 (the Health and Wellbeing Strategy Action Plan refresh).

3 Minutes

3.1 Minutes of the last formal meeting of the Board 18 February 2021 – to approve as a correct record.

3.2 Notes of the informal panel meetings held on 1st July 2021, 5th November 2021 and 17th February 2022 - for noting.

Resolved:

- (1) that the minutes of the meeting of 18 February 2021 be approved as a correct record; and
- (2) that the notes of the informal panel meetings held on 1st July 2021, 5th November 2021 and 17th February 2022 be noted.

4 Matters referred by Council, the Executive, other Committees and Panels (if any)

None.

5 Joint Health and Wellbeing Strategy Action Plan 2021-2024 Refresh

The Consultant in Public Health presented the report outlining the refresh process for the Strategy, which would allow for an expansion of activity across priority theme areas as well as greater integration of action to improve health and wellbeing and to address inequalities across partners. The action plan refresh included a proposal for a call for proposals for grants to support new actions to be included in the action plan, a stakeholder workshop and engagement, and review of existing actions in light of new strategy, policy and/or need, with ongoing oversight from the HWBS Oversight Board.

Responses (as italicised) to Board Member's comments and queries were as follows:

- (1) Had the sums of money to organisations that provide services been consulted on? – *sums had been costed by the organisations delivering the proposals; some had been fully, and some partially funded.*
- (2) Would a lack of funding mean that some schemes would be unsuccessful in their bids? – *there was an evaluation framework around each intervention, and if they were not successful in the first instance they could be picked up in the second wave of funding.*
- (3) What could HealthWatch do to support with qualitative measurement of results? And could ALCA help with communication with town clerks on this? - *Support was welcomed. There was a HealthWatch representative on the Health and Wellbeing Strategy Board, and the Director of Public Health would have a conversation about how ALCA could help outside of the meeting.*

In concluding discussions, the Chairman requested updates from each intervention listed in the report, and the Director of Public Health thanked the Consultant in Public Health and her team as this refresh of the strategy was the culmination of a lot of hard work.

Resolved:

- (1) that the Board's feedback on the refresh be provided to officers in the form of minutes; and
- (2) that the Board approved the next steps in the refresh process.

6 ICS Update

The CCG Area Director (BNSSG) introduced a series of presentations updating the Board on the ICS, and introduced Shane Devlin, the CEO of the new BNSSG ICS. He explained the differences between the CCG and the ICB, which included a focus on tackling health inequalities and improving health outcomes by looking at wider determinants of health.

This was followed by an update from the Woodspring Locality Partnership.

Members commented and raised queries on the presentation (officer responses shown in italics) as follows:

- (1) Regarding the objectives for 2022-23, what were the measurable outcomes?
– *This varied, as some workstreams were more advanced than others due to the way that the Partnership was approaching the work (not doing everything at once but focussing on a smaller set of items at a time to get it right).*
- (2) How was the Partnership communicating any changes to members of the public? - *The outcome for patients would be a smoother service, but the team's energy was focussed on partnership working and not yet on communications; it was noted that communications with staff were important and ongoing.*
- (3) There was a discussion of street-by-street intelligence and engagement from town and parish councils.

Resolved: that the presentation and report be noted and that the Board's comments be forwarded in the form of the minutes.

7 How we can build and share power with people to create resilient, fair and inclusive communities

Representatives from the North Somerset Wellbeing Collective presented to the Panel on the VCFSE sector activity and strategic thinking for further integration of health-based provision, amplification of community voices and joining forces more effectively with all agencies to improve the wellbeing of every resident of North Somerset.

Resolved:

- (1) that the Board adopt the community outcomes framework as a mechanism for community led service design across North Somerset; and

(2) that it would be useful to have discussion on a Locality Partnership basis before recommendations 2-4 were endorsed.

8 Covid-19 Update

The Consultant in Public Health presented the report, which outlined continuing work by the North Somerset Council Public Health Team to respond to the pandemic. This included supporting outbreak management in high risk settings, providing advice to professionals and the general public, and planning ahead to manage the ongoing risk from Covid as is done for other infectious diseases.

Resolved: that the report be noted.

9 BNSSG Healthy Weston Phase 2

The Medical Director, Weston Hospital presented the report on proposals to improve the quality and sustainability of services provided at Weston Hospital under Phase 2 of the Healthy Weston programme.

The proposals introduced the new model of care at Weston Hospital and was focussed around three areas of care: urgent and emergency; older people; planned surgery and procedures. This would result in achieving the hospital's ambition to provide more same day emergency care, create a centre of excellence for older people, and establish a surgical centre of excellence.

In discussion, Board Members mentioned: the paediatric offer at Weston and how it could be highlighted to members of the public; a 'mythbuster' page on the website to dispel popular misconceptions about Healthy Weston; communications with Weston residents to promote confidence in the hospital.

Resolved:

- (1) that the report be noted, and comments sent in the form of minutes; and
- (2) that plans for community engagement be noted.

10 Leading Healthier Places - North Somerset HWBB Support Proposals

The Director of Public Health spoke to the report on entering into a partnership with the Local Government Association (LGA) to provide peer-led support for the Health and Wellbeing Board in order to:

- Establish or progress effective and sustainable partnership working at system, place and neighbourhood level in line with legislative proposals, through developing shared purpose, priorities, capabilities, governance and delivery arrangements.
- Address the wider determinants of health, creating the opportunities for health improvement, tackling health inequalities and promoting prevention
- Develop and strengthen the role of leaders (political, clinical and officer), giving them the skills and tools to be assertive and collaborative, identifying the points of influence within the wider system architecture.
- Understand each other's culture and governance arrangements, having invested time in building relationships and collaboration
- Successfully navigate legislative, performance and regulatory changes and challenges, as well as embedding gains made during COVID-19.

Resolved: that the proposals in the report be accepted.

11 HWB Work Plan

In reviewing the Work Plan, Members requested that the LGA review be put at the top of future agendas.

An additional request was that the focus of every future agenda be: “Are people in North Somerset getting healthier and more well?”

Chairman

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North Somerset Council

REPORT TO THE HEALTH AND WELLBEING BOARD

DATE OF MEETING: 26 OCTOBER 2022

SUBJECT OF REPORT: NEW WAYS OF WORKING FOR THE BOARD

TOWN OR PARISH: ALL

OFFICER/MEMBER PRESENTING: MATT LENNY, DIRECTOR OF PUBLIC HEALTH AND REGULATORY SERVICES

KEY DECISION: YES

REASON: APPROVAL OF REVISED TERMS OF REFERENCE

RECOMMENDATIONS

Members of the Health and Wellbeing Board, and other stakeholders, took part in a series of three workshops under the Local Government Association (LGA) Peer review programme in July and September. The learning from these discussions has been combined into a new terms of reference document which the Board are asked to discuss and agree as its new way of working.

1. SUMMARY OF REPORT

This report summarises the learning collated during the LGA peer review workshops. These were:

- An online discussion on 27 July
- A face-to-face workshop at Weston Super Mare Museum on 9 September
- An online discussion on 28 September

The review identified a number of ways in which the Board works well, for example, a clear strategy and action plan and good working relationships between members but it identified ways in which the Board can become more effective and have clearer roles and responsibilities in the wider context of health and social care reform.

2. DETAILS

The report sets out how the Board will work in the future, but the notable changes proposed are:

- 1) An expansion of the Board membership to increase links with locality partnerships, community empowerment work, local placemaking activity and to the Police.

- 2) Agreement that all Board members have the same voting rights when agreeing actions.
- 3) A new system of formal (x3 a year) and informal appreciative enquiry meetings (number to be confirmed) be adopted to help develop understanding and insight through workshop style activity with clear recommendations for action.
- 4) Setting up a new Microsoft Teams channel for all members of the Board to be able to share information and communicate well outside of meetings.
- 5) Setting up a new operations group to develop a forward plan of meetings – formal and informal appreciative enquiry sessions – and to develop content to support analysis, recommendations and actions. Volunteers have already been identified from the Locality Partnership, VANS, Healthwatch and Public Health. Other nominations are welcome.
- 6) We will develop leadership roles from with the Board for the key elements of strategy delivery so participation and commitment is increased beyond meetings. Recommendations for leadership will be developed by the Operations Group.
- 7) Support the continued development of the Joint Strategic Needs Assessment as the key source of intelligence about our local population needs in the short, medium and long term. Members will contribute quantitative and qualitative information to help build that resource.
- 8) Adopt a three-test model for each meeting of the Board to ensure positive impact.
- 9) Develop a new quarterly newsletter to report on progress in delivering the strategy and celebrate new ways of working in North Somerset. All Board members and their organisations/networks are invited to contribute to each edition.
- 10) Establish a regular survey of local stakeholders around the impact and future development of the HAWB. This will also help to raise awareness of our work and encourage participation in the activity of the board.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications of these suggested new ways of working. Board members are asked to consider how they will commit capacity to the new appreciate enquiry approach and the operations group as appropriate.

4. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

The HWB strategy incorporates a range of plans to support action to address climate change, for instance, via requirements to consider climate change being included as contractual requirements where possible, and community-based initiatives that aim to provide local activities and services closer to people's homes, reducing the need for travel. Action to address climate change will be considered during phase 2 of the action plan refresh process.

5. RISK MANAGEMENT

Delivery and implementation of the HWBS and action plan is overseen by the Health and Wellbeing Board and risks to delivery of this work will be identified to the Board for discussion and resolution.

6. EQUALITY IMPLICATIONS

The Health and Wellbeing Strategy includes actions targeted to areas of greatest deprivation or health need or prioritise activities that address needs in particular population groups with higher need to address health inequalities. The equality, diversity and inclusion

workstream of phase 2 of the action plan refresh will further ensure that equality implications are considered in forthcoming developments to the action plan.

7. CORPORATE IMPLICATIONS

The HWBS reflects North Somerset Council's vision of being open, fair and green via the focus on consultation, engagement, community-focused action, and ongoing review of impact; and a central aim of reducing inequalities. The strategy also aims to support a range of strategies and programmes already in place, such as the Economic Plan, Green Infrastructure Strategy, Active Travel Strategy, Volunteering Strategy, Carers Strategy, and Libraries Strategy among others, as well as being linked to strategic developments across the ICB.

The strategy has direct links and consistency with the emerging Locality Partnerships and Integrated Care Strategy to ensure consistency with health and social care priorities.

AUTHOR

Matt Lenny, Director of Public Health and Regulatory Services

APPENDICES

Appendix 1: Draft revised terms of reference for the Board.

BACKGROUND PAPERS

None

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DRAFT

Guide to the North Somerset Health and Wellbeing Board

What is the purpose of the North Somerset Health and Wellbeing Board?

Our Health and Wellbeing Board (HAWB) provides leadership for protecting and improving wellbeing and health outcomes and works to reduce inequalities in North Somerset.

We have a unique ability to bring together statutory organisations and community leaders to identify how, as a connected system, we can make improvements for local communities against priority needs and aspirations.

Our intentions are captured in the Health and Wellbeing Strategy and action plan (2020-24) but we see implementation of the plan as an evolving process requiring active debate, leadership and monitoring from the Board, not remote delivery of a set series of tasks. We aim to take a long view of the key challenges facing our population and address risks or opportunities to improve outcomes.

Who are we?

We represent a wide range of interests in North Somerset but are bound by a strong commitment to improve the wellbeing and health of our local population. Our value is in actioning what could not be done through other forums, plans or single organisations.

<u>Chair</u> : Cllr Mike Bell, Executive Member for Adults and Public Health and Regulatory Services, NSC.	<u>Vice- Chair</u> : Colin Bradbury, Director of Strategy, Partnerships and Population, BNSSG ICB	Hayley Verrico, Director of Adults, NSC	Sheila Smith, Director of Children’s Services, NSC
Matt Lenny, Director of Public Health and Regulatory Services, NSC	Paul Lucock, Chief Executive, VANS	Mark Graham, Chief Executive, For All Healthy Living Centre	John Heather, Chair, Weston, Worle and Village Locality Partnership
Sarah Pepper, Chair, Weston, Worle and Village Locality Partnership	Catherine Gibbons, Executive Member for Children, Skills	Ciaran Cronnelly, Chair, Health Overview and Scrutiny Panel	Tim Snaden, Chair, Adults and Housing Scrutiny Panel
Wendy Griggs, Chair, Children and Young People’s Scrutiny Panel	Ian Barrington, Managing Director, Weston Hospital	Julie Sharma, Chief Executive, Sirona Care and Health	<u>Tbc</u> , Avon and Wiltshire Mental Health Partnership
Stephen Quinton, Avon Fire and Rescue	Jeremy Blatchford, Avon Local Councils Assoc.	Georgie Bigg, Chair, Healthwatch	<u>Police North Somerset Area Commander</u>
<u>Emma Diakou</u> , Head of Business Intelligence, Policy and Partnerships, NSC	<u>David Moss</u> , Delivery Director, Woodspring Locality Partnership	<u>Ros Cox</u> , Delivery Director, Weston, Worle and Villages Locality Partnership	<u>Place Directorate representative tbc</u> , NSC

(Note: current roles; proposed additions based on LGA workshops feedback)

How do we work together?

We have a shared responsibility to make the Board effective and valued by our community. We agree to listen to and work with our communities, highlight issues, identify opportunities for and barriers to change, and challenge each other on how best to make positive changes and hold each other to account for the actions we have agreed to take.

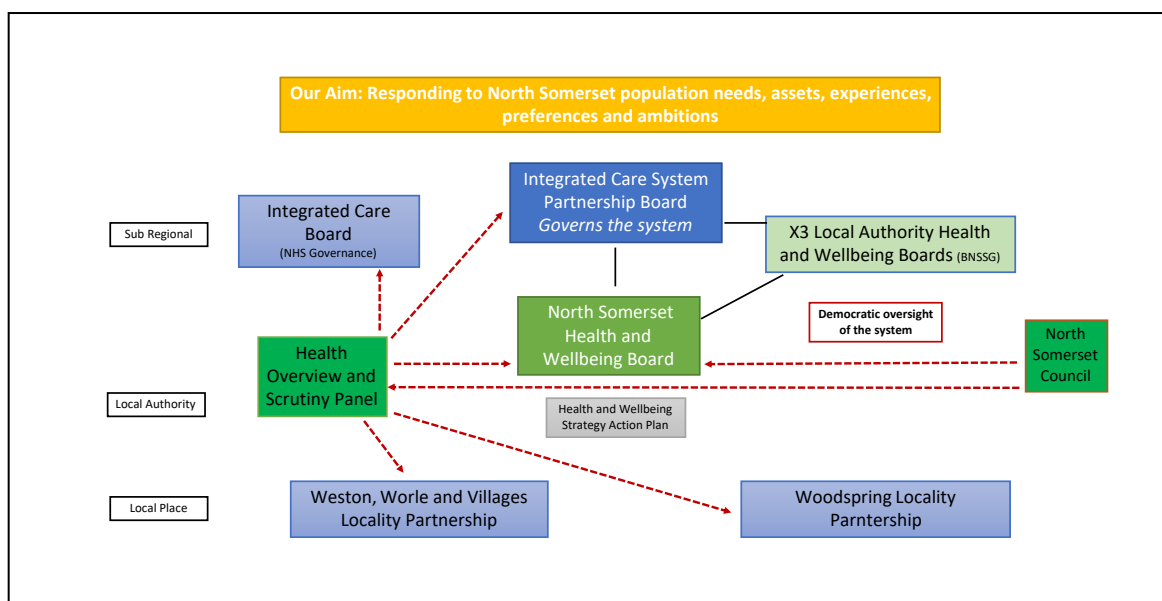
Each Board Member has equal voting rights in our meetings to demonstrate our shared responsibility for decision making and delivery of our action plan. We have two types of meetings that support our work:

- a) formal committee meetings required under local government governance that take place three times a year
- b) informal appreciative enquiry meetings where we explore a local priority issue in depth and allow more space for a range of views and voices to be heard. These informal sessions will generate recommendations and actions across our partnership that will be reviewed and agreed at the following formal meeting and integrated into our health and wellbeing strategy and action plan.

We want to support active dialogue and joint planning between members and so will develop a new shared Microsoft Teams area by January 2023 for regular communication between colleagues and collaboration. We will also set up an operations group drawn from the membership to develop the forward plan of meeting topics and their content.

Who do we work alongside?

The Board sits within a wider system that impacts across all the factors that help determine or impact on wellbeing and health in North Somerset. Although it is a statutory committee of the local authority its role is bring together and guide action across all the action areas of our strategy – civic, service and community leadership. It works within this system of action.



What are our priorities?

Our priorities are listed in the Health and Wellbeing Strategy and its accompanying action plan. These were built using a wide range of community and stakeholder feedback (in 2021). We will allocate leadership roles to members of the Board for the themes and outcomes.

Vision

For people to be enabled to optimise their health and wellbeing and to lead long, happy, and productive lives in thriving communities, building on their strengths in a way that reduces inequalities in health.

Principles (of how we get there)



Priority themes

- 1) **Prevention:** preventing health problems before they arise
- 2) **Early intervention:** intervening early in relation to existing health and wellbeing problems
- 3) **Thriving communities:** supporting communities to be connected, healthy and resilient

Outcomes to be improved (the things that impact most on quantity and quality of life)

- Mental health and wellbeing
- Food, nutrition and food insecurity
- Physical activity
- Tobacco use
- Alcohol use
- Drug use
- Wider determinants of health

These priorities are kept under review and we will use intelligence about emerging issues or new impacts to adjust where we focus our activity. The Joint Strategic Needs Assessment is the key place for tracking and highlighting those population needs and aspirations.

How do we demonstrate our impact?

We will use three tests at the end of each Board meeting – formal or informal – to be honest about what impact we have made. At the end of each meeting, we will ask:

- 1) Have we clearly defined a challenge/opportunity where the Health and Wellbeing Board has a relevant and meaningful role?
- 2) What will change as a result of this meeting – e.g., the actions we have agreed, who will take those forward, the resources committed etc.?
- 3) How will we know that positive impacts will follow – e.g., what evaluation of outcomes and experience will we use and how will that be shared?

We will share information in a spirit of trust and speak bravely about the challenges we face or plans that need input from others to be complete. Our collective perspectives strengthen our work.

We have developed a dashboard that tracks each of the actions set out to support delivery of the strategy. That is updated quarterly and published on the [North Somerset Council website](#) to make sure there is open sharing of progress.

We will set up a quarterly online newsletter to report on progress in delivering the strategy and reflect summaries of what has been reviewed and action by the Health and Wellbeing Board at its meetings. The aim is to move beyond formal minutes and share insight and stories that demonstrate what matters to our communities and how changes are being managed. All Board partners will contribute to sharing updates through that route to give a complete view of what is being done in North Somerset to improve wellbeing and health and reduce inequalities.

We will regularly evaluate how well-informed key stakeholders feel about the work of the Board and plan ways to increase knowledge, understanding and support for the aims of our strategy.

- **How can people get involved?**

Anyone who would like to learn more about the work of the Board, or bring forward ideas on what areas it should focus on can find details in the quarterly online newsletter or email health.wellbeing@n-somerset.gov.uk and someone will make contact to talk those ideas through.

**One Weston,
Worle and Villages**
Locality Partnership

Woodspring
Locality Partnership

REPORT TO THE HEALTH & WELLBEING BOARD

DATE OF MEETING: 25TH OCTOBER 2022

SUBJECT OF REPORT: Weston Worle and villages, Woodspring localities updates

TOWN OR PARISH: N/A

PRESENTING:

ROS COX – ICB DELIVERY DIRECTOR WESTON, WORLE AND VILLAGES.

KEY DECISION: NONE

RECOMMENDATION

MEMBERS OF THE PANEL ARE ASKED TO:

- a) Consider and comment
- b) Give suggestions and observations about any areas not covered within the report

1. SUMMARY OF REPORT

This report outlines the headline plans and the work that the ICB localities in Weston Worle and Villages and Woodspring participate in and how this work is being conducted with our partners to ensure alignment across North Somerset whilst also identifying the needs of the population within each locality working closely with lived experience representatives.

2. POLICY

The key purpose of ICSs is to bring partner organisations together to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience, and access
- enhance productivity and value for money
- help the NHS support broader social and economic development.

Collaborating as ICSs will help health and care organisations tackle complex challenges, including:

- improving the health of children and young people
- supporting people to stay well and independent
- acting sooner to help those with preventable conditions
- supporting those with long-term conditions or mental health issues
- caring for those with multiple needs as populations age
- getting the best from collective resources so people get care as quickly as possible.

All activities and plans developed will both fit into the above objectives but also will align with the HAWB strategy along with conversations that are being undertaken with the physical health strategy.

This is entwined in the frameworks that we jointly have started to work on, across Ageing Well and Community Mental Health.

3. DETAILS

How are we approaching this work and what activities have or are already being undertaken across the two localities across North Somerset.

Key strategy work looking at the next 2 -5 years across the start well, live well, ageing well and dying well. This work is being done in conjunction with the NECS consultancy team.

These key four strands are worked up in conjunction with our partners in public health, third sector partners, health and social care partners, primary care, and North Somerset Council.

With all these activities we will work together to identify those areas that will need a full North Somerset approach and those that have specific local population needs.

We are undertaking a full route cause analysis so that the approach will focus on cause rather than symptoms, and plans will be built up based upon these outcomes.

The problem statements are in final drafts and can be shared in the meeting on October 25th for further discussion, with implementation plans created by the end of the year.

The following Pilots have or will launch by the end of October 2022.

1. Integrated mental health team hub
2. Virtual Hub
3. Changing lanes

The integrated mental health hub will collaborate with those individuals that are currently falling through the gaps in service provision and will be clearly aligned with working with an individual in a preventative way to help an individual with an early intervention utilising and collaborating with all partners. Soft launch commenced 28/09/22.

The Virtual hub which will be led by CANS will look to aid professionals and individuals find and navigate those services and provisions that are available across the third sector that can be linked to a service user needs. Soft launch late October.

Changing lanes has launched and is a networking approach to enable partners to share, learn and collaborate with each other the aims are listed below.

- Share honest and personal insights that join us up across organisation and communities, allowing us to be collectively better
- Build relationships which break down barriers that previous siloed structures have driven organisations to only swim in their own lane
- Allow each organisation to have a place to obtain insight into each other's roles, people, and organisations.

The work above and other activities undertaken will build into a three-prong approach based on winter requirement, next and future delivery over a five-year programme.

4. CONSULTATION

Ongoing dialogue is held with partners at regular meetings. Action groups and subgroups have been formed to give governance with all key partners involved along with lived experience representatives.

Questions that we have are how we build upon the changing lanes initiative and spread the word to increase the sign up?

Are there other approaches that you would like us to consider raising the profile of partnership collaborating with staff? How we engage in wider population what is already in place that can be used?

The aim is to build bottom up rather than top-down listening and taking in account differing thoughts and opinions.

5. EQUALITY IMPLICATIONS

The ICB collaborating with its partners will ensure that all approaches are fair and equitable to the population of North Somerset.

A clear framework will be established to ensure we can evaluate both our successes and learnings from activities that are being undertaken.

AUTHOR

Alan Cooper – Programme manager Weston, Worle and Villages.

On behalf of –

David Moss – Woodspring Delivery Director

Ros Cox – Weston, Worle and Villages Delivery Director

BACKGROUND PAPERS

North Somerset Council

REPORT TO THE HEALTH AND WELLBEING BOARD

DATE OF MEETING: 26 OCTOBER 2022

SUBJECT OF REPORT: JOINT HEALTH AND WELLBEING STRATEGY ACTION PLAN

TOWN OR PARISH: ALL

**OFFICER/MEMBER PRESENTING: DR GEORGIE MACARTHUR,
CONSULTANT IN PUBLIC HEALTH**

KEY DECISION: YES

REASON: APPROVAL OF REFRESHED ACTION PLAN.

RECOMMENDATIONS

The Health and Wellbeing Board are invited to review the refreshed Health and Wellbeing Strategy action plan and to provide any comments and/or approval of the action plan in its updated form. The Board are also invited to review progress in ongoing implementation of the strategy and action plan and plans for funding phase 2 of the action plan refresh process.

1. SUMMARY OF REPORT

This report summarises the refreshed Health and Wellbeing Strategy Action Plan and ongoing progress in implementing the strategy. The updated action plan includes actions agreed as part of phase 1 of the action plan refresh process and a small number of new or updated actions, as outlined in more detail in the report. A communications plan has been implemented to promote the developments made and new actions for 2022/23 progressed, as outlined in the progress update below. Further details about implementation of individual actions is available via the Health and Wellbeing Strategy data dashboard, which is available [here](#).

2. DETAILS

2.1. Refresh of the Health and Wellbeing Strategy Action Plan

The Health and Wellbeing Strategy Action Plan has been refreshed to include actions for the projects approved by the Health and Wellbeing Board in June 2022. In a small number of cases, this has necessitated addition of a new objective.

2.1.1. New objectives

i. Prevention; food, nutrition and food insecurity.

New objective: Increased uptake of interventions that prevent tooth decay in children aged under 5 years.

Rationale: This is a new objective linked to incorporation of a new action regarding provision of oral health interventions for children and young people.

ii. Prevention; substance use.

New objective: Reduction of alcohol-related harm including alcohol misuse and violent crime

Rationale: This is a new objective linked to the new action regarding prevention of alcohol-related harm via targeted action with licensed premises in town centres.

iii. Thriving communities; wider determinants of health

New objective: Advice is provided to the most vulnerable residents in cold homes to improve their living conditions.

Rationale: This is a new objective linked to the new action addressing fuel poverty via the Warmer Homes, Advice and Money project.

New objective: Residents are supported with the cost-of-living crisis through signposting, support and advice

Rationale: Health and wellbeing impacts of the cost-of-living crisis are being addressed via the North Somerset Cost of Living Working Group and the Health and Wellbeing Strategy Oversight Board agreed the importance of referencing this work in the refreshed Health and Wellbeing Strategy action plan.

2.1.2. Actions that have been added, refreshed or removed:

New actions have been included in the refreshed action plan that represent the projects funded as part of the Health and Wellbeing Strategy grants programme conducted in April-June 2022. The individual actions are not reproduced here but are highlighted in yellow in the action plan in Appendix 1, for reference.

In addition to the above actions, the refresh process has included consideration of any actions that require removal (e.g. because they are merged with other actions in the plan; outlined in grey in the refreshed action plan in Appendix 1), amendment (e.g. around the timeline or in response to changes in context around delivery), or inclusion as new actions. New actions are proposed only where the scope is clearly linked to the priority themes and other actions in the Health and Wellbeing Strategy and where progress will be of interest to the Health and Wellbeing Board. Further detail is provided below and the full refreshed action plan can be reviewed in Appendix 1.

2.1.2.1. New actions

i. Prevention; physical activity

Objective: Reduction in the percentage of adults who are inactive

Action: We will encourage residents to complete the health MOT at www.betterhealthns.co.uk for Get Active support and expand awareness of local opportunities for residents to be active (in addition to providing access to support for other areas of health and wellbeing). (2022/2023)

Objective: Reduction in the percentage of adults who are inactive

Action: We will work alongside GP practices to increase physical activity levels of staff and patients, supporting practices to become an Active Practice or Parkrun Practice linking with local Parkrun events. (2022/2024)

Objective: Reduction in inequality in inactivity by increasing engagement in physical activity in the most deprived areas in North Somerset

Action: We will develop walking and cycling provision for social prescribing in Weston-Super-Mare. (2022/2023)

ii. Prevention; substance use

Objective: Reduction in the rate of alcohol-related admissions among those aged <18

Action: We will review care pathways between Weston General Hospital and the Youth Offending Prevention Service's (YOS) Substance Advice Service.

iii. Early intervention; food, nutrition and food insecurity

Objective: Reduction in the prevalence of unhealthy weight (reception and year 6)

Action: We will complete an options appraisal for commissioning children and young people's tier 2 weight management services (2022/2024)

Objective: Reduction in the prevalence of unhealthy weight in the adult population

Action: We will offer the RSPH Level 3 Nutrition for Health qualification and Level 2 Behaviour Change qualification for Healthy Lifestyles Advisors and local tier 2 service providers; and the Level 2 Health Improvement qualification will be made available to volunteers and local health champions

2.1.2.2. Actions that have been refreshed/amended

i. Prevention; substance use

Objective: Reduction in exposure of non-smokers to cigarette smoke and role modelling of smoking.

Previous action: We will deliver a smoke free homes intervention to reduce the exposure of children to cigarette smoke.

New action: We will raise awareness amongst parents on the risks of second-hand smoke exposure through equipping parents with the tools and support to create smokefree homes through a combination of tailored, behavioural smoking cessation support and stop smoking aids to assist them in stopping smoking.

ii. Early intervention; substance use

Objective: Reduction in the rate of alcohol-related hospital admissions among adults

Previous action: We will explore opportunities for identification of patients with repeat alcohol-related hospital admissions in order to develop tailored support and care plans.

Previous action: We will explore opportunities for identification of patients with repeat alcohol-related admissions in order to develop tailored support and care plans.

New action: We will provide early help and more intensive support to individuals to reduce their alcohol use in order to increase life expectancy and quality of life as well as reduce hospital admissions at Weston General Hospital and associated NHS/Adult Social Care costs.

2.1.2.3. Actions that have been removed

i. Prevention; food, nutrition and food insecurity

Objective: Reduction in inequality in prevalence of unhealthy weight at ward-level

Action to be removed: We will support delivery of cooking programmes in schools where the prevalence of unhealthy weight is highest.

Rationale: this action is integrated into the action regarding the community food grants scheme, as cooking projects are eligible to apply for these grants.

ii. Prevention, Physical activity

Objective: Increase in the prevalence of children and young people who are active (>1h/day)

Action to be removed: We will promote active travel for journeys to school among children by creating a pilot programme including school reward-based games and resources linked to support for schools, using targeted mapping to identify where this is needed most. (2022-2023)

Rationale: this action will be merged into development of the forthcoming North Somerset Physical Activity Strategy, which will enable consideration of the most effective and appropriate interventions to be implemented for children and young people in light of data analysis, consultation and feedback, mapping of existing activity, options appraisal and prioritisation of physical activity interventions.

iii. Prevention; physical activity

Objective: Reduction in the proportion of adults who do less than 30 mins per week.

Action to be removed: We will work with North Somerset Together and take a strengths-based approach to build opportunities for community-based physical activity for older people, linking with the Volunteering and Empowering Communities strategies.

Rationale: Specific community-based actions that address physical activity for older people have now been funded and will be provided by Age UK, so this action is captured more specifically elsewhere in the action plan.

2.2. Progress in implementing the Health and Wellbeing Strategy Action Plan

Implementation of new actions for 2022/23 has started and progress for quarter 1 is available via the data dashboard. A summary for quarter 1 is provided in Table 1 below. Currently the majority of actions are either completed (15%) or in progress (58%). A smaller number of actions are not started (27%) which includes two actions that are not yet due to start according to the implementation timeline. However, progress is expected in Q2 and through 2022-23. If there are major challenges to delivery that become evident, these will be identified to the Board. The Health & Wellbeing Strategy Oversight Board meets regularly to review progress and to review risks as well as share good practice and learning.

Table 1. Progress of actions being implemented in 2022-23, Q1.

Status	No. of actions	% of actions
Completed	9	15
In progress	35	58
Not started (incl. 2 actions not yet due to start)	16	27
Totals	60	100

2.3. Phase 2 of the Health and Wellbeing Strategy Refresh

Development of the process for phase 2 of the action plan refresh are underway, and full proposals will be returned to the Health and Wellbeing Board in February 2023 for approval. A proportion of the budget may be used to fund additional capacity to ensure that progress and momentum in implementing the action plan can be maintained and beneficial outcomes maximised.

Table 2. Phase 2 process update regarding refresh of the Health and Wellbeing Strategy Action Plan

Topic area	Indicative funding	Detail
Mental health (adults)	£100K	Plans for allocating funding are being mapped out as part of the development of the all-age North Somerset Mental Health Strategy. The strategy will focus on actions for children, young people and adults. Plans require collation of findings from the adults and CYP mental health needs assessments together with findings from the consultation and engagement process, mapping, and review of evidence of interventions that can most effectively address the recommendations from the needs assessment and consultation. This will ensure that the funding process is strategic and targeted to where funding can ensure the best outcomes for our population.
Mental health (children and young people)	£100K	
Risk behaviour in young people	£50K	A literature review has been conducted to identify and summarise academic evidence and thus to support decision making. Key partners have been identified. Funding will focus on supporting mental health, wellbeing and resilience for young people with highest needs as a way of reducing risk of substance use.
Physical activity	£80K	Funding allocation will be decided as part of development of the North Somerset Physical Activity Strategy, which is currently underway. Decisions will be taking into account evidence and the findings of consultation and engagement and are likely to be made in December 2022-January 2023. Funding allocation will consider other funding streams such as the social prescribing grants programme, green infrastructure projects and the Together Fund, seeking to avoid duplication and ensure synergy. This may involve funding / commissioning specific projects rather than leading a grant funding process.
Green infrastructure	£65K	As above, a funding process is being developed identifying key partners to be involved and gaps to be addressed, that link with the Health and Wellbeing Strategy as well as other North Somerset strategies such as the Green Infrastructure and Active Travel strategies.
Equality, diversity and inclusion	£50K	Initial engagement has been conducted with the North Somerset Council Equality Scheme Implementation Group and the group are likely to be involved in decision making for each work stream to ensure that equality, diversity and

		inclusion are considered and addressed across all funding streams.
Health and wellbeing of carers	£40K	A carers needs assessment is planned to drive decision-making around funding to support the health and wellbeing of carers.

2.4. Communications

Since allocation of the grant funding was agreed by the Health & Wellbeing Board in June 2022, a communications plan and timeline has been agreed with all partners receiving funding. Grant recipients have also been provided with communications guidance to help them to promote their project and work to best effect. The overall aim of the communications is to describe the projects being funded and to demonstrate the impact that the Health & Wellbeing strategy grant funding will make to local communities and populations.

To date five press releases have been published, themed by health topics (e.g. mental health, physical activity), and released via North Somerset Council's newsroom in collaboration with BNSSG ICB. Once projects are well established and from early 2023, case studies and human stories from the funded projects will be shared and promoted via social media.

3. FINANCIAL IMPLICATIONS

Funding for phase 1 of the Health and Wellbeing Strategy action plan has been initiated with phase 2 funding to follow, after approval of proposals by the Health and Wellbeing Board.

4. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

The HWB strategy incorporates a range of plans to support action to address climate change, for instance, via requirements to consider climate change being included as contractual requirements where possible, and community-based initiatives that aim to provide local activities and services closer to people's homes, reducing the need for travel. Action to address climate change will be considered during phase 2 of the action plan refresh process.

5. RISK MANAGEMENT

Delivery and implementation of the HWB strategy and action plan is overseen by the Health and Wellbeing Board and risks to delivery of this work will be identified to the Board for discussion and resolution.

6. EQUALITY IMPLICATIONS

The Health and Wellbeing Strategy includes actions targeted to areas of greatest deprivation or health need or prioritise activities that address needs in particular population groups with higher need to address health inequalities. The equality, diversity and inclusion workstream of phase 2 of the action plan refresh will further ensure that equality implications are considered in forthcoming developments to the action plan.

7. CORPORATE IMPLICATIONS

The HWBS reflects North Somerset Council's vision of being open, fair and green via the focus on consultation, engagement, community-focused action, and ongoing review of impact; and a central aim of reducing inequalities. The strategy also aims to support a range of strategies and programmes already in place, such as the Economic Plan, Green

Infrastructure Strategy, Active Travel Strategy, Volunteering Strategy, Carers Strategy, and Libraries Strategy among others, as well as being linked to strategic developments across the ICB.

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APPENDICES

Appendix 1: Health and Wellbeing Strategy Action Plan (refreshed version October 2022)

Appendix 2: Summary slideset

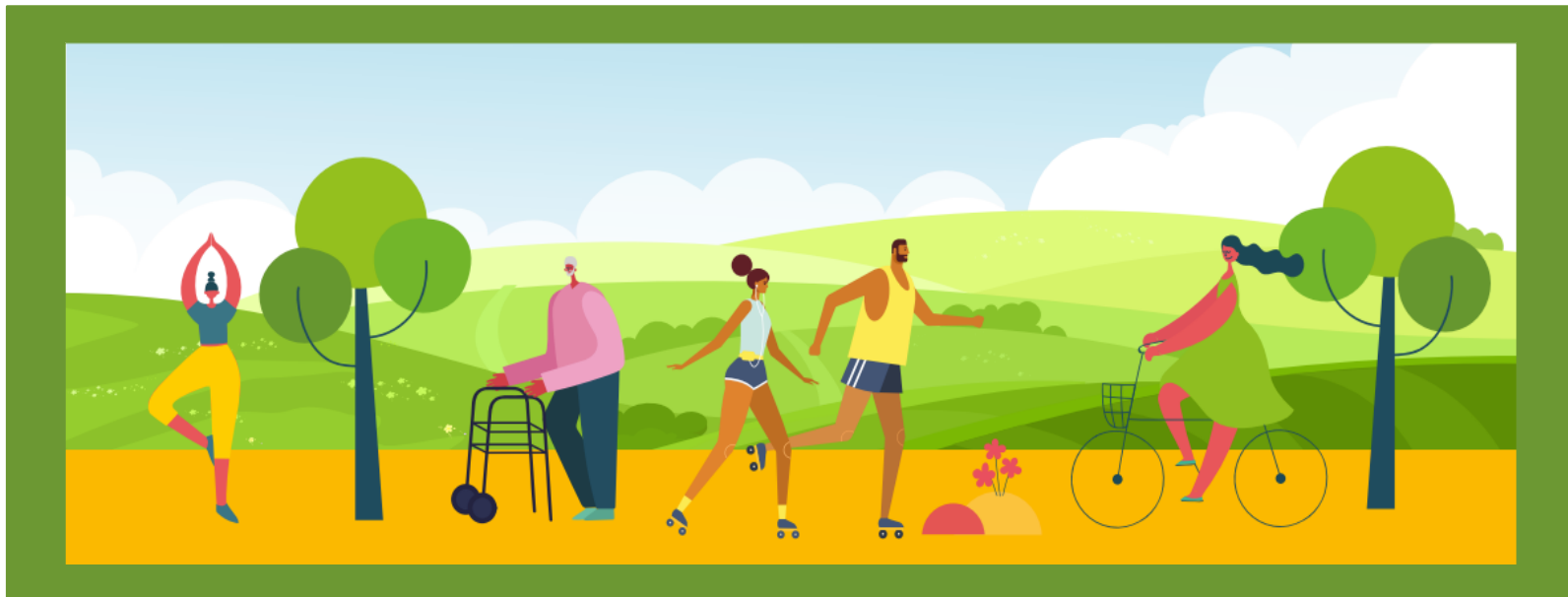
BACKGROUND PAPERS

None

Joint Health and Wellbeing Strategy 2021-2024

Action Plan

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JOINT HEALTH AND WELLBEING STRATEGY 2021-2024

Action Plan (v.October 2022)

The joint Health and Wellbeing Strategy 2021-2024 action plan sits alongside the joint Health and Wellbeing Strategy and maps out the actions that we will take to improve health and wellbeing and to reduce health inequalities ensuring a focus on (1) prevention, (2) early intervention, (3) thriving communities.

Actions address seven priority areas of health and wellbeing: mental health, food and nutrition, physical activity, alcohol, tobacco and drug use and wider determinants of health.

Building on the principles outlined in the joint Health and Wellbeing Strategy, the action plan is structured to ensure a focus on children and young people, working age adults and older people, to enable people in North Somerset to have the best start in life, live well and age well. Interventions are also designed to include both universal and targeted interventions to ensure the provision of new actions for all those living and working in North Somerset as well as those where there is greater health and wellbeing need. Actions address or incorporate components of the Population Intervention Triangle to contribute to effective place-based working.

The joint Health and Wellbeing Strategy 2021-2024 is available [here](#).

PREVENTION

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
PREVENTION: Mental health (children, young people, and families)			
Reduction in the prevalence of self-reported poor mental health in the NS population	We will publish an adult's and a children and young people's mental health needs assessment to support development of the mental health strategy for North Somerset.	2021/2022	NSC PH ¹
	We will provide holiday play schemes for disabled children and 'stay and play' sessions for families with very young disabled children.	2023/24	Springboard Opportunity Group
	We will continue funding of community- based grant programmes to support mental health and wellbeing among children and young people and adults.	2022/24	NSC PH
Publication of all-age mental health strategy for North Somerset	We will develop and publish a multi-agency all-age mental health strategy for North Somerset.	2021/2022	NSC with partners
Improvement in access to timely mental health support	We will provide support for improving mental health among CYP in schools and support preparation for, and delivery of, mental health support teams.	2021/2023	NSC
	We will extend the community grant scheme for providers of community mental health programmes to promote mental health and wellbeing among children and young people from April 2022-March 2023	2021/2023	NSC
	We will provide support to community programmes that aim to prevent mental illness and improve mental health and wellbeing among young people according to evidence-based criteria in areas of highest need.	2022/2023	NSC with partners

¹ NSC: North Somerset Council; NSC PH: North Somerset Council Public Health; NSC RS: North Somerset Council Regulatory Services.
 Yellow text: new or amended actions. Grey text: actions where it is recommended that action is removed and reflected elsewhere.

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
Prevention of adversity and trauma during childhood	We will provide additional training opportunities around attachment and early development for individuals working with children and young people.	2021/2022	NSC
	We will provide additional opportunities for families in greatest need to attend a targeted online parenting support programme.	2021/2024	NSC
PREVENTION: Mental health (working age adults)			
Reduction in the prevalence of self-reported poor mental health in the NS population	We will publish an adult mental health needs assessment to support development of the mental health strategy for North Somerset.	2021/2022	NSC PH
	We will extend the community grant scheme for providers of community mental health programmes to promote mental health and wellbeing from April 2022-March 2024	2021/22	NSC PH
	Building on our suicide prevention action plan, we will initiate a programme of work aimed at improving mental health and wellbeing among men	2021/2022	NSC PH
	We will continue to provide training around mental health, mental health awareness, suicide prevention and bereavement to professionals and volunteers.	2021/2024	NSC
	We will use a new Workplace Health programme to support better mental health and reach groups that are less likely to engage with other services, for example, men in routine manual work.	2021/2024	NSC PH
Improvement in access to, and early provision of, perinatal support	We will explore opportunities to provide additional support for perinatal mental health.	2022/2023	NSC PH

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
Prevention of suicide	We will develop, refresh and implement a suicide prevention action plan based on assessment of local needs and including assessment of existing interventions.	2021/2024	NSC PH
	We will commission a suicide bereavement support group for those bereaved by suicide.	2022/2024	NSC PH
Reduction in social isolation	We will provide funding to increase the number of social prescribing destinations in communities for adults and older people, working in partnership with the VCFSE sector, and focusing effort in the most deprived areas of North Somerset, including considerations around reducing social isolation and loneliness.	2021/2023	NSC PH Note: Link to the Social Isolation and Loneliness Strategy (2019)
PREVENTION: Mental health (older people)			
Increase in the prevalence of good mental health and emotional wellbeing	We will collaborate with libraries to facilitate community engagement, participation in public health campaigns, links to volunteering opportunities and promotion of mental health-related materials	2021/2024	NSC PH and Place Directorates Note: Link to Libraries Strategy
PREVENTION: Food, nutrition and food insecurity (children, young people and families)			
Increase in the number of babies receiving breastmilk in the most deprived wards of North Somerset at 6-8 weeks after birth	In line with our BFI Gold Award, we will continue to promote and maintain breastfeeding rates in the most deprived wards in North Somerset	2021/2023	NSC PH with Sirona CIC

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
Reduction in prevalence of unhealthy weight (reception and year 6)	We will develop and pilot a Healthy Early Years Settings programme.	2021/2023	NSC PH
	We will implement extended brief interventions for children who are identified as being an unhealthy weight in the school nursing service.	2021/23	NSC PH with Sirona CIC
Reduction in inequality in prevalence of unhealthy weight at ward-level	We will provide support to setting-based and community programmes that aim to enhance awareness and skills around nutritious food and improve diet in areas of highest need using specific evidence-based criteria.	2021/2024	NSC PH
	We will develop and deliver a Community Food Leaders Train the Trainer Programme to increase the capacity to deliver Community Food Programmes.	2023/2023	NSC PH
	We will support delivery of cooking programmes in schools where the prevalence of unhealthy weight is highest.	2022/2024	NSC PH
Reduction in inequality in prevalence of unhealthy weight at ward level	We will maximise uptake of infant feeding support using targeted programmes in the community in partnership with children's centres and health visitors.	2021/2024	NSC PH
Increase in the uptake of Healthy Start	We will optimise awareness and uptake of Healthy Start among those who are eligible.	2022/2023	NSC PH

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
Reduction in percentage of 5-year-olds with tooth decay	We will develop an oral health action plan and explore feasibility of a locally shared approach to preventing tooth decay in the most deprived areas of North Somerset.	2022/2023	NSC PH with neighbouring LA partners and oral health promotion service
Increased uptake of interventions that prevent tooth decay in children aged under 5 years	We will reduce the percentage of 5-year-olds with tooth decay through targeted toothbrushing pack distribution, commissioning fluoride varnishing programmes and targeted interventions to support specific groups of C&YP at higher risk of poor oral health.	2022/2024	NSC PH
PREVENTION: Food, nutrition and food insecurity (adults and older adults)			
Reduction in the prevalence of unhealthy weight in the adult population	We will develop a food award programme for food businesses to improve the quality and sustainability of food offered to local residents.	2022/2023	NSC PHRS
	We will develop a North Somerset Council health and wellbeing programme that includes a focus on food, nutrition and a healthy diet (in addition to other areas of health and wellbeing), linking with the North Somerset Workplace Health Programme	2021/2022	NSC cross-directorate partnership
	We will expand and evaluate our Health Exercise Nutrition (HEN) programme to include the provision of postnatal support	2021/22	NSC PH
	We will review all policies in light of health and wellbeing among partners of the Health and Wellbeing Board, sign up to the Local Authority Declaration on Healthy Weight, Sugar Smart and review advertising and planning policies.	2021/2022	NSC

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
	We will incorporate healthy diet to the North Somerset Healthy Workplace programme	2021/2022	NSC PH
Increase in the percentage of adults eating 5-a-day	Linked to support for community programmes to improve diet (above), we will enable recipe cards, budgeting guides and videos to be accessible to enable cooking of low-cost meals with accessible, fresh produce.	2022/2023	NSC PH with VCFSE sector
Reduction in the prevalence of self-reported food insecurity	We will engage with communities to identify local solutions to food insecurity and food poverty and will collaborate with partners and North Somerset Together to develop a Community Food Alliance and Food Equality Strategy to address food insecurity and food poverty via these solutions.	2021/2023	NSC PH
PREVENTION: Physical activity (all ages)			
Increase in the prevalence of children, young people, adults and older adults who are active	We will publish a physical activity strategy for North Somerset, setting out our priorities and actions to be taken to increase the proportion of people who are active and to reduce inequalities in activity levels.	2022/2023	NSC PH and partners (Wesport, Locality Partnerships, VCFSE sector and NSC leisure centre management contractors)
PREVENTION: Physical activity (children, young people and families)			
Increase in the prevalence of children and young people who are active (>1h/day)	We will run campaigns to encourage children and young people to be active locally, including a campaign to encourage children to take part in the daily mile either within, or outside of, school.	2021/2024	NSC in collaboration with Wesport

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
	Alongside Wesport, we will scope opportunity to use School Games funding to trial new ideas and opportunities to be active for young people facing barriers to activity.	2021/2022	NSC and Wesport
	We will scope use of the Creating Active Schools (CAS) Framework to help schools embed physical activity into everyday school life.	2021/2022	Wesport
	We will continue to support the Play Your Way scheme and develop Park Play sessions, enabling families to play together.	2021/2024	NSC PH
	We will implement the national ParkPlay initiative across four open spaces in North Somerset to support families becoming more active together on a weekly basis.	2022/2024	NSC PH
	We will explore opportunities to develop interventions or modes of advice and support to address high levels of screen time, sedentary behaviour and/or gaming among young people.	2022/2024	NSC PH
	We will promote active travel for journeys to school among children by creating a pilot programme including school reward-based games and resources linked to support for schools, using targeted mapping to identify where this is needed most.	2022/2023	NSC PH
PREVENTION: Physical activity (adults)			
Reduction in the percentage of adults who are inactive	We will use behaviour change principles and run social marketing campaigns about local opportunities to be active in North Somerset linking with the Better Health North Somerset website.	2022/2023	NSC
	We will introduce a new web platform to enable people to identify opportunities to be active and to obtain online, individualised and group	2021/2022	NSC PH

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
	support (in addition to providing access to support for other areas of health and wellbeing e.g. healthy weight).		
	We will encourage residents to complete the health MOT at www.betterhealthns.co.uk for Get Active support and expand awareness of local opportunities for residents to be active (in addition to providing access to support for other areas of health and wellbeing).	2022/2023	NSC PH
	We will ensure that the healthy workplace programme includes opportunities for increasing physical activity.	2021/2022	NSC PH
	We will offer the Workplace Movement programme to ten workplaces to enable organisations to encourage staff to be physical active.	2021/2022	NSC and Wesport
	We will use the Together Fund from Sport England to support local community organisations to increase physical activity among inactive groups.	2021/2023	Wesport in partnership with NSC PH and VANS
	We will support the local workforce across the health system to champion physical activity by maximising uptake of training provided by OHID and NSC PH.	2021/2024	NSC PH
	We will work alongside GP practices to increase physical activity levels of staff and patients, supporting practices to become an Active Practice or Parkrun Practice linking with local Parkrun events.	2022/24	NSC PH
	We will develop capacity for local champions for physical activity to connect workplaces, schools, colleges and community settings and physical activity offers, enabling people to connect their interests with available offers. The RSPH Level 2 Health Improvement qualification will be organised for volunteers and local health champions.	2021/2024	NSC in partnership with Wesport, VANS

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
Reduction in inequality in inactivity by increasing engagement in physical activity in the most deprived areas in North Somerset	We will re-design our Get Active scheme, ensuring that people on low incomes are able to access discounts to leisure centres and are supported to get active.	2022/2024	NSC PH in partnership with Leisure Service.
	We will continue to coordinate the existing Health Walk programme and will expand and improve groups to target different groups and to include targeted walks from GP surgeries.	2022/2024	NSC PH
	We will develop walking and cycling provision for social prescribing in Weston-Super-Mare.	2022/2023	NSC PH in partnership with NSC Transport and Pier Health
	We will expand our Healthy Lifestyles Advisor team and collaborate with Pier Health Group to strengthen and expand our Get Active offer of 12 weeks individualised support to inactive residents across North Somerset, with a focus in Weston-super-Mare.	2021/2023	NSC PH
PREVENTION: Physical activity (older people)			
Reduction in proportion of adults who do less than 30 mins per week	We will work with sheltered and social housing providers to ensure that opportunities to be physically active are available, information provided, and links made to local activities. We will explore feasibility of a health and wellbeing co-ordinator to support this.	2022/2023	NSC PH
	We will connect the pilot Ageing Well work for Live Longer Better into local systems across health, VCSE and the council. Cascading the Live Longer Better training amongst healthcare professionals and the VCSE sector.	2021/2024	Wesport, NSC

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
	We will work with North Somerset Together and take a strengths-based approach to build opportunities for community-based physical activity for older people, linking with the volunteering and empowering communities strategies.	2022/2024	NSC, North Somerset Together
	We will increase the number and variety of exercise and movement classes and events for older people.	2022/24	Age UK Somerset
Reduction in the prevalence of falls (as measured by hospital admissions for falls)	We will continue to commission the Ageing Well Physical Activity scheme for older adults linking with other provision for older adults, to include Staying Steady, Escape Pain and Fall Proof.	2021/2024	NSC PH
PREVENTION: Substance use (children and young people)			
Reduction in underage sales of tobacco and alcohol	We will conduct multi-agency interventions targeted at underage sales of alcohol alongside an increase in proactive compliance visits to licensed premises to ensure age related policies and challenge procedures are in place. The 'No proof of age no sale (NPOANS)' toolkit will be used to support premises with age related sales checks.	2022/2024	NSC RS
Reduction in the rate of alcohol-related admissions among those aged <18	We will explore ways to optimise delivery of education about tobacco, alcohol and drug use in secondary schools and youth settings, for instance via our Healthy Schools programme.	2022/2023	NSC PH
	We will review care pathways between Weston General Hospital and the Youth Offending Prevention Service's (YOS) Substance Advice Service.	2022/2023	NSC PH
PREVENTION: Substance use (children, young people and adults)			
Reduction in illegal sales of tobacco	We will collate intelligence and work in partnership with the Regional Trading Standards Investigation Team (SW) to reduce sales of illegal tobacco.	2021/2022	NSC RS

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
Refresh tobacco control strategic plan for North Somerset	We will refresh our tobacco control plan to ensure that priorities and actions align with health need, wider system priorities and a reduction in health inequalities.	2021/2022	NSC PH
Reduction in exposure of non-smokers to cigarette smoke and role modelling of smoking	We will raise awareness amongst parents on the risks of second-hand smoke exposure through equipping parents with the tools and support to create smokefree homes through a combination of tailored, behavioural smoking cessation support and stop smoking aids to assist them in stopping smoking.	2022/2024	NSC PH
Reduction of alcohol-related harm including alcohol misuse and violent crime	We will reduce short term harms relating to alcohol misuse by working more effectively with licensed premises to reduce risk for: hospital admission, impact on young people and feeling of safety in town centre.	2022/2024	NSC PH&RS (Licensing team)

EARLY INTERVENTION

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
EARLY INTERVENTION: Mental health (children, young people and adults)			
Improvement in rate of self-reported mental health and wellbeing among young people	We will ensure that trauma-informed practice is implemented for adults and children and regularly refreshed across providers of key services e.g. schools, youth services, criminal justice services, substance use services, police, VCFSE, and public health nursing, working in collaboration with our partners.	2021/2024	All partners
Reduction in number and rate of admissions for self-harm among young people aged 10-24 years	We will review hospital admissions for self-harm, alcohol and drug use among children and young people and identify opportunities for additional support.	2022/2023	NSC PH
EARLY INTERVENTION: Mental health (adults and older people)			
Reduction in prevalence of self-reported poor mental health in the NS population	Building on the North Somerset Workplace Health programme and linking with North Somerset Council's Economy team, we will publicise and maximise implementation of Thrive at Work across workplaces in North Somerset.	2022/2024	NSC
	We will provide additional specialised counselling and peer support for people who have experienced domestic abuse, including children and young people.	2022/2024	VANS
EARLY INTERVENTION: Food, nutrition and food insecurity (children, young people and adults)			
Reduction in the prevalence of unhealthy weight (reception and year 6)	We will complete an options appraisal for commissioning children and young people's tier 2 weight management services	2022/24	NSC PH

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
Reduction in the prevalence of unhealthy weight in the adult population	We will continue to commission tier 2 weight management 12-week programmes for adults, including a focus on enhancing uptake among those in more deprived areas to reduce inequalities.	2021/2024	NSC PH
	We will review our Health Checks programme and explore opportunities within associated budgets to maximise uptake of Health Checks in primary care, ensuring a focus on those at highest risk through a targeted approach, a reduction in health inequalities, and links with appropriate care pathways.	2021/2022	NSC PH
Reduction in the prevalence of unhealthy weight in the adult population	We will expand our Healthy Lifestyles Advisor team and collaborate with Pier Health Group to strengthen and expand the 12-week individualised and group-based weight management support, to also include follow on support from 12 weeks onwards, to residents across North Somerset with a focus in Weston-super-Mare. As part of this, we will offer longer term support groups, for up to a year, for individuals who have completed 12 weeks of support with a Healthy Lifestyles Advisor.	2021/2024	NSC PH
	We will offer eat well and weight loss groups for adults in workplaces or studying who wish to access support to introduce or maintain healthy lifestyle behaviour changes in a group setting, through the Healthy Lifestyle Advisors.	2022/2024	NSC PH
	We will offer the RSPH Level 3 Nutrition for Health qualification and Level 2 Behaviour Change qualification for Healthy Lifestyles Advisors and local tier 2 service providers; and the Level 2 Health Improvement qualification will be made available to volunteers and local health champions.	2022/2023	NSC PH
Increase in the percentage of adults eating 5-a-day	We will implement training for midwives and health visitors regarding communication around the issue of food and weight.	2021/2022	NSC PH with Sirona CIC

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
EARLY INTERVENTION: Physical activity (children, young people and adults)			
Reduction in the percentage of adults who are inactive (<30 minutes per week)	We will promote opportunities to enjoy green spaces and be active via links with North Somerset's Green Infrastructure strategy and the Green Social Prescribing Project.	2021/2022	NSC Note: link to Green Infrastructure Strategy
EARLY INTERVENTION: Substance use (adults and older people)			
Increased number of individuals drinking alcohol at high risk that receive screening and brief intervention	In our review of the Health Checks programme, we will consider and aim to optimise referral pathways for those with higher risk alcohol use.	2022/2023	NSC
	We will strengthen delivery of screening and brief interventions in primary care with onward delivery for specialised support where required and engagement with North Somerset's web platform for health support.	2022/2023	NSC PH in partnership
Reduction in the rate of alcohol-related hospital admissions among adults	We will explore opportunities for identification of patients with repeat alcohol-related hospital admissions in order to develop tailored support and care plans.	2022/2023	NSC PH
	We will provide early help and more intensive support to individuals to reduce their alcohol use in order to increase life expectancy and quality of life as well as reduce hospital admissions at Weston General Hospital and associated NHS/Adult Social Care costs.	2022/2024	NSC in partnership with We Are With You and WGH
	We will ensure that our workplace health programme includes signposting to assessment of alcohol use and referral as appropriate.	2021/2022	NSC PH

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
Reduction in the rate of drug-related deaths	We will explore opportunities for developing a local hospital-based alcohol and drug service.	2022/2023	NSC and partners
Improved treatment outcomes for people with substance-use dependence	We will set up a new Combatting Drugs Partnership for North Somerset to provide strategic leadership across the scope of substance misuse related activity delivered by partners in the local area.	2022/2024	NSC and partners
	We will continue to optimise delivery of Hepatitis C testing and treatment.	2021/2024	NSC, UKHSA, WAWY, AWP NHS Trust, BNSSG ICB
	We will improve co-ordination of services that support health and wellbeing needs of people with substance misuse and dependence alongside mental health problems.	2021/2024	NSC PH and partners
Increase the number of successful annual quit attempts	We will strengthen our focus on quitting smoking among new parents via public health nurses and brief advice and referral.	2021/2024	NSC PH with Sirona CIC
	We will incorporate new smoking cessation technologies and aids into our service offer in line with best practice and the evidence base.	2021/2022	NSC PH
	We will support, design and deliver new care pathways from secondary care stop smoking support into Smokefree North Somerset in partnership with colleagues across the integrated care system.	2021/2024	NSC PH, NHS Trusts, BNSSG ICB, Local authorities
Reduce the prevalence of smoking among adults (18 years +) across North Somerset to 9.5% or less	We will refresh our tobacco control plan ensuring consideration of how we will address illegal tobacco, underage sales, prevention of uptake, inequalities and enhanced quit rates.	2021/2024	NSC PH

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery Lead
Reduce the prevalence of smoking during pregnancy or at time of delivery to below 6%	We will continue to address smoking in pregnancy across the integrated care system footprint, incorporating new pilot approaches to reducing tobacco-related harms.	2021/2024	NSC PH, BNSSG ICB, NHS Trusts, Local authorities
Reduction of inequalities in smoking prevalence	We will maximise engagement with our stop smoking service, by enhancing access via our new web platform and via links with our workplace health programme, including targeted action to reduce smoking rates in the most deprived areas where smoking prevalence is highest.	2021/2024	NSC PH
EARLY INTERVENTION: All themes (working age adults)			
Improvements in mental health, dietary or physical-activity related health outcomes	We will undertake a review of 'Health in all Policies' across Health and Wellbeing Board partners	2022/2023	NSC and partner organisations
	We will develop a North Somerset Physical Activity Strategy	2022/2023	NSC PH and Leisure Service
	We will develop and introduce a North Somerset Council healthy workplace accreditation scheme	2022/2023	NSC
	As outlined above, we will implement and pilot up to 8 healthy workplace schemes, developing a programme of support to enable employers to develop and deliver policies and programmes to improve employee health and wellbeing. Learning from the pilots will be used to expand the programme in years 2-3.	2021/2022	NSC PH
	We will improve understanding of the health and wellbeing of taxi drivers to identify interventions needed to help promote and improve their health and wellbeing.	2022/2023	North Somerset Male Health Stakeholder Group

THRIVING COMMUNITIES

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery lead
THRIVING COMMUNITIES: All themes			
Introduction of strengths-based approaches to improving health and wellbeing	We will enhance collaboration between economic development and health teams at North Somerset Council, including focused action to embed a co-produced systems approach to economic development focused on wellbeing outcomes.	2022/2024	NSC Corporate Services Directorate and Public Health and Regulatory Services Directorate
	We will introduce strengths-based approaches to improving health and wellbeing linking with the North Somerset Empowering Communities Strategy, Carers Strategy, Digital Inclusion Strategy and Volunteering Strategy and aiming to build communities that are connected, collaborative, resilient and cohesive and which have the capability and efficacy to identify and implement their own solutions. We will ensure actions include those targeted to areas of greatest need.	2021-2024	NSC with VCFSE sector
	We will strengthen links between food programmes via a Community Food Alliance to enhance access to food, food clubs, food banks and other services	2021-2023	NSC with partners
	We will develop a Befriending Alliance and build on existing provision to enhance befriending services across North Somerset and to meet mental health needs.	2022/2024	VANS & BNSSG ICB
Enhanced capacity to implement community-based approaches to improving health and wellbeing	As outlined above, we will support the development of capacity for local initiatives that improve health and wellbeing e.g. by increasing physical activity, including training for volunteers and community leaders around mental and physical health and wellbeing including food and nutrition.	2021/2024	NSC PH, VCFSE sector, Town and Parish Councils

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery lead
	We will continue to provide grant funding of community-based programmes to support improved diet and nutrition and/or to address food insecurity among children, young people and/or adults.	2022/2024	NSC PH
	We will provide a new approach to addressing emergency food needs by linking Weston-super-Mare Food Bank with Food Club membership, providing longer term access to affordable food, linking the service with an offer of financial inclusion and life skills support.	2022/2024	Weston-super-Mare Food Club and Food Bank
	We will develop an asset-based and place-based approach to tackling health inequality by building on the strengths of local people's experience and skills to support them to stay connected with their local communities, increasing their resilience and wellbeing.	2022/2024	For All Healthy Living Centre
Increased availability of tailored community-based approaches to health and wellbeing	As outlined above, we will pilot a programme to promote active travel for journeys to school in five pilot areas, building on mapping of local areas to identify areas of greatest need and use of a school-based reward programme for children	2022/2023	NSC PH
	We will create a bank of breastfeeding peer supporters who can support with coordinating local community activities linked to local Breastfeeding Support Groups.	2022/2024	NSC PH
	We will provide a series of engagement activity days and short courses to enable individuals to access outdoor-based activities and to address health inequalities.	2022/2024	Osprey Outdoors CIC
Increased health and wellbeing measures implemented across organisations in North Somerset	We will evaluate the impact of inclusion of social value-related health and wellbeing measures in new contracts	2022/2023	NSC Procurement Team

By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery lead
THRIVING COMMUNITIES: Wider determinants of health			
Reduction in % non-decent homes	We will contribute to the North Somerset Housing Strategy Steering Group, promoting application of public health principles and health and wellbeing outcomes.	2021/2022	NSC Place Directorate
Increase in % homes with good energy insulation			NSC RS
Increase in % homes with good energy insulation	We will continue to promote, educate and provide advice about home energy efficiency and carbon reduction, working in partnership with organisations e.g. the Centre for Sustainable Energy.	2021/2022	NSC RS
Increase in % homes with good energy insulation	We will explore opportunities to commission a stock condition survey of properties in North Somerset to guide next steps for improving thermal efficiency among lower-income households.	2021/2022	NSC RS
Reduced prevalence of domestic violence and abuse	We will contribute to North Somerset's public health approach to violence reduction and the new all agency strategic approach to reducing domestic violence and abuse.	2021/2024	NSC Place Directorate
Advice is provided to the most vulnerable residents in cold homes to improve their living conditions.	We will support and expand the Warmer Homes, Advice and Money (WHAM) project helping the most vulnerable residents in cold homes to access advice on energy, money, benefits and carrying out home repairs.	2022/2024	NSC Private Sector Housing
Residents are supported with the cost-of-living crisis through signposting, support and advice	We will support implementation of the North Somerset Cost of Living Working Group Action Plan, ensuring that the health and wellbeing impacts of the rising cost of living are addressed through partnership action.	2022/2023	NSC Corporate Services Directorate

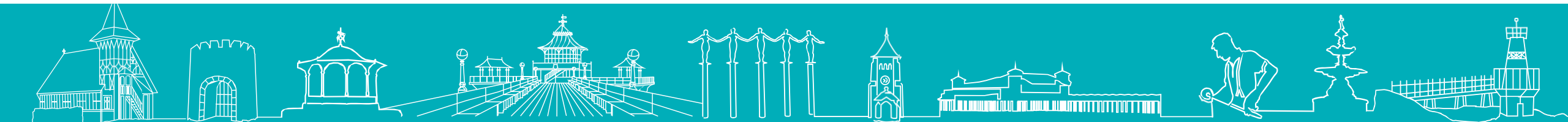
By 2024 we want (Objective)	What we will do (Action)	By when (Timeline)	Delivery lead
THRIVING COMMUNITIES: Addressing climate change			
Increased self-reported access to, and use of, green spaces	We will contribute to promoting and implementing the North Somerset Council Green Infrastructure strategy and Active Travel Strategy.	2021/2024	NSC Place Directorate and PH Directorate
Increased awareness and knowledge of the environmental impact of smoking	We will introduce a campaign to highlight the extent of tobacco litter discarded in North Somerset each year and the environmental impacts of tobacco litter and production.	2022/2023	NSC PH
Increased requirement for commissioned services to incorporate actions that address climate change	We will encourage service specifications and key performance indicators of commissioned services to include actions to address climate change where possible, building on recent experience.	2022/2023	NSC Procurement

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Joint Health and Wellbeing Strategy Action Plan: Refresh and Progress

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Georgie MacArthur, Consultant in Public Health



Purpose

- Provide a review of refreshed action plan and progress made in delivery

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Phase 1 of Health and Wellbeing Strategy Action Plan refresh (completed)

Implementation of communications plan

Progress in delivery of strategy action plan (2022-23 Q1)

Update regarding phase 2 of refresh process

Refresh of the Health and Wellbeing Strategy Action Plan

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New objectives

- **Prevention theme:** food, nutrition and food insecurity (x1) & substance use (x1)
- **Thriving communities:** wider determinants of health (x1) & cost of living (x1)
- Reflect new actions: oral health, alcohol-related harms; fuel poverty
- New objective to address cost-of-living crisis

New & amended actions

New actions:

- Page 6
1. Prevention; physical activity (x3)
 2. Prevention; substance use (x1)
 3. Early intervention: food, nutrition and food insecurity (x2)

Amended actions:

1. Prevention; substance use (x1)
2. Early intervention; substance use (x1)

Actions that have been removed

i. Prevention; food, nutrition and food insecurity

Action: We will support delivery of cooking programmes in schools where the prevalence of unhealthy weight is highest.

Rationale: This action is integrated into the action regarding the community food grants scheme, as cooking projects are eligible to apply for these grants.

Actions that have been removed

ii. Prevention; physical activity

Action to be removed: We will promote active travel for journeys to school among children by creating a pilot programme including school reward-based games and resources linked to support for schools, using targeted mapping to identify where this is needed most. (2022-2023)

Rationale: Merged into forthcoming Physical Activity Strategy

Action to be removed: We will work with North Somerset Together and take a strengths-based approach to build opportunities for community-based physical activity for older people, linking with the Volunteering and Empowering Communities strategies.

Rationale: Community actions have been funded and are represented elsewhere in the action plan

Progress - 2022-23 Q1

Status	No. of actions	% of actions
Completed	9	15
In progress	35	58
Not started (incl. 2 actions not yet due to start)**	16	27
Totals	60	100

**Four projects now in progress, four linked to development of Physical Activity Strategy, and additional actions to be initiated during Q2 and Q3.

Refresh process - phase 2 (indicative funding)

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Linked to forthcoming strategy development

Mental health - adults	£100K
Mental health - CYP	£100K
Risk behaviour – YP	£50K
Physical activity	£80K

Addressing gaps to tackle inequality

HWB of carers	£40K
Equality, Diversity, Inclusion	£50K
Green infrastructure & sustainability	£65K

Refresh process – phase 2

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Mental health - adults

Adult MH needs assessment completed; consultation initiated; strategy development continuing; strategic funding process to be developed

Mental health - CYP

CYP MH needs assessment completed; consultation initiated; strategy development continuing, strategic funding process to be developed

Risk behaviour – YP

Literature review completed & next steps to be discussed & agreed with partners, with anticipated focus on resilience and socio-emotional health among those with greatest need

Physical activity

Prioritisation of actions and funding plans to be agreed collaboratively as part of development of forthcoming Physical Activity strategy

Refresh process – phase 2

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HWB of carers

Needs assessment to be completed & next steps to be agreed

Equality, Diversity,
Inclusion

Equality Scheme Implementation Group recommendations to be considered as part of proposal development. EDI to be incorporated into all workstreams

Green infrastructure &
sustainability

Review of needs and gaps underway with partners, considering links with Health and Wellbeing Strategy as well as other relevant North Somerset strategies

Communications

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- Communications plan developed and initiated regarding phase 1 of action plan refresh
 - Series of themed press releases (NSC and BNSSG ICB)
 - Articles for North Somerset Councillors and North Somerset Council staff
 - Town and Parish Digest
 - North Somerset Life
- Forthcoming focus on individual stories and case studies (2023 onwards)

The Board are invited to:

- Provide comments/ approval for the refreshed Health and Wellbeing Strategy action plan (phase 1)
- Review progress regarding implementation of the strategy
- Note the communications activity regarding new projects linked to the Health and Wellbeing Strategy
- Provide comments or suggestions regarding phase 2 of the refresh process

Thank you

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North Somerset Health and Wellbeing Strategy Oversight Board



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Bristol North Somerset & South Gloucestershire (BNSSG) Integrated Care System Strategy

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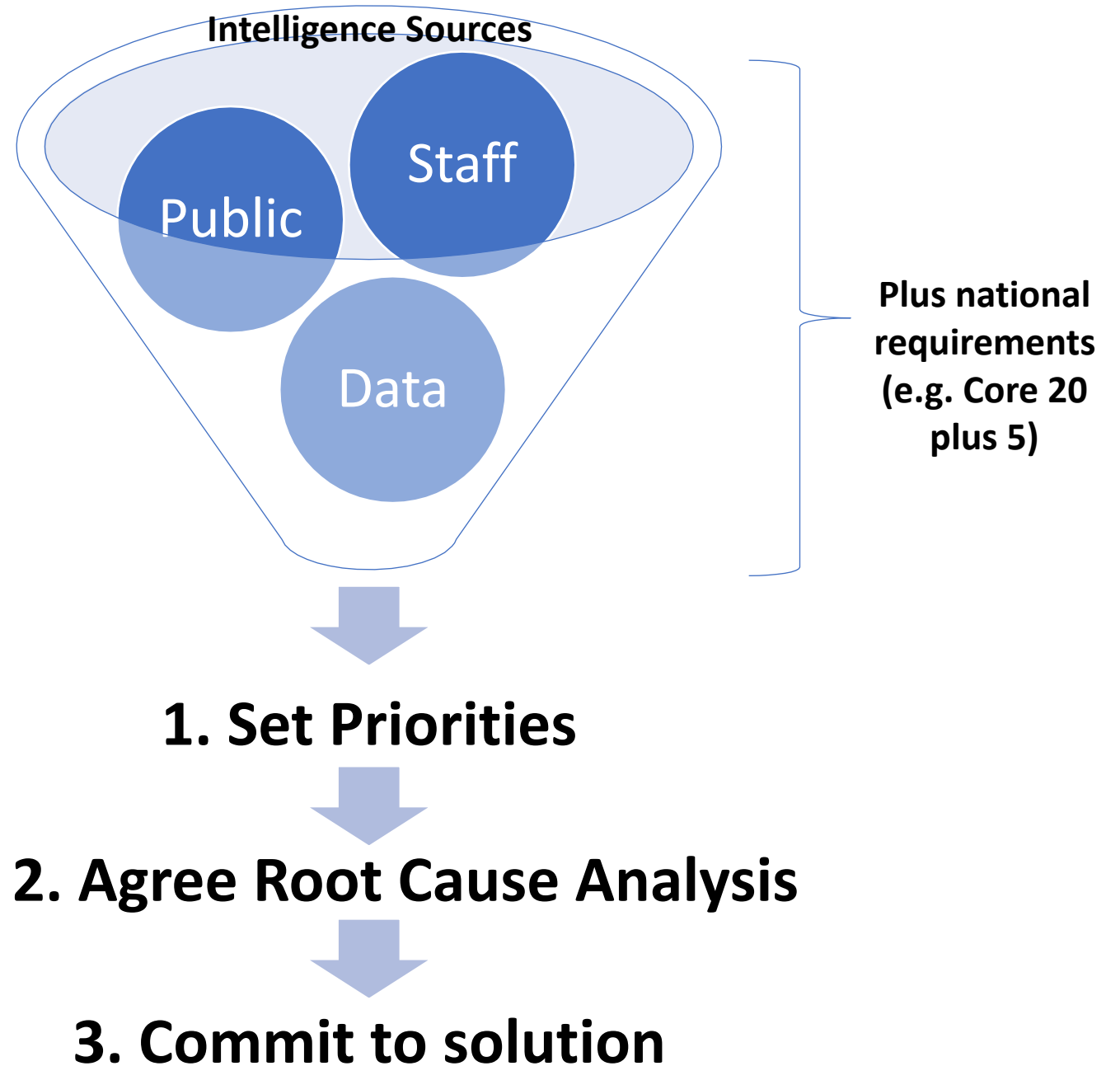
Colin Bradbury
Director Of Strategy, Partnerships & Population
26th October 2022



Integrated Care Systems' four key aims:

- improving outcomes in population health and health care
- tackling inequalities in outcomes, experience and access
- enhancing productivity and value for money
- helping the NHS to support broader social and economic development

During the extensive engagement work that has been done to date, over 200 issues to address have been identified, most of which are laudable aims that everyone could agree with. The problem however is that we have limited capacity to address key strategic issues at any point in time and therefore we need to be clear about how to prioritise. Any one issue we choose to address comes at the cost of the opportunity of doing something else. We therefore need to have a clear rationale, underpinned by pre-agreed principles, for prioritising the tackling of one issue above another.



Proposed prioritisation principles

- We will use **evidence** (quantitative and qualitative) to identify our key opportunities for meeting our 4 objectives
- We will focus on those priorities that have a **high potential to impact** at a population level, and are **susceptible** to a strategic solution.
- We will ensure a strong **equality impact assessment** is conducted before putting forward a suggested priority (as we do not want to widen the health inequality gap by providing interventions that only those with high levels of personal and social capital are likely to access/ benefit from)
- We will **balance** priorities that address the causes of premature mortality (e.g. cancer and heart disease) with those which degrade quality of life but aren't in themselves fatal (e.g. anxiety/ depression and chronic pain)
- Agreed priorities need to be **measurable** in terms delivering improved outcomes/ results
- Agreed priorities need to be costed and **affordable**/ resource releasing
- We will be clear about the **timeline** (short, medium or long term) that the delivery our priorities are likely to have an impact
- We will **regularly review** our priorities, reapplying the principles set out above

How can the system work together differently?

Clarity

a lucid analysis of the key challenges and how we are prioritising them

Candour

honest conversations about what the drivers of our challenges are

Commitment

each partnership signing up to do what is necessary to address our priorities

Collaboration

pooling our strategic and intelligence resources to create a BNSSG Strategic Network

Consistency

a recognisable common thread running through all partner strategy documents

Consequential

our strategy has real, quantifiable impacts on improving lives

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