

Report subject	From strategy to action: next steps following the development session
Meeting date	5 th February 2023
Status	Public report
Executive summary	To update the board on the output from the development session, held to consider next steps in updating the strategy. The over-riding message from board members was to focus more on practical actions to improve prevention and integration through the place-based partnership, with a light touch refresh of the HWB strategy. This paper proposes some areas for board members to consider, along with next steps for developing the partnership.
Recommendations	<p>It is RECOMMENDED that:</p> <ol style="list-style-type: none"> 1) Board members support the proposed approach to the strategy – i.e. light touch refresh with a clear focus on priorities for the place-based partnership workplan. 2) Members discuss and agree the next steps in developing the Board's lead governance role in relation to the place-based partnership.
Reason for recommendations	<p>Each Health and Wellbeing Board should produce a Health and Wellbeing Strategy. This should consider issues arising from the Joint Strategic Needs Assessment and priorities in other plans and strategies (e.g. BCP Council corporate strategy, Integrated Care Strategy).</p> <p>A development session was held in December 2023 to discuss approaches to refreshing the strategy. Members considered the draft findings of the JSNA, the council's corporate strategy, and the overarching aims of the integrated care system strategy, Working Better Together.</p>

	<p>Feedback from the session recognised the need for a focus on action, especially getting clarity on priority work programmes for the emerging place-based partnership. The existing strategy's themes were broad enough to serve as a framework. Members felt the emphasis should be on action through the place-based partnership rather than spending time refreshing the strategy.</p> <p>Members recognised their leadership role in supporting a strong place-based partnership. The Board would offer a lead governance role to the partnership, to enable delivery, championing early help and prevention.</p>
Portfolio Holder(s):	Councillor David Brown, Portfolio Holder Health and Wellbeing
Corporate Director	Jillian Kay, Corporate Director of Wellbeing
Contributors	Sam Crowe, Director of Public Health
Wards	All Wards
Classification	For Recommendation

Background

1. Each Health and Wellbeing Board should produce a health and wellbeing strategy according to [updated guidance](#) published in 2022.
2. The [current strategy](#) was published by the Board in 2020 and covers the period to 2023. Progress under the strategy was limited due to the pandemic. It is now timely to consider refreshing the strategy. This is because there is a new BCP Council Corporate Strategy and delivery plans in development, and a [strategy](#) for the Integrated Care System.
3. BCP Council Health and Wellbeing Board met to consider approaches to refreshing the strategy at a development session in December 2023. This short paper summarises the output from that session, and includes recommendations for how work under a new strategy should be taken forwards.

Insights and views from the development session

4. The development session considered evidence from the updated Joint Strategic Needs Assessment, the draft corporate vision for BCP Council, and the development of place-based working (partnership) under the integrated care system changes. A summary of the discussions is set out in Appendix A to this report. Some common themes emerged from the discussions:
 - Strong links between the themes in the current strategy, and other local plans and strategies
 - The need to work smarter and add value in a crowded space
 - Working upstream, promoting best start in life, and not getting drawn into responding to urgent pressures
 - Board has a chance to shape what kind of strategy we have in future – and focus on enabling action. This is where the Board wished to put energy – identifying opportunities for action, not spending time writing another strategy.
5. During discussions, the board recognized it had a lead governance role to enable delivery, through the place-based partnership. It would champion early help and prevention, and integration. To do this, there would need to be further work:
 - To develop specific targets and focus for the Board in its strategy refresh – drawing on existing plans and strategies;
 - Clarify reporting and responsibilities of the board – avoiding duplication with scrutiny for example;

- Establish how the Board would lead the place-based partnership in setting clear direction, expectations and hold the executive accountable for delivery.

Next steps in refreshing the strategy

6. Based on the discussions from the development session, it is recommended that the Board keeps the broad themes from the 2020 – 2023 strategy:
 - Empowering communities – close link to Thriving communities priority in the integrated care strategy, and BCP Council Corporate Strategy
 - Supporting healthy lives – links to early help and prevention priority of the ICS strategy, and BCP Council Corporate Strategy
 - Support and challenge – links to the Working Better Together priority of the integrated care strategy and should consider how to promote integration.
7. Further work should be done to develop specific objectives and indicators under these broad priorities. Given the Board's ambition to lead the place-based partnership work – providing governance to enable action – these should be based on key programmes for the place-based partnership that will deliver the ambitions around prevention and integration. Programmes will also need to consider how they support the delivery plan for BCP Council's corporate strategy too.
8. Initial suggestions for programmes and transformation work that the place-based partnership should focus on include:
 - Development of family hubs, and other community assets including the proposed wellbeing hubs;
 - Integrated neighbourhood teams – including the proposed pilot in Boscombe. This should have a strong focus on working upstream, and strengths based approaches; it is recommended that this work also incorporates learning from the Poverty Truth Commission (especially task and finish groups on housing, and humanising the process).
 - Supporting adults to live well and independently through the Better Care Fund (including the adult social care prevention strategy, transformation and integrated intermediate care strategy)
 - Community mental health transformation – including services for children and young people

- Going smoke-free by 2030 – to accelerate smoking cessation and develop community champions to support initiatives like Swap to Stop (vaping starter kits).
- Cost of living, poverty and housing – this was raised by Members as an important issue affecting all communities currently. Place-based working should consider working closely with Poverty Truth Commission members on issues like including people with living experience, housing and ensuring people centred focus.

Next steps in developing place-based working

9. The Health and Wellbeing Board should continue to work on how it will add value as a board, with a focus on governance to enable action through the partnership. This should recognise the alignment with BCP Council Cabinet and the developing delivery plans for the Corporate Strategy.
10. Work is underway to form an executive for the place-based partnership – drawn from senior officers from BCP Council and health partners. As this team comes together they will consider:
 - What functions will be needed at place-level to support this work
 - How quickly an outline programme can be agreed, for the Board to work with in developing some clear deliverables
 - How wider partners and stakeholders will link with the partnership
 - Reporting lines, and accountability, avoiding duplication where possible.

Summary of financial implications

11. There are no financial implications to note

Summary of legal implications

12. Each Health and Wellbeing Board should produce a Health and Wellbeing Strategy under the Health and Social Care Act 2022.

Summary of human resources implications

13. There are no human resources implications to note.

Summary of environmental impact

14. There are no environmental implications to note.

Summary of public health implications

15. The strategy is a chance to highlight the board's role in championing prevention and integration, with a focus on delivery of key programmes in the place-based partnership. These should clearly show how outcomes for population health will be improved through the planned changes.

Summary of equality implications

16. The JSNA which is used to develop the strategy includes consideration of variation of needs and health outcomes within the local community, such as by deprivation, demographics or specific vulnerable populations.

Summary of risk assessment

17. HAVING CONSIDERED: the risks associated with this decision; the level of risk has been identified as:

Current Risk: LOW

Residual Risk: LOW

Background papers

Appendix One: Summary of Development Session, December 2023