

Health and Wellbeing Board

Annual Report 2017/18



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1. Introduction

Welcome to the fourth Annual Report of Warrington's Health and Wellbeing Board (HWB), which covers the period 2017/18. As in previous years, our report shows the on-going work by partners in the Borough to encourage residents to lead healthier lifestyles and live longer and to deliver joined-up health and social care services when people need support or treatment.

We champion integration and this year's report highlights the journey taken to establish our Integrated Care Partnership, known here as Warrington Together. Nationally, the initiative has been hampered by a name which to some suggests privatisation and a similarity to US models of care. In Warrington, we are clear that the new system is about existing health and social care partners pooling resources and working more closely together to provide joined up services for our residents.



Professor Steven Broomhead
Chairman of the Board

We also showcase the Warrington Wellbeing Service, which provides advice and support for individuals with simple but multiple non-medical lifestyle or social needs, helping to get people back on the right track. We report too on the integration of back office systems such as the Warrington Care Record (giving access to patient information across the system) and a Leadership Development Programme for staff (ensuring that existing and future leaders know how best to work together).

The report outlines progress on the delivery of our overarching Health and Wellbeing Strategy 2015-18, which is now coming to an end. The Board has received a summary of outcomes from 2016/17 and carried out six monthly performance monitoring during 2017/18. It has also carried out some deeper dives into progress on three of the four key themes within that Strategy. We also began to turn our attention to the refresh of the Strategy which will be implemented for the period 2019-23.

We have also kept an eye on other key strategies and plans, which have an impact on the wellbeing of our residents, including: NHS England General Practice Forward View; Warrington CCG 2017/18 Operational Plan; Children and Young People Mental Health Transformation Plan; Reform of Services for Children and Young People with Special Educational Needs and/or Disabilities; Warrington's Cultural Offer; and the recommendations of the Libraries Modernisation Working Group.

In addition, we have carried out an important statutory role in publishing a new Pharmaceutical Needs Assessment, against which applications from new pharmacies are measured. The Board has maintained its regular oversight of annual reports and updates from key services and partners, including Public Health, Children's and Adult Safeguarding Boards, the Homelessness Priority Action Group and Healthwatch Warrington. Finally, we have encouraged dialogue between relevant parties about the exciting possibility of building a new hospital for Warrington.

On behalf of the Board, I hope that you enjoy reading about our work.

Steven Broomhead
Chairman of the Health and Wellbeing Board and
Chief Executive of Warrington Borough Council

2. Who We Are and What We Do

The Health and Wellbeing Board is a formal Committee of Warrington Borough Council established under the Health and Social Care Act 2012. It brings together the leaders of key partner bodies principally from health and social care, but also includes representatives of other public, private and voluntary sector services who have a role to play in improving the health and wellbeing of local residents.

Membership of the Board

The Board was established with effect from 1 April 2013. It has a small core statutory membership as set out in the legislation, but additional members have been appointed either by the Council or by the Board itself to ensure that all key partners are represented. The following organisations/sectors are included:-

- Warrington Borough Council (WBC);
- NHS Warrington Clinical Commissioning Group (WCCG);
- Warrington Together;
- HealthWatch Warrington;
- Third Sector Network Hub;
- North West Boroughs Healthcare Partnership NHS Foundation Trust;
- Bridgewater Community Healthcare NHS Foundation Trust;
- Warrington and Halton Hospitals NHS Foundation Trust;
- NHS England – Cheshire and Merseyside Area Team;

- Independent Chair of Children's Safeguarding Board;
- Voluntary care sector;
- Private care sector;
- Housing;
- Education;
- Cheshire Fire and Rescue;
- Warrington Health Plus;
- Police and Crime Commissioner for Cheshire.

Our Aims

To deliver improved wellbeing, morbidity, mortality and equality outcomes for the population of Warrington;

To promote integration and partnership working between the NHS, social care, public health and other local services; and

To improve local democratic accountability across the health and social care system



Powers and Duties

The principal role of the Board is to encourage those who arrange for the provision of health and social care services in its area to work closely together and in an integrated manner.

The Board can provide advice, assistance or other support to encourage the making of formal agreements under section 75 of the NHS Act 2006, which includes three sets of powers:-

- Lead commissioning by one partner;
- Integrated provision; and
- Pooled budgets.

It must also carry out the Council's responsibilities in respect of approving the following key strategic documents:-

- Joint Strategic Needs Assessment (JSNA); and
- Joint Health and Wellbeing Strategy (HWS).



It may give the Council its opinion on whether the authority is discharging its duty to have regard to the JSNA and HWS when exercising relevant health and wellbeing functions. This includes its functions relating to children with special educational needs and disabilities.

The Clinical Commissioning Group must involve the HWB in preparing or revising a Commissioning Plan and must consult the Board on whether the draft takes proper account of the Board's own HWS. The Health and Wellbeing Board must give the CCG its opinion on that matter and may also give an opinion to NHS England.

The Board must approve the Local Pharmaceutical Needs Assessment (PNA) and is a statutory consultee in respect of any routine applications notified to it by NHS England, from chemists to join Pharmaceutical lists or from chemists on the lists to relocate to different premises or open new premises.

Under guidance issued by NHS England and the Local Government Association in 2013 and subsequent Department of Health and Department for Communities and Local Government Guidance, the Board has a role in the development of annual plans for use of the Better Care Fund (BCF). This is an on-going national initiative to drive the transformation of local services to ensure that people receive better and more integrated care and support.

The Board provides an Annual Report of its work each year, for the benefit of residents and partners across the health, social care and wider public and private sector environment.

3. Summary of Key Achievements

Warrington Health and Wellbeing Board has either achieved directly, or influenced its partners to deliver the following key successes in 2017/18:-

- ✓ Development and delivery of a Better Care Fund (BCF) pooled budget of some £31M for 2017/18.
- ✓ Development of a Plan to deliver the Improved Better Care Fund in the sum of £3.3M for 2017/18.
- ✓ On-going development of an Integrated Care Partnership (ICP), Warrington Together, to provide an integrated structure for commissioning and delivering care services.
- ✓ Providing strategic direction to the local System Leadership Development Activity.
- ✓ On-going monitoring of progress against delivery of the Health and Wellbeing Strategy 2015-18, including the use of spotlight reports on the key themes.
- ✓ Commencing the development of the Health and Wellbeing Strategy 2019-23.
- ✓ Overseeing deep dives into themes within the Joint Strategic Needs Assessment (JSNA) Core Document 2016/17 and endorsing the work programme for 2017/18 and the refresh of the core information.
- ✓ Overseeing the on-going development of the Warrington Care Record.
- ✓ Monitoring the progress of the Council's Wellbeing Service, which provides initial referral and triage for individuals with simple but multiple non-medical lifestyle or social needs.
- ✓ Overseeing the effectiveness of local arrangements for children and young people with special educational needs and/or disabilities.
- ✓ Endorsing the content of the Warrington CCG Operational Plan 2017/18.
- ✓ Consulting on and Publishing a new Pharmaceutical Needs Assessment for 2018-2021.
- ✓ Monitoring annual reports and updates from key services and partners including the Public Health Service, Homelessness Priority Action Group, Safeguarding Adults and Children's Boards and Healthwatch Warrington.

4. Review of 2017/18

Promoting and Delivering Integration

A key responsibility of the Board is to encourage those who arrange for the provision of health and social care services in its area to work closely together and in an integrated manner. The Board also maintains oversight of those services that are either starting to move towards formal integration, or are currently delivering services in a highly integrated system, or via a fully integrated structure.

Development of an Integrated Care Partnership - Warrington Together

At each meeting throughout the year the Board received an update on the development of Warrington's Integrated Care Partnership (ICP).

An early report included information on a workshop had taken place with the Senior Change Team to look at prioritisation and governance.



A Shadow Board had initially been created in May 2017 and an Independent Chair, Sue Musson, was appointed in June 2017. The Shadow Board had received further reports underlining the case for change and setting out the steps for reorganisation. A series of workshops had then taken place with interested parties, including representatives from Warrington Healthwatch and Warrington Voluntary Service with a view to:-

- Firming up leadership and governance to create the direction;
- Producing a strategic outline case for a delivery model; and

- Developing the design of the delivery model

Simon Kenton was appointed as the Programme Director and Senior Responsible Officer to deliver the project. The approach relied on co-ordination, rather than a fully integrated service and would include data sharing, training, back office functions, estates and performance.

Warrington Together is breathing new life into the aspirations of the establishment of the NHS in 1948. A single taxpayer funded organisation working to a single integrated plan, promoting healthy lifestyles, utilising doctors and hospital, community, social care and mental health care, striving to keep an entire population well in the most efficient way possible with enhanced publicly elected and accountable stewardship..

Warrington Together offers the opportunity to stimulate a social movement to ensure that changes to health care are more accountable to the local population. It encourages self-care by individuals and enables voluntary and community groups to become involved as they are able to address the wider determinants of health. Warrington Together has supported the establishment of Warrington's Third Sector Health and Wellbeing Alliance - an umbrella group made up of twelve local voluntary health and care providers who can act with one voice and be contracted as a single entity. This will enable a broad range of providers to come together offering such diverse care as housing and home repairs, mental health support, and links to local leisure and cultural opportunities.

This is an exciting opportunity but also presents some real challenges. Social prescribing, which the voluntary sector in Warrington prides itself in co-ordinating, cannot be done on the cheap. It should be treated in the same way as medical prescribing. Unlocking NHS monies to support and sustain local groups and societies providing 90% of the determinants of our health must be attempted - particularly as many of these groups are on the edge of survival due to local authorities having to make cuts due to this government's austerity policy. For too long 'NHS' has been shorthand for hospitals and this lazy thinking must be challenged. With proper scrutiny, place based systems of care such as Warrington Together, give us an opportunity to do just that.

The Health and Well-being Board received a comprehensive report September 2017, which included information on the following.

- Background to development of the ICP.
- Alignment with strategic direction.
- Characteristics of integrated care.
- Three overlapping areas of ICP development:
 - integrated delivery;
 - governance and cultural arrangements;
 - common platforms.
- Conclusions.

In January 2018, the Board received a presentation, as to the Strategic Outline for the ICP. The system would aim to make better use of resources and would be branded as 'Warrington Together'. The presentation included information on the following matters.

- The business case on the new model of care and its key messages.
- Recommendations agreed by the ICP Board.
- Context for change.
- Approach to transformation.
- Guiding principles and vision.
- Enablers.
- Out of Hospital population model.
- Focus on place.
- Co-production and engagement.

- Warrington Together – Structure and delivery model.
- Benefits and issues to overcome regarding residents, workforce and system.
- Governance structure.
- Road map and milestones.
- Outcomes and next steps.

In March 2018, a further report identified the progress made, including information on the following key matters.

- Governance and groups structure;
- Warrington Together Board: membership; terms of reference; running costs; risk register; and phased implementation commencing in the Central Area of Warrington.
- Warrington Together Executive Team – on-going stakeholder engagement.
- Senior Change Team and Service Redesign Group: asset mapping; critical areas of success; integration of existing programmes.
- Enabling groups.

It was clarified that the Warrington Together Board would be accountable to the Health and Wellbeing Board.



Outcome: The Board has supported and overseen the development of the local Integrated Care Partnership: Warrington Together.

Improved Better Care Fund (iBCF)

The Board considered a report about the new funding made available in the Spring 2017

Budget for social care and health under the Improved Better Care Fund (iBCF). The report provided information, in the absence of formal guidance at that time, to enable partners to agree the allocation of funding.

The Board also received a presentation on the performance regime linked to iBCF and reviews to be undertaken by the Care Quality Commission (CQC) under s.48 of the Health and Social Care Act 2008. The presentation included information on the following key areas:-

- What we know so far;
- IBCF New Money Linked to Dividend;
- Work on basket of indicators;
- Delayed Transfers of Care;
- Basket of Indicators List;
- Contextual framework;
- Key questions and indicators to support assessment;
- Local conditions;
- s.48 reviews 'the quality of care in a place';
- Proposed focus and nature of CQC reviews (for selected areas);
- 'Pain points...';
- Leadership and collaboration;
- s.48 reviews will not...; and
- What next.

Outcome:

The Board noted the progress in developing plans for the use of the iBCF funding by partners and agreed the final basic allocations, subject to partners' approval, which amounted to some £3.3M of additional pooled funding in 2017-18.

System Leadership Development Activity and Opportunities

The Board considered a report on system leadership development activity and opportunities. Key themes highlighted included the following:-

- Pilot System Leadership Development Programme;

- Development of Warrington Collaborative Behaviours Framework, 360° Tool and Development Menu;
- Phase 2 Funding – Potential next steps and opportunities; and
- Future role of the Organisational Development Leads Network.

The Board considered that there were numerous synergies between the system leadership development activity and the ICP work and that the two programmes were closely linked. Accordingly, the Board agreed:-

- To approve the collaborative behaviours document, and to support the use of this framework within all partner organisations;
- To use a proportion of the Phase 2 funding to support further development of the ICP core team, including personal assessment and provision of development sessions;
- To endorse the use of remaining NW Leadership Academy (NWLA) funding to support the use of and embedding of the system leadership framework;
- To maintain the Organisational Development Leads Network so that it can be called upon, if needed, at a future date;
- To ask partner organisations to consider what they can further add to the collaborative leadership approach and to consider what the public itself can add;

Outcome:

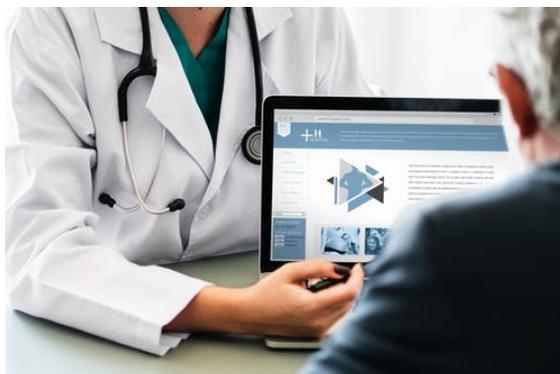
The Board has endorsed the rolling out of a system leadership development framework across partner organisations to better equip leaders to drive forward change and integration.

Warrington Care Record

The Board considered a presentation on the development of the Warrington Care Record which was a key project underpinning integration by making health records available across the system. The presentation included information on the following:-

- Timeline to date;

- Final Business Case (FBC) structure;
- Care Record – What is it?
- What does it do?
- Context – the shift from care in hospitals to the community;
- Statistics - the case for change and the upward shift in patients who are medium or high risk;
- Digitised pathways to deliver standardised care;
- Map of other boroughs who have introduced a care record;
- Procurement update;
- Financial benefits (by organisation);
- Main constraints;
- Funding and FBC cost breakdown (£17M over 10 years);
- Obligations, including financial obligations and phasing of costs;
- Roll out plan and implementation of system;
- Digitisation of services from Phase 2 onwards;
- Conclusion; and
- Care Coordination Hub.



The Board considered issues including future-proofing the technology and on-going funding and noted the update report. In March 2018, the Board heard that the CCG had agreed to fund the programme.

Outcome:

The Board has overseen the commissioning of a significant project to develop an integrated care record for Warrington, which will support the delivery of modern healthcare at multiple

locations closer to people's homes within the community.

Warrington Wellbeing Service

The Board considered a report, outlining progress on the Warrington Wellbeing Service, which provides initial referral and triage for individuals with simple but multiple non-medical lifestyle or social needs. Information was provided on the following:-

- Costs;
- Service and pathway development;
- Warrington Wellbeing evaluation;
- Activity Data; and
- Next Steps.



Although this initiative was still in its infancy, it was clear that significant progress had already been made. The strong support and desire to make the approach work by partners and the dedication of the staff involved, had meant that in a short space of time many more people were now accessing the preventative services.

Further work needed to be done to ensure that the outcomes for those people were assessed and that those who needed the services the most were benefiting from them.

Outcome:

The Board has had oversight of the development of the successful new Warrington Wellbeing Service, which aims to support the prevention Agenda.

Development and Delivery of Health and Wellbeing Strategy

A core activity of the Board is to develop a Health and Wellbeing Strategy and to oversee the delivery of those aims through the various partner organisations and subordinate Strategies.

Health and Wellbeing Strategy – Key Principles Spotlight Report

In May 2017, the Board received a progress report on each of the 4 thematic areas of the Health and Wellbeing Strategy 2015-18: Starting, Living and Ageing Well and a Strong and Resilient Warrington. This was the final report in the cycle for the previous year, 2016/17, and aimed to provide the Board with the opportunity to reflect back on the shared principles that were agreed collectively as the basis of the approach to delivering the Strategy. These principles were:-

- Tackling Inequalities;
- Promoting Prevention;
- Providing Care Closer to Home and Enabling Self Care;
- Strengthening Communications and Improving Engagement;
- Personal Responsibility;
- Ensuring Consistent Safe and Quality Care;
- Investing in Integration;
- Promoting Safety and Improved Quality of Life; and
- Providing High Quality Integrated Services

Outcome:

The Board noted the good progress being made with regard to the principles set out in its Health and Wellbeing Strategy during 2016/17.

Health and Wellbeing Strategy – Performance Overview

In May 2017 and November 2017, the Board received full year and half year summaries,

which detailed the performance position for the Health and Wellbeing Strategy and provided red/amber/green (RAG) ratings against key measures. The overall picture was positive although there were a small number of indicators which were scored as red due to declining performance.

Outcome:

The Board was able to monitor the latest performance position at six monthly intervals and was able to consider any remedial action or further information required based on the performance position at that time.



Health and Wellbeing Strategy – Thematic Spotlight Reports

Over the course of the year, the Board considered and discussed in depth spotlight reports on three of the four principal themes from the Health and Wellbeing Strategy, as follows:-

- Living Well;
- Ageing Well; and
- Strong and Resilient

In relation to the Strong and Resilient theme, there were still challenges to overcome, regarding the following principles:-

- A strong economy which maximised opportunities for everyone;
- Affordable homes in places where people wanted to live. People able to live at home, with improved independence, health and quality of life. Ending of homelessness in Warrington through a focus on prevention and strong integrated partnership working;
- Thriving communities which were connected and safe;
- A sustainable transport infrastructure that enabled access to work, health and leisure facilities for all;
- More residents with the skills to benefit from local economic prosperity; and
- Improved employment rates for all communities.

While many of the actions reported focused on the role of the Council, it was acknowledged that there were valuable contributions by third sector partners, the NHS, housing associations and the private sector. These had been taken into account in the work of the Health in Business Group, Health in Planning Board, Warrington Wellbeing Board and Central Area Neighbourhood Board. This Board agreed to request that a partners' Action Plan be developed for the above theme in the new Health and Wellbeing Strategy and to establish a Stakeholder Forum to consider the development of the above Action Plan.

The Living Well theme aimed to tackle the challenges faced in meeting the needs of working age people. Some key achievements were identified under the five priority outcomes within the theme, as follows:-

- People will live longer and healthier lives by reducing gaps in life expectancy between our disadvantaged groups and communities and the rest of Warrington (Improved lifestyle choices);
- Improve health and wellbeing in our public service workforce;

- Improved levels of mental health;
- Reduce levels of unsafe alcohol consumption; and
- Early intervention and prevention of ill health.

In connection with the Aging Well theme, there were three priority outcomes as follows:-

- Services which promote health, independence and wellbeing and develop community capacity;
- Care which is more preventative, personalised and anticipatory; and
- Care received by the right person, in the right place at the right time.



The Board noted the various spotlight reports and that the Health and Wellbeing Strategy was due to expire in 2018 and there was now a need to refresh the document, including stronger references to partnership working.

Outcome:

The consideration by the Board throughout the year of in-depth spotlight reports has enabled it to undertake more detailed scrutiny of the partners' effectiveness in delivering the improvements required by the Health and Wellbeing Strategy.

Joint Strategic Needs Assessment (JSNA) Summary and Core Document 2016/17

In July 2017, the Board considered a report on the Joint Strategic Needs Assessment (JSNA) 2016/17. The JSNA programme had been streamlined in 2015, and in line with what was agreed the Board considered a 'Core' JSNA (statistical supplement), a narrative summary

and a smaller number of detailed 'deep-dive' chapters prioritised by the JSNA Steering Group.

The Board also considered and approved the proposed JSNA work programme for 2017/18.

Outcome:

The Board has carried out a review of the annual JSNA information, the publication of which is a statutory responsibility, and which feeds into the priorities in the Warrington Wellbeing Strategy.

Refresh of Warrington Wellbeing Strategy

At the end of the year, the Board considered a report, providing an overview of the proposals to refresh the Health and Wellbeing Strategy.

The previous Strategy had been produced in 2015 and had set out a high-level vision for improving health and wellbeing across the Borough. That vision was: *'To work together for stronger neighbourhoods, healthier people, a vibrant and resilient economy and greater equality across all our communities'*.



The Strategy was due to expire at the end of 2018. Since the high-level vision remained pertinent and relevant, the proposal was for a 'light-touch' refresh, which reviewed and refocused work where necessary, but maintained the consistency needed to deliver on long-term strategic outcomes. As part of the refresh of the strategy, the impact of the work undertaken to date would be evaluated using a range of different methods. The review would also include the following:-

- A refreshed high level assessment of population need based on intelligence generated through the JSNA programme;
- Gaining an understanding of stakeholder views and perceptions of the current Strategy;
- A review of the delivery mechanisms that underpinned the existing Strategy; and
- A review of the monitoring process that was currently in place to assess and report on progress.

The Joint Strategic Needs Assessment (JSNA) Steering Group would oversee the development of the refreshed Strategy, and the JSNA Domains and HWB Strategy themes would be aligned. Theme Leads would then have oversight of both the strategic intelligence used to inform the Strategy and responsibility for developing their strategic theme.

A timetable for the refresh of the Strategy was provided which culminated in a draft Strategy being reported to the Board later in 2018.

Outcome:

The Board endorsed the approach and timetable for a refresh of the Health and Wellbeing Strategy and the new document is due to be finalised early in 2019.

Establishment of Central Area Neighbourhood Renewal Board and Transfer of Local Public Service Agreement (LPSA) Funding

The Board considered and discussed a report on the activity being undertaken relating to the new Central Area Neighbourhood Renewal Board and Development of a Central Area Masterplan. The Central Area Neighbourhood Renewal Board was a partnership arrangement across the unparished areas of the Borough and the first meeting of the Board had been scheduled to take place in January 2018.

A master-planning exercise was due to be undertaken for the whole of the Central

Neighbourhood Area, which would help to draw partners' needs and priorities together from a planning/urban design/ capital investment perspective. The process would start a conversation between communities, businesses, the Council and other partners, to intertwine the concepts of 'people and place'.

The Board also noted that, following the disbanding of the Local Strategic Partnership in 2017, Local Public Service Agreement (LPSA) Funding in the sum of £200k remained available. The responsibility for allocating the remaining grant would now be vested in the Health and Wellbeing Board, aligned to the Strong and Resilient Communities priority. However, the Board would delegate responsibility for allocating that funding to the Central Area Neighbourhood Renewal Board.

Outcome:

The Board has noted the development of new arrangements to support neighbourhood renewal in the central unparished areas of the Borough and the availability of funding for key projects.



Oversight of Key Strategies and Reports

The Board maintains oversight of a large number of detailed strategies, work programmes and partnership activity, that support the core aims of the Health and Wellbeing Strategy. The Board also has oversight of inspection reports provided by a number of regulatory bodies and formal statutory annual reports.

Warrington City of Culture Bid

The Board received a presentation on the Warrington City of Culture Bid for 2021, which included information on the following.

- The meaning of 'culture';
- Step changes;
- Judging criteria;
- Starting point;
- Social impact; and
- Next steps.



Key aims were:-

- Placing the Creative Economy at the heart of the place – strategic alignment of economy, environment and culture;
- Making a dynamic and targeted uplift in cultural programming, audiences and outreach;
- Growing and diversifying the local creative industries, developing skills, learning, and facilities; and
- Forging a new identity and sense of place.

Outcome:

The Board recognised the importance of the cultural offer to the community and to personal wellbeing and, although ultimately the bid was not successful, the bidding process kick-started a range of developments aimed at improving the cultural offer in Warrington.

Children and Young People with Special Educational Needs and/or Disabilities

The Board received a report which detailed progress made around improving the effectiveness of local arrangements for children with special educational needs and/or disabilities (SEND). The Department of Health's Guidance regarding children with special educational and complex needs highlighted the importance of the Board's role in:-

- Developing a good understanding of the needs of children and young people with SEND;
- Recognising how those needs were reflected in the Health and Wellbeing Strategy;
- Scrutinising and challenging the local offer of provision and commissioning plans as they were developed/reviewed; and
- Engaging with children, young people and their families to understand their experiences and inform the commissioners' plans going forward.

The report provided the local context, including information about provision in Warrington across each phase of education; health and social care issues; delivery of integrated provision; some strengths; and areas for development.

The report also included information on the establishment, in April 2015, of the Warrington Inclusion Hub, as a partnership forum including parents, education, health and social care partners, to oversee the development of a model of exemplary inclusive practice in order that, whenever possible, the needs of children and young people with SEND could be met within the local Warrington community.

The Board heard that it was proposed that the Inclusion Hub should evolve into a Forum with effective governance arrangements that tied all Warrington partners, including parents, into an agreed approach to delivering the local offer for SEND, so that there was clarity of purpose and about what was expected of local providers and consistency in terms of delivering a high quality offer.

Outcome:

The Board has discharged its responsibilities to oversee the implementation of the new statutory requirements and for ensuring that local services are fulfilling their responsibilities, so that children with SEND are getting the support that they need.

Public Health Annual Report 2017

The Board considered the Public Health Annual Report 2017, which was provided to meet the statutory requirement for Directors of Public Health to publish an annual report summarising the health of the local population and the interventions and initiatives in place to improve population's wellbeing. This year's Public Health Annual Report focused on the wider opportunities for prevention in the town and was titled '*Prevention: People, Place and Prosperity*'. The report demonstrated that there was already an enormous amount of work planned and in progress with the potential to impact on the health of the population in the short, medium and long term:

Outcome:

The Board received assurance about work of the Public Health Service and its partners and noted that the report draws together the key strands of work and records the aspirations for the town, highlighting the opportunities these programmes offer to improve health and wellbeing and reduce inequalities.



Publishing a new Pharmaceutical Needs Assessment

The Board received a number of reports throughout the year about the requirement to publish a new Pharmaceutical Needs Assessment (PNA) by April 2018. An initial report in May 2017 provided an overview of proposed process and timescales, which included work underway to update the policy context and evidence sections of the PNA document.

In November 2017, the Board received a copy of the pre-consultation draft of the updated PNA, and approved this version of the 2018-2021 PNA to go out to formal consultation with the public and key stakeholders. The assessment made in the consultation draft of the PNA had found that provision across the borough was adequate, with the number of pharmacies per head of population slightly lower than the average for England. There was a recognition that access varied across the borough, with some areas relatively less well-served per head of population. However, the

draft PNA had concluded that there were no current pharmaceutical needs that could not be met by existing contractors.

In January 2018, the Board considered and approved the post-consultation document, which had been updated in the light of the consultation exercise and the responses received. During the consultation period, notification had been received of the intended closure of the Hub Pharmacy on Barrowhall Lane, Great Sankey. Accordingly, the draft PNA had been reassessed to take that closure into account. The reassessment concluded that whilst provision across Warrington as a whole remained adequate, West Warrington was relatively less well-served per head of population than the average for the borough. In addition, there was substantial on-going housing development in that area.



A recommendation was made for regular review to ensure that provision was line with population growth, population need, and service configuration, and for NHS England to work, in the first instance, with existing contractors to secure appropriate distribution and accessibility of services wherever possible.

Two other recommendations made in the draft PNA were also retained:-

- Communication: To work with pharmacy contactors to improve advertising of available pharmacy services and ensure that up to date opening hours continue to be made available on the NHS Choices website.
- Development of Services: To work with local pharmacies to further explore the potential

offered to improve health and reduce health inequalities.

Outcome:

The Board has fulfilled its statutory responsibility to approve a final version of the PNA 2018-2021 and to publish the document on the Council's website.

Warrington CCG 2017/19 Operational Plan

In July 2017, the Board received a presentation on behalf of NHS Warrington CCG on a refresh of its Commissioning Plan 2017/19, covering the following key points:-

- Children and young people's mental health;
- Mental health, learning disability & dementia;
- Cancer;
- End of life;
- Integrated 'Hub' for out of hours primary care;
- Integrated primary care clusters;
- Integrated Care Partnership: the model;
- Control programmes;
- Diabetes care;
- Enhanced care home support service;
- Patient flow initiatives;
- Clinical advice service;
- Cheshire and Mersey women and children vanguard partnership;
- Neuro vanguard; and
- RightCare.

Outcome:

The Board has maintained an oversight of the core work of Warrington CCG and carried out its statutory role as a consultee around the Commissioning Plan.

Safeguarding Adult and Children's Boards Annual Reports and Half Year Updates

In September 2017, the Board considered the Annual Reports for 2016/17 of the Warrington Safeguarding Adult and Children's Boards. Richard Strachan, Chair of the Warrington

Safeguarding Children's Board (WSCB) and Shirley Williams, Chair of the Warrington Safeguarding Adults Board (WSAB) gave presentations in relation to the two Annual Reports. Both presentations included information on the following:-

- Priorities for 2016/17;
- The local safeguarding picture;
- Key achievements in 2016/17;
- Future priorities 2017/18; and
- Challenges.

In the case of the WSCB, the priorities for 2017-18 were as follows:-

- Protecting children from neglect;
- Protecting children from domestic abuse;
- Promoting the safety and wellbeing of the most vulnerable i.e. children at risk of sexual exploitation, missing from home, trafficked, radicalised; and
- Improving the quality and consistency of safeguarding practice.

Challenges for WSCB included the Working Together revised statutory guidance, which was expected later in 2018. The guidance would provide greater clarity on the revised Local Safeguarding Children's Board expectations, now that the statutory footing had been altered. The changes posed some challenges around:-

- Potential for partner disengagement;
- Funding issues; and
- Impacts on capacity to continue the scale of work currently planned.



In respect of the WSAB the following priorities for 2017-18 had been identified:-

- Listening and responding to what adults told us of their experience of abuse and neglect, and the services/support they receive;
- Developing a preventive approach to support and safeguard at risk adults – learning from when things go wrong;
- Ensuring all agencies have the right people with the right values and the right training to develop their knowledge and skills to protect adults at risk; and
- Developing a 'doing the business and checking' that all has been done to prevent abuse and/or responses have been person-centred to those who have been abused.

Challenges for WSAB included maintaining activity in a climate of reduced resources which impacted upon:-

- Consistency of membership;
- Staff capacity; and
- Agencies prioritising safeguarding activity above core single agency duties.

The Chairs of both Safeguarding Boards indicated that the support of the Health and Wellbeing Board was crucial to their success.

Towards the end of the year, the Board considered the half-yearly progress of the two Safeguarding Boards.

Outcome:

The Board acknowledged the achievements and challenges of the two Safeguarding Boards in their annual reports, and provided assurance that safeguarding in a person-centred way was central to all of its activities. Later, at the half year point, the Board noted the good progress against each of the 2017/18 priorities listed.

Homelessness Priority Action Group (PAG) – Annual Report

The Board considered the Annual Report of the Homelessness Priority Action Group (PAG) established to oversee delivery of the

Homelessness Strategy. The report included information on the following:-

- Current position;
- key achievements;
- future challenges;
- questions to consider; and
- How quality could be achieved.

The Homelessness PAG had recently undertaken a stocktake to refresh the priority actions and inform the delivery of the Homelessness Strategy in 2017/18. A lot had changed in the three years since the recommendations listed within the Warrington Homelessness Commission report of March 2014. This has led to the PAG reviewing how resources were targeted across three main areas of focus:-

- Commissioning quality homelessness services;
- New approaches to 'engaging the disengaged' i.e. those at risk of eviction and/or homelessness; or those rough sleeping;
- Communicating the good work already undertaken, successes and partnership working.



The Board agreed that the Council should establish minimum and maximum standards and that these were then the basis against which homelessness services were commissioned. The Board agreed that this would drive up quality in some areas whilst ensuring the right level of support was provided. It was agreed that this should be developed over three phases:-

- Issuing a clear statement of strategic intent/direction (including the publication of minimum and maximum standards). This would provide an opportunity over existing providers to determine if they were able to meet these;
- Transitional phase during which the procurement process was completed and interim arrangements were in place to support any change in service provision or providers; and
- Full implementation.

Outcome:

The Board made recommendations as to how the Council and its partners should tackle homelessness within an ambitious two year timeframe.

Update from Healthwatch Warrington

The Board considered a report from Helen Speed, Chair, Healthwatch Warrington on the work and findings of that organisation in accordance with their statutory role. It also set out the detailed plans for the future development of the service. The report included the following information:-

- The functions of Healthwatch;
- National and local landscape;
- Listening to people's views and taking action;
- Making a difference; and
- Planning for the future.

The Board noted that the service was due to be recommissioned later in 2018.

Outcome:

The Board has had oversight of the work and findings of Healthwatch Warrington, which acts as an independent champion for people who use health and social care services and challenges those running services to put people at the heart of care.

The Children and Young People Mental Health Transformation Plan

The Board considered a report on Warrington Children and Young People Mental Health (CYPMH) and Wellbeing - Local Transformation Plan (LTP). Children and young people's mental health was a national priority and all local areas were required to produce CYPMH Local Transformation Plans in October 2015. The revised document considered by the Board in 2017/18 was the second refresh of the LTP.

The report included information on the following:-

- The vision;
- Understanding need;
- Eating disorders – the procurement and delivery of a new specialist community based service and improved waiting times;
- THRIVE framework – an integrated, person centred and needs led approach to delivering mental health services for children, young people and their families (moving away from the tiered model) and improving access;
- Progress towards improving response to young people in mental health crisis;
- Support for schools including training for staff;
- Workforce planning;
- Improving access to psychological therapies; and
- Overview of data.

It was reported that overall investment had increased year on year. Waiting times for eating disorders and psychosis had reduced. There had been improved access through 'drop-in' and consultation for schools and the multi-agency safeguarding hub. A new lead provider model (in line with THRIVE) had been commissioned which would ensure a more flexible, needs-led service that improved access to support.

The report also identified some areas where further work was required, including the need to improve support when:-

- Young people presented in crisis, or to ensure support was in place to avoid crisis (including unnecessary admissions to hospital or tier 4 beds);
- Children were in care or were in the youth justice system;
- Children and young people had neurodevelopmental difficulties and/or a learning disability.

Outcome:

The Board has endorsed the main LTP document which aims to transform services for Warrington children and young people with mental health and wellbeing issues.

Libraries Modernisation Working Group

The Board considered a report on the progress of the Libraries Modernisation Working Group, a decision on the future of Warrington's public libraries by the Council's Executive Board and the next steps.



During the Autumn of 2016, LiveWire had undertaken a consultation on a range of proposals to modernise library services within a reduced financial envelope on behalf of the Borough Council. There had been a significant level of public feedback on those proposals, which prompted a revisiting of the proposals and the setting up by the Council of a short term Libraries Modernisation Working Group.

In December 2017, a report had been presented to the Council's Executive Board outlining a series of recommendations. In summary, it was the recommendation of the Working Group that all Warrington libraries should remain open for

the foreseeable future, with a forward plan to be implemented that focused on better community use of the library buildings to increase income and inward investment opportunities, and more efficient use of existing resources. Each library would become a 'community hub' with a range of community based learning, health and wellbeing activities, as well as, in some cases, some specific private / public activities. The report also included other detailed recommendations aimed at ensuring the future of the service overall.

Outcome:

The Board endorsed the new vision for Warrington's libraries and has received assurance that the future of local libraries is being safeguarded.

NHS England General Practice Forward View (GPFV) - Expanding the General Practice Workforce

The Board considered a Stakeholder Briefing from NHS England, giving an oversight of how the General Practice Forward View (GPFV) was being implemented locally across Cheshire and Merseyside. The briefing included information on:-

- Workforce planning;
- GP recruitment;
- GP Retention Scheme;
- GP Career Plus Scheme;
- GP Induction and Refresher (I&R) Scheme; and
- Cheshire and Merseyside Targeted Recruitment Programme.



Information was also provided on new roles including Clinical Pharmacist; Physician Associate; Care Navigator; GP Assistant; and Community Specialist Practitioner (Paramedic).

Outcome:

The Board has received an overview of the work being undertaken to expand the General Practice workforce to meet increasing demand and to provide modern primary care in the community.

Wider Information and Context

The Board maintains oversight of national policies, regional initiatives and local responses on a range of issues which support the wider aims of the Health and Wellbeing Strategy.

Strong and Resilient Communities Board

In May 2017, the Board noted that agreement had been reached to disband the Warrington Partnership Board and create a new board with refreshed terms of reference and membership to provide strategic oversight and cross-system impetus for delivering on the 'Strong and Resilient Communities' element of the Health and Wellbeing Strategy.

Closer Collaboration between Warrington and Halton Clinical Commissioning Groups

In January 2018, the Board heard that Dr Andy Davies, Clinical Chief Officer, Warrington CCG, had been approached to offer support to Halton CCG as Accountable Officer. The expanded role would help to harmonise the matters at a tactical level across both Warrington and Halton. It was clarified that the budgets between Halton and Warrington CCGs would remain separate, although there could be some opportunities for financial efficiencies.

Potential New Warrington Hospital

In September 2017, the Board learned about a proposal at a very early stage of development from Warrington and Halton Hospitals NHS Foundation Trust, to build a new hospital in Warrington. The Council's Health Scrutiny Committee had resolved to strongly urge the Executive Board to prioritise the development of a new hospital centred in Warrington to retain clinical services and attract a quality workforce.

It was anticipated that the Council would work closely with the Trust and other partners to identify potential solutions to the issues raised.



In March 2018, the Board heard that project was still at the very early stages. However, the Trust had now met with Council representatives to discuss the potential advantages and challenges of using the same site, or an alternative site. Private Finance Initiative (PFI) funding was unlikely to be available, but there was a possibility of using a mixture of part NHS and part local authority funding.

A smaller site might be appropriate, although that would not mean fewer beds. There were also opportunities to co-locate integrated primary care and local authority services on the same site. The Board heard that a workshop would be set up to talk further about those issues. The Council's Estates Team had been in touch with the Trust and had provided a long list of available sites.

Warrington Hospital Fire

The Board heard about the impact of a fire in the Kendrick Wing at Warrington Hospital on Friday, 2 March 2018 and noted that some clinics and administrative functions had been adversely affected. The fire had broken out in the roof space of the Kendrick Wing at around 1.30pm on that date. The fire was above the

accommodation occupied by the Finance Team and Ophthalmology and out-patient services on the Ground Floor.

All patients had been evacuated swiftly and safely. Clinics had been cancelled on Friday and over the weekend, although most were up and running by Monday of the following week. The situation had been helped by the natural lull over the Easter period. A contingency plan was put in place for the immediate aftermath and it was anticipated that it would take around 6 - 8 weeks for all services to return and around 6 months for the damage to be fully repaired.

Hospital Admissions, Flow and Discharge

In March 2018, the Board heard about some national information which had been published on discharges from hospitals. Overall it was understood that the system was well managed in Warrington, but that staff were under pressure deliver it. The Board noted that Senior Management at Warrington Hospital, Warrington CCG and the Council were reviewing the issue, including the availability of intermediate care, i.e. the provision which sat in-between the acute hospital and home care.

Medicines Optimisation in Care Homes

In March 2018, the Board heard about NHS England's proposals to make a significant investment in community pharmacies, in respect of medicines in care homes. The proposals would be delivered through the introduction of additional pharmacists and pharmacy technician posts, with the Pharmacy Integration Fund providing a funding arrangement for two years. It was anticipated that there would be around £700k available in Year 1 and £350k in Year 2.

The Board considered that the proposals were extremely positive, but commented that it had been disappointed with the poor level of communication with the social care sector about what was being proposed.



Other Updates

The Board has also received verbal updates on numerous issues over the year, including the following:-

- Dental care in care homes;
- Phase 2 of the Cheshire Fire and Rescue Service's 'Safe and Well' project;
- The impact of the Welfare Reforms on low income families;
- Increasing demand for mental health services across all age ranges and good partnership arrangements with the voluntary sector
- The on-going development of the Third Sector Health and Wellbeing Alliance and its aims to be a commissionable body;
- Increasing pressure on Healthwatch Warrington to support people who wished to complain about services;
- Suspension of spinal surgery services at Warrington Hospital pending a Royal College Review;
- Recruitment of GP's to out of hours and smaller specialised services;
- Active Warrington Strategy;
- Better Care Fund Plan, resulting in a planned budget of £32M for 2018/19; and

Outcome:

The Board has kept abreast of a wide range of health and social care matters covering national, regional and local issues.

5. Summary and Looking Ahead

2017/18 has seen the Board meet its statutory roles of promoting and overseeing integration, leading on the implementation and monitoring of the Health and Wellbeing Strategy and having oversight of relevant local and regional strategies and of key national policy developments. It has also seen the inception of our Integrated Care Partnership, Warrington Together, commencement of work to refresh Health and Wellbeing Strategy and the publication of the latest Pharmaceutical Needs Assessment.

In 2018/19, the Board will continue to drive forward transformation for the benefit of local residents. Some key activities will be to consider the following:-

- Finalising the new Health and Wellbeing Strategy 2019-2023
- Overseeing the work of the recently established Warrington Together;
- A focus on Public Health, including flu vaccination and tackling smoking and alcohol harm;
- Meeting the challenges identified by the Homelessness Priority Action Group;
- Oversight of the emerging proposals regarding a new hospital for Warrington.

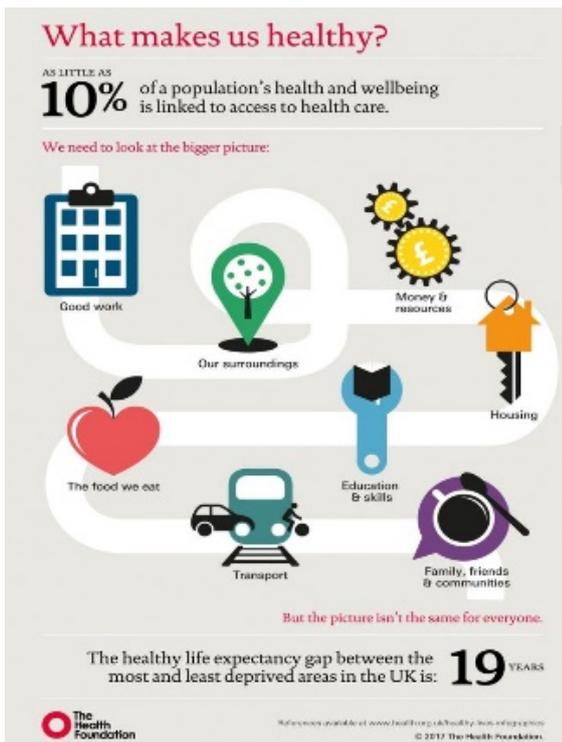
The Board remains mindful of the national picture around health and social care, particularly concerns about NHS and social care funding, staffing, increasing inequalities and pressures from a growing and ageing population. On 5 July 2018, the NHS celebrated its 70th birthday, which was preceded, in June 2018, by an announcement from Government that an extra £20.5bn funding for the NHS was being promised over the next five years to ease various pressures. More recently the NHS Long Term Plan has been published, which aims to tackle killer conditions and provide improved stroke, respiratory, cardiac, neo-natal and mental health services and save almost half a million more lives.



This is good news, but needs to be viewed in conjunction with diminishing Public Health funding and significant pressures on the social care sector. On-going cuts to the Public Health Grant, which has been cut by £531m between 2015-16 and 2019-20, flies in the face of the ill-health prevention agenda. In addition, increasing demand for social care, without a rethinking of the way that care is funded is creating uncertainty and pressure on local authorities. Existing flexibility to increase Council Tax by an additional 3% for adult social care is only scratching the surface of the issue. The Government's Green Paper on Social Care originally announced in the March 2017 Budget, which is supposed to ensure that the care system is sustainable in the long term, has been continually delayed. Its publication is now said to be 'at the first opportunity in 2019'. In the meantime, the Local Government Association has published its own paper setting out the main issues and some suggestions for funding mechanisms.

Notwithstanding the above, the Care Quality Commission's Annual Report on: *The State of Health Care and Adult Social Care in England 2017/18* has found that most people in England receive a good quality of care. However, quality is not consistent, and access to good care increasingly depends on where in the country you live and the type of support you need. Despite the continuing challenges that providers face, the quality of care has been largely maintained, and in some cases improved.

As well as the pressures on mainstream health and social care services, there are likely to be issues arising from the on-going roll out of Universal Credit, changes to homelessness legislation and the uncertainties around Brexit, particularly with regard to the NHS and social care workforce. The Board will endeavour to keep a watchful eye on these issues into 2018/19 and beyond.



It is worth remembering that 2019 sees the anniversary of the National Assistance Act.

The Act empowered local authorities to ensure the safeguarding of those among us who are chronically disabled, homeless or deemed 'single mothers'.

These duties have been fulfilled by the councils facing 40% budget cuts, and are essential to maintaining and protecting the wellbeing of our residents as most of the determinants of health lay outside the NHS.

For more information about this document, or to obtain a hard copy, please contact:-

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