

Appendix 1

Lambeth Health and Wellbeing strategy

Refresh 2016

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Section 1

Introduction

Lambeth's Health and Wellbeing strategy is a statement about what health and well-being means and how it impacts on individuals and families in Lambeth. It was co-produced by the Health and Wellbeing Board, working with people and organisations. At its heart is a belief that we can go further and faster in improving health and wellbeing in Lambeth if citizens, services and business work together in an equal and reciprocal partnership.

Lambeth has a history of public, community and private sectors working together to improve and enrich the lives of the people of our borough. This strategy aims to build on that foundation so that together we can continue to improve the health and wellbeing of people in Lambeth.

We want people, at every stage of their lives, to live healthy and happy lives in flourishing communities and to have the support and care they need when they need it. We want our public services to continue to be leaders in their fields, working hand in hand with the diverse communities of the borough and Lambeth's business and voluntary, community and faith organisations to drive forward innovative and lasting improvement. This includes developing new ways of working that give more control to residents, building stronger communities in charge of their own destinies.

Our ambition is set out in the strategy. We want Lambeth to be a place where:

- Health and well-being is improving for all, and improving fastest for those communities with the poorest health and wellbeing
- People are able to reach their full potential and to feel good about themselves
- Everyone is able to make a contribution and to feel valued
- People are safe from harm

There are many competing needs and demands upon service that support people in Lambeth. With limited resources and rising needs, choices need to be made. We need to allocate energy and resource to the areas where we can have the greatest impact. We will take a transparent and evidence-based approach to making decisions and choices. We also want to encourage organisations to collaborate to manage resources, and not work in isolation from one another.

In this refresh of the strategy, we are building on the work that was done before, and identifying specific areas of work for the coming years. We have focused on four broad priorities, linked to our ambition. These are interlinked and overlap, and have citizens at the centre. Issues relating to equalities, and health inequality, are key to all four priorities. The priorities are:

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- **Transforming systems and integration:** significant changes are taking place across health and social care, locally, regionally and nationally. As a Health and Wellbeing Board, we will work together to ensure that the citizen is at the centre of all transformation, with a focus on personalised services and citizens playing an active role in their care
- **Early Action and Prevention:** we are taking forward the recommendations of the Early Action Commission so that we focus on the issues that impact on the health and wellbeing of individuals and the population as a whole
- **Health and Wellbeing in all policies:** health and wellbeing is everyone's business. We will work with services to ensure that health and wellbeing is considered and built into new policy changes and service developments
- **Housing:** locally and nationally, the links between housing and health and wellbeing are increasingly recognised. We want to focus on and strengthen those links, using housing as an example of how integration, early action and health and wellbeing in all policies can work together to make a real impact

The role of citizens in the work of the strategy, and across health and wellbeing, is key. We maintain our commitment to the citizen involvement principles set out in our original strategy and plan to increase levels of involvement in the coming years.

The Health and Wellbeing strategy will contribute to, and be influenced by, Lambeth's Community Plan, in particular in relation to one of its priorities on 'narrowing the gap'.

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Section 2

Summary of enabling actions

Early Action and Prevention
Work with the voluntary and community groups to strengthen the sector and local networks
Coordinate asset mapping and access to information on local services
Develop programme across the partnership to ensure that all possible funding streams are considered as part of the development of early action and prevention
Transforming systems and integrated care
Ensure system transformation is focused on outcomes coproduced with citizens
Support citizens to strengthen their voices and roles in governance, in sharing experience, and in helping themselves, helping one another and helping services
Health and wellbeing in all policies
Develop a programme of health impact assessments across new policy and strategic developments
Include health and wellbeing as part of all procurement and decision making
Implement training and development for staff on health and wellbeing and how their services can influence
Housing
Understand populations, including their housing and health needs, as part of the Joint Strategic Needs Assessment (JSNA)
Publish a Strategic Housing Market Assessment, projecting the housing requirements for different groups over the next 20 years
Carry out a Health Impact Assessment on the effect of the £500m capital investment programme in Lambeth's council housing
Create a better understanding between health, housing and social care of how services and systems can work together to improve wellbeing
Developing the Health and Wellbeing Board
Strengthen the role and purpose of the HWB
Strengthen partnerships with other HWBs and other relevant bodies
Citizen involvement, information and communication
Further develop involvement and communications plan for the HWB
Prioritise public information across all areas of the work of the HWB
Joint Strategic Needs Assessment (JSNA) and monitoring performance
Develop annual programme for updating and developing Lambeth's JSNA
Report quarterly on an agreed suite of performance and outcomes measures

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Section 3

Achievements

Lambeth's Health and Wellbeing Board has worked on its strategy over the last three years. Working as a partnership, with local people, there have been a number of achievements. We want to build on these, and further develop what can be achieved with partnership working.

Active Lambeth plan

The Active Lambeth plan was developed with residents, community organisations, Sport England and Public Health and Lambeth Clinical Commissioning Group and sets out a strategic plan for Lambeth to become 'Healthier for Longer'. Lambeth's Joint Strategic Needs Assessment was used to identify health inequalities, including childhood obesity, cardiovascular disease, mental illness and diabetes. With research showing the wide ranging health benefits of physical activity, the Active Lambeth plan sets out an agreed series of actions and interventions designed to reduce the health inequalities and physical activity priorities from 2015 to 2020.

An example of a joined up project that has been developed following the completion of the Active Lambeth plan is the 'This Girl Can Lambeth' campaign. The programme aims to provide and tailor activities for women and girls aged 14-25, a group that have low levels of participation in Lambeth. In partnership with London South Bank University, the long term health improvement and secondary outcomes of participants will be measured over a three year period.

Better Care Fund

This is a single pooled budget for health and social care services to work more closely together in local areas, based on a place agreed between the NHS and local authorities. The value of Lambeth BCF plan 2016/17 is £23.5million and includes health and social care service such as reablement, GP support to care homes, support for carers, @home service to support people at home with specialist medical and social care.

When developing its BCF, following a lengthy assurance process, Lambeth was one of only six Health and Wellbeing Boards which had its plan approved without conditions. Lambeth is doing well on the targets agreed in the BCF, resulting in a decrease in the number of emergency admissions and far fewer older people being admitted to long term residential and nursing home placements. Our admission avoidance schemes are now fully rolled out across the borough providing services to those requiring high level support to prevent them going into hospital or care home or to get them discharged home sooner. To manage the BCF, we have established a committee in common, between the Council and CCG.

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Lambeth: A Food Flagship Borough – Supporting work to tackle Childhood Obesity

Over a 5 year period Lambeth was the only borough in the whole of England that had a significant reduction in levels of childhood obesity both at Reception and Year 6. In 2014, Lambeth was awarded 'Food Flagship' Borough status in recognition of the extensive work that was already taking place in the borough around partnership and food, childhood obesity and engagement with our local community and partners. As a Flagship Borough the vision is for "*Lambeth residents to develop a love of healthy and sustainable food. Everyone will have the knowledge, passion and skills to grow, buy, cook and enjoy food with their friends, family and community*". Some of the work in place to tackle childhood obesity and to promote healthy food choices includes:

- A comprehensive evidence based multi-agency Children's Healthy Weight Programme. The work in Lambeth has been identified as good practice by Public Health England and is being used as a national case study
- Restricting the proliferation of fast food takeaways near schools in Lambeth
- Working with Early Years settings and schools to promote health and well-being
- Implementing the national School Food Plan in Lambeth schools and the provision of healthy weight training and resources to school staff within a Healthy Schools' Framework
- Fostering and supporting the development of the Lambeth Food Partnership
- Working with residents to help shape their local food system
- Co-producing healthy eating messages with young people

Childhood immunisation

Immunisation controls and eliminates infectious diseases which can cause severe illness. Achieving consistently high levels of immunisation uptake and continually improving access to immunisation services to the most hard to reach and vulnerable groups of the population are vital for a healthy society. Working with service providers, has seen an improvement in uptake of childhood immunisation from 55% to 90%.

Sexual Health

Lambeth has worked closely with partners including Guy's and St Thomas' NHS Trust and King's College NHS Trust to develop a new way of delivering sexual health services for Lambeth, Southwark and Lewisham. The aim is to improve sexual health in the three boroughs by providing more holistic, user centred sexual health services that are modern and easy to access. The work has already delivered new digital and clinic services and includes:

- Increased access to sexual health services including diagnosis and management of sexually transmitted infections and contraception
- Supporting people to better self-manage their own sexual health
- Better access to information, risk assessment, sexual health promotion, testing and treatment for all including people at high risk who may find it difficult to access existing services
- An online service for less complex issues which will also be lower cost per contact and free up capacity in specialist services for more people with more complex problems

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Transforming Adult Mental Health Services and Support

This work focused on service transformation in relation to working age adults with severe and enduring mental health problems. This work is driven by the Lambeth Living Well Collaborative (LLWC), bringing together people who use services and carers, primary care VCS, secondary care, public health and commissioners from across the whole system. It is aimed at moving from a service and support system, which is orientated to supporting people in “crisis” and dominated by bed based services, to one which is “asset” rather than “deficit” driven. This aims at ensuring people access support much earlier (and thereby avoid crisis), which is less stigmatised and which addresses their full range of support needs. This led to the development of an Integrated Personal Support Alliance to deliver personalised integrated care and support for people currently accessing “rehabilitation” bed based provision services (across the NHS and the local authority) through an alliance contract framework.

Black Health and Wellbeing Commission

The Black Health and Wellbeing Commission was set up following a Scrutiny Commission. The aim was to improve the outcomes for members of the Black community experiencing mental health problems and ensure that services in Lambeth are designed and delivered in a way that meets their needs. The Commission agreed a range of recommendations, with a focus on prevention, promoting and improving health and wellbeing, access to appropriate services, and improving patient experience. Work across the Partnership has focused on the recommendations, and is now moving to the next stage of embedding the community in the future development of the work.

Lambeth Alcohol Strategic Action Plan

This strategy recognised that most adults in Lambeth drink within lower risk levels. Nonetheless, alcohol misuse both locally and nationally can be regarded as at historically high levels, broadly reflecting the longer term trend of increased affordability and availability over the last 50 years. The strategic plan set out four key strategic themes: alcohol early intervention and prevention, improving alcohol treatment effectiveness & capacity, tackling alcohol related crime and disorder, and improving & utilising information on alcohol related harms. A new Licensing Policy for the borough was introduced in January 2014. Lambeth Licensing have assisted the Safe Social London Partnership to develop guidance for Directors about making representations about applications for licences.

Southwark and Lambeth Integrated Care

Southwark and Lambeth Integrated Care (SLIC) was a partnership of the Local Authorities and Clinical Commissioning Groups, the 93 General Practices within these boroughs, Kings College Hospital NHS Foundation Trust, Guy’s and St Thomas’ NHS Foundation Trust and South London and the Maudsley NHS Foundation Trust, along with citizens and communities. Some of the work carried out under the older people’s programme included:

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- **Development of Holistic Assessments:** a proactive and holistic assessment, for over 65s, undertaken by someone's GP Practice
- **Care management and Community Multi-Disciplinary Teams:** helping people get access to the care they need, and making it easier for a range of services to work together
- **Geriatrician hotline:** Health staff in GPs surgeries or other community services can speak direct to consultants in the hospital to get access to expert advice
- **Emergency Rapid Response:** access to enhanced therapy, nursing and social work support to support people to stay in their own home and prevent an admission to hospital, or to support them to be discharged from hospital earlier than at present
- **@home:** providing acute clinical care at home by a multi-disciplinary team
- **Simplified discharge:** to improve the process for patients leaving hospital and returning home or to a care home
- **Falls:** new strength and balance classes offered to older people who have had a fall, or are worried about falling, to improve their strength and balance and reduce the risk of falling.
- **Infection:** to reduce the instances of catheter-related infections that result in avoidable A&E admissions. Patients get a catheter passport which goes with them as they move through care settings to improve information sharing and empower the patient to better self-manage their catheter
- **Dementia:** A digital directory of services to support health and social care professionals, citizens and carers to access local information on services for them

Much of this work is now mainstreamed, and the new Strategic Partnership is starting to develop wider enabling priorities to further develop integrated care.

Lambeth & Southwark Children and Young People's Health Partnership (CYPHP)

The CYPHP is a large scale initiative to improve the quality of care and physical and mental wellbeing of children and young people in Lambeth and Southwark. The first phase of the programme involved identifying the needs of children and young people. This extensive research revealed a range of improvement areas for child health. These include health promotion and early intervention, integrated care pathways, chronic disease management, and closer cooperation between primary and secondary care. The next phase of the programme has been successful in bidding for additional funding from the Guy's and St Thomas' Charity to test out new ways of working – developing new models of care, redesigning services to improve the treatment of acute illnesses, promoting health and wellbeing, and managing long term conditions more effectively.

Medicines Plus scheme

Helping frail older people with information and support about taking medication is having a positive impact on outcomes. The Medicines Plus service has been developed to commission two pharmacy services to work with primary, secondary and social care agencies to support patients with complex medicines needs. This helps empower people to be in control of their health and wellbeing, offers holistic, personalised, co-ordinated care and support, and is focused on better outcomes. The

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Integrated Clinical Pharmacists (ICPs) undertake holistic domiciliary medication assessments to identify and resolve complex Medicines Related Problems (MRPs) when frail older people are most vulnerable e.g. transfer of care. Once the initial MRPs are resolved and the patient is more stable, patients who then require an on-going pharmaceutical support plan to maintain self-management and resilience, are supported by the community pharmacist.

Section 4

What we know about Lambeth

Introduction

In order to refresh Lambeth's Health and Wellbeing strategy, we used information on changes and developments since the strategy was written. This includes data from Lambeth's joint strategic needs assessment, information on a range of strategies that have been developed locally, and feedback from citizens over the last couple of years. We also reviewed regional and national changes, so that we could take account of the changing context.

What we know – local statistics

Lambeth's Joint Strategic Needs Assessment (JSNA) is an assessment of health and wellbeing in Lambeth. It summarises information on health and wellbeing, including local health statistics, assessments of local service provision, capacity estimation, views of local people, assets assessments and outcomes analyses. Here we have included key findings from the JSNA, which can be found in its entirety at: www.lambeth.gov.uk/jsna

Overarching picture

Demographics

- Lambeth resident population is 321,984, evenly split between men and women
- The resident population is estimated to increase by 30,464 persons over the next 10 years (9% increase, compared to a 10% increase in London). The 65+ age group is predicted to grow the fastest (29%) and the 20-39 group the slowest (1%).
- It has a predominantly younger population, 44%, aged 20 to 39 years old compared with 35% in London and 27% in England; a smaller population aged 50 to 64 years old, 13%, compared with 15% in London and 18% in England and a smaller older population aged 65 or older, 8%, compared with 11% in London and 17% in England.
- Lambeth is the 5th most densely populated local authority in England & Wales.
- Lambeth is ethnically diverse - 30% Black ethnicity compared to 17% in London; 12% African ethnicity compared to 7% in London; 9% Caribbean ethnicity compared to 4% in London; 10% Black Other compared to 5% in London; 8% Asian ethnicity compared to 21% in London.
- Lambeth is the 44th most deprived local authority in England and the 9th most deprived borough in London.

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Health and Wellbeing

- **Life expectancy:** this continues to improve in Lambeth; life expectancy at birth in Lambeth is 78.9 years for males and 83.3 years for females; although life expectancy has increased overall in Lambeth, not everyone benefits to the same level, with significant variation across different wards.
- **Poverty:** there are high levels of child poverty (27.39% of children under 20 years are income deprived)
- **Homelessness:** 3.7 in 1000 families in Lambeth are homeless
- **Child protection:** 358 children subject to a child protection plan
- **Deprivation:** 36.7% of the population live in the 20% most deprived areas in Lambeth; income deprivation affects 33% of older people
- **Employment:** 24 out of 1000 working age residents in Lambeth are long-term unemployed
- **Carers:** 2785 people over 65 provide unpaid care, projected to rise to 3041 by 2020
- **Health improvement:** Lambeth has 305 deaths per 100,000 population that are related to smoking; 21.2% of Lambeth residents are drinking at increasing or higher risk levels; Total population aged 65 and over predicted to have diabetes: 3049 in 2015, rising to 3351 in 2020; flu immunisations for people aged 65+ is 67.4%, lower than England's 72.4%.
- **Child health:** there are higher levels of hospital admissions for asthma, diabetes, epilepsy; and higher levels of A&E attendances for 0-4 year olds
- **Mental health:** Lambeth has one of the highest levels of mental illness in England. In 2013/14, 1.3% of all patients in GP practices in Lambeth were on the serious mental illness register. The English average is 0.85%. The rate of premature mortality in adults with serious mental illness is significantly lower in Lambeth at 691 per 100,000 compared to England (1319 per 100,000)
- **Disability:** 97.8 out of 1000 people in pensionable age receive DLA; 725 people over 65 incurred injuries due to falls

Equalities

Our commitment to equalities is at the centre of everything we do. We need to use limited resources in order to tackle problems caused by inequalities, focusing resources where we can have a positive impact and make most difference to those people who are facing most challenges. A review of equalities has identified some key areas for Lambeth and its partners, including:

- Households with children and young people living in poverty
- Residents in low paid employment
- Long term unemployed residents
- Residents with complex support needs and their carer

Our strategy needs to focus on advancing equality of opportunity between different groups of residents, and investing in strategies and policies that promote equity of outcomes across different groups of residents.

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The Public Health Outcomes Framework grid

The 'Red Box' below summaries the public health outcomes framework indicators into a grid comparing how the indicator compares (better, similar, worse) to England (Y axis) against if the indicator has changed (improving, no change, worsening) over time (X axis).

How the indicator is performing compared to England	Worse	<p>Overarching Domain Life Expectancy at birth (M)</p> <p>Wider Determinants 1st time Entrants YJS Children in poverty <16 Children in poverty <20 Noise complaints School readiness - development (M) Violent crime, admissions</p> <p>Health Improvement Screening breast cancer Screening cervical cancer Recorded diabetes Under 18 conceptions</p>	<p>Overarching Domain Life Expectancy Gap (M) Healthy life expectancy at birth (M)</p> <p>Health Improvement % pop Rec '5-a-day' Excess weight reception / Year 6 Falls aged 90+ (M) - Falls aged 65-79 Screening Abdominal Aortic Aneurysm (M) SCoDT non-opiate users – Smoking Admission alcohol-related conditions (M)</p> <p>Health Care & Premature Mortality Health related quality of life older people Hip Fractures 65-79 (M) Mortality communicable (M&F) - Mortality preventable (M)</p> <p>Under 75 mortality: (M) Liver, respiratory (M) Preventable liver, respiratory</p>	<p>Health Protection Vaccination Coverage: (G) PPV (G) Flu aged 65+ Flu at risk individuals (G) HPV (F)</p> <p>Wider Determinants Temporary accommodation Violent crime, offences</p> <p>Health Improvement Falls aged 65+ (M&F)</p> <p>Health Care & Premature Mortality Emergency readmissions (M)</p>
	Similar	<p>Overarching Domain Life Expectancy Gap (F) Life Expectancy at birth (F) Life Expectancy at 65 (M)</p> <p>Wider Determinants Killed and seriously injured, roads School readiness - development (FSM) (F) School readiness - development (F)</p> <p>Health Protection (G) HIV late diagnosis</p> <p>Health Care & Premature Mortality Mortality communicable diseases (F) Infant mortality Under 75 mortality: (M) Cancer, cardiovascular</p>	<p>Overarching Domain Healthy life expectancy at birth (F)</p> <p>Wider Determinants School readiness - development (FSM) (M)</p> <p>Health Improvement Avg No. portion fruit / veg consumed daily Well-being low anxiety - Death drug misuse Admissions injuries children aged 0-14/15-24 Newborn Hearing Screening - Low birth weight – SCoDT opiate / alcohol users - Smoking routine & manual Falls aged 90+ (F) - Under 16 conceptions</p> <p>Health Care & Premature Mortality Emergency readmissions (F) - Winter Deaths (M&F) Hip fractures (M&F) - Suicide rate (M) - Mortality preventable (F) Preventable sight loss - diabetic, glaucoma, macular degeneration</p> <p>Under 75 mortality: (M) Preventable cancer, CVD – (F) cancer, CVD, liver, respiratory (F) Cancer, CVD, liver, respiratory</p>	<p>Health Improvement ASC - social contact Sickness absence Outdoor space</p>
	Better	<p>Overarching Domain Life Expectancy at 65 (F)</p> <p>Wider Determinants NEETs 16-18 year olds Pupil Absence School readiness - phonics (FSM) (M&F) School readiness - phonics (M&F)</p> <p>Health Protection Vaccination Coverage: (G) Dtap / IPV / Hib (2 yrs) (G) MMR for one dose (2 yrs) (G) MMR for one dose (5 yrs) (G) Hib / Men C booster (5 yrs)</p>	<p>Wider Determinants % employed (M&F) Eligible homeless people not in priority need</p> <p>Health Improvement Active adults Emergency hospital admissions self harm Admissions injuries children aged 0-4 Admission alcohol-related conditions (F) Smoking status at time of delivery</p> <p>Health Protection Treatment completion for TB</p> <p>Vaccination Coverage: (G) Dtap / IPV / Hib (1 yrs) (G) MenC (G) PCV</p> <p>Health Care & Premature Mortality Preventable sight loss - sight loss certifications</p>	<p>Wider Determinants Fuel poverty Breastfeeding initiation (G) Chlamydia detection rate (15-24 year olds)</p>
		Improving since baseline	No change since baseline	Worsening since baseline

What we know – national and regional changes

Since the publication of our first Health and Wellbeing Strategy, a number of pieces of policy, guidance research and legislation have been issued which we have taken into account in the refresh of our Strategy. These include but are not limited to the following:

Care Act 2014

The Care Act places broad duties on local authorities in relation to care and support, including promoting people's wellbeing, focusing on prevention and providing information and advice. The Act requires local authorities and their partners to work together to integrate health and social care wherever possible so that the services people receive are properly joined up. The Act sets out its definition of wellbeing, relating it to nine particular areas – personal dignity (including treatment with respect), physical and mental health and emotional wellbeing, protection from abuse and neglect, control by the individual over day-to-day life, participation in work, education, training or recreation, social and economic wellbeing, domestic, family and personal relationships, suitability of living accommodation, and the individual's contribution to society.

Better Care Fund

The Better Care Fund is a single pooled budget for health and social care services to work more closely together in local areas, based on a plan agreed between the NHS and local authorities through the Health and Wellbeing Board.

Five Year Forward View

The Five Year Forward View sets out a clear direction for the NHS, presenting the case for change and creating a high level picture of how the future should look. It sets out three gaps that are in danger of developing nationally unless new ways of working are introduced.

The health and wellbeing gap: if we don't focus on prevention, then progress in healthy life expectancies will stall, health inequalities will widen, and there will be a need to spend increasing sums on avoidable illness.

The care and quality gap: unless we reshape care delivery, harness technology, and drive down variations in quality and safety of care, then patients' changing needs will go unmet, people will be harmed who should have been cured, and unacceptable variations in outcomes will persist.

The funding and efficiency gap: if we fail to match reasonable funding levels with wide-ranging and sometimes controversial system efficiencies, the result will be some combination of worse services, fewer staff, deficits, and restrictions on new treatments.

King's Fund – improving the public's health: a resource for Local Authorities

In 2014 following the transfer of Public Health responsibilities to Local Authorities, the King's Fund produced their publication "Improving the public's health: a resource for Local Authorities", outlining interventions in nine main areas making a comprehensive set of assertions. These are: the best start in life; healthy schools and pupils; helping people find good jobs and stay in work; active and safe

travel; warmer and safer homes; access to green and open spaces and the role of leisure services; strong communities, wellbeing and resilience; public protection and regulatory services; and, health and spatial planning.

From evidence into action: opportunities to protect and improve the nation's health

Published by Public Health England (PHE), this research identified three underpinning themes to focus on: concern relating to population health as well as with the impact on individuals and recognising that mental and physical health are equally important to our wellbeing; acting in a way that reduces health inequality and ensures everyone is able to benefit; and recognising the importance of place and the strength of building on all of a community's assets.

Social Value Act 2012

The Public Services (Social Value) Act 2012, requires public sector commissioners to consider how they could improve the economic, environmental and social wellbeing of their local area through their procurement activities.

Health Equity in All Policies

Public Health England (PHE) has worked with the Association of Directors of Public Health and the Local Government Association to develop a masterclass to understand what PHE could do to support directors and consultants of public health to embed health and health equity in all policies at a local level. It has been strongly advocated by the World Health Organization and European Union and adopted by a number of national and state governments around the world.

NHS London Healthy Urban Development Unit: Healthy Urban Planning Checklist

The Checklist offers different ways of helping to promote healthy urban planning, and mainstream health issues and impacts into the planning process depending on the scale and nature of development proposed.

Local action on health inequalities: Improving health literacy to reduce health inequalities

This practice resource (based on the best available evidence) identified health literacy strategies that local areas can develop, implement and evaluate, including: building upon health literacy during the early and school years; developing community-based approaches to health literacy; and, ensuring that health and social care services are clear and accessible for all, regardless of ability

Children and Families Act 2014 / Special Educational Needs and Disabilities (SEND) Reforms

The Children and Families Act brings together pre and post-16 support for children and young people with special educational needs and learning difficulties into a single, birth to 25 system. SEN statements (for schools) and learning difficulty assessments (for young people in further education and training) were replaced with single 0-25 Education, Health and Care Plans. Local Authorities are now required to publish a 'local offer' to ensure that parents and young people have access to a

single source of coherent and complete information to manage their choices with regard to SEND related services.

London Health and Care Collaboration Agreement

This sets out a collective agreement by London and national partners to transform health and wellbeing outcomes, inequalities and services in London through new ways of working together and with the public. At its heart is the reform and updating of the way that public services are provided.

What we know – Lambeth strategies

Over the past few years, partners in Lambeth have worked together to develop a range of strategies. Here we highlight some that have a particular impact on health and wellbeing.

Lambeth Education and Learning strategy

The Education and Learning Strategy focuses on the significant role the council can play working with partners, to raise the ambitions of all education providers in the borough so that children and young people continue to achieve improved outcomes. The strategy also prioritises addressing gaps and differences in academic results between groups of learners.

Lambeth Safeguarding Adult Partnership Board annual report 2014-15

The Care Act 2014 made the Lambeth Safeguarding Adults Partnership Board a statutory body with the responsibility to protect adults at risk from abuse and neglect. Key areas of work include: development of the Multi Agency Safeguarding Hub (MASH); and effective cross statutory partnership safeguarding arrangements with LSAPB, Lambeth Safeguarding Children Board (LSCB), Health and Wellbeing Board and the Safer Lambeth Partnership.

Strategic plan of the Lambeth Safeguarding Children's Board 2012-2017

This plan sets out the top priorities for the LSCB - early intervention and quality of outcomes for children at risk of significant harm; safeguarding work regarding young people involved in serious violence; safeguarding disabled children; safeguarding missing children or those not currently known to Lambeth agencies; strengthen joint work with families where children are living with domestic violence or parental ill health, disability or substance misuse.

Lambeth Early Help and Prevention Integrated Commissioning strategy for children and families

This strategy sets out a vision for commissioning and developing an effective service model. It is underpinned by three principles: to consolidate what is working and decommission what is not; improve universal services so that there is a gold standard universal offer; identify investment opportunities – either external or through reallocation of existing budgets – to commission new evidence-based services.

Young Lambeth Emotional Wellbeing and Mental Health strategy

This strategy is a response to the Department of Health and NHS England report *Future in Mind (2015)* which identified the need for children and young people's mental health to be taken seriously and the need to restructure services to offer a range of support from prevention through to appropriate and timely clinical treatment. By addressing inequalities in access and improving outcomes for children and young people through an early intervention model, the hope is that this will lead to a longer-term reduction in the use of high-cost, specialist services.

Culture 2020

Culture 2020 is the first comprehensive cultural plan for Lambeth driven by the desire to enable people to be healthier for longer. Priority themes are: *safe and interesting spaces*: access to spaces including libraries and community buildings where you can learn, socialise and be enterprising; *the great outdoors*: activities in your local park and the chance to influence how it is managed; *let's get active*: regular physical activity and sport, including local sport and leisure centres; *be inspired*: opportunities to participate in and enjoy theatre, performing arts and music; *showing off*: opportunities to enjoy art, or if you are an artist to show off your work in archives, museums and galleries; *he bigger picture*: cinemas in Lambeth's five town centres and the chance to learn more about the art of cinema and filmmaking.

Investment and Opportunity strategy

This sets out Lambeth's strategic approach for encouraging economic growth to improve the lives of local people. It sets key priorities for action, support and investment in employment, businesses, regeneration and affordable housing alongside the development of new transport, leisure and environmental facilities across the borough. The emphasis is on maximising the impact of Council powers and assets as well as partnership working to maximise funding, investment and growth. The council makes a clear commitment to mitigating the impacts of unequal growth; to preserve Lambeth's cultural diversity and provides routes out of poverty for more residents, especially young people and people facing discrimination and disadvantage.

Financial Resilience strategy

This lays out the next steps in delivering support services in the community to people who are struggling due to high living costs, in-work poverty and cuts to benefits. The two priorities are to increase both people's income (through accessing personalised employment support, progress at work so people earn at least the London Living Wage and access to benefits and credits they are entitled to) and their financial capability (paying rent, plan and manage finances, access to financial products and a reduction in problematic debt). The aim is to support people during difficult times so they can cope, whilst offering resources to succeed in the longer term.

Child Poverty strategy

The Child Poverty Strategy aims to raise awareness of, coordinate and monitor work to reduce and mitigate the impacts of child poverty. Children living in poverty are more likely to have poor health, physical and social development and achieve less in education. Areas relevant to health and wellbeing include: family and the home learning environment; income and parental employment; child educational attainment; health; and housing.

Lambeth, Southwark and Lewisham sexual health strategy

Sexual health is a national and local public health priority. LSL are taking a tri-borough approach to commissioning and delivering a range of sexual health services targeting those who most need them,

especially given high and rising levels of sexually transmitted infections (STIs) amongst young people, men who have sex with men (MSM) and the Black African community. Reduction in termination of pregnancies, under-18 conception rates and increased Chlamydia prevention are also priorities.

NHS Lambeth CCG five year plan

This sets out the strategic vision to improve the health and reduce inequalities for Lambeth people and to commission high quality health services on their behalf. The strategy sets out the six key ambitions. These are – securing additional years of life for the people of Lambeth, with treatable mental and physical health conditions; improving the health related quality of life of people with one or more long term conditions; reducing the amount of time that people spend avoidably in hospital through better and more integrated care in the community; increasing the proportion of older people living independently at home following discharge from hospital; reducing the proportion of people reporting a poor experience of care; and making significant progress towards eliminating avoidable deaths in our hospitals, caused by problems in care.

South east London strategy

The six CCGs in South East London and their co-commissioners from NHS England (London region) have developed a south east London five year commissioning strategy. It has established a collaborative approach to tackling the major strategic challenges within the area's health economy over the course of the next five years. The strategy aims to improve health outcomes for our local population, take action to reduce health inequalities; ensure providers consistently deliver safe and high quality care; and support a financially sustainable health economy.

Sustainability and Transformation Plan (STP)

Across the six south east London boroughs, the STP has now been drafted and is with NHS England. The STP sets out the commitment to support people to be in control of their health and have a greater say in their own care; help people to live independently and know what to do when things go wrong; help communities to support each other; make sure primary care services are consistently excellent and have an increased focus on prevention; reduce variation in outcomes and address inequalities by raising the standards in our health services; develop joined up care so that people receive the support they need when they need it; deliver services that meet the same high quality standards whenever and wherever care is provided; spend our money wisely, to deliver better outcomes and avoid waste.

What we know – citizen voice

Gathering feedback

Over the past two years, we have heard from citizens, communities, partners, and others through public meetings, discussion groups, surveys, meetings, interviews, and so on. These include:

- Residents' and other surveys
- Healthwatch Enter and View visits
- Health and Wellbeing informal sessions
- Citizens' Forums
- Big Health debate
- Engagement on development of strategies
- Public meetings and events

What people said

Details of specific areas of feedback are included on the Lambeth Council and CCG websites, and are being used as part of the development of Lambeth's JSNA. Key issues, across different groups and different services, included:

- Importance of services working together
- Key links between health, social care and housing
- People wanting to be involved in decision making
- Valuing strengths that individuals and communities can bring
- Openness and transparency
- People wanting to do more to look after their health
- Need to focus on those people who most need help and support
- Services must meet individual needs of different people
- Impact of a range of issues on health and wellbeing, including leisure, employment, regeneration
- Reductions in services will impact on people's ability to look after their health and wellbeing
- Knowing what services are available is vital
- Taking action early can make a real difference later
- Everyone should feel safe and able to live their lives as they want, without discrimination or abuse

Section 5

Priorities

Priorities in the refresh

We have focused on four broad areas, linked to our ambition. These are:

- **Early Action and Prevention:** the Early Action Commission made recommendations to fully embed early action in Lambeth, so that we tackle causes rather than symptoms. We will work to implement the recommendations of the Commission, identifying specific areas where people can begin to see a real difference. We will also focus on areas of prevention that can make a real difference to health inequalities across the borough.
- **Transforming systems and integrated care:** significant changes are taking place across health and social care, locally, regionally and nationally. As a Health and Wellbeing Board, we will ensure that local people are fully involved in these changes, and that the changes focus on the needs and assets of local people.
- **Health and wellbeing in all policies:** health and wellbeing is everyone's business. We will work with services to ensure that health and wellbeing is considered and built into new policy changes and service developments.
- **Housing:** locally and nationally, the links between housing and health and wellbeing are increasingly recognised. We want to strengthen those links and consider how services and staff can better work together.

Three additional areas will form part of the overall strategy refresh, across all four priorities:

- **Citizen involvement, information and communication**

The role of citizens in the work of the strategy, and across health and wellbeing, is key. We maintain our commitment to the citizen involvement principles set out in our original strategy and plan to increase levels of involvement in the coming years. Across all priorities in the strategy, the importance of access to information – strategic, operational and community – has been identified as vital. This will also be developed as part of the strategy.
- **Joint Strategic Needs Assessment (JSNA) and monitoring performance**

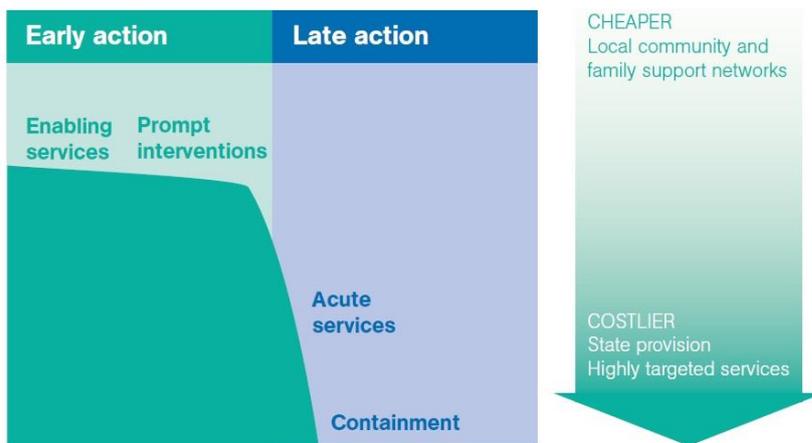
Making use of data will be key to ensuring that the Board maintains its focus on the wellbeing of people in the borough, and that information on impact of activity is used across all service areas. We will further develop Lambeth's JSNA and create a suite of performance and outcome measures to report to future Boards.
- **Developing and strengthening the Health and Wellbeing Board**

Annual sessions have been held with the King's Fund, to identify areas for development of the Board itself. We will use the recommendations from these sessions, along with national guidance and good practice, to further develop and strengthen the role of the Health and Wellbeing Board.

Priority – Early Action and Prevention

Early action is about tackling causes rather than symptoms.

We believe that we can achieve better health and wellbeing outcomes for people in Lambeth by prioritising earlier action at all critical life stages. We want Lambeth to be a place where people are ready for everything, with ‘enabling’ communities and services that equip people to flourish and where early help is available to pick up and respond to the first signs of difficulty.



Source: The Early Action Task Force. (2011). *The Triple Dividend*.

Southwark and Lambeth Early Action Commission

In 2014, the two Health and Wellbeing Boards set up the Southwark and Lambeth Early Action Commission to reduce demand for acute services and maintain wellbeing for all residents.

The Commission identified four goals for early action in Southwark and Lambeth. These are designed to address problems as early on as possible and focus on what can be done locally in the context of extreme budgetary constraints.

Resourceful communities, where residents and groups are agents of change, ready to shape the course of their own lives. To achieve this people need actual resources (but in the broadest sense), connections, and control.

Preventative places, where the quality of neighbourhoods has a positive impact on how people feel and enables them to lead fulfilling lives and to help themselves and each other.

Strong, collaborative partnerships, where organisations work together and share knowledge and power, fostering respectful, high-trust relationships based on a shared purpose.

Systems geared to early action, where the culture, values, priorities, and practices of local institutions support early action as the new ‘normal’ way of working.

Lambeth Early Action Partnership

The Lambeth Early Action Partnership (LEAP) is a unique opportunity to transform the lives of babies, young children and their families in Lambeth. The initiative is for families from pregnancy until their child is four, in Coldharbour, Stockwell, Tulse Hill and Vassall. Working together with parents, carers, local workers and the community, it will provide a wide range of programmes to support parents and change the way services work with families.

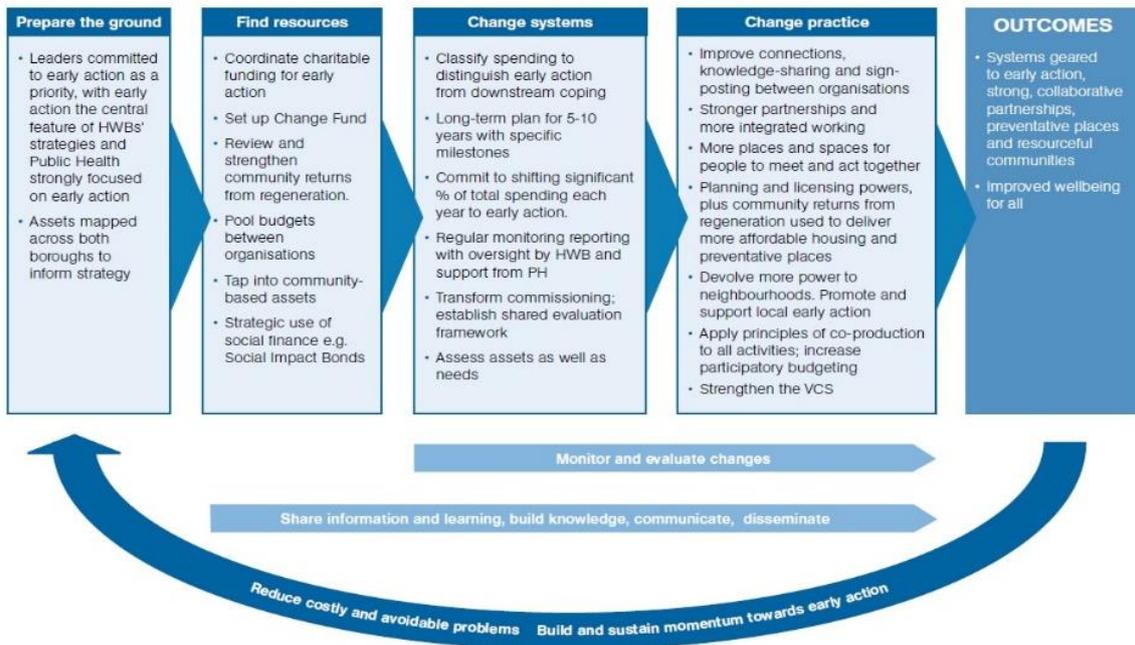
Prevention

Prevention is essentially a broad set of universal and additional support that aims to prevent problems, by building resilience, increasing protective factors and reducing risk factors that affect children, young people, families, adults and older people.

Given the current financial climate, and increasing demands on services, we know that the current system is not sustainable. Alongside the work on integration and system transformation, set out as another priority in this refreshed strategy, we need to focus on prevention. Promoting healthy choices, protecting health, preventing sickness and intervening early in a range of ways will minimise the need for more costly services. We need preventative strategies that mitigate or defer the need for costly interventions and at the same time deliver better outcomes for individuals.

The Public Health Outcomes framework grid on page 13 shows some of the areas that are important to tackle - some specific to health issues, and others across wider issues, such as child poverty and temporary accommodation. With a focus on prevention, we can reduce the numbers of people needing more expensive services. If we can intervene where outcomes are worsening, there is the potential to have an impact on a large number of people. Much preventative work is already underway across the borough. Lambeth's Early Help and Prevention Integrated Commissioning Strategy for Children and Families sets out a commitment to be prevention focused, aligning resources across the partnership, and prioritising investment in cost effective early help. The Health and Wellbeing Board will ensure that data on the work on prevention is kept under review, and support the work of partner organisations to better co-ordinate prevention activity.

Enabling actions



Enabling actions

- Work with local voluntary and community organisations to strengthen the sector and local networks
- Co-ordinate asset mapping and access to information on assets
- Develop programme across the partnership to ensure that all possible funding streams are considered as part of the development of early action

Service actions

- Deliver LEAP for children under 4 and their families
- Develop health improvement services as part of public health commissioning
- Coordinate services to tackle loneliness and isolation
- Further implement the Black mental health commission action plan

Priority - System transformation and integrated care

Transformation in how services are organised and delivered is needed in order to address the challenges facing the health and social care system. There are a range of programmes underway or being developed, including the Southwark and Lambeth Strategic Partnership, Our Healthier South East London, Children and Young People's Health Partnership, Sustainability and Transformation Plan, development of Local Care Networks, integrating services for disabled children, Lambeth CCG five year plan, development of local alliances, and others.

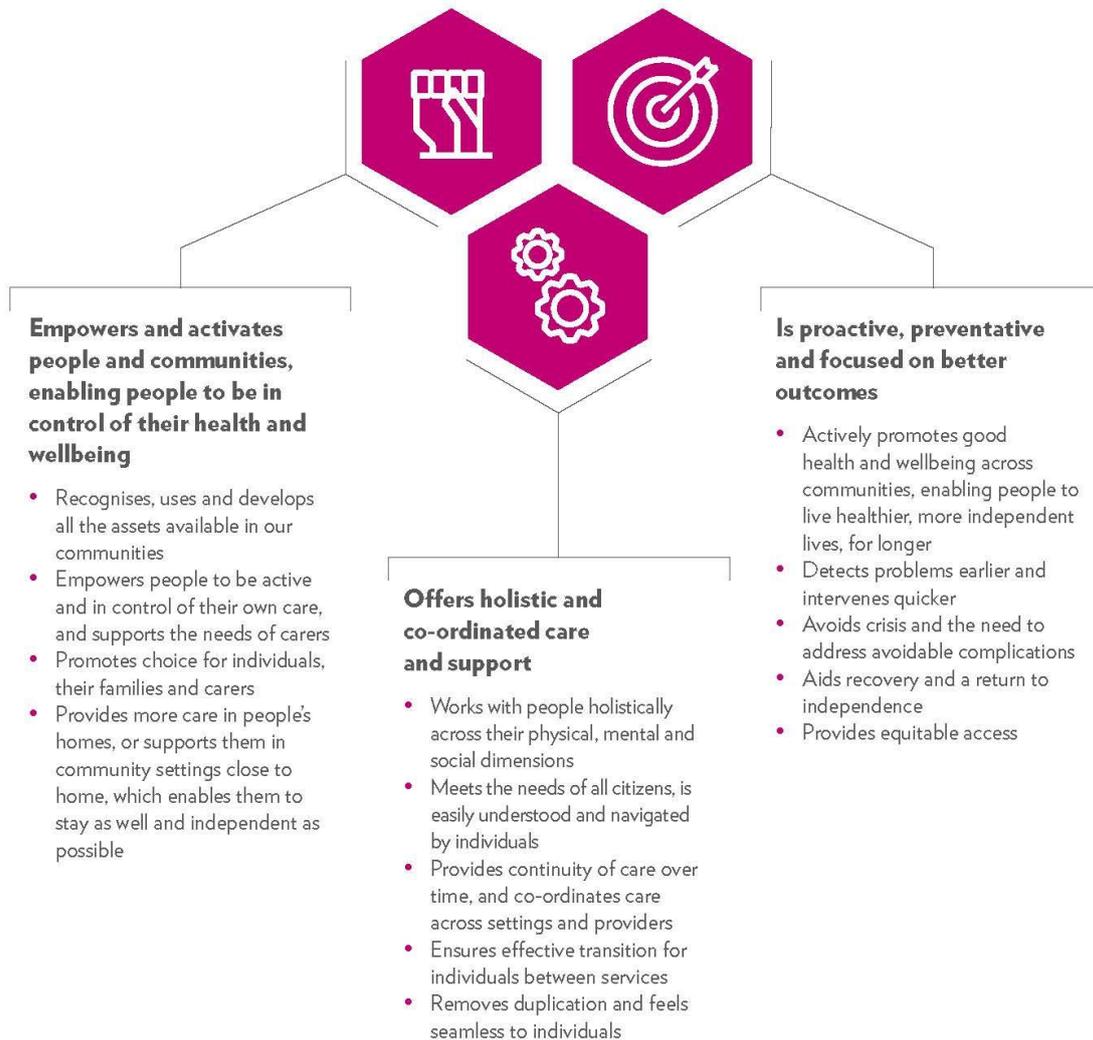
Strong partnerships have already been developed across a range of services. There are opportunities to strengthen these further, so that real integration becomes the norm, with positive impacts for the lives of local people. Local Care Networks are one of the key vehicles for this to happen, involving a range of health services, social care services, and other local services. School clusters across Lambeth also work collaboratively to share and embed good practice, with opportunities to further develop this with other services working with children, young people and families. The Children and Young People's Health Programme has set a challenging agenda for working together to improve the health needs of local children with specific conditions.

Key areas for system transformation and integration, for all ages in the borough, include workforce, information sharing, clarity about processes and pathways, commissioning, and better use of intelligence.

The Health and Wellbeing Board wants to add value to all this work by ensuring that all programmes focus on two broad areas:

- Use of agreed attributes of care and agreed outcomes
- Focus on involvement of citizens in all transformation

SLIC Attributes of Integrated Care



Integrated care outcomes

I have systems in place to help at an early stage to avoid crisis and as small a disruption as possible if a crisis happens and "I live independently?"

I can manage my own health and wellbeing (or condition) and I am supported to do this (including having access to information and being able to stay healthy)

I can plan my care with people who work together to understand me allow me control and bring together services to achieve the outcomes that are important to me

Citizens and carers - I (am able to) live the life I want (and get the support I need to do that)

I feel (am) safe, secure and protected from harm

Lambeth Living Well Collaborative outcomes

Recover and stay well and experience greater quality of life and improved physical and mental health

Make their own choices and achieve personal goals

Participate on an equal footing in daily life.

Lambeth Early Intervention and Prevention strategy outcomes

Improve family stability

Reduce risk taking behaviour in adolescents

Improve educational aspiration and attainment

Reduce health inequalities

Supporting the role of citizens in integrated care

There are numerous different models of citizen engagement, often set out to show a spectrum - from citizens being passive recipients of information about services to citizens leading the development and delivery of services. The Health and Wellbeing Board wants to work with citizens to ensure that they are fully able to contribute to all service transformation in three broad areas:

- Citizens in governance: this covers citizens involved in decision-making, sitting alongside partner organisations. It covers the role of citizens in influencing - bringing the right people at the right time, and saying things in the right way to influence change; and impact - knowing when citizens have made a difference and being able to feedback on that change to others.
- Citizen sharing their experiences to improve and develop services: this covers people who use services, and people who care for those who use services, being engaged both individually and as groups, and bring their experience to the improvement and development of care services.
- Citizens as a movement: this includes citizens helping care services through enabling people to volunteer in local service, and communities co-designing and co-delivering services with people who work in care services; citizens helping one another including peer networks that give emotional and practical support, and neighbourhood level community action that can enable citizens to support one another; and citizens helping themselves to better manage their own health and wellbeing.

Enabling actions

- Ensure that all system transformation meets outcomes coproduced with citizens
- Ensure that citizens are central to the ongoing development of system transformation

Service actions

- Support delivery of key areas of system transformation, including Strategic Partnership, IPSA, SEND, Children's strategy, Sustainability and Transformation Plan, South East London programme

Priority – health and wellbeing in all policies

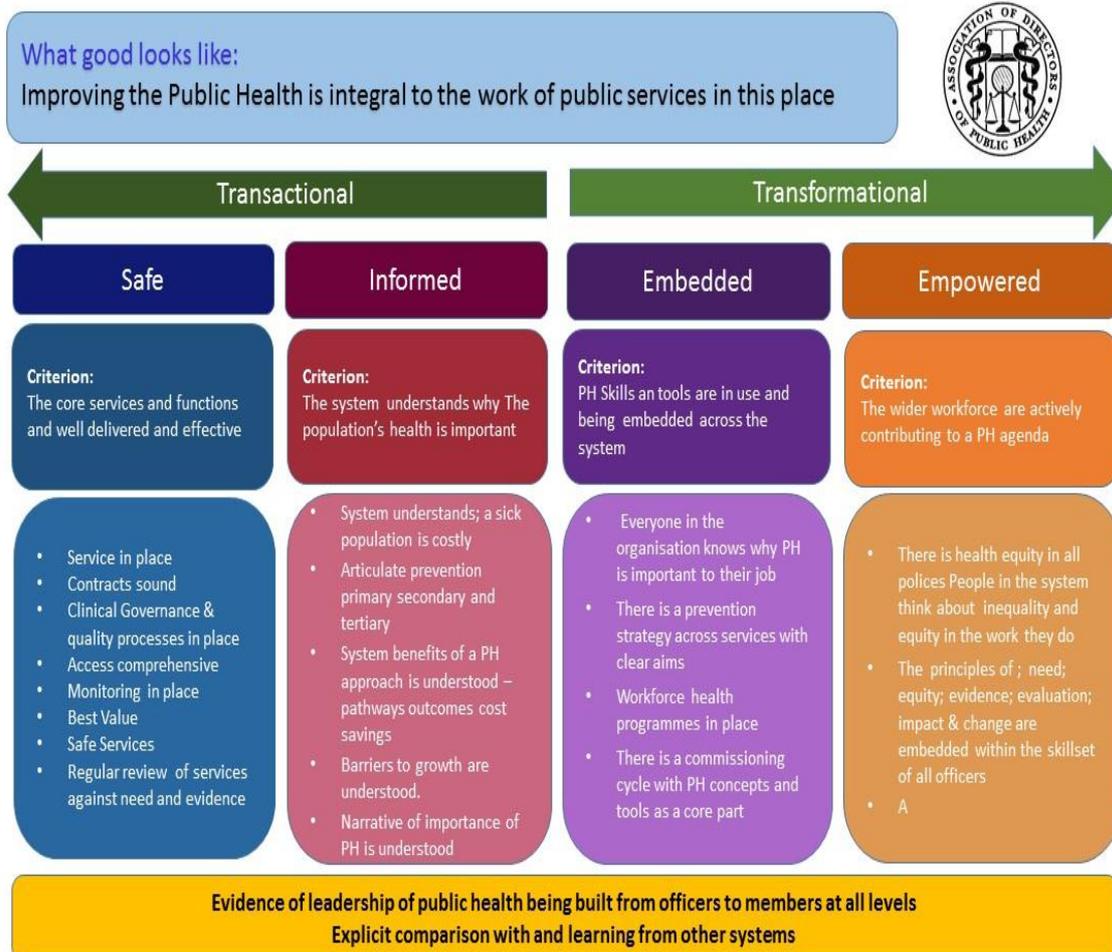
Introduction

Health and wellbeing in all policies is defined as ‘an approach to public policies across sectors that systematically takes into account the health implications of decisions, seeks synergies, and avoids harmful health impacts in order to improve population health and health equity’.

In Lambeth, we recognise that health and health equity are important goals in their own right, and are prerequisites for achieving other goals. We also recognise that achieving health and wellbeing sometimes requires actions that are divergent to other strategic goals. We want to develop a framework to manage those divergent priorities in a transparent way, and identify solutions that contribute positively to health and wellbeing and equity.

Within Lambeth, we intend to:

- Effectively position health and wellbeing in the context of competing, and sometimes conflicting, policy agendas
- Engage wider service and policy areas in the pursuit of health and wellbeing, within current economic and funding contexts



The Marmot Review set out a framework for action under two policy goals: to create an enabling society that maximises individual and community potential; and to ensure social justice, health and sustainability are at the heart of all policies. Central to the Review is the recognition that disadvantage starts before birth and accumulates throughout life. This is reflected in the review six policy objectives and to the highest priority being given to the first objective:

- giving every child the best start in life
- enabling all children, young people and adults to maximize their capabilities and have control over their lives
- creating fair employment and good work for all
- ensuring a healthy standard of living for all
- creating and developing sustainable places and communities
- strengthening the role and impact of ill-health prevention

Building on this, we are using a model developed by the King's Fund to focus on nine broad areas that can improve public health and reduce inequalities:

- The best start in life: to get the best possible start in life, a baby's mother needs to be healthy before and during pregnancy and childbirth. There is also compelling evidence that a child's experiences in the early years has a major impact on their health and life chances, as children and adults
- Healthy schools and pupils: there is a strong correlation between educational attainment, life expectancy and self-reported health. School is also an important setting for forming or changing health behaviours
- Helping people find good jobs and stay in work: being unemployed can lead to poor physical and mental health, across all age groups, with major impacts for the individual concerned, and their families. Getting back into work improves people's health, as long as it is decent work
- Active and safe travel: poor planning and regulation in transport planning can lead to preventable deaths and injuries; it also leads to air pollution and social and economic isolation, and acts as a disincentive to people making healthier choices like cycling and walking.
- Warmer and safer homes: suitable accommodation that is safe and warm is one of the foundations of personal wellbeing, whether in childhood or old age. It enables people to access basic services, build good relationships with neighbours and others, and maintain their independence – all resulting in better quality of life. Three key areas that have a significant impact of improving health are: preventing accidents in the home, making homes warmer, and preventing falls among older people
- Access to green and open space and the role of leisure services: access to these have direct and indirect impacts on people's physical and mental health. Lambeth's Culture 2020 strategy sets out the borough's plans for these

- Strong communities, wellbeing and resilience: This is an important part of Lambeth's Health and Wellbeing strategy and is set out in more detail in the priority on taking early action. We are going to focus on strengthening community assets in order to improve health and wellbeing
- Public protection and regulatory services: effective public protection services, covering powers of inspection, regulation, and licensing, are an important component in ensuring public health and safety. Locally, much work is already underway in Lambeth, including work on fast food outlets and off licenses
- Health and spatial planning: it is important that local planning authorities work with public health leads and health organisations to understand and take account of the health status and needs of the local population, including expected future changes and any barriers to improving health and wellbeing. In Lambeth, we want to increase local capacity and knowledge of health and spatial planning issues, and carry out robust health impact assessments in relation to new developments

Enabling actions

- Develop and implement a programme of Health Impact Assessments (HIAs) across all new policy and strategic developments, and agree key priority areas for the roll out
- Include health and wellbeing as a mandatory part of all procurement and decision making reporting
- Develop a learning and development programme for staff on the impact of services on health and wellbeing

Service actions

- Deliver on key areas including: Active Lambeth, Healthy Streets Commission, employment and financial resilience, regeneration, and healthy schools

Priority - Housing

The right home environment is essential to health and wellbeing.

Housing has a major impact on mental and physical health, children's development, neighbourhood cohesion, and health inequalities. This includes housing quality such as the impact of cold and damp properties on respiratory health – but also housing security and the prevention of homelessness, which is strongly linked to poor health outcomes. Housing is often linked with other issues that have a negative impact on health. For example, for people living in poverty, access to housing is often a related problem, increasing health inequalities.

Lambeth's Health and Wellbeing Board is prioritising housing in this refresh of the strategy, as a way of giving a focus to the impact that access to decent housing can have on people's lives and wellbeing. Key areas of work will include strengthening links between housing, health, social care, and other related services, sharing information on housing and health needs as part of local assessments, and considering how access to suitable housing can be improved.

For people with particular health and social care needs, the right home environment can protect and improve health and wellbeing and prevent physical and mental ill-health; enable people to manage their health and care needs, including long-term conditions, and ensure positive care experiences by integrating services in the home; allow people to remain in their own home for as long as they choose. In doing so it can delay and reduce the need for primary care and social care interventions; prevent hospital admissions; enable timely discharge from hospital and prevent re-admissions to hospital; and enable rapid recovery from periods of ill-health or planned admissions.

For people who are homeless, issues relating to health are well documented. For people in temporary accommodation, the uncertainty of their situation, perhaps combined with moving away from family and other networks, and away from employment or schools, can have an impact on health and wellbeing.

Housing isn't an issue for only vulnerable groups; it affects everyone. A decent place to live, that is appropriate for households' needs and is affordable, is an essential part of wellbeing. The main housing challenge, as with elsewhere in London and the south east, is one of affordability. Although a third of Lambeth's properties are social housing, demand far exceeds supply, with 22,000 on the waiting list and less than 1,000 homes becoming available each year. Private sector rented options, other than with housing benefit support, are available only for those on above average incomes.

The 'Memorandum of Understanding to support joint action on improving health through the home' sets out a useful framework for how organisations can work together at a national level. Many of the recommendations are influencing our work at a borough level. These include - better understanding

the housing and health needs of the local population, innovation in how services work together, sharing evidence and good practice, and developing the health, housing and social care workforce to deliver integrated solutions.

Lambeth Council is currently developing its Housing strategy and it will include a key focus on issues important to health and wellbeing.

Enabling actions

- Understand populations, including their housing and health needs, as part of the Joint Strategic Needs Assessment (JSNA)
- Publish a Strategic Housing Market Assessment, projecting the housing requirements for different groups over the next 20 years
- Carry out a Health Impact Assessment on the effect of the £500m capital investment programme in Lambeth's council housing
- Create a better understanding between health, housing and social care of how services and systems can work together to improve wellbeing

Service actions

- Increase the supply of affordable housing, 1,000 new homes at a council rent
- Bring all council homes up to the Lambeth Housing Standard
- 1,400 homelessness preventions each year
- 240 aids and adaptations carried out annually

Section 6

Developing Lambeth's Health and Wellbeing Board

Lambeth's Health and Wellbeing Board have identified some areas for development. These include two broad areas:

1. Strengthening the role and purpose of the Health and Wellbeing Board
2. Developing partnerships with other HWBs and with other relevant bodies

Strengthening the role and purpose of the Board

This includes the Board's governance, how HWB members work together and how the Board delivers on its priorities. The intention is to keep governance as simple as possible, and ensure as much transparency as possible. It will also include developing the roles and workplans of the Boards three sub-groups – the Committee in Common, the Children's Strategic Board, and the Staying Healthy Board.

Developing partnerships with other HWBs and with other relevant bodies

Here we want to consider how Lambeth HWB carries out various roles alongside other bodies. This includes other Health and wellbeing Boards. It also includes other Boards within Lambeth, including the Safeguarding Children's Board, the Safeguarding Adults' Board and the Safer Lambeth Partnership:

- HWB as a planning organisation – working with others on location of services and service quality
- HWB as an aspirational organisation – working with others on integration and prevention
- HWB as a commissioning organisation – working with others to commission across boundaries
- HWB as a lobbying organisation – work with others to influence what can't be done locally

Enabling actions

- Strengthen the role and purpose of the Health and Wellbeing Board
- Strengthen partnerships with other HWBs and other relevant bodies

Section 7

Getting involved, information and communication

One of the core principles guiding Lambeth's Health and Wellbeing Board is that citizens and services will work together as equal partners. When producing Lambeth's original strategy, we agreed six citizen involvement principles, and feel that they are just as important now. These are:

1. Working together for change
2. Leadership
3. All involvement will be purposeful
4. All involvement will be well planned, appropriately resourced & accountable
5. All involvement will be accessible and fun
6. All involvement will be transparent

Informal sessions

We will continue to hold informal public sessions before each of the Health and Wellbeing Boards, focusing on specific areas of interest. These will inform the workplan of the HWB and its partners.

Public meetings

We will develop a programme of public meetings – some focused on overall Health and Wellbeing, and some on particular issues, linked to this strategy.

Working with Healthwatch Lambeth

Healthwatch Lambeth has a statutory place on the Health and Wellbeing Board and we will work with them to ensure that people are fully involved in the work of the Board, and ensure we engage with all equalities groups.

Information and Communication

Across all priority areas in the strategy, the importance of access to timely and good quality information has been identified as important. This includes:

- strategic communication – about the work of the Board and other partners, about future direction of services and resources, and about the future vision for health and wellbeing
- operational communication – clear, coordinated, accessible and up to date information on services and how to access them
- community information – information on local services, on how to keep well, and how people can take more of a role in their own health and wellbeing

Enabling actions

- Further develop an involvement and communications plan for the HWB
- Prioritise public information across all areas of the work of the HWB

Section 8

Joint Strategic Needs Assessment and managing performance

JSNA

Lambeth's Joint Strategic Needs Assessment (JSNA) is a process that identifies the current and future health and wellbeing and social care needs of the local population. The JSNA also considers what assets local communities within Lambeth can offer in terms of skills, experience and resources.

It brings together a wide range of information to help us better understand these needs and assets. The information comes from a number of different avenues, including the views of the local population. Collectively, this information helps us to address identified needs and reduce inequalities.

The JSNA is a continuous and collaborative process, with organisations working together to prioritise the JSNA topic areas that need to be developed.

Managing performance and increasing value

A core aspect of the Board's overall ambition is that health and wellbeing is improving for all, and improving fastest for those communities with the poorest health and wellbeing

The King's Health Partners' *Value Based Healthcare Strategy*, sets out the commitment to 'providing accurate and timely information about patient care and outcomes' ... and says that 'identifying, measuring and publishing healthcare outcomes, building cohesive information systems, reducing variation and developing a culture of improvement will increase value'.

Key data collected across a range measures shows the health and wellbeing of people in the borough. It shows areas and outcomes where improvements have been made and where more joint focus is needed.

Regular monitoring of data from a variety of sources will help the Board and partner organisation to maintain a focus on those issues that have most impact on local health and wellbeing. Quarterly and annual public health reports to the Board highlight areas of note. Over the coming year, we will develop a suite of measures, as part of the Board's quality and assurance framework, and report on performance against those measures.

Enabling actions

- Develop annual programme for updating and developing Lambeth's JSNA
- Report quarterly on an agreed suite of performance and outcomes measures