

Non-Executive Report of the: Health & Wellbeing Board Tuesday 21 September 2021	
Report of: Denise Radley, Corporate Director Health, Adults and Community	Classification: Unrestricted
2021 Tower Hamlets Health and Wellbeing Strategy	

Lead Member	Councillor Rachel Blake (Cabinet Member for Adults Health and Wellbeing)
Originating Officer(s)	Somen Banerjee (Director of Public Health)
Wards affected	All
Strategic Plan Priority / Outcome	Priority 1: People are aspirational, independent and have equal access to opportunities. Outcome 3: People access joined-up services when they need them and feel healthier and more independent.

Executive Summary

This report presents the refreshed 2021 Tower Hamlets Joint Health and Wellbeing Strategy for agreement.

The primary aim of joint health and wellbeing strategies are to explain what priorities the Health and Wellbeing Board has set in order to tackle the needs of their local population, setting a small number of key strategic priorities for action that will make a real impact on people's lives¹.

This refreshed strategy for Tower Hamlets has been developed through a period of unprecedented challenge. The Covid-19 pandemic has had significant impacts on health, wellbeing and the wider determinants of health. The refreshed strategy recognises both the long-standing health needs and inequalities in Tower Hamlets, and the emerging longer-term impacts of the pandemic.

Above all, this strategy has been driven by what local people have told us is important to them. A detailed programme of engagement and consultation with residents and local organisations spanning from winter 2019 to spring 2021 has been carried out. The findings have driven the principles and ambitions of the strategy and therefore the work of the Health and Wellbeing Board going forward.

¹ [Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies](#) (2013)

The strategy sets out six system-wide principles for improvement, and five ambitions for a 'healthy borough'. This high-level framework is intended to set the overall strategic direction of the health and wellbeing partnership in Tower Hamlets going forward. Once agreed, the six principles will be used as a basis to agree a set of outcomes and targets for which the Health and Wellbeing Board will be accountable. The actions required to meet the five ambitions will be articulated in the existing strategies and plans that sit underneath the umbrella Health and Wellbeing Strategy, including the Tower Hamlets Together plan and the Mental Health Strategy. Work will be carried out to map actions against existing strategies and address any gaps.

Recommendations:

The Health and Wellbeing Board is recommended to:

1. Comment on and agree the 2021 Joint Health and Wellbeing Strategy
2. Note that the strategy is due for final agreement at 21 September 2021 Health and Wellbeing Board.

1. REASONS FOR THE DECISIONS

- 1.1 Under the Health and Social Care Act 2012, Health and Wellbeing Boards have a statutory duty to develop a Joint Health and Wellbeing Strategy. It requires the Local Authority and Clinical Commissioning Group to work together to understand the health and wellbeing needs of their local community and agree joint priorities for addressing these needs to improve health and wellbeing outcomes and reduce inequalities.

2. ALTERNATIVE OPTIONS

- 2.1 The existing 2017-20 Health and Wellbeing Strategy could be extended. This is not recommended as it does not reflect the insights gained from residents and stakeholders over the last 18 months, and it does not take into account the medium and longer-term impacts of the Covid-19 pandemic on health and wellbeing.
- 2.2 The strategy and the proposed approach to delivering the strategy can be refined in line with feedback.

3. DETAILS OF THE REPORT

3.1 Background

3.1.1 The 2017-20 Health and Wellbeing Strategy

The last Health and Wellbeing Strategy was made up of five priorities:

- Communities driving change – changes led by and involving communities
- Creating a healthier place – changes to our physical environment
- Employment and health – changes helping people with poor working conditions or who are unemployed
- Children's weight or nutrition – changes helping children to have a healthy weight, encouraging healthy eating and promoting physical activity
- Developing an integrated system – changes which will join-up services so they are easier to understand and access.

Achievements and progress against these priorities were set out in a 17 September 2019 Health and Wellbeing Board report, available to view [here](#). In addition to these priorities, a core focus of the Health and Wellbeing Board over the last 18 months has of course been the response to the Covid-19 pandemic – focusing on both the direct response to Covid-19 and the response to the wider, indirect health and wellbeing impacts of the pandemic.

3.1.2 Method of developing the new 2021 Health and Wellbeing Strategy

The framework for developing the new 2021 Health and Wellbeing Strategy was based on the following key stages:

- Discover: This stage focused on carrying out baseline analysis, analysing data and insights in our Joint Strategic Needs Assessments, existing resident and stakeholder feedback and identifying interdependent strategies.

- Engage: This stage focused on resident and stakeholder conversations, getting insight on what people think, feel and experience in relation to health and wellbeing in Tower Hamlets and what action could be carried out to resolve issues.
- Imagine: This stage focused on analysing the results of engagement, identifying a set of principles and ambitions arising from this.
- Shape: This stage focused on carrying out consultation with residents and with stakeholders on the proposed principles and ambitions of the strategy, asking respondents what they, their neighbourhoods and the Board can do in relation to these.
- Practical solutions: This stage focuses on producing the final strategy, using the insights and learning from previous stages.

The final stage – sustain – involves the delivery and monitoring of the strategy.

3.1.3 Consultation and engagement

A vast and detailed programme of consultation and engagement has taken place to inform and shape the strategy. This programme of work started in winter 2019, pre-dating the Covid-19 pandemic. It included a 'resident conversation' led by Healthwatch Tower Hamlets with 240 residents, and a vast range of conversations with stakeholders ranging from Safeguarding Adults Board to the Learning Disability Partnership Board. This engagement focused on the [Tower Hamlets Together Outcome Framework](#) to facilitate insights on what priorities the Health and Wellbeing Board should address through its strategy. Work continued at the start of the pandemic - including a survey carried out by Healthwatch Tower Hamlets with over 350 residents – then paused until the end of 2020.

The findings of engagement were then used to shape a set of principles and ambitions, which were subject to consultation between April and July 2021. 144 responses to the online consultation were received, and a number of follow-up conversations were had with key stakeholders.

More detail on the engagement and consultation activity carried out and the main messages arising from this are detailed in Appendix II.

3.2 **The 2021 Joint Health and Wellbeing Strategy**

- 3.2.1 The new, proposed 2021 Joint Health and Wellbeing Strategy is set out in Appendix I. The strategy acts as a high-level document explaining the priorities the Health and Wellbeing Board has set in order to tackle the needs of the Tower Hamlets population, as understood through our needs analysis and programme of engagement and consultation.
- 3.2.2 These priorities are articulated as six system-wide principles for improvement, and five ambitions for a 'healthy borough' – forming a basis for actions that will make a real impact on people's lives.
- 3.2.3 The six system-wide principles for improvement are:

- i. Better targeting
 - ii. Stronger networks
 - iii. Equalities and anti racism in all we do
 - iv. Better communications
 - v. Community first in all we do
 - vi. Making the best use of what we have
- 3.2.4 The five ambitions for a healthy borough are:
- i. Everyone can access safe, social spaces near their home to live healthy lives as a community.
 - ii. Children and families are healthy happy and confident.
 - iii. Young adults have the opportunities, connections and local support to live healthy lives.
 - iv. Middle aged people are supported to lived healthy lives and get support early if they need to it.
 - v. Anyone needing help knows where to get it and is supported to find the right help.
- 3.2.5 For each of the principles and ambitions, the strategy states a commitment for action by the Health and Wellbeing Board.
- 3.2.6 Overall, the refreshed strategy recognises both the long-standing health needs and inequalities in Tower Hamlets, and the emerging medium and longer-term impacts of the pandemic; and seeks to address these by ensuring the Health and Wellbeing Board are working towards the same, shared set of priorities. The strategy is deliberately high-level, acting as an umbrella strategy under which sits a suite of strategies and plans that turn the ambitions into concrete action.

3.3 Next steps

- 3.3.1 Following agreement of the strategy, two main next steps are proposed.
- 3.3.2 Firstly, the six system-wide principles in the strategy will be used as a basis to agree a set of outcomes and targets for which the Health and Wellbeing Board will be accountable. It is proposed that this be done via a workshop with Health and Wellbeing Board members before December 2021. The Board will agree their current position in relation to the commitments against each principle, where they want to get to and in what timeframe. The Board will then agree targets for each principle and will be accountable for progress against these.

For example: The Board will agree how well partner organisations currently record the protected characteristics of their staff and residents. They could agree to have fully comprehensive data on this with no gaps within three years. They could agree to monitor progress by focusing on this topic once per year.

- 3.3.3 Secondly, the five ambitions for a 'healthy borough' are intended to be delivered through the suite of existing strategies and plans that fall under the

umbrella Health and Wellbeing Strategy. As such, we will map both the ambitions and resident and stakeholder feedback against existing strategies and plans and will address any gaps. This includes but is not limited to:

- The Tower Hamlets Together plan
- The plans held by the Tower Hamlets Together workstreams (Born Well, Growing Well; Living Well; Promoting Independence)
- The 2019-24 Mental Health Strategy
- The Suicide Prevention Strategy (currently under development)
- The Children and Families Strategy 2019-24: Every Chance for Every Child
- The Black, Asian and Minority Ethnic Commission action plan on health recommendations.

3.3.4 When agreed, the progress against the principles in the strategy will be regularly monitored by the Health and Wellbeing Board. The strategy will be reviewed when needed, as the Board is committed to continually listening, learning from and responding to the experience of people in the borough.

4. EQUALITIES IMPLICATIONS

4.1 The strategy sets out core priorities relating to targeting resources where they are most needed and understanding health needs around protected characteristics.

5. OTHER STATUTORY IMPLICATIONS

5.2 There is a statutory requirement to have a Joint Health and Wellbeing Strategy arising from the 2012 Health and Social Care Act.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 There are currently no direct financial implications of the proposed Health and Wellbeing strategy 2021-25. As the plan progresses, financial implications of potential actions to address any issues identified, will need to be assessed and contained within approved budgets.

7. COMMENTS OF LEGAL SERVICES

7.1 There are no Legal Implications at this stage.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix I: 2021 Joint Health and Wellbeing Strategy – To follow

- Appendix II: Consultation and engagement on the Health and Wellbeing Strategy – To follow

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- NONE

Officer contact details for documents:

Somen Banerjee, Director of Public Health

somen.banerjee@towerhamlets.gov.uk