

**TITLE OF REPORT: Gateshead Health & Wellbeing Board – Progress Update****REPORT OF: Dale Owens, Strategic Director, Integrated Adults and Social Care**

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**Summary**

To update and seek the views of the Care, Health & Wellbeing OSC on the work of the Gateshead Health & Wellbeing Board for the six-month period April to September 2023.

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**Background**

1. The Health and Social Care Act 2012 provided for the establishment of Health & Wellbeing Boards (HWBs) as committees of local authorities to bring together leaders from the health and care system to work together to improve the health and wellbeing of their local population.
2. As part of the 2023/24 work programme for the Care, Health & Wellbeing OSC, it was agreed to provide two six monthly updates on the work of the HWB. A report has already been provided on the work of the HWB for the period 1<sup>st</sup> April to 30<sup>th</sup> September 2022.
3. This report provides an update on the work of the HWB for the period 1 April 2023 to 30 September 2023. A second progress update covering the period 1 October 2023 to 31 March 2024 will be brought to OSC on 16<sup>th</sup> April 2024.

**Gateshead Health & Wellbeing Board – Progress Update April 2023 to September 2023**

4. The following update highlights key issues considered by the HWB during the first half of 2023/24.

**Health and Wellbeing Strategy: Progress summary, draft approach and plan for implementation**

5. The Board received an update on the work of the Health and Wellbeing Strategy Implementation Group and a draft of the Implementation Plan. A strategic mapping exercise was completed to build a picture of the drivers and mechanisms that support delivery of the Health and Wellbeing strategy's six policy objectives across our local system. It was reported that work through the implementation group will be ongoing and that no

single organisation or team can deliver this work alone. It was noted that it will be important that the Implementation Group continues to provide a platform for collaboration, collective ownership, and action.

6. It was reported that the Implementation Group would be having a particular focus over the coming months on:
  - Poverty, Economic Development, and Mental Health
  - Housing, Neighbourhoods, and Community Safety
  - A health and wellbeing in all policies action plan

### **Gateshead Place Plan**

7. The ICB is required to publish a Forward Plan for NENC which outlines the direction of travel over the next 5 years to fulfil the aims and objectives of the NENC Integrated Care Strategy 'Better health and wellbeing for all' and wider NHS ambitions and planning requirements.
8. As part of the Forward Plan, each 'Place' was required to produce its own Plan to be consolidated into the Forward Plan. Although this is an ICB Plan and there are specific 'must do's' that relate to the NHS wider ambitions, it is also important that it reflects ambitions at Place.
9. The HWB considered the Gateshead Place Plan, including its alignment to the Health & Wellbeing Strategy and Gateshead Cares priorities.
10. It was reported that the four priorities of the Gateshead Place Plan below support the six policy objectives of Gateshead's Health and Wellbeing Strategy:

**Priority 1:** Giving Children and Young People the Best Start in Life.

**Priority 2:** Better Health & Care Services – developing Integrated Neighborhood Teams in line with Next steps for integrating primary care: Fuller Stocktake report (2022) recommendations.

**Priority 3:** Fairer Outcomes for All – the need to pursue a strategic system wide approach to tackle continuing inequalities.

**Priority 4:** Longer and Healthier Lives – Mental Health, Learning Disability, Autism Ageing Well.

11. The Plan sets out for each priority area:
  - Why change is needed
  - Key Objectives, Goals and Deliverables
12. A number of enablers have also been identified to help deliver the Gateshead Place Plan, including Workforce; Research and Innovation; Digital technology and Data; Estates; and Finance.
13. The Board expressed its support for the Plan which was published in June and the next iteration of the Plan will be developed in the Spring of 2024.

## **A New Home Improvement and Assistance Service for Gateshead**

14. The Board supported proposals for the implementation and development of a new 'home improvement and assistance' service for Gateshead.
15. It was reported that the 2020 Housing Review confirmed the need to review several key housing services. The Council's home adaptations function was highlighted as one of those services that required review and improvement.
16. Foundations (the UK government appointed body to oversee the development of home improvement services) recommended the adoption of completely new service model with the establishment of a new home improvement and assistance service (or HIA) for Gateshead, responsible for providing adaptations to homes.
17. It was reported that it is proposed to 'lift and shift' the HIA model given that it is well established across the UK, is proven, and has evidenced achievement of required performance levels. The model would include a single, multidisciplinary and in-house team, responsible for the whole end-to-end adaptations process and providing a person-centered, tenure blind service.
18. It was highlighted that the new service would comprise 22 employees, compared to the current adaptations team of 8.2 full time equivalent posts. It was explained that this increase would be met from a mixture of bringing existing staff located in different teams across the Council into the new service as well as additional recruitment.
19. The Board commented that the new service is consistent with the ethos of the Health & Wellbeing Board as it will have a person-centered focus. The Board also noted that an improvement plan will be produced to address the backlog of residents waiting for an assessment for adaptations to their homes.

## **Specialist & Supported Housing Needs Assessment & Strategy**

20. The Board endorsed a proposed new 'Specialist and Supported Accommodation Needs Assessment and Strategy'. It was reported that consultants (Housing Learning and Improvement Network) were commissioned to undertake specialist and supported housing needs assessment to create an evidence base of need and demand that would be underpinned by a clear strategy.
21. The scope of the needs assessment included older people (aged 55+), adults with learning disabilities/autism, adults with mental health needs, people with physical disabilities/long term conditions and people experiencing or at risk of homelessness. The Board were provided with a summary of findings from the research and consultation.

22. It was noted that the assessment and strategy will:

- aid partner discussions
- better inform decision making
- enable the creation of tailored development proposals

23. It was also highlighted that the strategy is aimed at engaging with:

- Housing organisations that provide supported, specialist and mainstream housing;
- Support and care organisations that provide supported housing services;
- Community organisations in Gateshead with an interest in specialist and supported housing.

24. The strategy incorporates a delivery plan with actions to ensure need and demand is met.

25. The Board were advised that officers will further develop joint working between housing, health, social care and commissioning to deliver the aims of the strategy. Engagement with partners will also take place to share the needs assessment and strategy and encourage joint working. It is envisaged that plans will be developed for implementation over the next 12 months.

### **Gateshead's Children and Young People's Mental Health and Emotional Wellbeing Local Transformation Plan 2023-24**

26. The Board supported the refreshed Children and Young People's Mental Health and Emotional Wellbeing Local Transformation Plan.

27. An overview was provided of the key themes within the Plan. It was noted that services will continue to train and develop their workforce to ensure that staff have the right mix of knowledge, skills and competencies to respond to the needs of children and young people (as well as their families).

28. The Board was advised that there is to be a review of the single point of access for Getting Help and Getting More Help services. It was noted that further work needs to be done to optimise resources to improve capacity and that it is important that there is a clear offer across the system that can be clearly understood and articulated.

29. The Board was advised that the Plan would need to be published by 29 September and that, once published, it would continue as a 'live' document. The Board felt that consultation and partnership work with the voluntary sector would be crucial in ensuring the ongoing success of the Plan.

## **Update on Learning Disability & Autism, and Mental Health Transformation**

30. The Board received an update on mental health, learning disability and autism services. An overview was provided of priorities for the transformation of services, this included the continued integration of teams at a primary care level and the development of the mental health pathway for older adults.
31. The Board noted updates in relation to workforce integration at a primary care level; it was reported that there will be 10 peer support workers in addition to other specialist roles to support patients. It was also reported that there will be:
- a review of mental health services for older adults in Gateshead;
  - a joint review of older adult's residential care contracts and a review of older adults crisis pathways.

## **Prevent Update – Northumbria Police**

32. The Board received an update from Northumbria Police on its Prevent Strategy. It was advised that the PCC Police and Crime Plan has three aims: fighting crime; preventing crime; and improving lives. It was highlighted that the overarching purpose of Northumbria Police is to “keep people safe and fight crime”. The Board expressed its support for the strategy and its aims.
33. The Board noted that the strategy's aims for harm reduction in communities centered around early intervention and prevention. The Board felt that partnership working was crucial for the strategy's success and expressed support for continued community engagement.
34. It was also noted that Northumbria Police will continue to work in collaboration with the Violence Reduction Unit and other partners to tackle the causes of offending and support victims through prevention, engagement, education and enforcement.
35. The Board also discussed the impact of poor mental health on policing and communities. It was acknowledged that Northumbria Police are often the first on scene when a person is in mental health crisis but that officers do not have the necessary tools to provide sufficient initial support to individuals, particularly at a crime scene. It was noted that Northumbria Police have an integrated triage team that can be utilised for individuals who need mental health support but that more work needs to be done in this area.

## **Workforce and Workforce Development**

36. The Board received an overview of Workforce and Workforce Development in primary care which is being undertaken in collaboration with partners from across the Gateshead Cares Workforce Partnership. This included updates on:

- The Gateshead Health and Care Academy which provides a programme of learning and development opportunities for people who are currently unemployed or considering a change in career.
- The 'Step into Work' programme to help people to access training, education, and placements to grow and sustain the local health and care workforce.
- The new Health and Care Summer School for young people in Gateshead that was run during August and supported by all Gateshead System Partners.
- Integrated Placements for nursing students.
- A Gateshead New to Practice Fellowship Programme for newly qualified GPs, including peer-based support groups, mentoring and coaching sessions, educational support and opportunities for skills development.

37. The Board also received an update on the 'Flexible Workforce Hub' which aims to provide cover to fill short term workforce gaps across Gateshead's 25 GP Practices.

38. The Board supported the key priorities going forward around retention of staff to:

- Develop a shared training offer to support our system partners;
- Develop a 'Leading Together' offer for all system partners funded by Primary Care;
- Develop and promote career progression routes;
- Launch an online induction programme;
- Expand the offer of apprenticeships and flexi apprenticeships.

### **Notification of Removals from the Pharmaceutical List and Changes to Pharmacy Opening Hours**

39. The Board considered a report on the impact of a number of changes regarding the operation of pharmacies across Gateshead since the Pharmaceutical Needs Assessment (PNA) was published in October 2022. Representatives of the Local Pharmaceutical Committee were also in attendance at the meeting and provided input to the discussion.

40. Details were provided of:

- Changes in ownership of pharmacies
- Changes in opening hours
- Distance selling/online pharmacies and their impact on traditional counter-service provision both locally and nationally
- Pharmacy closures, including the planned closures of two Boots pharmacies in October and November 2023

41. It was agreed that the PNA working group will continue to monitor and report to the Board any further changes to provision not already detailed within the report. The Board agreed that in the event of a significant gap emerging, the PNA steering group will be reconvened to discuss appropriate action, which may include a full and comprehensive review of the PNA 2022.
42. Board members expressed their concern at the scale of pharmacy closures, changes of ownership and reduction in opening hours. It was agreed to raise the matter with Gateshead MPs and with the Integrated Care Partnership North, chaired by Cllr Caffrey. The Board approved the addition of the supplementary statement within the report to the 2022 PNA.

### **Gateshead Cares System Board**

43. The Health and Wellbeing Board has continued to receive regular updates on the work of the Gateshead Cares System Board. This included:

#### ***Programme Areas and Enablers of Integration***

44. It was reported that the Gateshead Cares System Board continues to consider progress against key programme areas and enablers of integration during 2023/24:

*Programme Areas* – this included:

- *Children & Young People / SEND* – an overview of initiatives; the development of a SEND Strategy; the production of a final version of the 'orange book' for teenagers etc.
- *Mental Health Transformation* – work to integrate teams at primary care level; development of the Older Adults Mental Health Pathway; procurement of a rehabilitation offer for individuals with complex needs; a continued focus on reducing inequalities; and a focus on children and young people's mental health pathway.
- *People@theheart (MCN)* – plans to reduce frequent attenders at A&E and secure better outcomes for those most frequently using emergency services; work to improve attendance rates across all services in Gateshead; the development of a Data Sharing Agreement and Partnership Agreement for organisations to sign up to.

*Enablers of Integration* – this included:

- *Workforce: making Gateshead a great place to live and work* – An overview of progress during 2022/23 and plans for 2023/24 (paragraphs 36 to 38 above refers).
- *Data: Axym* – A tool to support the sharing and analysis of data has continued to be developed, including its application across health and care.

### ***Gateshead Place Plan***

45. The System Board contributed to the development of the Gateshead Place Plan (paragraphs 7 to 13 above refers). It also developed arrangements for taking forward the delivery of the Place Plan.
46. Senior system leaders will act as 'sponsors' for programmes of work that sit under the Plan's four priorities and supporting enablers. The role of sponsors have been agreed, consistent with a collaborative leadership approach across Gateshead Cares.

### ***Integrated Neighbourhood Teams***

47. The System Board considered a framework to deliver Integrated Neighbourhood Teams across Gateshead as well as current work in the South and opportunities within the East of Gateshead.

### **Assurance**

48. The following items were considered by the HWB as part of its assurance role.

#### ***Gateshead Better Care Fund End of Year Return for 2022/23 and Submission for 2023-25***

49. The Board agreed the Gateshead Better Care Fund (BCF) end of year return for 2022/23.
50. The Board also endorsed the Gateshead BCF submission for 2023-25. The BCF focuses on the integration of health and social care in a way that supports person-centred care and ultimately better outcomes for people and carers. The national policy objectives are to:
  - Enable people to stay well, safe and independent at home for longer.
  - Provide the right care in the right place at the right time.
51. It was reported that the Gateshead BCF submission was developed working closely with health partners in line with planning guidance through Gateshead's Integrated Commissioning group. The submission complied with national requirements and incorporated:
  - A BCF Planning template that set out details of income and expenditure against schemes, demand and capacity for intermediate care, metrics and compliance with national conditions.
  - A Narrative Plan that set out details of our approach to integration, our priorities for 2023-25 and how we are working together to take them forward.
52. Delivery of the plan will be governed by a Section 75 agreement which sets out the respective responsibilities of the Council and ICB (Place) and will continue to be overseen by the Integrated Commissioning Group.



### ***Assurance Sub-Group***

53. The Board received a presentation on a proposed assurance sub-group of the Health & Wellbeing Board, including an overview of the CQC Assurance framework. It was noted that there will be a single assessment framework for all health and social care assurance.
54. The framework sets out clear expectations of providers, based on people's experiences and the standards of care they expect. They replace CQC's key lines of enquiry (KLOEs), prompts and ratings characteristics. The Board noted that it is the first assessment activity for providers in an integrated process. It was reported that the aim is to draft a self-assessment this Autumn.
55. The Board noted that in establishing an assurance sub-group of the Board there would be increased confidence that assurance is being addressed at a system level. Its membership would include key partner organisations. It was also highlighted that the sub-group could play a role in identifying areas for development across the system and gather evidence of system level stewardship. It is envisaged that regular reports on its work will be brought to the HWB.

### **Other Issues considered by the Health and Wellbeing Board**

56. Other issues considered by the Board included:

#### ***Health Determinants Research Collaboration in Gateshead***

57. The Board received an update on the Health Determinants Research Collaboration (HDRC) in Gateshead. It was noted that the collaboration was Council led and is funded for five years and that its focus is to:
- Develop our research infrastructure, building capability and capacity;
  - Support work addressing the wider determinates of health and inequalities;
  - Change the culture of how we work so that it is more research and evidence informed (decision making, strategy, policy, practice);
  - Build a local evidence base;
  - Build strong and enduring networks with partners inc. LAs, Universities, Health, VCS;
  - Engage resident and communities in research and develop a lasting legacy;
  - Influence local, regional and national policy and practice;
  - Develop a local centre of research excellence.
58. The Board acknowledged that the collaboration was a complex and multi-faceted initiative and endorsed its aims. It is envisaged that the collaboration will transform our approach to local high quality research by creating the conditions to deliver research into practice at pace with our partners.

59. The Board also noted that the research collaboration would support and help with the system's understanding of deprivation across Gateshead and also endorsed the proposals which are 'resident centric'.

### ***SEND Inspection Presentation***

60. The Board received a report and presentation update on the outcome of the SEND Inspection which focused on the key strengths and areas for further development that were identified.

61. The Board was advised that the inspection report was published in July 2023 and that an update to the existing SEND improvement plan had been completed in light of the inspection findings.

62. It was reported that the next steps included:

- Support and challenge meeting with DFE and CQC improvement advisors to agree details of the SEND priority plan with key milestones.
- Final SEND priority plan published early Sept after consultation with the Parent Carer Forum and young people.
- Governance through SEND Board, ICB Committee at Place, OSC and HWB.
- Delivery of the plan via 4 existing workstreams of the SEND Board with a more detailed delivery plan for each workstream driving the work.

### ***Trauma Informed Care***

63. The Board received an update on Gateshead's trauma informed care service - a framework for Health, Education and Social Care delivery based on insight of how trauma impacts on children's lives and their needs, aiming to facilitate recovery without re-traumatisation.

64. It was reported that 'Trusting Hands' would lead on this service and that two years of funding had been provided via the ICB. A breakdown was provided of the team structure; it was highlighted that it would be multi-disciplinary, including clinical psychologists and advanced and specialist mental health practitioners, advanced Speech and Language Therapists and Peer Support Workers.

65. An overview was provided of the service delivery model; it was noted that there will be a graduated response to meet the needs of the high risk, high harm and high vulnerability population with therapeutic training for carers.

66. The next steps include the implementation of the service, development of a strategy to promote co-production, recruitment to a peer support worker vacancy and the development of resource packs and toolkits.

### ***Physical Activity Strategy***

67. The Board received an update on the Physical Activity Strategy for Gateshead that was developed to support the Council and partners in promoting, planning and facilitating physical activity. A further update will be coming to the HWB as part of its Forward Plan.

### ***People@theheart Partnership Agreement***

68. The Board supported the sign-up by partner organisations to the People@theheart (MCN) Partnership Agreement to facilitate partner organisations working differently together to ensure better outcomes for people with multiple and complex needs, many of whom experience significant health and wellbeing inequalities.

### **Recommendations**

69. The views of OSC are sought on:

- (i) the progress update on the work of Gateshead's Health & Wellbeing Board for the first six months of 2023/24 as set out in this report.

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