Waltham Forest Health and Wellbeing Board

Annual Report 2018–19
Chair’s Foreword, 2018-19

Councillor Naheed Asghar

2018-19 has been an important year for the Health and Wellbeing Board in Waltham Forest. As the Board Chair – and Cabinet Member for Health and Voluntary Sector Partnerships – I am proud of the positive progress that the Board and its partners have made as we continue to implement our ambitious five-year Health and Wellbeing Strategy (2016-2020).

Over the past year it has been satisfying to see how the Board’s priority groups have built up their delivery programmes – responding to data from the Board’s ‘scorecard’ of health indicators and working closely in partnership. During 2018-19 we have also critically reviewed Board structures and ways of working through several development sessions. The resultant action plan and recommendations have been well-received and have been designed to ensure the Board continues to deliver improved health and wellbeing outcomes for our residents.

At this time of significant and ongoing changes within health and local government services, the need for the Health and Wellbeing Board to understand and push for significant improvements in the health and wellbeing of Waltham Forest’s diverse communities remains at the heart of the Board’s work. The Board continues to work hard, meeting these challenges head on as a partnership, through critical conversations, research, policy development and partnership action.

In the year ahead, the Board will target further change. As Board Chair, I will work hard to ensure that local health and wellbeing needs are prioritised and expect to see further improvements in identified indicators. Following a recent strategic needs assessment, in 2019-20 the Board will now focus more of its time on two cross-Board priority areas – mental health and diabetes/healthy weight – with a focus on innovation, good practice and transformational change, working closely with the borough’s other strategic boards. I am confident in the Board and its partners’ commitment to delivering tangible health improvements for the people who live and work in Waltham Forest.
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1 About the Waltham Forest Health and Wellbeing Board

1.1 Who we are

Health and Wellbeing Boards were established as part of the Health and Social Care Act in 2012 to act as a forum in which key leaders from the local health and care system could work together to improve the health and wellbeing of their local population. Meeting in public, the health and wellbeing board is a formal committee of the local authority charged with promoting greater integration and partnership between bodies from the NHS, public health and local government.

The Waltham Forest Health and Wellbeing Board (HWB) – chaired throughout 2018-19 by Councillor Naheed Asghar – is a partnership of statutory and non-statutory organisations, representing those that plan and provide health services and the people who use those services across the Borough.

The Health and Social Care Act 2012 sets out the following specific functions of the Health and Wellbeing Board:

- To assess the needs of the population through the Joint Strategic Needs Assessment (JSNA)
- To agree and produce a Health and Wellbeing Strategy to address needs, which commissioners will have to take into account in developing commissioning plans for health care, social care and public health
- To promote joint commissioning
- To promote integrated provision, joining up social care, public health and NHS services with wider local authority services
- Involvement in the development of Clinical Commissioning Group (CCG) commissioning plans
- To provide advice to the NHS Commissioning Board in authorising and assuring CCGs
- To give the local authority its opinion on whether or not the Council is discharging its duties to have a JSNA and any Joint Health and Wellbeing Strategies.

This annual report provides details of the work done in 2018-19 by the Board, its sub committees – Better Care Together and Children’s Health and Wellbeing – and its priority task and finish groups focused on Alcohol & Drugs, Children’s Healthy Weight, End of Life Care and Mental Wellbeing. Together these structures help to bring our principles into practice and this report will explore achievements, work still to be done and challenges faced in improving health and reducing health inequalities for Waltham Forest residents.
1.2 Purpose of this report
This annual report provides details of our Strategic Priority Action Plans for 2017-2019 as of 31 March 2019. It illustrates how effective the Health and Wellbeing Board has been over the 2018/19 period, outlines how its partners have contributed to the work of the Board on key health and wellbeing issues for Waltham Forest residents and provides details of learning from audits. In writing this report, contributions were sought directly from board members, chairs of priority groups and other relevant partnerships. The report also draws heavily on numerous reports presented to the Board and its sub-groups during the year.

1.3 Strategic Partnership Unit and our strategic links
In early 2016 the Strategic Partnership Unit was set up to provide joined up support across the four strategic boards; Waltham Forest Safeguarding Adults Board, SafetyNet, Health and Wellbeing Board and Waltham Forest Safeguarding Children Board. The unit provides policy support and strategic planning to all the boards and identifies opportunities to undertake cross-cutting work across more than one board with the aim of reducing duplication and increasing effectiveness and efficiency to improve outcomes for residents.

Examples of cross cutting work include the Learning and Improving Practice Forum which oversees multi-agency audit activity, multi-agency training and disseminating of learning
from local learning reviews and statutory reviews. We also have the One Panel that ensures we have a Think Family approach to our review work that enhances our learning.

1.4 Waltham Forest Statutory Board structures and agreed priorities
As part of our Think Family approach to working, the key priorities for the Health and Wellbeing Board were renewed in January 2018. The diagrams (next two pages) highlight our priorities across 2018-19 and the structures to deliver them across the four Strategic Boards and specifically within the Health and Wellbeing Board.

There have been four strategic priority areas to the Health and Wellbeing Board’s work in 2018-19 – two that cut across all strategic boards (alcohol and drugs and mental wellbeing) and two specific to the Board (end of life care and children’s healthy weight). The Board oversees these partnership task and finish groups, whose focus is on identifying gaps in service, innovation and developing action plans to bring about change.

The statutory board partners conducted a comprehensive needs assessment in February 2017 and ever since this has been supplemented by regular sense checking and review of priority group action plans to identify any emerging trends. A follow up strategic needs’ assessment took place in February 2019 across the four boards. This comprised of a multi-agency event where members discussed and agreed the priorities that needed to be addressed to improve outcomes for residents in the borough. It was agreed that there would be one over-arching cross-board priority (violence and exploitation) with two cross-cutting priorities for each Board. It is anticipated that the Health and Wellbeing Board will lead on a broader Mental Health priority as well as a Diabetes and/or Healthy Weight-focused theme.
Priorities for the four Strategic Partnership Boards 2017-19

Supporting agencies to work together to improve outcomes in safety, safeguarding and wellbeing for residents in Waltham Forest

Members:
Bar’s Health NHS Trust, CAFCASS, Care Quality Commission, Colleges and Schools, Community Rehabilitation Company, Community Waltham Forest, Healthwatch, Independent Care Providers, Lay Members, London Ambulance Service, London Fire Brigade, Metropolitan Police Service, National Probation Service, NELFT, Voluntary and Community Sector Organisations, Waltham Forest Council, Waltham Forest NHS Clinical Commissioning Group

SafetyNet
Reduce anti-social behaviour, gang crime, violence against women and girls, youth offending, and substance misuse

Safeguarding Children Board
Partners work together for the safety and well being of children and young people

Safeguarding Adults Board
To protect people who need help and support

Health and Wellbeing Board
To deliver health services in the borough, improve peoples health and reduce health inequalities

Prevent

Anti-Social Behaviour

Gangs and Youth Violence

Pressure care

Making Safeguarding Personal

Quality & Standards

Self Neglect

Healthy Weight for Children

End of Life Care

Safeguarding in Settings

Cross Cutting Priorities

Violence against Women and Girls (VAWG)

Adolescents Safeguarding including child sexual exploitation, children missing, harmful sexual behaviour, gangs etc.

Modern Slavery

Cuckooping

Drugs and Alcohol

Mental Wellbeing

We ensure residents influence the work of the boards in different ways. We share learning with practitioners to improve practice.

www.walthamforest.gov.uk/strategicpartnerships
1.5 Our key principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with the community</td>
<td>We will continue to listen and work with local people to make the best use of their strengths, to support community groups, and to take actions based on what we hear from them.</td>
</tr>
<tr>
<td>Integrating health and social care</td>
<td>We are bringing together our social care and health systems to work in a seamless way that will ensure people get personalised and coordinated support.</td>
</tr>
<tr>
<td>Prevention and early intervention</td>
<td>Our ambition is to expand and further integrate our early intervention and prevention efforts to keep people healthy and support people to achieve the best for themselves and their families.</td>
</tr>
<tr>
<td>Reducing inequalities and tackling wider determinants of health</td>
<td>We will continue to integrate our services to improve the conditions and surroundings in which people are born, grow, live, work and age.</td>
</tr>
<tr>
<td>Accountability and scrutiny</td>
<td>We want to be held to account by the public on how well we are doing. We will ensure that our plans are monitored and scrutinised by (HWB) using performance indicators.</td>
</tr>
<tr>
<td>Parity of esteem between mental and physical health</td>
<td>The HWB is committed to providing equal support for both physical and mental health across the borough.</td>
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1.6 Governance
The Health and Wellbeing Board met every three months – quarterly – during 2018/19 with its Business Management Group (BMG) taking responsibility for setting the Board’s agenda and reviewing performance. The BMG meets prior to every Board meeting to decide what issues, discussions and strategies come for consideration by the Board.

1.7 Residents’ voice
To ensure that there is good quality engagement with Waltham Forest’s diverse communities Healthwatch runs a Health and Wellbeing Forum two weeks before the Board meets. Up to 40 residents and voluntary organisations attend these meetings, focused on creating critical, positive feedback for the Board on up to three reports, with the authors invited to present. The Healthwatch manager, in her role as Board member, is then able to represent the community’s feedback at the Board meeting.

1.8 Resources and funding
2018/19 the four Strategic Partnership Boards received a total funding of £353,744 from partners. Eight key statutory agencies contributed financially to the operating budget which ensured that the four Strategic Partnership Boards were able to meet their statutory requirements (the financial breakdown is on the next page).
### Income £308,029

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>CCG</td>
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<tr>
<td>NELFT</td>
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<tr>
<td>Barts Health NHS Trust</td>
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<tr>
<td>Police - nationally agreed</td>
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<tr>
<td>CAFCASS</td>
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<td>NPS - nationally agreed</td>
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<tr>
<td>London Borough of Waltham Forest</td>
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### Expenditure £308,029

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries of SPU</td>
<td></td>
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<tr>
<td>Salaries of Chairs for 17/18</td>
<td></td>
</tr>
<tr>
<td>Running costs, printing and publishing, events, bitesize, advert for chairs, travel, etc.</td>
<td></td>
</tr>
<tr>
<td>Statutory reviews – SCR and SAR</td>
<td></td>
</tr>
</tbody>
</table>
Our Strategy 2016-2020

The five-year Health and Wellbeing Strategy 2016-2020 has set out an exciting, comprehensive vision of how we plan and delivering health services in the Waltham Forest. This strategy aims to improve people’s health and reduce health inequalities. To do this, the strategy focuses on:

- The best start in life: develop, thrive and achieve
- Healthy, longer, happy lives: prosperous, active and sustainable
- Thriving maturity and protected community: safe, supported and independent

The strategy has been produced by the council’s public health department and Waltham Forest CCG in partnership with the wider council and local residents.

To see the video of our residents and communities talking about the Health and Wellbeing strategy as well as celebrating our borough, please click here (or go here http://bit.ly/2f5NQ6U)
3  What we have achieved

3.1  Health and Wellbeing Board
A wide range of relevant issues and strategies have been discussed at the quarterly Health and Wellbeing Board meetings and these are listed below, with the impact of the discussions noted next to it:

4 July 2018
- Housing and health: *discussions about homelessness, implementation of the Housing Strategy, homelessness, temporary accommodation, people leaving hospital after issues with their mental health and the health homes initiatives.*
- Private sector licensing scheme: *exploration of connected health issues.*
- Physical Activity & Sport Strategy; Substance Misuse Strategy and Mental Wellbeing Strategy: *approved*
- Section 106: *proposals for improvements to Kings Head Medical Practice, Chingford and for a new scooter park for children at Lloyd Park both approved in principle.*

12 September 2018
- Respiratory diseases, air quality and smoking cessation: *Public Health engagement with pharmacies and GPs about smoking cessation referral pathways; Board to set up meetings to explore how to best improve air quality and ensure consistent public health messages across the borough.*
- Housing and health (update): *detailed feedback and suggestions from the Board on the Housing Strategy and health and social care service provision for people allocated temporary accommodation outside the borough.*

12 December 2018
- Managed Network of Care and Support: *detailed feedback from the Board on the proposed model – which aims to connect residents to the right care and support in the borough.*
- Suicide Prevention Strategy: *detailed Board feedback – including exploration of pathways for people who have attempted suicide.*
- Joint Strategic Needs Assessment: *Board recommends the development of a chapter on social isolation and loneliness as well as inclusion of issues regarding financial resources and linking to the new ‘Connecting Communities’ work.*

20 March 2018: *the Board took place at the new Dementia Hub in Leyton*
- Development work: *agreed to revise the Board terms of reference and that the Scorecard would reflect these changes; to update principles for Board members and redevelopment of the BMG structure to ensure it had the representation and authority necessary to effectively support the Board.*
• Respiratory diseases, air quality and smoking cessation (update): agreed the refreshed Integrated Respiratory Group Terms of reference and explored strategic partnership support for all three areas.

• Dementia: agreed that Home Care Contracts should include a requirement to monitor hydration in people over 65 and to understand the signs of deterioration from dehydration; that a Dementia Action Alliance be set up to move towards a Dementia Friendly Community in Waltham Forest; partners will continue work to join-up services to reduce hospital admissions for people living with dementia and contract monitoring will be used to proactively monitor change.

• Immunisations – BCG: partnership agencies – including NELFT and NHS England – to ensure that all babies in the borough are receiving BCG.

• Section 106 proposals: in principle support for the purchase of Doppler machines and blood pressure monitors – both used in primary care.

3.2 Board priorities

After the council-wide Strategic Needs Assessment, the Board oversees the work of four priority task and finish groups and their 2018-19 work is evaluated below. The Board gave extended time to each group across its 2018-19 meetings to provide partnership support and challenge to their work.

• Drugs and Alcohol (cross-Board priority)
• Mental Health (cross-Board priority)
• Children’s Healthy Weight (Board-specific priority)
• End of Life Care (Board-specific priority)

**HWB cross-cutting priority: Alcohol and Drugs**
The Alcohol & Drugs Steering Group has worked hard into 2018-19 to build on and the findings from the multi-agency audit and needs assessment and to implement key aspects of the substance misuse strategy. The Group’s action plan has continued to focus on some key target groups:
• Reducing drug and alcohol associated disruption in families, including prevention of future substance misuse as young people transition to adulthood
• Improved outcomes for adults with problematic substance use issues in addition to other complex needs
• Reduce the number of residents experiencing alcohol or drug-related exploitation
• Improve outcomes for couples who live with a combination of substance misuse, domestic violence and complex health or social needs.

Key Achievements
• Development of an improved dual diagnosis (mental health and alcohol and drugs) pathway and inclusion of access within new commissioning of services for people with learning disabilities.
• Increasing referrals to alcohol and drug treatment services, working closely to develop referral pathways with key partners against a background of a new services contract being designed. This has included closer work with Early Help, Adult Education, Employment and Anti-Social Behaviour Teams to identify issues and encourage outreach and training by CGL.

HWB cross-cutting priority: Mental Wellbeing
After starting work in late 2017, the Mental Wellbeing Task & Finish Group has completed a multi-agency audit, had its strategy approved by the Health and Wellbeing Board and developed a detailed partnership action plan, which prioritises these areas:
• Promote mental wellbeing with the communications, digital and London Borough of Culture teams
• Address wider determinants of mental wellbeing, including housing and poverty
• Early intervention for those struggling with their mental health, including training for frontline staff, collating referral services details and raising awareness and use of London Digital Mental Wellbeing Service – Good Thinking
• Promote mental wellbeing in schools; support vulnerable children/young people

Key Achievements
• Multi-agency work on mental wellbeing as part of the London Borough of Culture, within schools, education, employment and housing, including a funding bid to the Department of Work & Pensions.
• Support the borough’s new Time to Change hub, a project that works with volunteers who have experienced mental ill-health to challenge stigma and discrimination.
• The development of key data indicators and a draft communications plan to support the Group’s work
Board-specific priority: End of Life Care
The Board decided to close the End of Life Care Task & Finish Group in December 2018 as it had completed or appropriately delegated actions to other more appropriate groups.

Key Achievements
The End of Life Care Task & Finish group made excellent progress during 2018. Of its sixteen actions nine are completed relating to:
- Substance misuse needs in end of life and palliative care are met
- Key question prompts were added to FACE formats to facilitate necessary social care interventions
- Communications skills training for social care staff
- Interface with Co-ordinate My Care
- Needs assessment

Four also completed under business-as-usual with work taking place elsewhere:
- Carers engagement and feedback influencing commissioning
- Care contracts include consideration of End of Life Care
- Workforce training

Three actions also transferred to the End of Life Care Integrated Care System (ICS) Transformation Board
- Building end of life community capacity to support death in the community
- Development of End of Life Care Integrated Care System KPIs
- Provision of rapid access to social care through the work of the Integrated Discharge Review Team

Board-specific priority: Children’s Healthy Weight
This priority developed out from the borough’s Healthy Weight Strategy 2015-2020 and has been refined to focus on delivering work – whether this is policy, process or projects – that allows children to make healthy food choices, stay physically active and maintain a healthy weight going forward in their lives.

Key Achievements (0-4-year olds)
- HENRY continues to deliver an integrated offer for the early years (0-5), including the Best Start service, including responsibility for promoting breastfeeding and healthy weight for 0-5s. The service now provides direct support to parents,
accessible to all, on issues relating to infant feeding and healthy weight. HENRY also provides healthy eating and physical activity training to professionals (nursery nurses, health visitors and Children’s Centre staff).

- Funding of the Healthy Early Years London’s local programme locally: over 30 settings have been engaged and working towards the bronze award.
- Council achieved UNICEF Baby Friendly accreditation stage 1 in October 2018.
- World Breastfeeding week was marked with a photography exhibition celebrating breastfeeding in Waltham Forest, which was featured on BBC London news.
- Five environmental health officers have been trained to engage local businesses in the Breast-Feeding Welcome scheme.

**Key Achievements (5-17-year olds)**

- High involvement of schools in the National Child Management Programme: GPs trained to support them to have conversations about patients’ weight.
- Healthy Schools London programme: 59 schools have now been accredited (8 gold, 16 silver and 35 bronze award). As part of this programme schools have been encouraged and supported to engage in the Daily Mile programme where children are encouraged to run for 15 minutes during the school day.
- Community Physical Activity lead recruited to promote Daily Mile and Play Street.
- Six schools have achieved the Bronze Food4Life award.
- Food Poverty Action Plan agreed by the Health and Wellbeing Board.
- 70,462 under 18s accessed free swimming sessions in borough
- 52 schools have accredited travel plans

**Other Board cross-cutting priorities**

**Violence against Women and Girls (VAWG) – sits with SafetyNet**

Consultations with survivors of violence revealed that they are often not believed, victimised by multiple perpetrators and community gatekeepers often prevent access to help. A range of service changes were suggested included the need for more online and community support and inclusive access for those with disabilities and who speak languages other than English.

**Key Achievements**

- *Improved communication between policed and schools, Operation Encompass is a process by which “Key Adults” in schools and academies are informed that a child in Waltham Forest has been affected by domestic abuse;*
- *Ask Me Project: a grassroots awareness raising project about VAWG*
- *Training surgeries and case guidance for professionals*
- *Public engagement, including stalls and public workshops with key partners such as libraries, children and family centres and VCS organisations;*
- *A ‘live system’ for safety planning high risk domestic abuse cases introduced*
• **Improved approach to Female Genital Mutilation after a review of current practice and pathways.**

**Self-neglect – sits with Safeguarding Adults Board**
Self-Neglect is a term to describe a vulnerable adult living in a way that puts his or her health, safety, or well-being at risk. This group has been developing a policy to enable agencies to identity and support individuals who are experience self-neglect.

**Key Achievements**
• *Research with local and national demographic:* a report presented to the group flagged proven links between past experience of trauma and current self-neglect and mined demographic data on people referred to adult social care for self-neglect in the borough. Resident engagement suggests that people do not know what to do when someone is neglecting themselves.
• *Reviewing cases:* the group analysed Safeguarding Adult Reviews from across the country to identify additional indicators of self-neglect. This revealed a lack of multi-agency working and self-neglect amongst younger people and women.
• *Good practice practitioner guidance created:* this has been a multi-agency process, including input from frontline staff to ensure that it is relevant.

**Modern slavery – sits with Safeguarding Adults Board**
This group has been focusing on developing partnership plans that enable prevention and intervention in cases of modern slavery as early as possible, including skilling up frontline professionals to identify and respond effectively.

**Key Achievements**
• *Implementing a robust framework:* the borough is signed up to the Modern Slavery Co-operative Party Charter, which focuses on procurement. The Adult Social Care recording system was updated to ensure modern slavery is effectively noted and a modern slavery statement was written.
• *Raised awareness and delivered training to frontline professionals:* as well as training, posters to help people spot the signs of modern slavery were distributed and visits to key locations – including a day opportunities centre – were organised by the CCG to provide information.
• *Transitioned into business as usual:* with all its action complete the group’s work will now become business as usual. The Board will monitor its dashboard regarding the numbers of modern slavery cases each quarter. This data will be reviewed at bi-annual, multi-agency meetings, led by Regulatory Services.

**Cuckooing – sits with Safeguarding Adults Board**
The term ‘cuckooing’ refers to the process by which a person exploits a resident’s vulnerability and/or threatens violence, in order to use their premises for criminal acts. The group has been focused on reviewing current multi-agency referral
pathways and raising awareness with front-line practitioners and the public about cuckooing and its impact.

**Key Achievements**

- *Review of the current system and case governance:* reports now go to the Anti-Social Behaviour Risk Assessment Conference (ASBRAC). This group assesses the victim’s vulnerability, keeps them safe and tackles the criminal act of cuckooing.
- *Increased awareness amongst practitioners and public:* all cuckooing cases now go through one access point – the Multi-Agency Safeguarding Hub (MASH) – and agencies have been sharing training slides and posters to help identify and respond effectively to cuckooing.
- *A clearer picture of cuckooing across the borough:* the police have produced a map explore where and who is involved as victims and perpetrators. This intelligence led to training being offered to pharmacy staff as victims can be targeted when they have substance use issues.

**Adolescents Safeguarding – sits with Waltham Forest Safeguarding Children’s Board**

This priority group has focused on improving safeguarding of adolescents through collective response, early intervention and responding to identified service gaps.

**Key Achievements**

- Producing the **Safeguarding Adolescents Practice Guide** and Bitesize video guide;
- Specialists posts in the Children’s Social Care and Youth Justice Teams
- Identifying and training safeguarding adolescent leads in each agency
- Delivering Barnardo’s 'Night watch Project’ by engaging with those working in the night time economy in Waltham Forest.
- Advanced Life skills Resilience Programme delivered in schools over 3 years
- Delivered VAWG training and awareness sessions for school staff and pupils
- Refreshed WFSCB webpage to provide effective signposting and information
- A recovery Task and Finish Group to scope and develop pathways, exploring good practice elsewhere and mapping existing provision in Waltham Forest;
- Set up emotional support hub for child sexual abuse survivors in North East London.

### 3.3 Board Sub Committee work

**Better Care Together Programme**

The Better Care Together Programme has been running for more than three years.

At the end of the 2017-19 Planning Period, a decision was taken to re-position the Programme, so it better reflects the evolving planning and partnership requirements linked to new policy guidance such as the NHS Long Term Plan, Better Care Together

**Managed Network of Care & Support**
One of the ‘flagship’ developments within the Better Care Together Programme during the last two years has been the development of the Managed Network of Care & Support.

This development highlights some of the progress made across the partnership in commissioning and delivering services on a more integrated basis. The document below builds on the ‘high level’ summary provided in the last Annual Report and describes how the system has evolved in the past twelve months.

The document includes a resident story and contains an overview of the operating model that we hope to introduce from Autumn 2019.

**Priorities for 2019/20 and 2020/21**
Work to re-position the BCT Programme has been on-going since the Spring.

The slide pack below provides a ‘high level’ description of agreed and emerging priorities and how we intend to deliver these plans from October 2019.

**Children’s Health and Wellbeing Sub Committee**
This Sub Committee takes responsibility for issues that specifically affect babies, children and young people up to the age of 18 on behalf of the Board, with any issues that need the authority of the Board escalated for action.

Key issues focused on by the Sub Committee during 2018-19 include:
- **Healthy Childhood Weight** (working with the Task & Finish Group)
- **Special Educational Needs and Disabilities (SEND) improvement work**
- **Maternity & Early Years and Healthy Schools** (task and finish groups)
- **Child and Adolescent Mental Health Services (CAMHS)**
- **Sexual health services**
- **Asthma Care**
- **Healthy home learning environment**
- **Schools’ responsibilities for health and wellbeing**
- **Think Family approach**
Immunisation Strategy and Practice

During 2018-19, the Children’s Health and Wellbeing Sub Committee was able to resolve a long-running issue about some babies being born in the borough and missing out on their BCG immunisation, despite all maternity units in London being obliged to provide them to all babies born in their care up to the age of 28 days. This issue arose largely because the service at Whipps Cross was only operating five days a week and there was no service at Homerton maternity unit.

After the Sub Committee referred this issue to the Board in early 2019, an in-depth discussion took place there – including NHS England and NELFT – which led to important partnership action. Whipps Cross now runs a seven-day BCG immunisation service, Homerton will soon offer their own and in this transition period NELFT is committed to ensuring that any babies in maternity units who miss their BCG are vaccinated, through an out of hours service.
4 Learning and improving practice

4.1 Multi-agency audits
As part of the Strategic Partnerships’ work regular multi-agency audits take place to review practice and seek improvements based on real cases. There were no health and wellbeing specific audits this year, although there are likely to be in 2019-20.

4.2 Safe & Well Month – June 2018
Safe & Well Month is a month of awareness-raising for all four statutory Boards and their priorities. Health and wellbeing sessions took place on alcohol and drugs pathways and ideas about how to creatively address End of Life Care needs.

4.3 Bitesize video guides
Our bitesize guides are short films that allow us to share key messages from reviews and multi-agency audits with a wide range of professionals. You can access our bitesize guides on alcohol and mental wellbeing as well as a virtual induction to the work of the borough’s four strategic boards. Click here or on the image to view the bitesize guides on our Learning & Improving Practice webpage.

4.4 Spotlight e-bulletins
In 2018-19 we distributed e-bulletins (called ‘Spotlights’) to over 1000 practitioners in the borough containing key messages from the four strategic boards, learning from reviews and audits as well as training event details. The e-bulletins seek to raise the profile of the boards and disseminate our key messages. Key topics in 2018-19 were alcohol and drugs, modern slavery, violence against women and girls, improving practice and adolescent safeguarding.
5 What next for the Health and Wellbeing Board?

2019-2020: Challenges and opportunities

Going forward, the Board faces several key challenges, including how it can influence integrated commissioning decisions, a need to review the indicators used to monitor the Board’s work and to facilitate constructive partnership discussions and commitment to action at Board meetings.

Given these challenges, development work took place in 2018-19 to support the Board to review its role, function and effectiveness. This was made possible by a small amount of funding allocated through the London Health and Wellbeing Board System Improvement Programme, following a competitive bidding process with other London boroughs in September 2017. This work was driven by the desire to ensure that the Board continues to create, influence and manage decisions, projects and policies that deliver positive change, in terms of the health and wellbeing of Waltham Forest residents.

The key components of the development programme were:

- An independent observation of the Board with feedback to members (September 2018)
- A survey of Health and Wellbeing Board members, exploring the purpose, commissioning role and content of meeting (October 2018)
- An externally run focus group with key partners about past, present and future engagement with the Board (November 2018)

Key recommendations from the independent report have already begun to be implemented, including those focused on: improving the structure and focus of Board reports, restricting people to 3 minutes to present their Board reports and the Chair structuring time for discussion and to confirm actions. At the March 2019 Board meeting revised principles for members were also agreed. Going forward into 2019-20 the Board has tasked its BMG with all remaining key development work recommendations: reviewing the Board’s terms of reference; redeveloping the Board Scorecard and BMG structure to reflect the representation and input required to effectively support the Board.

In terms of our priorities we have already started to identify that Board meetings will spend more time supporting and offering constructive challenge to the work of its two-priority task and finish groups (mental health and diabetes and/or healthy weight) during 2019-20. Our work with alcohol and drugs will continue whilst End of Life Care has completed its remit, including the handover of its action plan to better placed groups, including the End of Life Care Integrated Care System (ICS) Transformation Board.
Mental Health
- Promote mental wellbeing working with communications, digital and culture teams
- Address wider determinants of mental wellbeing, including housing, poverty and work
- Early intervention for those struggling with their mental health, including training for frontline staff, collating referral services details and raising awareness and use of
- London Digital Mental Wellbeing Service – Good Thinking
- Promote mental wellbeing in schools and support vulnerable children and young people

Children’s Healthy Weight
- Map food outlets with 400m of schools or youth centres and prioritise them to sign up to Healthier Catering Commitment (HCC)
- Develop second cohort of Feel Good Ambassadors for schools, promoting healthy lifestyles through diet and physical activity
- Develop local food poverty action plans

Progress with joint commissioning and service planning
Since May 2018 the Integrated Strategic Commissioning Joint Management Team has been pushing forward the agenda for health and social care services to be commissioned together by the local authority and clinical commissioning group (CCG). There are three provider-led integrated care sub-systems planning and implementing out these changes.

A major focus for the Better Care Together Sub Committee in 2019-20 is to finalise the Managed Network of Care and Support. This Network aims to coordinate the complex network of support services to align with the range of health and social care needs that individuals have over time within the community.

Next steps to for children and young people’s health and wellbeing
The dedicated Children’s Health and Wellbeing Sub Committee will continue its work overseeing the Maternity & Early Years & Healthy Schools Task & Finish Groups. In-depth discussions are already planned on the Violence Reduction Partnership, sexual health, the integration of children’s care, SEND, asthma, breastfeeding and CAMHS, with the focus on effective partnership action.

The changes the Board has embraced in the past year – supported by the development work – can be seen overleaf in a draft Forward Plan for 2019-20 and Board-selected Scorecard data for measuring the effectiveness of the Board and its Strategy. We also recognise the importance of further strengthening our strategic work and engagement with the community, voluntary and faith sector and this will also continue across all our work and priorities into next year.
## Appendix 1: Attendance at the Health and Wellbeing Board

<table>
<thead>
<tr>
<th>Partner Agency/Member</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>LBWF, Councillor 1 (Chair)</td>
<td></td>
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<tr>
<td>LBWF, Councillor 2 (Adult Services)</td>
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<tr>
<td>LBWF, Councillor 3 (Children &amp; Young People)</td>
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<tr>
<td>LBWF, Councillor 4</td>
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<td>25</td>
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<tr>
<td>LBWF, Deputy Chief Executive</td>
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<td>75</td>
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<td>LBWF, Director, Public Health</td>
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<tr>
<td>LBWF, Director, Regeneration &amp; Growth</td>
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<td></td>
<td></td>
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<tr>
<td>LBWF, Corporate Director, Connecting Communities</td>
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<tr>
<td>WFCCG, Representative 1 (Co-Chair)</td>
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<td>WFCCG, Representative 2 (Chief Officer)</td>
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<tr>
<td>WFCCG, Representative 3 (Clinical Lead)</td>
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<tr>
<td>WFCCG, Representative 4 (Corporate Director, Integrated Commissioning)</td>
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<td>NELFT</td>
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<td>Bart’s Health NHS Trust</td>
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<td>NHS England 123</td>
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<td>Healthwatch</td>
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</table>
## Appendix 2: Health and Wellbeing Board Scorecard 2018-19

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicator</th>
<th>Measurement</th>
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</thead>
<tbody>
<tr>
<td>Outcome 1: Best Start in Life</td>
<td>Breastfeeding Rates</td>
<td>Proportion of infants recorded as being totally breastfed (receiving exclusively breast milk) at 6-8 weeks</td>
</tr>
<tr>
<td>Immunisation</td>
<td>Uptake of second MMR vaccination</td>
<td></td>
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<tr>
<td>Childhood Healthy Weight</td>
<td>Proportion of children overweight or obese, in Reception Year (4 - 5 years old)</td>
<td></td>
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<tr>
<td>Readiness for school</td>
<td>Proportion of children overweight or obese, in Year 6 (10 - 11 years old)</td>
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<tr>
<td>Mental health</td>
<td>Reached a good level of development at age 5, all children</td>
<td></td>
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<tr>
<td>Special Educational Needs (SEND)</td>
<td>% of referrals to CAMHS that are made by schools</td>
<td></td>
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<tr>
<td></td>
<td>Reached a good level of development at age 5, children with Free School Meal Status</td>
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<tr>
<td></td>
<td>Number/% of completed SEND education health and care (EHC) plans within the 20-week timeline (with and without exception)</td>
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<tr>
<td>Outcome</td>
<td>Indicator</td>
<td>Measurement</td>
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<tr>
<td><strong>Outcome 2: Healthy, longer, happy lives</strong></td>
<td>Mental health</td>
<td>People with first episode of psychosis starting treatment with a NICE-recommended package of care treated within 2 weeks of referral</td>
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<td></td>
<td>Housing &amp; Homelessness</td>
<td>Number of households in temporary accommodation</td>
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<tr>
<td></td>
<td></td>
<td>Total gross number of housing completions in financial year by market price and affordable homes</td>
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<td></td>
<td>Unhealthy Lifestyles</td>
<td>Total Quit (at 4 weeks, self-reported) <em>per 100,000 estimated smoking population (aged 18+)</em>.</td>
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<td></td>
<td></td>
<td>Proportion of opiate clients that successfully complete treatment i.e. they do not then re present</td>
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<tr>
<td></td>
<td>Long-term conditions</td>
<td>Proportion of alcohol clients that successfully complete treatment i.e. they do not re present</td>
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<td></td>
<td></td>
<td>People with diabetes diagnosed less than a year who attend a structured education course</td>
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<td>Cancers diagnosed at early stage</td>
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<td></td>
<td>Sexual health &amp; relationships</td>
<td>Chlamydia detection rate (15-24-year olds)</td>
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<td></td>
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<td>Number of reports of domestic violence to police</td>
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<tr>
<td><strong>Outcome 3: Thriving maturity and protected community</strong></td>
<td>Acute care / hospital admissions</td>
<td>Total unplanned admissions to hospital</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total unplanned readmissions within 28 days of discharge</td>
</tr>
<tr>
<td></td>
<td>Primary Care</td>
<td>Estimated diagnosis rate for people with dementia age 65+</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Flu vaccine uptake (Age 65+)</td>
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<tr>
<td></td>
<td>Adult social care contributions</td>
<td>Reduced emergency admissions and A&amp;E department attendances for identified residential and nursing homes</td>
</tr>
<tr>
<td></td>
<td>Residents’ and patient experience</td>
<td>Number of people at home 91 days post reablement</td>
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<td></td>
<td></td>
<td>Increase in number of patients on palliative care register</td>
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<td></td>
<td></td>
<td>Friends and Family Test within acute providers</td>
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</tbody>
</table>
Appendix 3: Health and Wellbeing Board Forward Plan 2019-20

<table>
<thead>
<tr>
<th>Meeting date</th>
<th>Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>18 June 2019</strong>  &lt;br&gt;Priority focus: Board development and priorities</td>
<td>• Board Development work  &lt;br&gt;• Scorecard indicators update  &lt;br&gt;• Strategic Priorities – summary reports on work to date:  &lt;br&gt;   (i) Alcohol &amp; Drugs  &lt;br&gt;   (ii) Mental Wellbeing  &lt;br&gt;   (iii) Children’s Healthy Weight  &lt;br&gt;   (iv) End of Life Care  &lt;br&gt;   (v) All Age Disabilities  &lt;br&gt;• Joint Commissioning Priorities  &lt;br&gt;• Joint Strategic Needs Assessment  &lt;br&gt;• Adult Death Panel findings  &lt;br&gt;• Heath Scrutiny review: Health outcomes for people experiencing homelessness  &lt;br&gt;• Annual Report – draft</td>
</tr>
<tr>
<td><strong>3 September 2019</strong> &lt;br&gt;Priority focus: TBC from Scorecard</td>
<td>• Reports TBC by Business Management Group  &lt;br&gt;• Scorecard update  &lt;br&gt;• Strategic Priorities: updates on progress and performance TBC  &lt;br&gt;• Dementia Report update</td>
</tr>
<tr>
<td><strong>3 December 2019</strong>  &lt;br&gt;Priority focus: TBC from Scorecard</td>
<td>• Reports TBC by Business Management Group  &lt;br&gt;• Scorecard update  &lt;br&gt;• Strategic Priorities: updates on progress and performance  &lt;br&gt;• Immunisations: definition of targeted groups and review details  &lt;br&gt;• SEND report – update  &lt;br&gt;• JSNA – update  &lt;br&gt;• Adult Death Panel – annual report</td>
</tr>
<tr>
<td><strong>3 March 2020</strong>  &lt;br&gt;Priority focus: TBC from Scorecard</td>
<td>• Reports TBC by Business Management Group  &lt;br&gt;• Scorecard update  &lt;br&gt;• Strategic Priorities: updates on progress and performance TBC  &lt;br&gt;• Dementia Report update</td>
</tr>
</tbody>
</table>

*In addition, update on cross-cutting items, Section 106 items, message from the Board and items for the next meeting are standing items on each agenda*