

REPORT TO: Health and Wellbeing Board

MEETING DATE: 2 October 2019

REPORTING OFFICER: David Parr
Senior Responsible Officer, One Halton
Chief Executive, Halton Borough Council

PORTFOLIO: Health and Wellbeing

SUBJECT: One Halton - Update Report (October 2019)

WARDS: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to provide the Health and Wellbeing Board with an update on matters relating to the development of One Halton, including the work of the One Halton Forum, the Integrated Commissioning Group and the Provider Alliance.

2.0 RECOMMENDATION: That

- 1) The contents of the report be noted**
- 2) One Halton Plan is approved as the final version.**
- 3) Communications & Engagement Strategy is approved.**
- 4) Process for funding requests is noted.**
- 5) Funding requests made in this reporting period are noted.**
- 6) One Halton Budget Statement is noted.**

3.0 SUPPORTING INFORMATION

One Halton Forum

3.1 Since the last meeting of the Health and Wellbeing Board, the One Halton Forum has met twice.

There was an extraordinary meeting held on 8th August 2019 to discuss the One Halton Plan and Urgent Treatment Centres.

The scheduled meeting took place on 5th September 2019.

A summary of the key points/actions from these meeting are as follows:

- At the August meeting Providers and Commissioners were all invited to comment and contribute towards the development of the One Halton Plan.
- The opportunity to develop a local collaborative model in relation to Urgent Treatment Centres was discussed in August 2019

- At the September meeting Halton CCG confirmed they would be undertaking another procurement of the Urgent Treatment Centres.
- The Provider Alliance updated on their progress to date and confirmed their intention to submit a collaborate bid.
- Contracts with existing providers have been extended until 31/03/2020, the new contract expected to commence 01/04/2020.
- The CCG will arrange one session for the system to review and agree the model.
- At the September meeting there was further discussions relating to the One Halton Plan and the possible inclusion of an audacious goal for Halton around reduction in suicides dependent upon the finalised audacious goals for Cheshire & Merseyside. Additionally to include some more detail regarding the work undertaken in Halton for people with learning disabilities.
- The Communication and Engagement Strategy was supported. A template will be created in order to share good news stories consistently across Halton and a One Halton Website will be created.

One Halton Plan

- 3.2 Cheshire & Merseyside Health Care Partnership (C&M HCP) is required by NHS England/NHS Improvement to create a five year strategy by 15th November 2019.
In order to inform their strategy, they have asked each of the 9 places that form part of C&M HCP to produce their own five year “Place” Strategy, updated to cover 2019-2024, taking into account impacts from the NHS Long Term Plan and the refreshed system-wide programmes.
- 3.3 A draft plan has been produced with input from Commissioners and Providers across Halton. This draft was shared with C&M HCP on the 30th August 2019.
- 3.4 Stakeholders were asked to review the document for any final amendments.
- 3.5 The final draft of the One Halton Plan was shared with stakeholders on 13th September 2019 and is included as Appendix 1.
- 3.6 **The Health and Wellbeing Board are asked to approve the One Halton Plan.**
- 3.7 The next steps are to engage with the public with regards to the One Halton Plan; to describe the achievements to date, reaffirm the priorities for One Halton and give the people of Halton the opportunity to review the One Halton Plan and understand what it means for them.

Communication and Engagement

3.8 At the last Health and Wellbeing Board in July, it was noted that £25,000 had been allocated specifically to be used for Communications and Engagement for One Halton.

3.9 A breakdown of how these funds are intended to be spent is shown below:

| Funding Type | Estimated Costs |
|---|-----------------|
| One Halton Communications and Engagement Manager (1 day per week) | £10,000 |
| Commissioning engagement activity from external organisations | £15,000 |
| Engagement Events | |
| Advertisement costs such as radio. | |

3.10 The One Halton Communications and Engagement Manager is now in post and regularly attends the Halton Engagement and Involvement Group as well as other network meetings.

3.11 The One Halton Communications and Engagement Manager has produced a Communications and Engagement Strategy for One Halton which is available as Appendix 2. This has been shared with the Engagement and Involvement Group as well as other stakeholders.

3.12 The Halton Health and Wellbeing Board are asked to review and approve the One Halton Communications and Engagement Strategy.

One Halton Finance

3.13 At the last Health and Wellbeing Board in July, the Board agreed to delegate authority and management of the budget to the Chief Executive/One Halton Senior Responsible Officer in consultation with the Chair of the Health and Wellbeing Board and the Health and Wellbeing Portfolio Holder.

3.14 Flowcharts have been created to demonstrate the steps required to make a funding request. This is to ensure that all funding requests are noted and all decisions are informed to this board. The flowcharts are available as Appendix 3.

3.15 The Halton Health and Wellbeing Board are asked to note the process for funding requests.

3.16 Since the last meeting there has been one request for funding. A breakdown is shown below:

| Name of Requestor | Title/Project | Brief Summary | Decision Made | Date of Decision |
|--------------------------------------|--|---|---------------|------------------|
| Rob Foster/ Sue Wallace Bonner | Project Manager for Place Based Integration | Dedicated full time project management capacity to support and accelerate the pace of change in relation to the Place Based Integration Programme. | Approved | 12.09.19 |

3.17 The Halton Health and Wellbeing Board are asked to note the funding requests made in this reporting period.

3.18 A One Halton Budget Statement is available as Appendix 4. The Halton Health and Wellbeing Board are asked to note the contents.

Future Governance Arrangements of the CCG

3.19 Following an NHS England directive to CCGs to reduce running costs by 20% by 2020/2021, and the publication of the NHS Long Term Plan in January 2019, both NHS Halton CCG and NHS Warrington CCG have been exploring options to address the financial challenges.

3.20 An initial options appraisal was undertaken to consider what can be done to reduce costs, streamline commissioning and make best use of resources and expertise. The outcome was the identification of the following top three options:

- **Option 1 – Formal merger of the two CCGs**
- **Option 2 – Do Nothing / Status Quo**
- **Option 3 – CCGs integrate with their respective Local Authorities**

3.21 The CCG is currently seeking the views of its stakeholders. In response to this, the Local Authority has provided a formal response to the options. See attached

3.22 The case for change will be discussed at both CCG Governing Bodies and the Governing Bodies will then make a recommendation, but the final decision will be made by the GP members.

Cheshire & Merseyside Healthcare Partnership

3.23 Cheshire & Merseyside Healthcare Partnership are currently recruiting to the position of Chair, once appointed they will seek to recruit a replacement for Mel Pickup and C&M HCP Lead. As an interim arrangement Diane Whittingham will be assisting the Partnership.

- 3.24 Cheshire & Merseyside Healthcare Partnership are currently preparing their Five Year Strategy; the draft is due to be submitted to NHS England/NHS Improvement by 27 September 2019 with the final document due to be submitted 15 November 2019.
- 3.25 Cheshire & Merseyside Healthcare Partnership will be focusing on their journey to becoming an Integrated Care System by April 2021.
- 3.26 The partnership have launched a radio campaign through Bauer to promote health and wellbeing, focussing on starting well, living well and aging well. They are running a competition encouraging people to get active with the ability to win a “fit package” which includes a FitBit, JD vouchers, Graze subscription plus many others.

4.0 POLICY IMPLICATIONS

n/a

5.0 FINANCIAL IMPLICATIONS

- 5.1 One Halton funding is used to provide resource and capacity as well as investing into new schemes. Funding from the Cheshire & Merseyside Health Care Partnership is received with guidance/caveats for how it should be spent. One Halton will ensure any funding received is used for its intended purpose and reported back through the appropriate channels.
- 5.2 The Health and Wellbeing Board has oversight over all One Halton spend.

6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

One Halton supports the Council priorities for a Healthy Halton and the Health and Wellbeing Board Priorities.

6.1 Children and Young People in Halton

One Halton supports the Council priorities for Children and Young People.

6.2 Employment, Learning and Skills in Halton

One Halton supports the Council priorities for Employment, Learning and Skills in Halton.

6.3 A Healthy Halton

One Halton supports the Council priorities for a Healthy Halton.

6.4 A Safer Halton

One Halton supports the Council priorities for a Safer Halton.

6.5 Halton’s Urban Renewal

None in this report.

7.0 RISK ANALYSIS

No risk analysis is required for the recommendations in this report.

8.0 EQUALITY AND DIVERSITY ISSUES

One Halton supports the Council priorities to deliver equality and diversity in Halton.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

None under the meaning of the Act.

Appendix 1 – One Halton Plan

Please see separate document.

Appendix 2 – Communications and Engagement Strategy

Introduction:

This document outlines the role communications and engagement will have in supporting the delivery of the One Halton Place Based Plan (One Halton Plan) over the next five years.

It describes the importance of effective, honest and two-way communications in helping One Halton to realise its priorities and gain recognition for the contribution it is making to the improving health and quality of life of people living in Halton.

It sets out the guiding principles, aims and objectives for our communications and engagement and looks at our key audiences, together with the methods we should be using to talk with and listen to them.

It emphasises the responsibility we all have in communicating our One Halton messages and the necessity for us to bring our limited resources together and work collectively to achieve our goals.

Good communications and engagement is vital for building trust and for developing relationships with our different audiences – without this we cannot hope to achieve the significant change that we aspire to, at the pace we need. This document puts in place the foundations we need to make this happen.

Context: One Halton priorities and outcomes

In 2013 our first Health and Wellbeing Strategy laid out the principles of our One Halton approach and aspirations for the future.

During 2016, we sought the views of our local population, partners, GPs, patients and professionals as part of an extensive research and evidence gathering exercise that informed an updated five year strategy. This 2017-2022 One Halton Health and Wellbeing Strategy set out what we needed to do differently in Halton so that fewer of our community suffer from poor health. It was endorsed and adopted by the partners that make up the One Halton Health and Wellbeing Board.

The priorities identified in this plan were:

- Children and Young People: improved levels of early child development
- Generally Well: increased levels of physical activity and healthy eating and reduction in harm from alcohol
- Long-term Conditions: reduction in levels of heart disease and stroke
- Mental Health: improved prevention, early detection and treatment

- Cancer: reduced level of premature death
- Older People: improved quality of life

In the intervening years, work to deliver against these priorities has been ongoing with some notable progress.

The One Halton Place Plan builds on our One Halton Health and Wellbeing Strategy and demonstrates the must-do's as part of the NHS Long Term Plan.

Communications and engagement aims and objectives:

This document is designed to support the One Halton Plan. As an outcome of this document our community will have a clear understanding of what One Halton is trying to achieve in the short and long term. They will know how they can influence decisions being made and shape how services are delivered. Most importantly they will have the information they need, in the right format, to make informed choices about their own health and wellbeing.

Because of our approach, we will establish One Halton as the driver of good health and wellbeing across the borough.

We will achieve all of this through robust engagement and involvement, and by regular, targeted communication of consistent messages, using a variety of channels.

Specifically we will

- Cascade our One Halton Plan internally and externally explaining in clear terms the rationale for our priorities and providing opportunities for our staff/public to influence our approach
- Develop a clear, concise and common understanding of One Halton across the organisations that form the One Halton Health and Wellbeing Board
- Celebrate the achievements of One Halton
- Establish an agreed framework for joint working around communications and engagement that will allow for the successful delivery of campaigns, promotion of services, celebration of One Halton successes and cascading of key messages
- Develop a clear visual identity across One Halton projects
- Embed communications and engagement in all areas of our project work
- Establish systems in place to monitor, evaluate and report on progress

Our audiences:

We have identified the following stakeholder groups, with whom we will communicate, engage and involve across the lifetime of the project:

| Audience | Description | Influence | Interest | Action |
|-------------------------------------|--|--------------------------|------------------------|--|
| One Halton Health & Wellbeing Board | <p>As well as the decision making body, members of the Board are influential ambassadors of One Halton, with their individual organisations and across networks.</p> <p>Their voice and leadership is essential in setting the tone moving forward. Ensuring we are talking with one voice</p> | High | High | Manage closely |
| Staff – all One Halton partners | <p>We will look at two levels of engagement with staff:</p> <ul style="list-style-type: none"> All staff should be informed of One Halton, its purpose, priorities and opportunities to have their say Those staff who have a direct role in the commissioning or delivery of our priorities should understand how the plans may change working practices. They should also have the opportunity to be directly involved in influencing plans for delivery | <p>Low</p> <p>Medium</p> | <p>Low</p> <p>High</p> | <p>Keep informed</p> <p>Keep informed + two-way communications</p> |
| MPs and Elected members | <p>MPs and Elected members have an important role to play, as decision makers, but also as advocates for One Halton in their ward areas. As such they require detailed information to make informed decisions and to support their constituents.</p> | High | High | Manage closely |
| Public (General) | <p>The public will have varying levels of interest in our work. This means providing top level messages, through to detailed briefings – in a range of formats and through different channels.</p> | Low | Low | Keep informed |
| Hard to reach groups | <p>It is essential that all members of our community have their voice heard. Those who are least engaged, are often those who need our support the most. We must actively seek out these groups.</p> | Low | High | Keep informed + two-way communications |

| | | | | |
|--|--|--------|------|--|
| Voluntary organisations/ businesses | <p>Voluntary organisations and their volunteers, work with some of the most vulnerable in our community and can provide a trusted route to this important group of people.</p> <p>As employers of local people, businesses can help us to share our messages within our community.</p> | Medium | High | Keep informed + two-way communications |
| Service users; patient groups | <p>Ultimately, One Halton is in place to improve outcomes for service users, patients and the wider public of Halton. Without listening to their experiences, we will not be able to move forward successfully.</p> <p>It is essential that they understand what we are working to achieve and how they can become involved in shaping the approach, in the short and long term.</p> | High | High | Manage closely |
| Media | <p>The media have a role in helping cascade information to the public. They also provide a level of challenge and scrutiny and through their reporting, can also influence the public perception of One Halton.</p> | High | Low | Keep Satisfied |

Key messages:

The overarching messages for One Halton are as follows:

- One Halton is about achieving one goal - that is, a community that is living healthier, happier and longer lives.
- One Halton needs us all to think and do things differently than we have before. We need to make these changes now, because we cannot afford to continue doing what we've always done.
- One Halton is about getting the whole system to work better for people. It's about pulling together ideas, experience, skills and resources to get the job done.
- By getting it right, we will prevent people becoming unwell; keep people living for longer in their own homes; and make sure that the right services are in place for those that really need them.
- The experience of local people, service users and of our staff will be at the centre of any changes proposed. That is why it is so important that we take time to talk with and learn from our community.

- We have already made some good progress in achieving our priorities, but there is still a long way to go. www.onehalton.uk* is where you can read more about what we have been doing to improve health and wellbeing in Halton. (*URL to be confirmed)

In addition, as part of communications planning, specific key messages will be developed as part of each workstream/project.

Outline of approach:

We will develop a timetable of activities that support each stage and priority outlined in the One Halton Place Plan.

Each workstream/project area will set out its own clear approach to communications and engagement.

These plans will complement each other and together deliver and/or reinforce our overarching key messages, as well as specific messages and actions relative to the project.

We will utilise the following methods to deliver our activities:

Internal communications:

Our aim: To ensure all our staff have the information they need to contribute effectively to the delivery of One Halton priorities. To encourage them to become advocates of the One Halton approach, buying into the values and principles it represents. To provide opportunities for effective multi-lateral communications across organisations where all members of staff feel informed and included.

To achieve this we will:

- Ensure that all members of staff feel informed about the aims and priorities of One Halton and how their role contributes
- Encourage staff to share their successes so that these can be celebrated and learned from
- Listen as well as talk, ensuring all members of staff feel that their views, contributions and suggestions are valued, listened to and acted upon.
- Provide open, honest, timely and relevant information which is accessible to all members of staff.

How will we measure? We will carry out an annual internal communications survey to measure levels of awareness and effectiveness of channels.

Digital communications:

Our aim: To continually seek out and exploit the opportunities presented by digital communications to promote One Halton, internally and externally. To achieve this we will:

- Establish an appropriate One Halton digital presence
- Share accurate, engaging, timely and relevant information
- Target specific groups with precise messages

- Develop appropriate digital channels of communications to ensure the public can speak to us as well as us speaking to them
- Keep the One Halton website up to date and promote as a source of information and communication

How will we measure? We will use analytical tools to monitor the effectiveness of our social media accounts, websites and the performance of any paid for activity.

Media Relations:

Our aim: To work closely with the media to promote the work of One Halton; celebrate achievements; seek views; educate; inform and change behaviour. To achieve this we will

- Recognise the value of the media as an effective means of communicating information to the public
- Work to maintain effective working relationships with reporters from our local and regional media
- Be open, honest and proactive in our dealings with them
- Provide timely and accurate information, according to deadlines
- Identify opportunities for creative and engaging media features
- Develop a full and robust set of case studies that document the difference One Halton is making for local people
- Respond quickly to correct any inaccuracies
- Identify appropriate spokespeople and provide training and advice to support presenting our messages to the media in a compelling and professional way

How will we measure? Capturing of media enquiries; monthly evaluation of the type of media coverage received.

Involvement, consultation and engagement:

Our aim: To involve our communities in our decision-making, policy development and service improvement. To achieve this we will:

- Ensure the public is kept informed about issues before we consult
- Advise on, and develop, appropriate channels for consultation and involvement
- Identify and engage with groups and individuals who can support us in reaching all areas of our community
- Promote the ways in which the public can get involved
- Develop the right environment for effective involvement e.g. build trust, so that people feel that their views are valued
- Feedback results and highlight actions/changes that result from involvement/consultation
- Go out to our community, rather than expecting them to come to us

Roles, resources and responsibilities:

While the One Halton Project Management Office will take the overall lead on communications and engagement, this does not mean it will be responsible for the delivery of all related activities.

All One Halton partners have committed to support the delivery of priorities. Each workstream/project will outline its approach to communications and engagement and as part of this, identify an individual (likely to be in the communications team) to lead on the delivery of related activity.

This person will liaise with other communications teams across partner organisations to coordinate and deliver activities. Progress will be reported to the Project Management Office.

The Communications Lead within the Project Management Office will have an overview of all plans to identify areas for joint working and to avoid duplication of efforts.

To support One Halton top level and project level activity the Project Management Office will develop a toolkit including the following:

- Key message briefing
- Social media posts/images
- Intranet/web content
- Poster/leaflet (including easy read version)
- Digital screen content
- Case study template

Principles underpinning this plan

To ensure the success of this strategy we will adhere to the following principles:

1. A badgeless organisation

To work in true partnership we must break down any 'silo' mentality which may exist, we must have a willingness to use our collective resources in a different way to achieve our aims and objectives

2. Our people first

Our staff and the volunteers that work with us are our greatest asset, without their commitment we cannot hope to achieve all or our goals.

They are our eyes and ears in the community, are acutely aware of the challenges we face and are often best placed to offer solutions.

Being well-informed and involved means they can participate fully in our drive for change.

In all our communications activity we will endeavour to provide our staff with access to information in advance of other audiences. By doing this we demonstrate that our staff are valued as employees and ambassadors for One Halton.

3. A consistent standard of communication

We will ensure that all communications activities associated with One Halton achieve a high standard of quality; that we include everyone in our community; and that we demonstrate our commitment to protecting our environment. To achieve this we will:

- Always write in Plain English, using an appropriate tone and style of language
- Develop new channels of communications that reflect customer needs
- Ensure, wherever possible, that printed and other materials are produced from sustainable sources
- Make information and materials accessible offering alternative formats an.

Risks and mitigation:

1. Lack of awareness/interest in One Halton, its aims and purpose, resulting in low levels of engagement.

We develop and share a clear statement of purpose for One Halton, explaining how its work will impact on the lives of everyone living in Halton. We will increase awareness and understanding of what the priorities mean in reality and practice. .

2. Activity does not reach all areas of the community and therefore future plans are not reflective of community needs/views.

This plan sets out how we intend to reach groups of stakeholders to ensure an all-inclusive approach to engagement. We will work with established and trusted groups to include all members of our community to ensure this happens.

3. Differing priorities may emerge through the process/Priorities identified may be challenged.

The priorities we have chosen to focus on have been agreed because they have the potential to deliver the greatest impact. We will outline our decision making process, with supporting evidence to back our choices.

4. Criticism of the perceived progress being made by One Halton may be voiced.

As part of this process and the wider communications activity, we will highlight the many successes achieved to date by One Halton in a series of case studies. We will encourage partners within One Halton to share their achievements.

Monitoring and reporting

In addition to those methods outlined above, we will use the following methods to monitor the delivery of this plan:

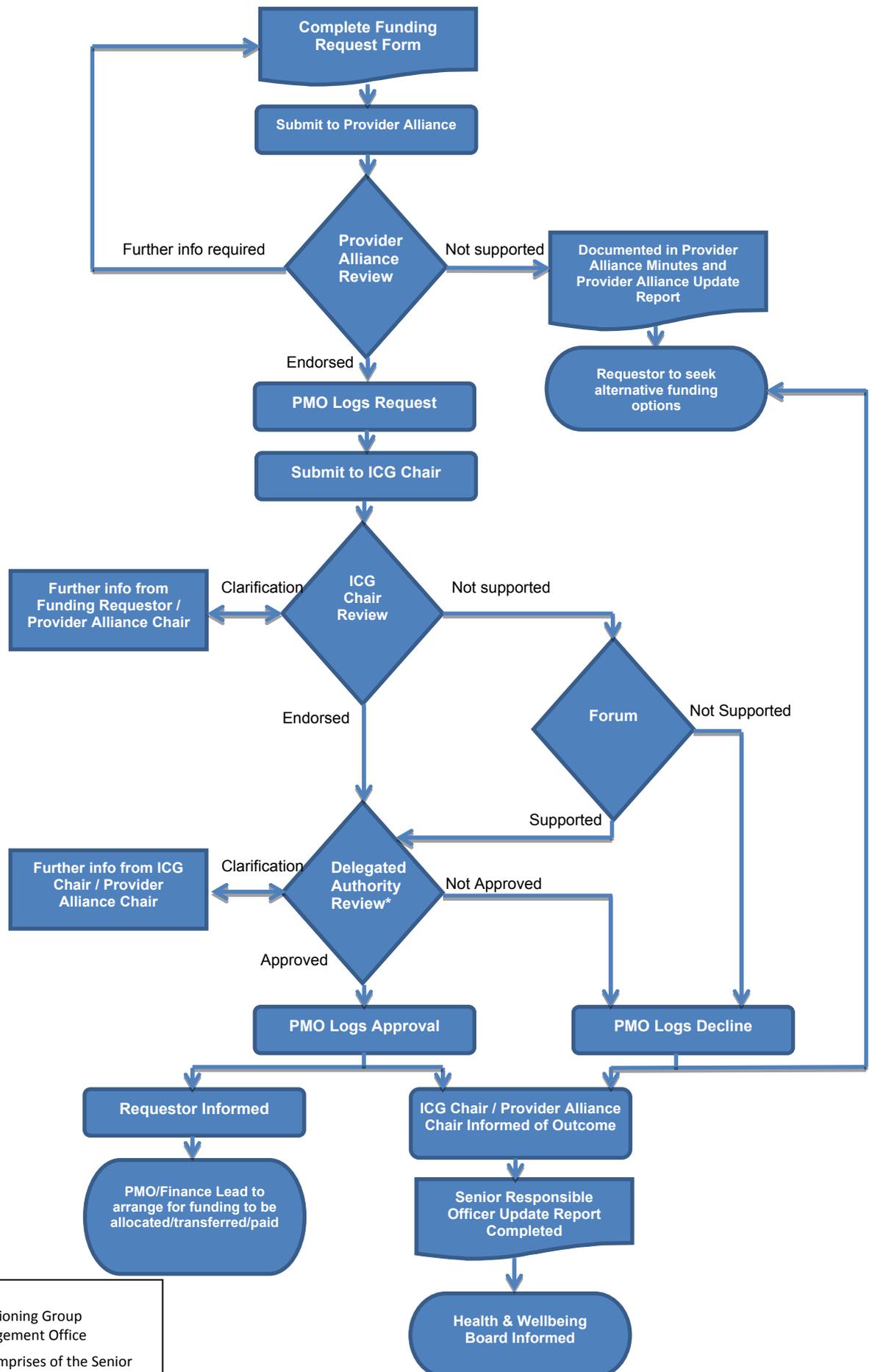
- Social media engagement (likes, shares, comments)
- Web analytics (unique visitors, areas of site visited)

- Media monitoring (enquiries; coverage and sentiment)
- Attendance at engagement events
- Feedback received (quality; source)

As part of the project reporting processes, a quarterly report on progress will be reported to Halton Health & Wellbeing Board.

Appendix 3 – Process for Funding Requests

Provider



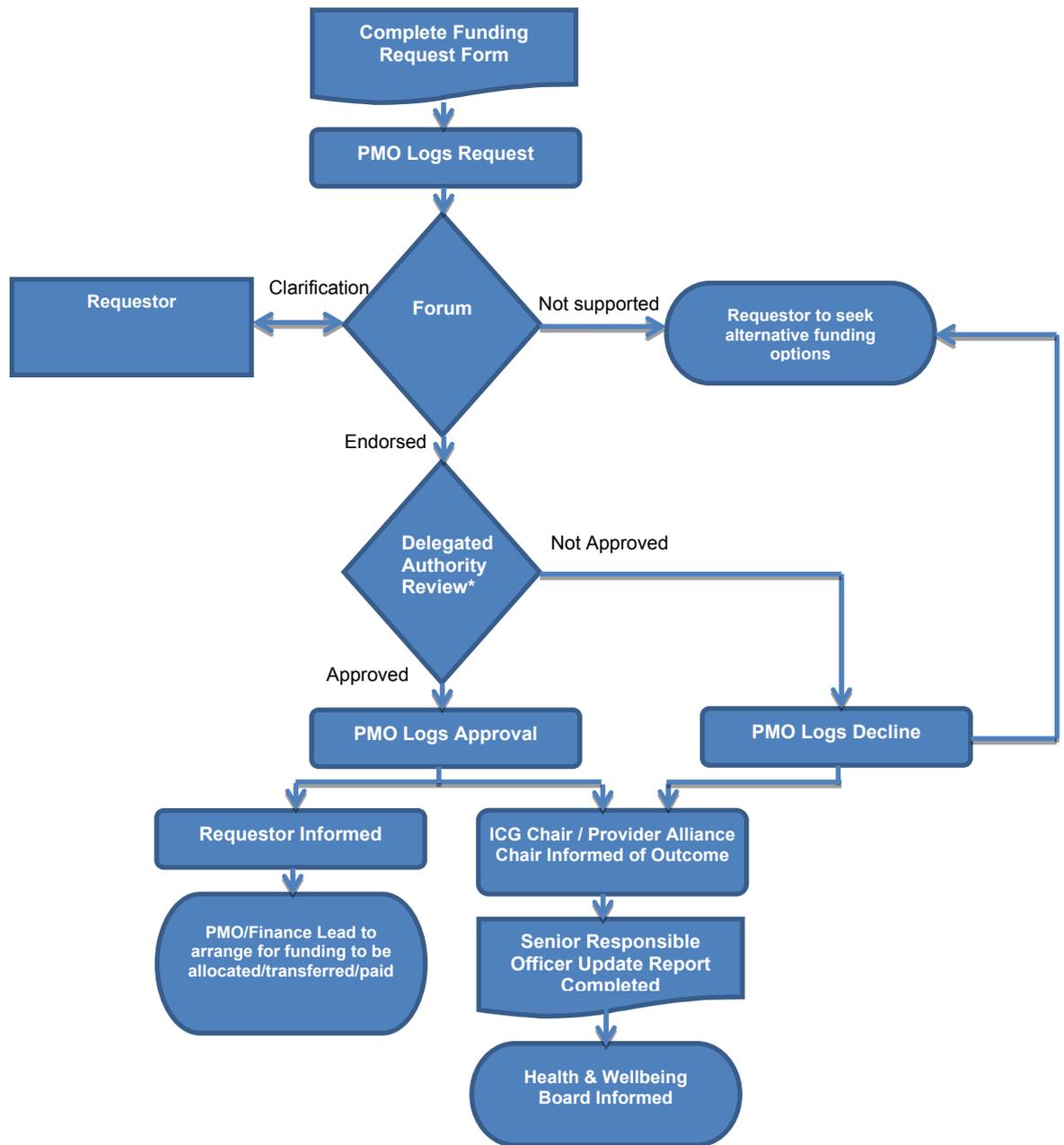
KEY

ICG: Integrated Commissioning Group
PMO: Programme Management Office

*Delegated Authority comprises of the Senior Responsible Officer, in consultation with:

- Chair of Health and Wellbeing Board and
- Portfolio Holder for Health and Wellbeing

Commissioner/Other



KEY
 ICG: Integrated Commissioning Group
 PMO: Programme Management Office
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- Chair of Health and Wellbeing Board and
- Portfolio Holder for Health and Wellbeing

Appendix 4 – One Halton Budget Statement

| One Halton Budget Statement - Month 5 - to 31 August 2019 | | | | | | | | | | | |
|---|------------------------|------------------------|------------------------------|---------------------|----------|----------|------------|----------|--------------|--------------------------|----------------|
| 19/20 Budget | | | Committed Expenditure | | | | | | | | |
| HICAT | 490,570 | | Project Manager | 56,337 | | | | | | | |
| Infrastructure 18/19 balance | 39,000 | | Project Admin | 29,294 | | | | | | | |
| 0.2% Place Based Allocation | 425,000 | | HICAT | 490,570 | | | | | | | |
| Leadership Funding | 12,000 | | Named Social Worker Project | 92,000 | | | | | | | |
| | | | Comms & Engagement | 25,000 | | | | | | | |
| | | | Leadership Funding | 12,000 | | | | | | | |
| | | | | | | | | | | | |
| Total Budget | 966,570 | | Total Committed Spend | 705,201 | | | | | | Balance Remaining | 261,369 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Funding Source | Title | Host | Annual Budget | Prior Year Invoices | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | YTD Actuals | YTD Forecast |
| HCCG | Project Manager - PMO | NHS England | 56,337 | 12,562 | | | | | | 12,562 | 23,474 |
| HCCG | Project Admin - PMO | Halton Borough Council | 29,294 | | | | | | | 0 | 12,206 |
| HCCG | HICAT Project | Bridgewater | 490,570 | | | | | | | 0 | 204,404 |
| HCCG | Named Social Worker | Halton Borough Council | 92,000 | | | | | | | 0 | 38,333 |
| HCCG | Comms Manager - PMO | Halton Borough Council | 10,000 | | | | | | | 0 | 4,167 |
| HCCG | Comms & Engagement | Halton CCG | 15,000 | | | | | | | 0 | 6,250 |
| WHH | Leadership Funding-PA | Warrington Hospital | 4,000 | | | | 570 | | 2,291 | 2,861 | 1,667 |
| WHH | Leadership Funding-ICG | Warrington Hospital | 4,000 | | | | | | 539 | 539 | 1,667 |
| WHH | Leadership Funding-1H | Warrington Hospital | 4,000 | | | | | | | 0 | 1,667 |
| HCCG | Unallocated | Halton CCG | 261,369 | | | | | | | 0 | 108,904 |
| | | | 966,570 | 12,562 | 0 | 0 | 570 | 0 | 2,830 | 15,962 | 402,738 |