

SUNDERLAND HEALTH AND WELLBEING BOARD

19 March 2021

HEALTHY CITY PLAN GOVERNANCE ARRANGEMENTS

Report of the Executive Director of Public Health and Integrated Commissioning

1.0 Purpose of the Report

- 1.1 The purpose of the report is to:
- i. formally share with the Board the finalised Healthy City Plan; and
 - ii. seek agreement on appropriate governance arrangements to ensure delivery of the Healthy City Plan.

2.0 Background

- 2.1 The Healthy City Plan 2020-2030 is the revised statutory Health and Wellbeing Strategy of the Health and Wellbeing Board. The Healthy City Plan was developed in partnership, with an aim to seek Board approval in June 2020. Due to the Covid-19 pandemic work was delayed, and a draft Healthy City Plan was presented to the Board in September 2020 and an update provided in December 2020.
- 2.2 At the December meeting the Board agreed to (1) delegate final approval of the Healthy City Plan to the Chair of the Health and Wellbeing Board in consultation with the Executive Director of Public Health and Integrated Commissioning and the Deputy Chief Officer/Chief Finance Officer of SCCG; and (2) receive the approved plan for information at the March 2021 Board meeting, along with associated governance arrangements.

3.0 Healthy City Plan documents

- 3.1 The finalised Healthy City Plan is presented as two documents:
- a) 'Healthy City Plan 2020-2030' – this document sets out the strategic ambitions of the Board – see Annex A
 - b) 'Healthy City Plan: Implementation Plan' – see Annex B
- 3.2 The two documents that comprise the Healthy City Plan have been approved as delegated by the Board in December 2020 and are now being formally shared with the Board. [The details of the new chair will be added to the foreword once Council has agreed the new Healthy City Portfolio Holder].
- 3.3 The Healthy City Plan 2020-2030 document has been refreshed to:
- strengthen alignment with the six Marmot objectives and our commitment to a Marmot approach;

- be more explicit on how we will work differently i.e. our shared values and behaviours;
- emphasise the impact of Covid-19 on the social and economic factors that contribute to poor health;
- draw explicit links to the Covid-19 Health Inequalities Strategy and the role that the Vibrant and Dynamic themes of the City Plan will play in addressing the social determinants of health;
- emphasise what will be done differently to achieve our aspirations, and how everyone has a role to play in delivering the ambitions of the plan; and
- clarify the arrangements for implementation of the plan, namely the structure and responsibility for delivering the plan and how the board will have oversight of delivery, impact and outcomes.

3.4 The plan includes a high-level performance indicator dashboard that will be used to help monitor progress and understand the impact of the Covid-19 pandemic. The Board in consultation with the people of Sunderland will set ambitious targets. Further performance measures to improve the other eight workstreams of the Healthy City Plan sit behind this overarching framework. Performance data, including the detail for each priority, will be updated periodically and published on the council's website. The Board will receive progress updates via the Delivery Boards (proposed in section 4 of this report).

3.5 The implementation plan summarises nine workstreams, the Covid-19 Health Inequality actions and the Boards eight other workstreams, these being:

- | | |
|-------------------------------|----------------------------|
| - Best start in life | - Young people aged 11-19 |
| - Smoke Free Sunderland | - Addressing alcohol harms |
| - Healthy weight | - Healthy economy |
| - Mental health and wellbeing | - Ageing well |

3.6 The implementation plan will remain a live plan and will continually develop to take into account emerging needs, challenges and system changes. It will be reviewed as the full impact of the Covid-19 pandemic is further understood.

4.0 Healthy City Plan – Governance Arrangements

4.1 At present each of the nine Healthy City Plan workstreams (including Covid-19 healthy inequalities) reports directly to the Board, on a rolling programme of updates. The intention is to rationalise these arrangements and put in place delivery boards to provide challenge and support outside of the formal Board meetings.

4.2 There are many different governance options, the proposal is to take a life course approach based on the Marmot objectives, establishing three delivery boards:

- Starting Well
- Living Well
- Ageing Well

Between the three delivery boards they will have strategic oversight of the six Marmot objectives and the nine Healthy City Plan workstreams (see table below).

Starting Well Delivery Board	Living Well Delivery Board	Ageing Well Delivery Board
<p>By working together we will:</p> <ul style="list-style-type: none"> • Give every child the best start in life • Enable all children, young people and families to maximise their capabilities and have control over their lives 	<p>By working together we will:</p> <ul style="list-style-type: none"> • Create fair employment and good work for all • Ensure a healthy standard of living for all • Create and develop healthy and sustainable places and communities • Strengthen the role and impact of ill health prevention (strategic approach) 	<p>By working together we will:</p> <ul style="list-style-type: none"> • Strengthen the role and impact of ill health prevention for older people
<p>Existing Healthy City Plan workstreams:</p> <ul style="list-style-type: none"> • Best start in life • Young people 11-19 • Children and young people's mental health and wellbeing (strategic approach) • Healthy weight (strategic approach) • Covid-19 health inequalities 	<p>Existing Healthy City Plan workstreams:</p> <ul style="list-style-type: none"> • Healthy Economy • Adult mental health and wellbeing • Addressing alcohol harms (strategic approach) • Smoke free Sunderland (strategic approach) • Covid-19 health inequalities 	<p>Existing Healthy City Plan workstreams:</p> <ul style="list-style-type: none"> • Ageing well • Covid-19 health inequalities
<p>Ways of working:</p> <ul style="list-style-type: none"> • Focusing on prevention – helping people to stay healthy, happy and independent • Tackling health inequalities – challenging and taking action to address inequalities and the social determinants of health • Equity – ensuring fair access to services dependent on need • Building on community assets – recognising individual and community strengths that can be built upon to support good health and independence • Working collaboratively – everyone playing their part, sharing responsibility and working alongside communities and individuals • Being led by intelligence – using data and intelligence to shape responses 		

- 4.3 The delivery boards will provide challenge and support to reduce health inequalities and address the social determinants of health. To enable the Health and Wellbeing Board to fulfil its role as system leader for health and wellbeing, the delivery boards will need to be assured that activity being delivered through Vibrant and Dynamic is maximising opportunities to reduce health inequalities and address the social determinants of health. The delivery boards will take a 'health in all policies' approach in the planning, implementation and evaluation of activity that contributes to health and wellbeing. The delivery boards will also provide a conduit for a range of programmes, plans and projects to be considered by the Health and Wellbeing Board, for example, the STSFT Health and Wellbeing Strategy (later on this HWB agenda) could report into the Board via one of the Delivery Boards in future.
- 4.4 These governance arrangements will sit alongside the wider Health and Wellbeing Board governance arrangements, including arrangements for health protection and the emerging place-based integration arrangements.
- 4.5 Draft Terms of Reference have been prepared for the Delivery Boards (see annex C).
- 4.6 It is proposed the Delivery Boards are chaired by Executive Officers, or in their absence their nominated deputy.
- Starting Well Delivery Board – chaired by the Chief Executive of Together for Children / Director of Children Services.
 - Living Well Delivery Board – chaired by the Executive Director of Public Health and Integrated Commissioning.
 - Ageing Well Delivery Board – chaired by the Executive Director of Neighbourhood Services.
- 4.7 The detail of how the delivery boards will operate and how they will prioritise and organise themselves will evolve. It is proposed an update on the development of the Delivery Boards is brought to the June 2021 meeting of the Board.

5.0 Recommendations

- 5.1 The Health and Wellbeing Board is recommended to:
- note the update report;
 - formally receive the finalised Healthy City Plan;
 - agree to the Healthy City Plan being amended to name the Health and Wellbeing Board chair in the foreword and show wider governance arrangements once the emerging place-based integration arrangements are agreed;
 - agree to establish three Delivery Boards (Starting Well, Living Well and Ageing Well) to support the delivery of the Healthy City Plan;

- provide feedback outside of the meeting on the draft Terms of Reference for the Delivery Boards, including views on Board membership from across the city and Board members own organisations; and
- receive finalised Terms of Reference at the June 2021 Board meeting.

Annexes:

Annex A - Healthy City Plan 2020-2030

Annex B - Healthy City Plan – Implementation Plan (March 2021)

Annex C – Draft Terms of Reference for the Health and Wellbeing Board Delivery Boards

