

Public Health & Wellbeing Commissioning Plan 2015 – 2020

2017/18 addendum & targets

This document is an addendum to the **Public Health & Wellbeing Commissioning Plan 2015 – 2020**, which sets out a revised narrative and updated indicators/targets for 2017/18. The full Commissioning Plan can be found here: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

1. CONTEXT FOR COMMISSIONING PLAN (SUBJECT TO CHANGE)

Delivering quality services

Barnet is growing, with the highest population of any London borough. Our vision is for a council that works to ensure everyone can benefit from the opportunities that growth and investment will bring. This means helping people to help themselves whilst still protecting what people value in Barnet – its excellent schools, its parks and open spaces, and the character of the borough.

We will need to change the way we work over the next few years to ensure we remain in a stable financial position, while delivering the savings required. We will take this opportunity to do things differently so that we achieve better outcomes for residents and become more efficient.

Barnet is an ambitious council, and we strive to continuously improve the quality of our services. Delivering services that our residents value most to a high standard will ensure that Barnet continues to be a great, family friendly, place to live.

In practice, this means keeping our neighbourhoods and town centres clean and safe, maintaining our parks and open spaces, ensuring that our roads and pavements are well looked after and that we are reaching the highest possible standards of air quality – all whilst ensuring value for money for the Barnet taxpayer.

To support this, we are taking a strong enforcement approach against those who litter and fly-tip. We will ensure that developers pay for any damage that they cause to our roads and pavements through a deposit scheme. We will also outline an approach to vehicle fees and charges based on environmental impact to help us improve our air quality.

Responsible growth, regeneration and investment

As the funding we receive from the government reduces to zero, growth is necessary to increase the local tax base and generate income to spend on local services.

The council's regeneration programme will see £6bn of private sector investment over the next 25 years, which will create around 20,000 new homes and up to 30,000 new jobs. It will also generate £17m of additional income annually for the council by 2020, with one-off income of £55m.

Through our capital investment programme we will invest £772m in the borough between now and 2020. We will use the proceeds of growth to re-invest in infrastructure, not only delivering quality housing – including affordable homes – but also providing essential community facilities such as community hubs and transport.

We will work to ensure that our residents and businesses get the most out of the opportunities presented by growth. We will do this by improving our town centres, supporting small businesses to thrive, and bringing more jobs and easier access to skills development.

We have already put in place services to support our residents into work, for example, the Burnt Oak Opportunities Support Team (BOOST) which has helped nearly 200 people into work since its launch in June 2015.

Building resilience in residents and managing demand

Barnet council is facing a £61.5m savings gap to 2020, and this is not simply due to continued reductions in Government funding. Changing demographics, a growing population – particularly increased numbers of children and young people and older people – and a rising cost of living are putting pressure on the public services we offer.

We will always protect our vulnerable residents. Our aim is to target our resources at those most in need, and support residents to stay independent for as long as possible. In Children's and Adults' social care where there is significant pressure due to increasing numbers of vulnerable residents, we are focusing on building on strengths and opportunities to improve outcomes.

This means equipping residents to help themselves and intervening early to address and respond to issues as they arise, rather than waiting until they reach a critical stage. We are working with other parts of the public sector to achieve this through more joined up services that will deliver better outcomes for residents, as well as costing less by working together more efficiently.

An example of this is the Barnet Integrated Locality Team which is being trialled in the west of the borough and which coordinates care for older adults with complex medical and social care needs. This integrated health and social care approach helps vulnerable adults to stay well and living in their own home, easing demand for costly residential care and reducing pressure on the NHS.

Transforming local services

For all of our services, we are considering the case for delivering differently in order to meet our priority outcomes. As a Commissioning Council our focus is on reaching the best outcomes for our residents whilst delivering value for money to the taxpayer through working with a range of public, private, and voluntary sector organisations.

For some services, this has meant a partnership with the private sector, for example our contracts with Capita to provide our back office and customer services.

We have also recently entered into a partnership with Cambridge Education, a specialist education company, to deliver our Education and Skills services. By 2019/20 this partnership is guaranteed to save the council £1.88 million per year through marketing and selling services to more schools and other local authorities, which will create income.

Through our Customer Access Strategy we are aiming to move towards a 'digital by default' approach, with a target of 80% of contact with the council being online or through other digital means by 2020. This is more efficient and flexible for the customer, and saves the council money. The money saved through moving towards digital by default allows us to free up resource which we can target at our customers who are most in need.

This will be underpinned by a Digital Inclusion Strategy which aims to help all those in the borough who are willing and able to get online, and ensure that there are special access arrangements for those who cannot.

We are also transforming the way we work within the council to allow staff to do their jobs more effectively and to make the council more accessible to those who use its services. The office move to Colindale is a key part of this and will support the ongoing regeneration in the west of the borough as well as bringing us closer to the community and reducing the amount we spend on accommodation.

Promoting community engagement, facilitating independence and building community capacity

We want to support residents and the wider community to become more independent, healthy and self-sufficient. This means residents having more of a say in the future of their local area, and where appropriate, taking on more responsibility for local services.

Our Community Participation Strategy will play a key role in this. We will increase our support for those residents and groups who want to take on a more active role in their community, and will work with them to make the best possible use of their knowledge and skills to deliver what is needed.

2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

The council's Corporate Plan sets the framework for each of the Theme Committees' five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste, there are a number of core and shared principles, which underpin the commissioning outcomes.

The first is a focus on fairness: Fairness for the council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities – young, old, disabled and unemployed benefit from the opportunities of growth.

The second is a focus on responsibility: Continuing to drive out efficiencies to deliver more with less. The council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

The third is a focus on opportunity: The council will prioritise regeneration, growth and maximising income. Regeneration revitalises communities and provides residents and businesses with places to live and work. Growing the local tax base and generating more income through growth and other sources makes the council less reliant on Government funding; helps offset the impact of budget reductions and allows the council to invest in the future infrastructure of the borough.

Planning ahead is crucial: The council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts and is continuing this approach by extending its plans to 2020.

3. CORPORATE PLAN PRIORITIES

The **principles** of **Fairness, Responsibility and Opportunity** are at the heart of our approach. We apply these principles to our **Corporate Plan priorities** of: **delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision-making.**

Fairness

- fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer
- **building resilience in residents and managing demand** – between 2011 and 2016 we've successfully saved over £112m through effective forward planning. In order to meet the £61.5m budget gap to 2020, we will target resources on those most in need and support residents to stay independent for as long as possible
- this will require a step change in the council's approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.

Responsibility

- the council will focus not only on getting the basics right, but also **delivering quality services**, and striving to continuously improve the standard of services
- **promoting community engagement, independence and capacity** - as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities
- in doing so, the council will facilitate and empower residents to take on greater responsibility for their local area.

Opportunity

- the council will capitalise on the opportunities of a growing local economy by prioritising regeneration, growth and maximising income
- **responsible growth, regeneration and investment** is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from government reduces to zero
- we will use the proceeds of growth to invest in local infrastructure and maintain Barnet as a great place to live and work as we continue to deal with budget reductions to 2020
- we will explore the opportunity this presents to **transform local services** and redesign them, delivering differently and better
- we will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector.

The Equality Act 2010 and the Public Sector Equality Duty impose legal requirements on public organisations to pay due regard to equalities. The Corporate Plan is fundamental to the council's approach to deliver equalities. It enables the principles of equalities and valuing diversity to be reflected and mainstreamed into all council processes. It also outlines the council's Strategic Equalities Objective (SEO) that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

Through the SEO, Barnet aims to provide the best start for our children and access to equal life chances to all our residents and taxpayers who live, work and study in Barnet. Progress against the SEO is monitored annually in an Annual Equalities Report which is publicly reported to Council and the SEO is also reflected through our Commissioning Plans and priorities for each Theme Committee. Management Agreements with our Delivery Units have a number of commitments which reflect the importance of equalities and how the Commissioning Plans will be achieved in practice, and performance indicators have been set and published for each Delivery Unit.

4. VISION FOR PUBLIC HEALTH & WELLBEING

- The people of Barnet are generally healthy but the borough is not without health challenges
- We have a large and growing elderly population, which makes promoting physical activity and tackling issues such as social isolation more important
- We commission services to address these challenges, while continuing to deliver our statutory functions and ensuring that Barnet's population is as healthy as it can be by integrating public health as a priority theme across all services.
- The development of new communities in Barnet offers opportunities to integrate health outcomes such as the design of buildings, the assessment of new developments for health impact and the structure of communities to promote health.
- Our aim is to encourage an engaged population that is supported to take responsibility for health and wellbeing individually and collectively by means of targeted early intervention and integrated services.

5. COMMISSIONING PRIORITIES

Summary

We're investing in demand management to put all of our statutory services – Health Checks, National Child Measurement Programme, Health Visiting, School Nursing, sexual health (GUM) – on a secure footing for the future.

- We're ensuring that additional investment in non-statutory but priority services – e.g. drug and alcohol, smoking cessation, winter-well, mental health, self-care, sport and physical activity – are targeted to achieve the best possible return on investment in terms of health outcomes and demand for services.
- We are influencing the priorities of our internal and external delivery partners so that they help to improve the health of Barnet residents.
- We're helping residents to engage with their own health and wellbeing by investing in community assets to promote health.

Background

- Public Health in Barnet has two main roles:
 - Spending the approximately £17 million public health grant to provide statutory and discretionary services for maximum health gain
 - Co-ordination of council delivery units and partners to ensure that the health of the people of Barnet is prioritised in commissioning and delivery of services
- The Public Health grant has been reduced. There was an in-year reduction of 6.2% in 2015-16, made recurrent in all following years to 2019-20 (a total of 8.4%). In addition there has been a reduction in grant of 2.2% in 2016-17, and an estimated reduction of 2.6% in 2018-19 and 2019-20.
- This reduction in funding will constrain delivery of services by 2018/19. Therefore, we're investing money now to affect systemic change which will manage future demand for statutory services, for example by transforming delivery of services such as employment and mental health from acute to community settings and by working with all London boroughs to change how sexual health services are structured and delivered.

Giving children the best start in life

Children, young people and their families are supported to be physically, mentally and emotionally healthy.

- Responsibility for commissioning Health Visiting was transferred from the NHS to local authorities in 2016. This includes responsibility for antenatal health, new baby reviews, six to eight week assessments, one year assessments and two to two-and-a-half year reviews. Public Health in Barnet receives an additional circa £4.5m to fund this.
- We are integrating Health Visiting within Early Years provision in Children's Centres, enhancing promotion of healthy behaviours and school readiness. We are working closely with the Early Years Review to support better integration between health and social care and to embed an early years resilience model, targeted at vulnerable families.
- Health coaches: We have commission Family Health and Perinatal Health coaches to work with troubled families, and those suffering pre/post natal depression through to March 2018 as a system innovation to contain demand and improve outcomes.
- Childhood obesity: Maintain childhood obesity and nutrition investment via a tier 2 weight management programme to the Healthy Schools Programme.

Enable all children, young people and adults to maximise their capabilities and have control over their lives

- Physical activity and healthy diet: complete the tender process and implement the weight management offer for adults in 2017-18
- Mental health: continue to build capacity of the community centred practices programme in practices in identifying and referring to community resources to support patients. Also, expand digital based resources available for residents with common mental illness.
- Consider the most effective and cost efficient way to reduce smoking in the population through redesign of the current smoking cessation service offer and working with partners on wider tobacco control issues including use of shisha.

Create fair employment and good work for all, which helps ensure a healthy standard of living for all

- Employment support: continuing investment in employment support programmes improving local pathways and support for clients with motivational, mental health and alcohol/substance misuse issues.
- Workplace health promotion: Achieving London Healthy Workplace Charter accreditation and sharing models of good practice with businesses across the borough.

Healthy and sustainable places and communities

The built environment is conducive to healthy living choices such as walking and the accessibility of safe open spaces.

- The council is investing £30 million in redeveloping two leisure centres at New Barnet and Copthall, and implementing our Sport and Physical Activity strategy, to ensure that all Barnet residents have access to high quality health and fitness facilities, particularly in areas where the local population is projected to grow. Public Health in response have invested in

more facilities for communities to look after their own health and wellbeing, such as outdoor gyms and sporting equipment, in our parks and open spaces

- We are helping to plan communities and ensure that where necessary assessments can be made of new developments for the health outcomes they promote. We are looking to further partner with planning, regulation, licensing and regeneration to ensure integration of health outcomes in these decisions.

III health prevention

Public Health commissioned services are a very small part of the health and social economy and of the wider social and environmental determinants of health and wellbeing. Public health's primary concern is to inform and influence decision making across LA, NHS and other partners for the benefit of population health.

- Health and lifestyle checks help reduce the risk factors associated with long-term conditions, and people with a long-term condition are supported to self-manage their condition. We are developing a more targeted Health checks programme to align to a reducing budget.
- We're working towards an integrated and sustainable sexual and reproductive health services model by commissioning collaboratively with all London Boroughs as part of the London Sexual Health Transformation programme to procure both an e-service portal which will allow residents to self-manage their sexual health and access home testing kits, where appropriate, and commissioning new sexual and contraceptive health services. An integrated and sustainable sexual and reproductive health services model will help to ensure a consistent pan-London service while maximising return on investment through economies of scale and reduce the onward transmission of infections.
- We have invested in our discretionary provision and re-commissioned drug and alcohol services with a single lead organisation. Now we're improving treatment outcomes, and managing demand drug and alcohol misuse creates elsewhere in the system. For example, in support of the Barnet Early Intervention and Prevention strategy where drug and alcohol misuse is recognised as one of the drivers in poor family outcomes. It also supports safeguarding through the Hidden Harm Service which works collaboratively with a range of professionals as part of the team to manage the risk posed to children and young people within identified families. Similarly the Young Peoples Substance Misuse Service aims to reduce medium term demand by preventing escalation of use and harm rather than it continuing into adulthood.
- Self-care: Promotion of self-management and living well through innovative service development such as structured education and health champions, social prescribing and, Making Every Contact Count.
- We have extended the Winter Well programme which now incorporates access to low income and vulnerable people for whom fuel poverty is an issue and are working closely with the private sector rental team to take this forward.
- Assurance of immunisations and health screening: we also work to promote the long term health of the population by supporting immunisations and various health screening activities in an assurance role. We are in the final stages of establishing a local Health Protection Forum to provide oversight on health protection arrangements and promote local resilience and health protection through the Borough Resilience Forum. We work closely with the NHS England immunisation lead and Public Health England and contribute to and assure local CCG awareness raising and screening initiatives in relation to cancer, TB and hypertension for example.

- The borough has been successful in its bid to enter the second wave of the National Diabetes Prevention Programme. Public health worked with Barnet Clinical Commissioning Group (CCG) and with colleagues in LB Enfield to develop the proposal. The intention is to commission the service in the first half of 2017-18. Public Health is with the CCG to develop a local commissioned service for GP practices to ensure that there is a robust process for identification and management of pre-diabetes including brief intervention to encourage behaviour change. Public health is also giving attention to a campaign both to raise awareness of diabetes in the borough, protective health behaviours and local provision and services.

6. KEY SUCCESSES IN PAST YEAR

Giving children the best start in life

- All 10 Children's Centres in Barnet have been awarded 'Healthy Children's Centre' status to recognise their hard work and dedication in helping to improve the health of children and families in Barnet
- The Public Health team continues to identify Barnet schools with the highest levels of obesity, based on evidence from the National Child Measurement Programme, and ensures that the tier 2 service targets and works with these schools.
- Barnet was ranked one on the highest boroughs in London for achievement of Barnet Healthy Schools Award.

Enable all children, young people and adults to maximise their capabilities and have control over their lives

- Engaged with GP and pharmacy practices on smoking cessation programme, including Stoptober.
- Launched a new shisha campaign.

Create fair employment and good work for all, which helps ensure a healthy standard of living for all

- Achieved good results for employment outcomes following successful completion of treatment for opiate clients (part of the Barnet Adult Substance Misuse Service): the percentage of clients who, on exit from the service, were working more than 10 days in the last 28 days continues to be higher than the national average.
- Both mental health employment support services (for people with common mental health issues and people with severe mental health problems) met their annual targets with clients gaining jobs in a wide range of sectors and employers. Both services received a visit from the DWP's Work and Health Unit in August 2016. A total of 12 from the unit came to learn from the success of these services. They were impressed with how successfully multi-agency working has been embedded to help residents.

Healthy and sustainable places and communities

- Public health contributed to the development of the new leisure contract through input to the requirements documentation and input to the tender assessment documentation.

III health prevention

- The Public Health team has continued to work in collaboration with other boroughs and partners to design and deliver better, more cost-effective sexual health services for the North Central London sub-region.
- Barnet Adult Substance Misuse Service's proportion of clients in structured treatment who are reported to be living with children is lower than the national average.
- Much good inter agency liaison work has been undertaken which is leading to the creation of borough Protection Forum that will provide oversight on health protection arrangements and promote local resilience.

7. STRATEGIC PARTNERSHIPS

Public Health engages with a number of strategic partnerships in order to improve the health of residents. Working with the Clinical Commissioning Group we promote health initiatives and work to influence local health priorities. Across North Central London work has been on-going to develop the NHS Sustainable Transformation Plan. We work closely with colleagues in Adult Social Care and the Children & Families services to inform system transformation and sustainability across the health and social care economy. We also work with colleagues across the council wherever there are opportunities for public health gain such as through environmental services, planning and regeneration and enterprise.

Close liaison is maintained with National Health Service England to provide assurance to the Local Authority on local population screening and immunisation programmes and ensure, alongside local partners, robust local resilience planning and health protection.

Public Health has been actively engaged in the London Sexual Health Transformation Programme. This initiative will deliver changes to the way the current treatment system works across London and will help to contain demand and deliver more cost efficient services locally.

8. INDICATORS FOR 2017/18

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: **Delivering quality services** (Responsibility); **Responsible growth, regeneration and investment** (Opportunity); **Building resilience in residents and managing demand** (Fairness); **Transforming local services** (Opportunity); and **Promoting community engagement, independence and capacity** (Responsibility).

Key:

CPI = Corporate Plan Indicator

SPI = Commissioning Plan Indicator

Transforming local services (Opportunity)

GIVING CHILDREN THE BEST START IN LIFE - Children, young people and their families are supported to be physically, mentally and emotionally healthy.

Ref		Indicator	2016/17 Target	2016/17 Q2 Result	2017/18 Target	2019/20 Target	Service
SPI	PH/S2	Excess weight in 4-5 year olds (overweight or obese)	21%	19.92%	21%	21%	Public Health
SPI	PH/S3	Excess weight in 10-11 year olds (overweight or obese)	32%	32.58%	32.6%	32.6%	Public Health

HEALTHY AND SUSTAINABLE PLACES AND COMMUNITIES - The built environment is conducive to healthy living choices such as walking and the accessibility of safe open spaces.

Ref		Indicator	2016/17 Target	2016/17 Q2 Result	2017/18 Target	2019/20 Target	Service
SPI	PH/S11	Excess weight in adults	56.8%	56.75%	57.8%	57.8%	Public Health

Building resilience in residents and managing demand (Fairness)

ILL HEALTH PREVENTION - Health and lifestyle checks help reduce the risk factors associated with long-term conditions, and people with a long-term condition are supported to self-manage their condition.

Ref		Indicator	2016/17 Target	2016/17 Q2 Result	2017/18 Target	2019/20 Target	Service
SPI	PH/C7	Percentage of people with needs relating to STIs who are offered an HIV test at first attendance (excluding those already diagnosed HIV positive).	97%	97.2%	97%	97%	Public Health
SPI	PH/C8	Percentage of people with needs relating to STIs who have a record of having an HIV test at first attendance (excluding those already diagnosed HIV positive).	80%	88%	80%	82%	Public Health
SPI	PH/C6	Percentage of people with needs relating to STIs contacting a service who are offered to be seen or assessed with an appointment or as a 'walk-in' within two working days of first contacting the service.	98%	100%	98%	98%	Public Health
SPI	PH/S12	Percentage of women accessing Emergency Hormonal Contraception (EHC) within 48 hours	80%	100%	80%	80%	Public Health
SPI	PH/S13	Percentage of new attendances of all under 25 year olds tested for chlamydia	70%	77.1%	70%	70%	Public Health
SPI	PH/C10	Successful treatment - opiate users	8%	8.3%	7.3%	8%	Public Health
SPI	PH/C11	Successful treatment - non-opiate users	33%	36.1%	32.7%	34%	Public Health
SPI	PH/C12	Successful treatment - alcohol users	42%	48.4%	37.3%	38%	Public Health
SPI	PH/C13	Successful treatment - non-opiate and alcohol users	32%	34.7%	30.7%	38%	Public Health
SPI	NEW - TBC	Number of people engaged or supported by Winter well	1,200	Reported annually as it is a seasonal service	1,200	1,200	Public Health