

**DERBYSHIRE HEALTH AND WELLBEING BOARD**

**12 May 2016**

**Report of the Strategic Director Adult Care and Public Health**

**HEALTH AND WELLBEING STRATEGY IMPLEMENTATION**

**1. Purpose of the report**

To provide an overview of the project plans and performance monitoring arrangements which have been developed to support the implementation of the Health and Wellbeing Strategy (HWBS).

**2. Information and analysis**

**Background**

At the January Health and Wellbeing Board it was agreed that project plans would be developed for all actions detailed within the Health and Wellbeing Strategy (HWBS). A copy of the project plans are available via the following hyperlink:

[http://www.derbyshire.gov.uk/images/HWBS%20Implementation%20Project%20Plans\\_tcm44-279722.pdf](http://www.derbyshire.gov.uk/images/HWBS%20Implementation%20Project%20Plans_tcm44-279722.pdf).

The project plans provide a brief overview of actions under each priority will be provided at the Board meeting by priority champions.

**Reflecting the Sustainability and Transformation Plan within the Health and Wellbeing Strategy**

The HWBS project plans have been developed in a similar timeframe as the Sustainability and Transformation Plan (STP); this has subsequently led to discussion amongst partners as to how they link together. As the Health and Wellbeing Board has a statutory duty to promote integration it is proposed that all the actions detailed within the HWBS need to remain, but it is recognised that some of the actions will be delivered through the implementation of the STP. To facilitate this, some of the language used within the HWBS has been updated to reflect the fact that work will be co-ordinated through the STP rather than the Joined Up Care Boards for example. A copy of the refreshed strategy has been circulated to Health and Wellbeing Board members and can be accessed online:

[http://www.derbyshire.gov.uk/social\\_health/public-health/health\\_and\\_wellbeing\\_board/health\\_wellbeing\\_strategy/default.asp](http://www.derbyshire.gov.uk/social_health/public-health/health_and_wellbeing_board/health_wellbeing_strategy/default.asp)

**Performance reporting**

Performance reporting on the HWBS actions will be tabled at every HWB meeting from July 2016 onwards. Templates, populated with baseline information from the project plan returns, are attached as an annex to this report for information. This regular agenda item will increase the visibility of performance so that all partners are held to account for implementation and delivery of agreed actions.

### **3. RECOMMENDATION**

The Health and Wellbeing Board is asked to:

- Note the project plans and performance monitoring arrangements which have been developed to support the implementation of the Health and Wellbeing Strategy.
- Agree that performance reporting on Health and Wellbeing Strategy actions will be a standing item on the Health and Wellbeing Board agenda.

**Joy Hollister**  
**Strategic Director, Adult Care and Public Health**  
**Derbyshire County Council**

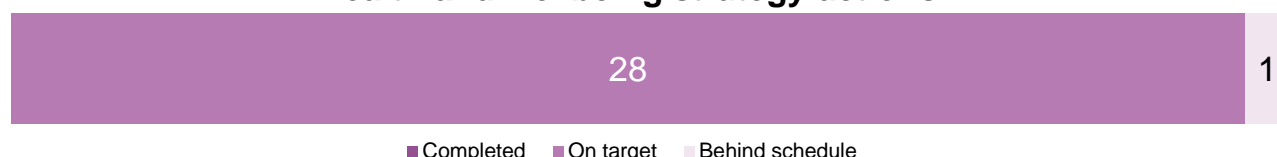
# Health and Wellbeing Strategy update report: May 2015

This bi-monthly report provides a brief update on the progress being made against priorities, actions and outcomes set within Healthy Derbyshire – Health and Wellbeing Strategy 2015-17. This report is structured around the four priorities outlined in the strategy and a summary of the latest performance indicators linked to each theme is also included. Due to the nature of the performance data being reported, there is significant variation in the time periods associated with each indicator and the report provides a ‘snap shot’ in time of the latest data available.

## Implementation of the Health and Wellbeing Strategy 2015-17

There are 29 actions within the Health and Wellbeing Strategy implementation plan. The graph below provides a summary of the actions which have been completed, those which are on target and those which are behind schedule

### Health and wellbeing strategy actions



■ Completed ■ On target ■ Behind schedule

#### What's been progressed:

- Implementation plan for HWBS approved by the Board in January 2016.
- Lead officers identified to develop project plans to support actions within the HWBS in February 2016.
- Project plans developed and approval sought at 12 May 2016 HWB meeting.
- Performance reporting mechanisms have been developed.
- Health and Wellbeing Strategy has been refreshed to reflect the developing Sustainability and Transformation Plan.
- Forward planning process established to support the work of the HWB.

#### Where do we need to focus our efforts:

- There is one outstanding project plan in relation to the development of an information governance, intelligence and performance framework which needs to be finalised.
- Ensuring support is provided to enable implementation of actions.

#### Work completed since the last update:

To be populated from July 2016 onwards.

## Health and wellbeing priorities update

### Keep people healthy independent and in their own home

Project plans have been developed for all actions, with the exception of the development of the information governance, intelligence and performance framework, which needs to be finalised. Work over the next couple of months needs to focus on ensuring there are appropriate links built to the STP, especially in relation to the actions regarding primary care transformation, the joint quality governance framework and those actions in relation to workforce and estates. An initial meeting with Derby City has been arranged to consider how links between the two HWBs can be developed.

### Build social capital

The Social Capital Report Implementation Group has met frequently and this work has informed the development of the project plan. Contact is being made with locality health partnerships and health and wellbeing member organisations to discuss how they can support the implementation of recommendations within the report. Proposals relating to the future funding of the voluntary sector is currently subject to consultation and work is ongoing to ensure that social capital principles are incorporated into future commissioning arrangements.

### Create healthy communities:

Actions under this priority are being delivered through a range of projects co-ordinated by Public Health. Actions plans are currently being developed with district and borough councils as part of the Healthy Communities programme. The HWB received a copy of the planning and health shared statement in March 2016 and a 'who's who' in planning and health is currently being collated. The Housing and Health Needs Assessment is currently being finalised and once complete will be shared with developers. Other actions are being progressed in line with plans.

### Support the emotional health and wellbeing of children and young people:

Work in relation to the implementation of the Future in Mind plan for Derbyshire and Derby City is well advanced and in place. Appropriate links have been made across to the HWB priority. Key themes around early intervention and prevention, promoting positive self-esteem, self-help and peer support, workforce development and service re-design all feature in the Future in Mind Plan and the HWB will receive detailed six monthly updates on progress.

Priority	Action	Status rating	Prev rating	Lead
Keep people independent and in their own home	Support primary care transformation across the county.			Clive Newman
	Develop a joint quality governance framework			Lynn Andrews
	Work together to share best practice and unblock key issues so that health and integration progresses at pace and scale			HWB Core Group
	Strengthen links with neighbouring Health and Wellbeing Boards			Ellen Langton
	Develop a talent management system			Amanda Rawlings
	Implement an integrated training and development programme			Amanda Rawlings
	Develop of a joint asset database			William Jones
	New build protocol agreed			William Jones
	Agree approach to open up estate for greater community use			William Jones
	Agree a strategy for release of assets			William Jones
	Develop a joint strategy regarding the release of our current estate			William Jones
	Develop an information governance, intelligence and performance framework			tbc
Build social capital	Publish the Social Capital Report			Ifiti Majid as chair of social capital report implementation group
	--> Social Capital report recommendations implementation			
	Social Capital forms a key part of integration plans			
	Commissioning principles developed to support social capital			
	Develop a series of tools and enablers			
	Pilot new service models			
	Implement a way of measuring social capital			
Create healthy communities	Understand the infrastructure within our communities			Ellen Langton
	Work with district councils on agreed healthy communities priorities			Mandy Chambers
	Work with elected members to provide links between health and wellbeing			Mandy Chambers
	Healthy workplaces			James Creaghan
	Shared statement on planning and health			Richard Keeton
	Support HIAs for large scale developments			Richard Keeton
	Share information with developers			Ellen Langton
Emotional health and wellbeing of children	Early intervention and prevention approaches			Linda Dale/ Isobel Fleming
	Devolution of specialised commissioning			Gareth Harry
	Raise self-esteem and coping mechanisms			Linda Dale/ Isobel Fleming
	Lower level support options			Linda Dale/ Isobel Fleming
	Transfer of public health commissioning			Alison Pritchard
	Future In Mind sign off			Linda Dale/ Isobel Fleming
	Training strategy			Linda Dale/ Isobel Fleming
	CAMHS data requirements workshop			Linda Dale/ Isobel Fleming
Enablers	Project management and performance reporting			Ellen Langton
	Track indicators			Ellen Langton
	Communications and Engagement			Ellen Langton
	Share information with other Boards			Ellen Langton

#### KEY

	Not on track against project plan and issues to raise with Health and Wellbeing Board/ Core Group
	Some minor issues won't affect delivery and timescales
	Work on track against project plan
C	Work completed and signed off against project plan

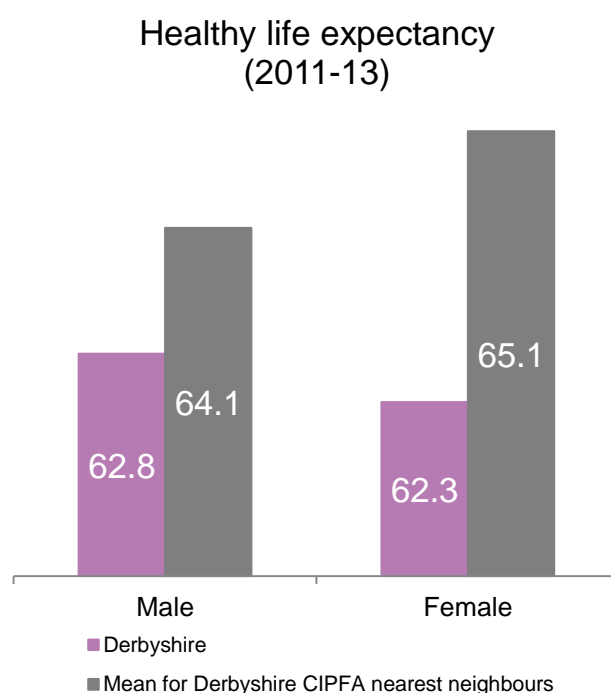
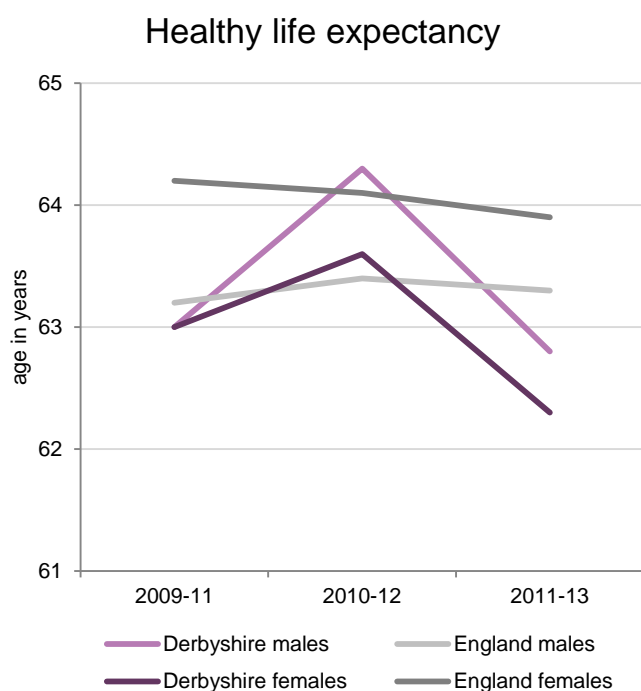
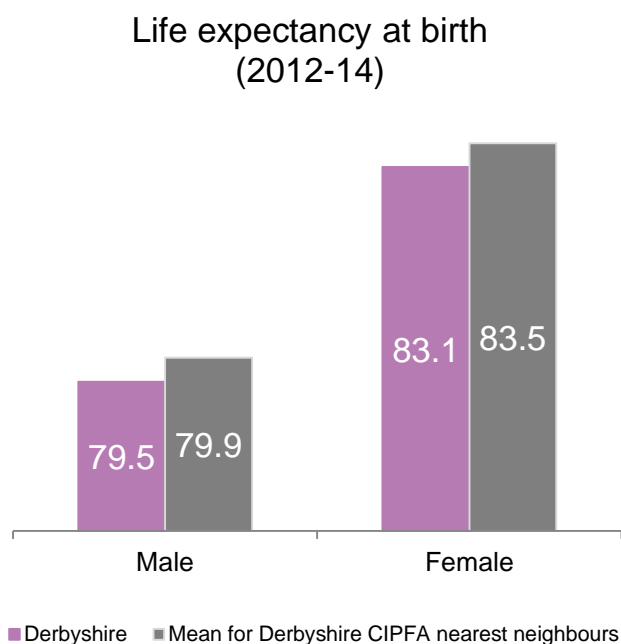
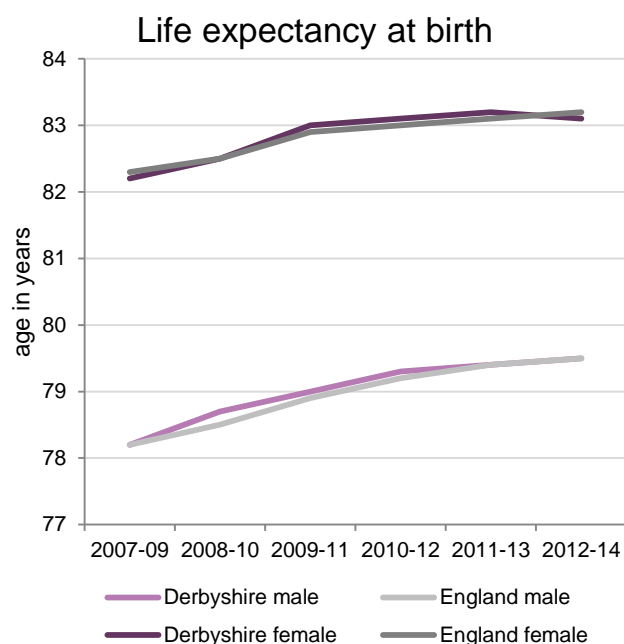
## Performance indicator update

We are using the indicators below to track the implementation of the Health and Wellbeing Strategy, the latest and previous published statistics are detailed:

Indicator		Previous data	Latest data	Trend
Keep people healthy and independent in their own home	Emergency admissions for hip fractures in people aged 65 and over (per 100,000 population)	597	576	➡
	Adult social care users have as much social contact as they would like (% of adult social care users)	0.434	0.424	➡
	People aged 65 and over who have injuries due to falls (per 100,000 population)	2207	2189	➡
	People who are readmitted to hospital due to an emergency within 30 days of discharge (per 100,000 population)	11.4	11.4	➡
	Hospital episodes where individuals are admitted for non-elective procedures (per 100,000 population)	2825.5	2907.5	➡
	Population aged 65 and over who are permanently admitted to residential and nursing care homes (per 100,000 population)	727.1	602.6	➡
	Population aged 65 and over who are still at home 91 days after discharge from hospital following the use of reablement and rehabilitation services. % population aged 65+)	89.4%	82.4%	➡
	Delayed transferred of care from hospital (per 100,000 population, Average number of days per month)	598.9	659.2	➡
	Patients who took part in a GP Patient Survey who stated in the last six months, they have received enough support from local services/ organisations to help manage their long term condition. (% of people)	n/a n/a	0.705	n/a
	Rate of Dementia Diagnosis (diagnosis rate)	71.2%	69.9%	➡
Build social capital	Residents trust people who live on their street to a large extent (% of citizens panel respondents)	No tracking data available	58.9%	not available
	Residents trust people living the local area to a large extent (% of citizens panel respondents)		25.9%	not available
	Residents state that trust in their neighbourhood has improved in the last 5 years (% of citizens panel respondents)		3.8%	not available
	Residents state that trust in their neighbourhood has got worse in the last 5 years (% of citizens panel respondents)		17.9%	not available
	Residents have been involved in decisions affecting their community in the last 12 months (% of citizens panel respondents)		12.3%	not available
	Individuals who have provided unpaid help to a group, club or organisation at least once a month in the past year (% of citizens panel respondents)		60.2%	not available
Create healthy communities	Adults aged 18 or over smoke	-	17.5	➡
	Adults classified as obese or overweight (%)	66.9%	68.8%	➡
	Patients on GP registers have diabetes (% of QOF-recorded cases )	6.7%	6.9% -	n/a
	Deaths from causes considered to be preventable (per 100,000 population)	181.3	182.4	➡
	Deaths in people aged under 75 from cancer	78.2	74.4	➡
	Deaths in people aged under 75 from cancer	140.5	137.6	➡
	People who eat the recommended 'fruit and veg 5 a day' (%)	57.4%	56.0%	➡
Support the emotional health and wellbeing of children	Adults are physically active (% of adults)	56.1%	56.1%	➡
	Number of children in Derbyshire who self-harm and attend hospital due to these injuries (per 100,000 population aged 16-24)	0	621.1	↓
	Children achieving a good level of development at the end of reception (%)	43.8%	68.4%	➡
	GCSE attainment (% of students achieving 5A* to C grades)	53.5%	53.7%	↓
	Population aged 18 or under are admitted to hospital for alcohol specific issues (DASR per 100,000 population).	39.7	45.4	➡
	Suicide rate (age standardised, per 100,000 population).	7.8 n/a	8.1	n/a
	Children aged 0-14 who are admitted to hospital due to un intentional and deliberate injuries (per 100,000 population).	106.4	106.4	➡

**Source:** [Public Health Outcomes Framework](#), [Health Profile – Derbyshire](#) and [Children and Young People's Benchmarking Tool](#), all published by Public Health England; Derbyshire Better Care Fund reporting and Derbyshire County Council Citizens Panel. Table shows the latest statistics and due to different reporting timeframes these are not all directly comparable.

## How does Derbyshire compare to other areas?



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Source for all data: [LG Inform](#): Public Health Outcomes Framework

**CIPFA nearest neighbours** are the 15 nearest statistical neighbours to Derbyshire and include Nottinghamshire, Staffordshire, Worcestershire, Suffolk, Cumbria, Lincolnshire, Warwickshire, Norfolk, Lancashire, Gloucestershire, Northamptonshire, Somerset, Leicestershire, North Yorkshire and Essex.

# HEALTHY DERBYSHIRE

Implementation project plans – April 2016



# Keep people healthy and independent in their own home

## HWB Priority Champions are:

- Joy Hollister, Strategic Director Adult Care, Derbyshire County Council
- Andy Gregory, Chief Operating Officer, Hardwick CCG

HWBS Action(s)	1.1 Support primary care transformation across the county.		
Lead organisation	Southern Derbyshire and/or Hardwick CCG		
Lead officer			
Name	Job title	Email address	Phone number
Clive Newman	Director of Transformation	clive.newman@hardwickccg.nhs.uk.	07920283518

Project plan is pending finalisation and discussion with Southern Derbyshire CCG and colleagues within the STP team.

Delivery Group	TBC		
Delivery Group members	Name		Organisation
	• TBC		• TBC
Purpose of group			
Officer responsible for exception reporting			
Name	Job title	Email address	Phone number
TBC			

<b>Scope of project</b>		
<ul style="list-style-type: none"> <li>• Provide a single Derbyshire wide framework for local plans to address the sustainability and quality of general practice, including workforce and workload issues (as one of the nine 'must dos' for 2016/17 for every local system within the Derbyshire Sustainability and Transformation Plan (STP))</li> <li>• Develop a framework to ensure consistency across Derbyshire, but;</li> <li>• Enable local communities to develop and implement local plans within this framework</li> <li>• Offer a single central point to request and co-ordinate input from all HWB partners to support general practice sustainability and quality</li> <li>• Develop the mechanisms to support the introduction of seven day a week working locally.</li> <li>• Work within the STP framework signed off by all parties, working to the timescales required of the STP</li> </ul>		
<b>Key objectives</b>		
<ul style="list-style-type: none"> <li>• Development of a single Derbyshire wide framework plan for submission within the STP</li> <li>• Development of a structure to enable local communities to develop and implement their own plans</li> <li>• Development of a single co-ordinating point for input from partner agencies</li> </ul>		
<b>Metrics</b>		
<ul style="list-style-type: none"> <li>• Derbyshire wide plan agreed and submitted within STP</li> <li>• Local communities engaged and supported to develop and implement own plans</li> <li>• Partner agencies offering support and input</li> </ul>		
<b>Key task</b>	<b>Milestone(s)</b>	<b>Completion</b>

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		date
TBC		
<b>Outputs to be presented to the HWB</b>		
Output		Target date
Derbyshire wide plan incorporated within STP plan		June 2016

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HWBS Action(s)	1.2 Develop a joint quality governance framework to ensure that quality flows throughout the system and is reflected throughout the commissioning process		
Lead organisation	Chesterfield Royal NHS Foundation Trust		
Lead officer			
Name		Job title	
Lynn Andrews		Director of Nursing & Patient Care	

<b>Delivery Group</b>	Quality Governance Framework Task and Finish Group ( to agree name when group established)	
<b>Delivery Group members</b>	<b>Name</b>	<b>Organisation</b>
	HWB board members will be asked to nominate organisation representatives to join the task group. The nominated member should have experience of their respective involvement in the HWB strategic aim and/or be in a governance role. (to be confirmed July 2016)	Name of the provider, commissioner and social care organisations from across the county
<b>Purpose of group</b>	<p>To develop and implement a governance framework which ensures the quality impact of respective HWB work streams are explored, monitored, gaps in quality are identified early and escalated where necessary.</p> <p>To establish a governance system that ensures arrangements are in place across all partner organisations that enables the strategic aims of the Derbyshire health and care economy to be implemented effectively through strong collective leadership.</p>	
<b>Officer responsible for exception reporting</b>		
<b>Name</b>	<b>Job title</b>	
TBC – when the group is set up Lynn Andrews - currently	Director of Nursing & Patient Care	


<b>Scope of project</b>
<ul style="list-style-type: none"> <li>Establish a new task and finish group of HWB members to develop a joint quality governance framework following initial scoping of the project.</li> <li>To develop a governance system that provides assurance to the HWB that quality is at the heart of integrated services and commissioned services are of a high quality in relation to effectiveness, patient safety and experience.</li> <li>The quality governance framework</li> <li>support both the delivery of the action within the Health and Wellbeing Strategy and also the emerging STP. In an increasingly integrated system</li> <li>An approved system wide Quality Governance Framework is approved by the Health and Wellbeing Board for use across the Derbyshire health and care system.</li> </ul>
<b>Key objectives</b>
<ul style="list-style-type: none"> <li>To map existing governance arrangements in place within the key priority areas.</li> <li>To scope the quality governance arrangements required for system wide governance framework.</li> <li>To describe/establish key success factors that will be provide assurance of progress and key deliverables.</li> <li>To describe how the quality governance framework will function across partner organisations.</li> <li>To establish a system that can demonstrate overall improvements to services we deliver to our patients at local and county level</li> </ul>
<b>Metrics</b>
<ul style="list-style-type: none"> <li>These will be developed following the establishment of the Task and Finish Group</li> </ul>

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Key task	Milestone(s)	Completion date
Task and Finish Group membership agreed and meeting	Seek nominations for HWB members	July 2016
	Set meeting date	July 2016
	Send invitation to nomination to meet	July 2016
Agree chair, vice chair of the group and who reports escalation to Priority Champions	Draft agenda for first meeting	June 2016
	Hold meeting	July/ August 2016
	Confirm respective committee positions	August 2016
Develop detail project plan and key delivery dates	Through task and finish group discussions/meetings develop key deliverables through member's feedback develop project plan from discussions	November 2016
Scope existing governance arrangements	Meet work stream leads and assess existing governance arrangements	Nov/Dec 2016
Agree terms of reference for partnership working	Write draft TOR and agree Draft outline of MOU	Sept 2016
Draft Governance framework outline	Write draft framework Put in place the arrangements and design measures for the framework to take shape	June 2017
Develop success measures	Agree key success measures of the task group	September 2016
	Agree key success measures of the governance framework	November 2016
<b>Outputs to be presented to the HWB</b>		
Output		Target date
Initial outline of project plan		November 2016
Output of scoping work		January 2017
Draft Governance framework		June 2017
Quality governance framework approved by the HWB and implemented		End of 2017

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<b>HWBS Action(s)</b>	1.3 Work together to share best practice and unblock key issues so that health and social care integration can happen at pace and scale
<b>Lead organisation</b>	HWB Core Group

<b>Delivery Group</b>	HWB Core Group	
<b>Delivery Group members</b>	<b>Name</b>	<b>Organisation</b>
	<ul style="list-style-type: none"> <li>• Cllr Dave Allen</li> <li>• Cllr Anne Western</li> <li>• Ian Stephenson</li> <li>• Andy Gregory</li> <li>• Gary Thompson/ Rakesh Marwaha.</li> <li>• Cllr Paul Smith</li> <li>• Cllr Paul Jones,</li> <li>• Joy Hollister,</li> <li>• Cllr Jim Coyle</li> <li>• Jane Parfremment</li> </ul>	<ul style="list-style-type: none"> <li>• Derbyshire County Council</li> <li>• Derbyshire County Council</li> <li>• Derbyshire County Council</li> <li>• representative from North Unit of Planning</li> <li>• representative from the South Unit of Planning</li> <li>• Derbyshire County Council</li> <li>• Derbyshire County Council</li> <li>• Derbyshire County Council</li> <li>• Derbyshire County Council</li> <li>• Derbyshire County Council</li> </ul>
<b>Purpose of group)</b>	 Agenda item 7 -Revised ToR -Draft.	
<b>Are project plans, performance monitoring and/ or exception reporting arrangements already in place ?</b>	n/a	

<b>Scope of project</b>		
<p>To help support the ongoing integration of health and social care services across the county by 2020, Core Group can act as a key forum to both share best practice and resolve any issues as and when they arise. Health and social care integration is a fast paced and changing environment, and since the strategy was finalised in 2015, NHS England has issued new guidance regarding the development of a Sustainability and Transformation Plan, which must reflect and build from local health and wellbeing strategies. This will require all partners in the local health economy in Derbyshire to work together to develop and deliver transformation and integration. From this and other ongoing pieces of work new and emerging challenges will arise, these can be discussed by HWB Core Group and where appropriate escalated to the Health and Wellbeing Board. Using HWB Core Group as a forum to discuss such issues will enable the Board to continue to drive performance and ensure that financial or policy issues are considered at any early stage.</p> <p>In addition, ongoing work from across the health and social care work in Derbyshire also needs to be shared, especially where best practice is identified, so that this learning from across the county is utilised. This could be done through reports and presentations to the HWB.</p>		
<b>Key objectives</b>		
<ul style="list-style-type: none"> <li>• Resolve issues relating to health and social care integration as appropriate through HWB Core Group.</li> <li>• Share best practice with partners from across the county in relation to health and social care integration</li> <li>• Demonstrate through presentations and reports to the Board that integration and transformation is progressing at pace and scale and in line with the latest national policy guidance.</li> </ul>		
<b>Metrics</b>		
<ul style="list-style-type: none"> <li>• Evidence through discussion at HWB and Core Group as appropriate, papers to Board meetings and workshop sessions</li> </ul>		
<b>Key task</b>	<b>Milestone(s)</b>	<b>Completion date</b>
Core Group to unblock key issues when they arise and discuss best way forward		Ongoing throughout 2016/17
Learn and share best practice	CCGs to share best practice via reports and	Ongoing

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relating to integration	presentation as appropriate to various Boards and forums.	throughout 2016/17
	Issues and progress on the development and implementation of the STP to be discussed and issues tabled at Health and Wellbeing Board for consideration.	Ongoing throughout 2016/17
Regular updates on Transformation programmes at HWB	The north and south unit of planning alongside Tameside and Glossop CCG will provide regular updates to the HWB on transformation programmes on a rotating basis	Ongoing throughout 2016/17
<b>Outputs to be presented to the HWB</b>		
<b>Output</b>		<b>Target date</b>
Transformation programme updates to HWB. Dates have been confirmed for 2016 and additional dates for 2017 will be confirmed towards the end of the year. <ul style="list-style-type: none"> <li>- 12 May 2016 : Tameside Care Together</li> <li>- 14 July 2016: Joined Up Care in Southern Derbyshire</li> <li>- 22 September 2016: 21c Joined Up Care</li> <li>- 10 November 2016: Tameside Care Together</li> </ul>		Ongoing throughout 2016/17
Sustainability and Transformation Plan update reports		Ongoing throughout 2016/17

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HWBS Action(s)	1.4 Strengthen links with neighbouring Health and Wellbeing Board, especially Derby City, so we have a co-ordinated approach to system change.		
Lead organisation	Derbyshire County Council		
Lead officer			
Name		Job title	
Ellen Langton		Senior Policy Officer	

Delivery Group	Policy and Research, Derbyshire County Council		
Officer responsible for exception reporting			
Name	Job title		
Ellen Langton	Senior Policy Officer		

<b>Scope of project</b>
<p>Building links with Derby City is considered important due to a range of projects, which take place at a geographical county footprint. Examples of work at this scale include the Future in Mind plan, Transforming Care Partnerships, Joined Up Care in Southern Derbyshire and the emerging Sustainability and Transformation Plan. There are in addition a number of more operational arrangements relating to safeguarding and community safety which have an impact on health and wellbeing issues. Decisions taken by Derby City and Derbyshire County Council can have implications for one and other, and through the HWB we want to build a better working relationship so each Board is aware of work plans, key issues, HWBS priorities and actions.</p> <p>The LGA Peer Review recognised the importance of collaboration between Derby and Derbyshire HWBs to ensure there is effective planning on health issues that traverse local authority boundaries. A finalised devolution deal will also require a more formal relationship to be made with HWB in other upper tier authority areas covered by the deal, such as Nottingham City and Nottinghamshire. Therefore any formalised relationship with Derby City could act as an approach to build upon.</p> <p>It will also be important for the Derbyshire HWB to build links with HWBs/ decision-making bodies in Greater Manchester and Sheffield to ensure that Derbyshire residents needs are considered via Derbyshire's active involvement in consultation and engagement activities where appropriate.</p>

<b>Key objectives</b>
<ul style="list-style-type: none"> <li>Meet with the Chair and supporting officers from Derby City to scope work. It could include co-ordination of agendas on shared issues, co-ordinated or joint reports being tabled where there is mutual interest, agreeing key messages to partners and the public on shared pieces of work. There is scope for Derbyshire and Derby representatives to attend workshops and other events held by the respective Boards as appropriate.</li> <li>Explore developing arrangements for co-ordinated working with Derby City and formalise these through a Memorandum of Understanding.</li> <li>Following a successful devolution deal explore how links and relationships can be developed with other upper tier authority HWBs.</li> <li>Develop relationships with decision making bodies in Greater Manchester and Sheffield to ensure Derbyshire inputs to consultation and engagement activity where Derbyshire residents may be impacted.</li> </ul>

<b>Metrics</b>
<ul style="list-style-type: none"> <li>Evidence of shared working and co-ordinated approaches seen through agendas for Derbyshire and Derby City HWB</li> <li>Evidence of relationship with other HWBs involved in the same devolution deal as Derbyshire.</li> <li>Evidence of input and involvement with consultation and engagement activity in Manchester and Sheffield City Regions as appropriate.</li> </ul>

Key task	Milestone(s)	Completion date
Meet with chairs to fully scope and understand key issues from DCC and DC perspective	Arrange meeting with Cllr Allen, Cllr Repton and supporting officers to discuss proposal to develop better links with between Derby City and Derbyshire.	May 2016
	Develop opportunities and a shared approach, where appropriate, to projects and pieces of work	Summer 2016

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	which include both the county and city, such as CCG transformation, the STP, Future in Mind and Transforming Care Partnerships.	
	Implement actions for co-ordinated approaches for key pieces of work, which may include shared reports, shared agenda items etc.	Summer 2016
	Develop processes for respective Chairs/ key officers to attend workshops or events as appropriate.	Summer 2016
Develop MOU and other key documents to support relationship if agreed at initial meeting.	Draft MOU for comment and consultation with Derby City.	Summer 2016
	Agree joint process for sign off.	Autumn 2016
Develop relationship with upper tier authority HWBs involved in Devolution Deal alongside Derbyshire	<i>To be developed once devolution deal agreed</i>	<i>tbc</i>
Monitor agenda items of neighbouring boards and utilise LGA reporting/ best practice examples	Gather examples of best practice and details of how HWBs function, role and remit are evolving locally to meet the changing policy environment and discuss as appropriate with the Chair and HWB Core Group	Ongoing
Develop relationship with neighbouring HWBs in Sheffield City Region and Greater Manchester	Input and involvement with consultation and engagement activity in Manchester and Sheffield City Regions as appropriate.	Ongoing
	Explore how and make recommendations to Cabinet Member for Health and Communities	
	Liaison with Tameside and Glossop CCG to ensure that key issues relating to Greater Manchester Health and Social Care Devolution that may impact on Derbyshire residents living in north west of the county is understood and discussed by the Board as appropriate.	Ongoing
	Scope and understand how to make better links to Sheffield City Region, with the input of North Derbyshire CCG and Hardwick CCG. Formalise these arrangements as appropriate with Core Group.	July 2016
<b>Outputs to be presented to the HWB</b>		
Output		Target date
MOU between Derbyshire and Derby Health and Wellbeing Board.		November 2016
Reports to HWB on key issues affecting Derbyshire and Derby/ devolution/ STP.		Ongoing 2016/ 2017 as appropriate
Reports to HWB on key issues in Greater Manchester and Sheffield City Region as appropriate.		Ongoing 2016/ 2017 as appropriate



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Actions	<p>1.5 Develop a talent management system to ensure we retain staff who can be effective integrated system leaders, facilitating development opportunities across all parts of the health and social care sector so we develop the leaders of tomorrow.</p> <p>1.6 Implement an integrated training and development programme so there is one style and one approach and one set of values shared across organisations to allow our workforce to operate in a truly integrated manner</p>		
Lead organisation	Derbyshire Community Health Services NHS Foundation Trust		
Lead officer			
Name		Job title	
Amanda Rawlings		Director of People and Organisational Effectiveness	

Delivery Group	Derbyshire Talent Management Team Derbyshire Strategic Workforce Group		
Delivery Group members	Name		Organisation
	Talent Management Team		
	Ronnie Cope		<ul style="list-style-type: none"><li>Derbyshire County Council – Adults</li></ul>
	Leah Watson		<ul style="list-style-type: none"><li>Derbyshire County Council - Children’s</li></ul>
	Chrissy Tucker		<ul style="list-style-type: none"><li>Southern Derbyshire CCG</li></ul>
	Linda Garnett		<ul style="list-style-type: none"><li>East Midlands Leadership Academy</li></ul>
	Lorraine Statham		<ul style="list-style-type: none"><li>Derbyshire Health Care</li></ul>
	Alex Nicholls		<ul style="list-style-type: none"><li>Arden/GEM</li></ul>
	Suzanne Pickering		<ul style="list-style-type: none"><li>North Derbyshire CCG</li></ul>
	Debbie Taylor		<ul style="list-style-type: none"><li>Derbyshire Community Health Services</li></ul>
	Michaela Lebeter		<ul style="list-style-type: none"><li>Royal Derby Hospitals</li></ul>
	Victoria Brown		<ul style="list-style-type: none"><li>Derbyshire Health United</li></ul>
	Sarah Akhtar		<ul style="list-style-type: none"><li>Chesterfield Royal NHS Foundation Trust</li></ul>
	Strategic Workforce Group		<ul style="list-style-type: none"><li>Large selection of representatives from across the system of Derbyshire</li></ul>
	OD Project Group		<ul style="list-style-type: none"><li>North and South Representatives</li></ul>
Purpose of group	Both of delivery groups		
Officer responsible for exception reporting			
Name	Job title	Email address	Phone number
TBC	TBC	TBC	TBC

<b>Scope of project</b>
<ul style="list-style-type: none"> <li>Develop a talent management strategy for sign off by the HWB &amp; LETC</li> <li>Establish a develop opportunities and stretch assignments to take place between organisations and teams across the HWB partnership</li> <li>Create a Derbyshire Health &amp; Care Talent Academy to attract, train and develop the future care workers for an integrated workforce for the system across Derbyshire.</li> <li>Prepare a Derbyshire wide OD strategy and delivery plan that focuses on developing an approach to how we achieve shared values across organisations to allow our workforce to operate in a truly integrated manner</li> </ul>

**Key objectives****Talent Management**

- Implement a single approach to identifying, managing and developing talent within participating Health and Social Care organisations.
- Foster collaborative working amongst Derbyshire Health and Social Care organisations.
- Act in the common interest of the Derbyshire collective rather than individual organisations.
- Create a process for establishing and developing a Derbyshire Talent Pool.
- Inform the development of processes to ensure individuals are able to 'move' between different roles and across the system.

**Health and Care Talent Academy**

- Optimise the use of resources by identifying core development themes and opportunities for joint commissioning and delivery.
- Increase the profile of working in Health & Care.
- Engage with schools and build relationships with education providers and other key stakeholders.
- Support traineeships and work experience
- Substantially increase Apprenticeship and Higher Apprenticeship numbers
- Work across our existing and future workforce to train and develop people for a career in Health & Care.
- Articulate the range of career pathways for care workers.

**Derbyshire OD Strategy**

- OD strategy is developed to identify the key steps that the system needs to take to become more integrated and working on a shared set of values and principles
- Key actions are commissioned to support the system development

**Metrics**

- Increased recruitment and retention of care workers
- Reduction in turnover
- Increased number of projects, job swaps and secondment across the system
- Retention and attraction of Top Talent in/to Derbyshire
- Greater Return on Investment and Economies of Scale in learning and development
- Increased numbers of Apprenticeships and Higher Apprenticeships

Key task	Milestone(s)	Completion date
Identify senior leaders who have the right behaviours, performance potential and aspirations to progress into more senior management posts now; in 0-2 years and/or 2-5 years	All organisations to use the 9 Box Talent Grid to establish their top talent.	December 2015 – March 2016
	Create a talent map across the Health & Social Care system in Derbyshire	April 2016
	Build up a menu of development available to the Talent Pool accessed on the basis of individual need. Including coaching, secondments, stretch development roles, job swaps; action learning sets.	September 2016
Introduce a Derbyshire Talent Review Group (Chief Executives Group) to champion the development of the talent pool across the system	The Chief Executives Group to discuss and agree the talent map	April / May 2016
	Senior sponsorship and mentorship from the regions Chief Executives Group	June 2016 - ongoing
	Agreement to identify and make available projects, roles and secondments for the talent pool to access across the Health & Social Care system	June 2016 – ongoing
Develop a Derbyshire OD strategy to support the system transformation	Support identified to scope the system OD needs	March/April 2016
	Strategy developed with key actions for commissioning the right development support to transformation groups/plans	
Create a sustainable Derbyshire Health & Care Talent Academy that attracts, train and develop	Commitment to joint training and development	April 2016
	Develop a joint Health & Social Care workforce strategy and workforce development plan.	September 2016

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the future integrated workforce for the system across Derbyshire.	Large scale recruitment of care staff and apprentices Joint induction and training to commence	December 2016 April 2017
<b>Outputs to be presented to the HWB</b>		
Output		Target date
Talent Management Strategy		June 2016
Menu of development opportunities for the Talent Pool		September 2016
Derbyshire Health & Care Talent Academy - Integrated training and development programme		Spring 2017
OD Strategy and delivery plan ready for commissioning OD support		Spring 2016

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Health and Wellbeing priority	Keep people health and independent in their own home		
Priority champion(s)	Joy Hollister (DCC Adult Care) and Andy Gregory (Hardwick CCG)		
HWBS Action(s)	<ul style="list-style-type: none"><li>Gain a shared understanding of our asset base, through the development of a live database where all assets are logged and is utilised and regularly updated.</li><li>Open up our estate and facilities for greater community use and where appropriate share these assets between partners to maximise their potential.</li><li>Share proposals for new build projects at Health and Wellbeing Board meetings so that opportunities are maximised for developing mixed-use, multi-function buildings.</li><li>Develop a strategy regarding the release of our current estate, maximising the potential from this land and help us shape the market, for example, by requiring the develop of housing built to lifetime homes standards.</li></ul>		
Lead organisation	Derbyshire Community Health Services Foundation Trust		
Lead officer			
Name		Job title	
William Jones		Chief Operating Officer	

<b>Delivery Group</b>	Assets Work stream 2 Group of 21c Joined Up Care and Joined Up Care in Southern Derbyshire NB need to include the North & South Local Estate Strategy Groups	
	or new group established through the STP -tbc	
<b>Delivery Group members</b>	<b>Name</b>	<b>Organisation</b>
	<ul style="list-style-type: none"><li>• Phil Cowley</li><li>• Beverley Smith/Darren Green</li><li>• Charlotte Allan-Neale</li><li>• tbc</li><li>• Kevin Fletcher tbc</li><li>• Chris Tann tbc</li><li>• Jo Hollick tbc</li><li>• Tbc</li><li>• Kevin Downs tbc</li><li>• Tbc</li><li>• Tbc</li><li>• Peter West</li></ul>	<ul style="list-style-type: none"><li>• Southern Derbyshire CCG</li><li>• North Derbyshire CCG</li><li>• Erewash CCG</li><li>• Hardwick CCG</li><li>• Derbyshire Heathcare Foundation Trust</li><li>• Chesterfield Royal FT</li><li>• Derbyshire County Council</li><li>• Derby City Council</li><li>• Derby Hospitals FT</li><li>• Districts &amp; Boroughs</li><li>• EMAS</li><li>• DCHS</li></ul>
<b>Purpose of group</b>	The group will pull together key individuals who can help develop and deliver this work across the health and wellbeing partnership.  <b>Please note:</b> This group and the work will need to be reviewed and developed in line with the development of the STP, therefore this project plan will need to be reviewed and finalised in June 2016.	
<b>Officer responsible for exception reporting</b>		
<b>Name</b>		<b>Job title</b>
Ellen Langton		Senior Policy Officer

<b>Scope of project</b>
<ul style="list-style-type: none"> <li>Development of a live joint asset database, with support from DCC Policy and Research</li> <li>Undertake a piece of work to scope the practical actions required to open up our estate for greater community use and make recommendations to the Board as to how this can be achieved.</li> <li>Develop a joint strategy regarding the release of our current estates to ensure it maximises the</li> </ul>

potential from this land.

### Key objectives

- Secure support & contribution from all organisations to making best use of the public sector estate in Derby & Derbyshire
- Take all opportunities to build any new estate as multi use premises as best as possible
- Share costs of running
- Share costs of design & build

### Metrics

- To be developed when the project group meets and reflects STP requirements

Key task	Milestone(s)	Completion date (pending review following development of STP)
Development of a live joint asset database, with support from DCC Policy and Research	Develop and finalise agreed asset list, the fields within it and seek sign off from North & South Local Estate Strategy Groups	August 2016
	Policy and Research to explore options for the asset list to be hosted and shared in the cloud	September 2016
	Share asset list with health and wellbeing partners	December 2016
Undertake a piece of work to scope the practical actions required to open up our estate for greater community use and make recommendations to the Board as to how this can be achieved	Undertake scoping exercise to understand what the key drivers and requirements are to open up the public sector estate via engagement with North & South Local Estate Strategy Groups from a professional perspective, engagement with the social capital group and learning from projects such as Thriving Communities	September – December 2016
	Feedback from scoping exercise, agreed high level principles and case study examples of opening up of estate from greater community use shared with HWB	January 2017
	Approach further rolled out, tested and refined.	2017
Develop a joint strategy regarding the release of our current estates to ensure it maximises the potential from this land	Scoping exercise to understand how this can be developed across the partnership.	September – December 2016
	Strategy developed and drafted	January 2017 – June 2017
	Strategy agreed and approved by the HWB	End of 2017
<b>Outputs to be presented to the HWB</b>		
Output		Target date
Joint asset database		Spring 2016
Scoping report for opening up of estate and actions implemented		December 2016
Strategy for release of estate		2017

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<b>Action</b>	<b>1.11</b> Develop an information governance, intelligence and performance framework so that data is accurate and can be easily shared to ensure that all partners have visibility of key datasets		
<b>Lead organisation</b>	TBC		
<b>Lead officer</b>			
Name	Job title		

Information governance			
Delivery Group	Derbyshire Health and Social Care Information Governance workstream of the Derbyshire Informatics Board		
Delivery Group members	Name	Organisation	
Purpose of group			
Officer responsible for exception reporting			
Name	Job title		
David Gurney			

Intelligence			
Delivery Group	Intelligence workstream of the Derbyshire Informatics Board		
Delivery Group members	Name	Organisation	
	•	•	
Purpose of group			
Officer responsible for exception reporting			

Performance		
Delivery Group	? possible performance workstream of the Derbyshire Informatics Board	
Delivery Group members	Name	Organisation
	Proposed: <ul style="list-style-type: none"><li>Eleanor Rutter</li><li>Robyn Dewis</li><li>Nicky Hinchley/ Mark Roome</li><li>Nicky Richmond</li><li>Andy Muirehead</li><li>Michelle Chew</li><li>4 x CCG performance leads</li></ul>	<ul style="list-style-type: none"><li>Derbyshire County Council (PH)</li><li>Derby City Council (PH)</li><li>GEM</li><li>Derbyshire County Council (PH)</li><li>Derby City Council (PH)</li><li>Derbyshire County Council (AC)</li><li>CCGs</li></ul>
	Purpose of group	
Officer responsible for exception reporting		
Name		Job title
Eleanor Rutter		Consultant in Public Health

Performance			
<b>Scope of project</b>			
Insert brief overview			
<b>Key objectives</b>			
Performance <ul style="list-style-type: none"> <li>To develop a standard framework for describing progress and monitoring performance in cross-sector working.</li> <li>To create an agreed 'pool' of metrics from which different dashboards can be built.</li> <li>To ensure proportionate resource is committed to performance monitoring.</li> <li>To secure organisational sign-up to data quality and capture.</li> </ul>			

Metrics		
Key task	Milestone(s)	Completion date
Information governance		
Intelligence		
Performance	Set up performance group	
	Design and agree performance framework	
	Create standard 'metrics' pool	
	Use of standard system for performance monitoring	
Outputs to be presented to the HWB		
Output		Target date

# Build social capital

## HWB Priority Champions are:

- Ifti Majid, Acting Chief Executive, Derbyshire Healthcare
- Jacqui Willis, NDVA

<b>HWBS Action(s)</b>	2.1 Implement the recommendations of the Social Capital report for Derbyshire 2.3 Ensure that social capital forms a key part of integrated care approaches. 2.5 Develop a series of tools and enablers which all partners can use to support the further development of social capital in our communities 2.6 Pilot new service models which will develop and strengthen social capital, sharing learning and best practice across all organisations so that these can be up scaled. 2.7 Implement a way of measuring social capital that is meaningful to local residents and communities.		
<b>Lead organisation</b>	Derbyshire Healthcare Foundation Trust		
<b>Lead officer</b>			
Name		Job title	
Ifti Majid		Acting Chief Executive	

<b>Delivery Group</b>	Social Capital Task and Finish/ Implementation Group	
<b>Delivery Group members</b>	Name	Organisation
	<ul style="list-style-type: none"> <li>• Ifti Majid (Chair)</li> <li>• Sarah Eaton</li> <li>• Ellen Langton</li> <li>• James Creaghan</li> <li>• Jem Brown</li> <li>• Christine Flinton</li> <li>• Jacqui Willis</li> <li>• Pam Wood</li> <li>• Mick Burrows or Rachel Murphin</li> <li>• Dave Gardner or Sharon Gibbs</li> <li>• Linda Dale</li> <li>• Brian Frisby</li> <li>• Sara Bains</li> </ul>	<ul style="list-style-type: none"> <li>• Derbyshire Healthcare</li> <li>• DCC – Policy and Research</li> <li>• DCC – Policy and Research</li> <li>• DCC - Public Health</li> <li>• DCC - Adult Care</li> <li>• Safer Derbyshire Partnership</li> <li>• NDVA</li> <li>• South Derbyshire CVS</li> <li>• (representing the South Unit of Planning)</li> <li>• (representing the North Unit of Planning)</li> <li>• DCC – Children’s Services</li> <li>• Derby City Council</li> <li>• Erewash MCP</li> <li>• Chesterfield Royal, the Royal Derby and DCHS , Derbyshire Constabulary and Derbyshire Fire and Rescue Service have been invited to nominate representatives.</li> <li>• District Council reps to attend once work has been scoped and approach agreed by HWB</li> </ul>
<b>Purpose of group</b>	<b>Existing terms of reference outline the role, purpose and function of the group. A summary of key tasks is outlined below:</b> <ol style="list-style-type: none"> <li>1. The purpose of the Group is to co-ordinate the implementation of the recommendations within the social capital report, enabling the achievement of the core goal of the BCF which is to shift activity and resource from acute provision to community based care.</li> </ol>	



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	2. The Derbyshire assumption within the 'wedge model', as set out in the Better Care Fund, is that by building social capital over the long term health and social care organisations will have greater access as close to home to a range of support and initiatives that help people stay well longer and improve opportunities for maintaining personal resilience.
<b>Officer responsible for exception reporting</b>	
<b>Name</b>	<b>Job title</b>
Ellen Langton	Senior Policy Officer

<b>Scope of project</b>		
Following publication of the Social Capital Report in November 2015, it was agreed that the following tasks are completed to support the implementation of the report recommendations:		
<ul style="list-style-type: none"> <li>Develop an implementation plan for the Social Capital Report recommendations for approval and sign off by HWB Core Group and HWB.</li> <li>Continue to provide mechanisms for regular reporting to 21c Joined Up Care and Joined Up Care in Southern Derbyshire.</li> <li>Ensure that the social capital implementation group supports the Erewash MCP community resilience work stream and subsequently informs work across the rest of Derbyshire</li> <li>Recognise that building social capital is a long term approach which will take place beyond life course of the HWB strategy</li> </ul>		
<b>Key objectives</b>		
<ul style="list-style-type: none"> <li>Consider the most appropriate mechanisms, and potential investment, to allow for the delivery of the recommendations within the report.</li> <li>The Implementation Group will champion the recommendations within the Social Capital Report, providing appropriate challenge and advice to the working groups and/ or other projects which include social capital.</li> <li>Continue to assess the picture of current levels of social capital in the county through the development of the customer segmentation model and qualitative data insight.</li> <li>Ensure that the principles which have been developed for the commissioning of services support the development and strengthening of social capital and are reflected in the work of the HWB moving forward.</li> <li>Recognise that this work will involve a mix of partners from across the voluntary and statutory sectors working together innovatively to build social capital.</li> <li>Share learning and best practice across the county as appropriate.</li> </ul>		
<b>Metrics</b>		
<ul style="list-style-type: none"> <li>Residents trust people who live on their street to a large extent, 58.9%</li> <li>Residents trust people living in the local area to a large extent, 25.9%</li> <li>Residents state that trust in their neighbourhood has improved in the last 12 months, 3.8%</li> <li>Residents state that trust in their neighbourhood has got worse in the last 12 months, 17.9%</li> <li>Residents have been involved in decisions affecting their community in the last 12 months, 12.3%</li> <li>Individuals who have provided unpaid help to a group, club or organisation at least once a month in the past year. 60.2%</li> </ul>		
Source: Derbyshire County Council Citizens Panel 2015		
<b>Key task</b>	<b>Milestone(s)</b>	<b>Completion date</b>
Continue to provide mechanisms for regular reporting to 21c Joined Up Care and Joined Up Care in Southern Derbyshire.	Reporting mechanisms are in place and work of the group informs reporting to 21c JUC, JUC in Southern Derbyshire and Erewash MCP	Ongoing
Publish a report in the autumn of 2015 which will make recommendations to be taken forward by all health and wellbeing partners.	Report published and tabled to HWB detailing 13 recommendations to be taken forward by health and wellbeing partners	19 November 2015

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Endorse the recommendations within the Social Capital Report to establish an implementation group to co-ordinate the delivery of actions	HWB members endorsed the recommendations with the Social Capital Report and the proposal to develop an implementation group to co-ordinate the delivery of actions was also agreed	19 November 2015
Implementation Plan and 10 year vision	10 year vision infographic developed and agreed to form basis of work, to be reviewed and supplemented with other documentation as work progresses	January 2016
	Sub groups or delivery groups established to consider community and partnership led recommendations, organisational led recommendations and those which need to be delivered by a specific organisation.	February 2016 Implementation Group meeting
	Develop processes that allow the social capital implementation group to provide support, guidance and advice on the development or delivery of report recommendations to key stakeholders. Develop mechanisms to allow for issues to be escalated and resolved, relating to the implementation of the report recommendations in line with arrangements for HWBS exception reporting.	March/ April 2016
	Project plans to be developed detailing how partners from will support the implementation of report recommendations.	April/ May 2016
	Headline approach for each recommendation will be outlined in a report to HWB in May 2016, acknowledging the long life-span of this piece of work and provide details of 10 year vision.	6 April draft for Core Group approval, final document to be signed off 20 April.
Pilot new service models which will develop and strengthen social capital, sharing learning and best practice across all organisations so that these can be up scaled	Erewash MCP Community Resilience work stream to pilot new services models, the learning from this will be shared and where appropriate replicated or scaled up across Derbyshire. Specific details to be included in the Implementation Plan to May 2016 HWB. (Recommendations 1-6)	Throughout 2016-17
	Local Health and Wellbeing Partnerships to pilot new services models or provide examples of work already underway which supports the development of social capital. The learning from this will be shared and where appropriate replicated across Derbyshire. Outline approach to be detailed in the report to May 2016 HWB. (Recommendations 1-6)	Throughout 2016-17
	The voluntary sector to provide examples of projects and approaches that currently work well. Input to be provided from 3D to social capital implementation group as to how the sector can provide support. Outline approach to be detailed in the report to May 2016 HWB. (Recommendations 1-7)	Throughout 2016-17
	HWB organisations to provide examples of projects and approaches that have been undertaken in local	

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	communities (Recommendations 1-6), and provide examples of best practice of work developed within organisations in relation to social value, commissioning intentions, co-design and workforce (recommendations 7-10).	
Develop a series of tools and enablers which all partners can use to support the further development of social capital in our communities	Develop mechanisms for learning to be appropriately shared between organisations and communities. Develop a series of resources, including local case studies that can be used to inform and develop social capital work across Derbyshire. This would include specific references to social prescribing, community led transport, accessing information, the sharing economy, co-design, social value and volunteering.	By the end of 2016 and update at end of 2017
	Develop mechanisms for learning to be appropriately shared between organisations in relation to organisational and workforce recommendations.	By the end of 2016 and update at end of 2017 to HWB
	Best practice and suggested tools documented and collated by social capital implementation group to inform development of a document or web resource to be shared amongst health and wellbeing board partners.	By the end of 2016 and update at end of 2017 to HWB
Implement a way of measuring social capital that is meaningful to local residents and communities.	Develop a social capital survey which can be distributed by all HWB partners in order to accurately assess and understand social capital in Derbyshire	May/ June 2016
	Encourage HWB partners to collaborate on the development of the customer segmentation model so we better understand the communities we serve.	Ongoing throughout 2016-17
	Recognise the value of qualitative data and customer insight in decision making and service development	Ongoing throughout 2016-17
<b>PLEASE NOTE</b> an additional project plan is being developed to cover the development of a set of principles to inform the commissioning of community based services so they support the development of social capital. This work is being led by the HWB Task and Finish Group on VCS Investment. Appropriate links will be made via Ellen Langton and Jacqui Willis who sit on both groups. It is anticipated that this work will need to be completed by summer 2016.		
<b>Outputs to be presented to the HWB</b>		
Output		Target date
Social Capital update report and 10 year vision		May 2016
Commissioning principles paper to HWB		July 2016
Update on implementation, which will include progress against each recommendation.		January 2017
Tools and enablers document shared amongst HWB summarising key learning points from work undertaken in 2016.		End of 2016
Update on implementation, which will include progress against each recommendation.		End of 2017

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HWBS Action(s)	2.4 Implement a set of principles which will inform the commissioning of community based services to support the ongoing development of social capital.		
Lead organisation	North Derbyshire CCG		
Lead officer			
Name		Job title	
Naomi Compton		Senior Commissioning Manager	

<b>Delivery Group</b>	VCS Joint Investment Group		
<b>Delivery Group members</b>	Name		Organisation
	<ul style="list-style-type: none"> <li>• Rob Cogins</li> <li>• Rachael Murfin</li> <li>• Naomi Compton</li> <li>• Mary Hague</li> <li>• Louise Bramley</li> <li>• Linda Dale</li> <li>• Kate Burley</li> <li>• Helen Dillastone</li> <li>• Geoff Holliday</li> <li>• Ellen Langton</li> <li>• Dave Gardner</li> <li>• Colin Selbie</li> <li>• Clare Haynes</li> <li>• Christine Bell</li> <li>• Cath Bedford</li> <li>• Angela Wright</li> </ul>		<ul style="list-style-type: none"> <li>• Derbyshire Dales</li> <li>• Erewash CCG</li> <li>• NDCCG</li> <li>• Derbyshire CC</li> <li>• NDCCG</li> <li>• Derbyshire CC</li> <li>• Hardwick CCG</li> <li>• Southern Derbyshire CCG</li> <li>• Tameside and Glossop CCG</li> <li>• Derbyshire CC</li> <li>• Hardwick CCG</li> <li>• Derbyshire County Council</li> <li>• Southern Derbyshire CCG</li> <li>• Southern Derbyshire CCG</li> <li>• Derbyshire CC</li> <li>• Erewash CCG</li> </ul>
<b>Purpose of group</b>	<p>At its meeting in February 2014 the Health and Wellbeing Board requested that a Joint Investment Group (Voluntary and Community Services) be established to consider the current and future funding to voluntary and community sector organisations, contributing to the health and wellbeing agenda for adults within Derbyshire.</p> <p>The overall purpose of the Group is to make recommendations to the HWB for:</p> <p><i>Future consultation in relation to changes to Voluntary Sector investment for health and social care outcomes, making the HWB aware of the implications of these decisions for the voluntary sector.</i></p> <p><b>and</b></p> <p><i>A proposed mechanism for commissioning these services.</i></p>		

<b>Officer responsible for exception reporting</b>		
Name		Job title
Jo Gregory		Project Support Officer
<b>Scope of project</b>		
<p>The initial scope for the work of the task and finish was to:</p> <ul style="list-style-type: none"> <li>• Understand the totality of public sector investment in the VCS in relation to health and social care.</li> <li>• Evaluate and prioritise investment based on a set of shared outcomes taking account of the cuts to budgets being faced by the partners.</li> <li>• Develop a single commissioning process including contract monitoring and evaluation.</li> </ul> <p>As the Joint Investment Group has been meeting for over a year, some elements of the initial scope of the project have been completed, including the mapping and development of joint principles for investment.</p>		

Work throughout 2016/17 will focus on coordinating the various consultation exercises which need to take place to inform the development of new or revised commissioning intentions for statutory services, alongside consideration of how discretionary services are commissioned and supported in light of a challenging financial climate where health and wellbeing partners need to consider whether to reduce funding available to the voluntary sector, or maintain the spend as a key contribution to the preventative agenda..

### Key objectives

Develop processes and commissioning using the agreed overarching HWB principles for investment:

- Integration of services
- Early intervention/prevention
- Community resilience and building social capital
- Patient and community involvement in the design and delivery of services
- Safeguarding adults and children
- Effective, sustainable, value for money services

### Metrics

The outcomes for this piece of work have been jointly developed and approved by members of Derbyshire's Health and Wellbeing Board in 2015. They are:

- Reduction in the need for care and support
- Improvement to the quality of life
- Health improvement through healthy lifestyles throughout life.
- Reduction in health inequalities.

In addition the following metrics will be used to consider the effectiveness of the work of the task and finish group:

- Process – evidence of working jointly between CCGs, DCC, district councils and voluntary sector representatives and involving organisations at pre consultation events. Regular meetings with Communications & Engagement, Equality, Procurement, VCS Investment and VCS Joint Operational Group.
- Appropriate documentation – Equality analysis, guidance and pro forma, Presentations for pre consultation events, funding process, guidance and application forms, covering letter.
- Documentation shared – Timescales and governance papers to Governing Bodies and HWB, DCC Cabinet for agreement for process.

### Key tasks and Milestones

There will be a phased approach to the consultation and redesign of service provision. The milestones listed below relate to primarily to the statutory services review. It is proposed that discretionary service review be completed in advance of these dates, with any new discretionary services in place from October 2016.

Key task	Milestone(s)	Completion date
Mapping exercise and development of proposals	Following the completion of the joint mapping exercise in mid-2015, which identified a number of funding arrangements to be reviewed, work has taken place to develop a range of proposals in relation to discretionary and statutory spend in the voluntary sector and these proposals have been presented to DCC Cabinet and CCGs governing bodies.	March 2016
Consultation and engagement with voluntary sector	Task and finish group will provide oversight of the consultation process with current voluntary sector providers in relation to proposals put forward in DCC Cabinet papers and CCG reports. The group will seek to co-ordinate consultation and engagement activity where possible, making the most effective use of available resource.	End of July 2016

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Equality analysis	The group will provide oversight and co-ordination support to enable data to be gathered to support equality analyses undertaken by DCC and CCGs	End of August 2016
Develop a single commissioning process including contract monitoring and evaluation.	A new commissioning process, developed with the input of representatives from the voluntary sector, is developed for use by health and wellbeing partners who wish to individually or jointly commission services from the voluntary sector.	October 2016
Development of approach to statutory spend	CCGs and DCC to develop commissioning approaches to areas of work where services are commissioned to fulfil statutory functions, such as in relation to the Care Act. Opportunities to develop joint commissioning will be considered.	Autumn 2016
Development of approach to discretionary spend	CCGs and DCC to develop approaches to areas of work where services fulfil discretionary functions, but may meet a particular identified service need or corporate priority. Opportunities to develop a joint approach to funding these services will be considered with HWB partners.	Autumn 2016
Procurement	CCGs and DCC to undertake appropriate procurement and commissioning exercises to ensure that services for statutory functions are in place for 1 <sup>st</sup> April 2017.	1 April 2017
New processes in place	New funding arrangements for both discretionary and statutory spend with the voluntary sector in relation to the health and social care needs of adults in Derbyshire in place.	1 April 2017
Task and Finish Group work ends	Task and Finish Group work ends	March 2017
<b>Outputs to be presented to the HWB</b>		
Output		Target date
Update report to May HWB outlining progress to date and next steps		May HWB
Update report to November HWB outlining consultation outcome, Cabinet and CCG recommendations and next step		November HWB
Verbal updates to Core Group and HWB		As appropriate

# Create healthy communities

## HWB Priority Champions are:

- Maureen Whittaker, Interim Director of Public Health
- Huw Bowen, Chief Executive of Chesterfield Borough Council

<b>HWBS Action(s)</b>	3.1 Understand the infrastructure within our communities to see how public, voluntary and community assets can come together to promote health and wellbeing.		
<b>Lead organisation</b>	Derbyshire County Council		
<b>Lead officer</b>			
Name		Job title	
Ellen Langton		Senior Policy Officer	

<b>Delivered by</b>	Policy and Research	
	Name	Organisation
	<ul style="list-style-type: none"> <li>• Staff members within Policy and Research</li> </ul>	<ul style="list-style-type: none"> <li>• Derbyshire County Council</li> </ul>
<b>Officer responsible for exception reporting</b>		
Name	Job title	
Ellen Langton	Senior Policy Officer	

<b>Scope of project</b>
<p>This action considers how HWB members can have a better shared and collective insight into the infrastructure within our communities to see how public, voluntary and community assets can come together to promote health and wellbeing.</p> <p>There is a lot of work already underway, some of which heavily supports the social capital priority, and is working at a hyper-local level to understand the assets within our communities and how these can be better utilised locally to support communities. Assets can be both physical and human and within the public, private and voluntary sector. Learning and outputs from the asset focused actions of the keep people at home and independent priority also needs to inform this piece of work.</p> <p>Current examples from which learning and data can be shared include the Thriving Communities model, led by DCC which has spent time to map the resources and assets within communities. Erewash MCP is also undertaking similar mapping work to inform the development of hubs within Ilkeston and Long Eaton. North Derbyshire are mapping assets to support the development of the community hubs proposals. Approaches such as Local Area Co-ordination and similar projects co-ordinated by the voluntary sector will also provide insight into the local assets within communities.</p> <p>This work is being undertaken at various timescales so the focus of this action will be to develop a mechanism to ensure that the mapping information or data collected on community assets is shared rather than duplicated by Health and Wellbeing Board organisations. Therefore, the timing of work is important as need to get learning at the right point so proposed undertake this work in late 2016 to early 2017 once the models outlined above have become more advanced.</p>
<b>Key objectives</b>
<ul style="list-style-type: none"> <li>• Mapping of community resources</li> <li>• Established methodology for mapping community assets</li> <li>• How can data and insight be learnt</li> <li>• What more do we need to do to understand the breadth of community assets?</li> </ul>
<b>Metrics</b>



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<ul style="list-style-type: none"> <li>Evidence of shared understanding of community assets</li> </ul>		
<b>Key task</b>	<b>Milestone(s)</b>	<b>Completion date</b>
Scoping and pulling together project group	Scoping work to understand what organisations are collating community asset information	July- September 2016
	Establish project group to consider data gathered to date	October 2016
Collate current mapping and review gaps duplication, – list which can be circulated	Review data collated and identify gaps/ duplication	October 2016
	Develop an agreed methodology for collecting this information	November 2016
	Consider how information can be shared amongst HWB partners to inform service planning and re-design	December 2016
Test proof of concept	Agree new area to test proof of concept methodology and sharing approach	January 2017
Finalise approach and documentation	Take learning from proof of concept to finalise methodology and approach	March 2017
<b>Outputs to be presented to the HWB</b>		
Output		Target date
Agreed methodology for Derbyshire and information about how it can be shared		May 2017



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<b>HWBS Action(s)</b>	<b>3.2</b> Work with district council and other partners and communities to deliver and develop action on locally agreed Healthy Communities priorities. <b>3.3</b> Work with elected members so they understand how they can provide key links between organisations to promote health and wellbeing in their local areas.		
<b>Lead organisation</b>	DCC Public Health		
<b>Lead officer</b>			
Name		Job title	
Mandy Chambers		Public Health Principal	

Delivery Group	Public Health Locality Leads Network	
Delivery Group members	Name	Organisation
	<ul style="list-style-type: none"><li>• Cath Bedford</li><li>• Mandy Chambers</li><li>• James Creaghan</li><li>• Mary Hague</li><li>• Julie Hirst</li><li>• Elaine Varley</li><li>• Darran West</li></ul> <p>The PH Locality Leads link with the Locality Health &amp; Wellbeing Partnerships to ensure local implementation with D&amp;B colleagues and partnership organisations.</p>	<ul style="list-style-type: none"><li>• Derbyshire County Council</li><li>• 8 District &amp; Borough Councils</li><li>• Links to Locality Partnerships which comprise organisations from each locality, including representatives public, private, community and voluntary sectors</li></ul>
Purpose of group	To oversee and co-ordinate the delivery of Public Health Locality programme and action plans, including the implementation of the Healthy Communities approach across Derbyshire	
Officer responsible for exception reporting		
Name		Job title
Mandy Chambers		Public Health Principal

<b>Scope of project</b>		
<ul style="list-style-type: none"> <li>District councils to be signed up to Healthy Communities Programme and achieve affiliate membership of the UK Healthy Cities Network.</li> </ul>		
<b>Key objectives</b>		
<ul style="list-style-type: none"> <li>To ensure that each locality has an action plan to address their identified Healthy Communities priority</li> <li>To support District &amp; Borough Council to become affiliate members of the UK Healthy Cities Network</li> <li>To increase involvement of Elected Members with the Healthy Communities priority for their locality</li> <li>To support Elected Members with partnership working to promote health and wellbeing in their local area</li> </ul>		
<b>Metrics</b>		
<ul style="list-style-type: none"> <li>4 districts to be signed up by August 2016</li> <li>Remaining 4 districts to be signed up by December 2016</li> </ul>		
<b>Key task</b>	<b>Milestone(s)</b>	<b>Completion date</b>
Develop action plans for delivering Healthy Communities (HC) approach in the eight District and Borough Council localities throughout Derbyshire	HC headline priority identified and agreed with local partners	December 2015 (completed)
	Action plans produced and agreed with local partners	April 2016
Develop materials to support the	Refreshed geo-profiles for each locality produced	January 2016

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development, delivery and monitoring of the Healthy Communities (HC) action plans	and disseminated	(completed)
	Evidence briefings for each healthy community priority produced and disseminated	January 2016 (completed)
	Monitoring framework in place	April 2016
Develop applications for District and Borough Council areas across Derbyshire to achieve affiliate membership of the UK Healthy Cities Network	District and Borough UK Healthy Cities applications produced and submitted (Phase 1 = 4 D&Bs)	August 2016
	District and Borough UK Healthy Cities applications prepared and submitted (Phase 2 = 4 D&Bs)	December 2016
	UK Healthy Cities applications successful	March/April 2017
Develop Healthy Communities briefings and use Local Area Committees to involve elected Members in locality Healthy Communities priorities and plans	Healthy Communities briefings for Elected Members produced	April 2016
	PH Locality leads/teams attended Local Area Committee meetings in all 8 localities	April to June 2016
Share good practice and achievements with partners across Derbyshire's Healthy Communities programme	Organise Healthy Communities showcase event	April 2017
Provide support to elected Members to strengthen partnership working and promote health & wellbeing in their local areas – (in conjunction with colleagues from Policy & Research and Democratic Service to agree appropriate actions and mechanisms (Make sensible links with Healthy Communities briefings)	Propose and agree health & wellbeing items for Member Development programme, to include Prevention Framework	April 2016
	Locality partnership arrangements reviewed and communicated to elected members, identify support needed to strengthen engagement.	June 2016
	Deliver Health & Wellbeing contribution to Member Development	October 2016
<b>Outputs to be presented to the HWB</b>		
Output		Target date
8 Locality Healthy Communities Action plans produced		April 2016
4 District & Borough UK Healthy Cities applications submitted		August 2016
4 District & Borough UK Healthy Cities applications submitted		December 2016
8 District and Boroughs achieved affiliate membership of UK Healthy Cities Network		March/April 2017
Elected Members HC briefings delivered and reviewed/evaluated		September 2016
Review of locality partnership engagement completed		June 2016
Member Development session(s) delivered tba with Policy & Democratic Services		October 2016
Monitoring framework developed and used to feed-back on progress on a six monthly basis		May 2016 & November 2016
Annual showcase event to share good practice and achievements		April 2017

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HWBS Action(s)	3.4 Enable all our workplaces and workforces to be health promoting, to be advocates of good health, making sure that every contact counts to offer lifestyle support with individuals and families who use our services.		
Lead organisation	DCC Public Health and NHS Providers / CCG's		
Lead officer			
Name		Job title	
James Creaghan		Senior Public Health Manager	

Delivery Group	Derbyshire Healthy Workplaces Sign-up and Delivery	
Delivery Group members	Name	Organisation
	<ul style="list-style-type: none"><li>James Creaghan</li><li>Angela Kirkham</li><li>Ben Cooper</li><li>Sarah Cooper</li></ul>	<ul style="list-style-type: none"><li>DCC Public Health</li><li>DCC Public Health</li><li>DCC Public Health</li><li>Chesterfield Royal Hospital FT</li></ul>
Purpose of group	To enable sign-up to the Derbyshire Healthy Workplaces Programme To direct the continued engagement of Health and Wellbeing Board partners To oversee the development of ongoing sustainable workplace health action plans, including a Health Champion approach	
Officer responsible for exception reporting		
Name		Job title
James Creaghan		Senior Public Health Manager

Delivery Group	Making Every Contact Count Task and Finish Group		
Delivery Group members	Name		Organisation
	• TBC		• TBC
Purpose of group	To develop and coordinate delivery of a collaborative MECC approach that forms part of the Prevention Framework		
Officer responsible for exception reporting			
Name		Job title	
Alison Pritchard		Consultant in Public Health	

<b>Scope of project</b>	
<ul style="list-style-type: none"> <li>All Health and Wellbeing partners have signed up to the Healthy Workplaces programme</li> <li>NHS Five Year Forward View contains commitments in relation to workplace health for NHS organisations. These recommendations are implemented locally and learning shared across all HWB members.</li> <li>Public health workforce development</li> </ul>	
<b>Key objectives</b>	
<b>Workplace</b> <ul style="list-style-type: none"> <li>Derbyshire Health and Wellbeing Board partners sign up to the Derbyshire Healthy Workplaces programme</li> <li>Development of action plans for each organisation</li> <li>Establishment of a countywide Health Champion network</li> </ul> <b>MECC</b> <ul style="list-style-type: none"> <li>Development of a Derbyshire-wide approach to MECC supported by all Health and Wellbeing Board partners</li> </ul>	
<b>Metrics</b>	
<b>Workplace</b> <ul style="list-style-type: none"> <li>Number of organisations signed up to Derbyshire Healthy Workplaces Programme</li> <li>Number of employees within signed up organisations</li> <li>Number of Health Champions trained</li> </ul>	

<ul style="list-style-type: none"> <li>• Number of active Health Champions</li> </ul> <b>MECC</b> <ul style="list-style-type: none"> <li>• Number of organisations committed to train staff in MECC</li> <li>• Number of organisations training staff in MECC</li> <li>• Number of staff members trained in MECC</li> </ul>		
Key task	Milestone(s)	Completion date
Healthy Workplaces Health and Wellbeing Board partner engagement	Letter sent to each partner organisation	April 2016
	Meetings arranged with each partner organisation	Sept 2016
	Action plan developed for each partner organisation	Nov 2016
	Delivery and regular review of action plans	Ongoing
Healthy Workplaces Health Champion Training	Training developed and contracted	April 2016
	Training delivery	May 2016 and Ongoing
	Review of Health Champion approach	May 2017
MECC Develop MECC approach	Establish MECC task and finish group	March 2016
	Consult/engage with partners	April-Nov 2016
	Develop action plan	November 2016
<b>Outputs to be presented to the HWB</b>		
Output		Target date
All Health and Wellbeing Board members to be signed up to the Healthy Workplace programme		November 2016
Report outlining how NHS Five Year Forward View recommendations relating to workplace health have been implemented		Initial report by end of 2016
MECC action plan		November 2016

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HWBS Action(s)	3.5 Commit to a shared statement on planning and health to maximise the important contribution that planning can make to improving population health and reducing health inequalities		
Lead organisation	DCC Public Health		
Lead officer			
Name		Job title	
Richard Keeton		Public Health Manager	

Delivery Group	Planning and Health Group	
Delivery Group members	Organisation	
	The Group will consist of representatives with authority to take decisions on behalf of their organisation, from the following specialities across Derbyshire: <ul style="list-style-type: none"><li>• Derbyshire County Council Planning</li><li>• Derby City Council Planning</li><li>• District and Borough Council Planning</li><li>• District and Borough Council Housing</li><li>• Derby City Council Housing and Regeneration</li><li>• District and Borough Council Regeneration</li><li>• Derbyshire County Council Policy Team</li><li>• Derbyshire County Council Transport</li><li>• Derby City Council Transport</li><li>• Derbyshire County Council Public Health</li><li>• Derby City Council Public Health</li><li>• Peak District National Park</li></ul>	
Purpose of group)	To ensure consistency and strategic oversight of collaborative work on planning and health and to raise its profile in improving the health and quality of life of local people and in addressing health inequalities.  The Derbyshire Planning and Health Steering Group (DP&HSG) will: <ul style="list-style-type: none"><li>• Develop shared principles, key messages and priorities for incorporating health into planning processes across all organisations within the Combined Authority<sup>1</sup></li><li>• Develop a work-plan detailing key priorities for action and implementation</li><li>• Monitor progress on the work-plan, and report progress to the Combined Authority</li><li>• Facilitate links back through to partner authorities including:<ul style="list-style-type: none"><li>- proactively communicating progress</li><li>- ensuring links to other strategic plans as appropriate</li></ul></li><li>• Ensure sharing of best practice through exchange of knowledge, resources and ideas locally, regionally and nationally</li></ul> Ensure broad engagement and consultation through established local partnerships	
Officer responsible for exception reporting		
Name		Job title
Julie Hirst		Public Health Principal

<b>Scope of project</b>
<ul style="list-style-type: none"> <li>• Develop a shared statement on planning and health which is endorsed by all planning authorities across Derby and Derbyshire</li> </ul>
<b>Key objectives</b>
<ul style="list-style-type: none"> <li>• Bring together range of agencies who influence planning decisions in the County</li> <li>• Develop shared understanding of how planning can influence health</li> <li>• Commit to collegiate approach to use planning function as a means to improve population health</li> <li>• Evaluate process and outcomes of this programme of work</li> </ul>

<sup>1</sup> Including aligned organisations with observer status within the Combined Authority

Metrics		
<ul style="list-style-type: none"> <li>Degree of 'sign up' to the planning and health statement</li> <li>Effect/impact of the statement on local practice and planning decisions.</li> </ul>		
Key task	Milestone(s)	Completion date
Secure sign-up to the shared statement by all planning authorities across Derby and Derbyshire	Present shared statement to Chief Executives for support and endorsement	January 2016
	Present shared statement to leaders for support and endorsement	February – March 2016
Secure support for the shared statement from the Derby and Derbyshire Health and Wellbeing Boards (H & WB)	Present shared statement to Derbyshire H & WB for support and endorsement	March 2016
	Present shared statement to Derby H & WB for support and endorsement	March 2016
Ensure resources, local intelligence and evidence are used to support authorities to build healthy, sustainable and resilient communities.	Collate resources and upload to a shared website	March 2016
	Develop and share a 'who's who' of planning and public health for Derbyshire	July 2016
	Develop and pilot an audit tool to examine how well health needs have been identified and how plans specifically support health and wellbeing	September 2016
To secure effective & appropriate NHS engagement in planning processes including assessing the impact of major developments on healthcare services.	Secure CCG engagement in the Derbyshire Health and Planning Group	March 2016
	Identify nominated points of contact for planners in all NHS organisations with statutory consultee status	April 2016
	Develop a tool to facilitate assessment of impact of proposed developments on local health services	September 2016
Outputs to be presented to the HWB		
Output		Target date
Shared statement on planning and health endorsed by Health and Wellbeing Board		March 2016
Report on outcomes of the Derbyshire Planning and Health Delivery plan 2016/17		April 2017

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Priority champion(s)	Maureen Whittaker (DCC Public Health) and Huw Bowen (Chesterfield Borough Council)		
HWBS Action(s)	<ul style="list-style-type: none"><li>Support and contribute to Health Impact Assessments to ensure that the health benefits of large scale developments in the county can be fully realised</li></ul>		
Lead organisation	DCC Public Health		
Lead officer			
Name		Job title	
Richard Keeton		Public Health Manager	

Delivered by	1) Time-limited HIA steering groups established as appropriate.	
	Name	Organisation
	Richard Keeton	DCC Public Health
	Wes Downes	DCC Policy
Purpose of group	1. To engage stakeholders and oversee the HIA process.	
Officer responsible for exception reporting		
Name		Job title
Julie Hirst		Public Health Principal

<b>Scope of project</b>		
To conduct a series of major health impact assessments on projects/programmes/developments that are likely to have a major impact on health. A current example is the HIA of the Avenue Development in North East Derbyshire in partnership with NEDDC and Chesterfield BC. The developed site is proposed to include a Country Park, housing, employment, land use, school / education, leisure facility, and includes changes to road use, and consider active travel such as, cycling, walking and transport links. The aim of the HIA is to identify factors that will have a significant impact on health and to use evidence to maximise the health gains and mitigate the negative impacts.		
<b>Key objectives</b>		
1) Identify two major topics for a full HIA per year 2) Evaluate the impact of the HIA, through an assessment of the recommendations implemented.		
<b>Metrics</b>		
<ul style="list-style-type: none"> <li>Identification of two topics for full HIA/year</li> <li>Number of people attending training programme/learning sets</li> <li>Evaluation of the outcome of the HIAs conducted</li> </ul>		
<b>Key task</b>	<b>Milestone(s)</b>	<b>Completion date</b>
Pilot HIA in EIA	Interim evaluation completed	April 2016
HIA of A61 Corridor	Consultation plan agreed	Completed
	Consultation brief	Completed
	Consultation	Feb – March 16
	Final report	April 2016
Identify and conduct two HIAs during 2016/17	Identify topics	April –June 2016
	Develop plan, engage stakeholders	September 2016
	Final reports	May 2017
<b>Outputs to be presented to the HWB</b>		
Output		Target date
1) HIA of The Avenue development on the A61 Corridor		April 2016
2) Two further developments identified for 2016/17		June 2017

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HWBS Action(s)	3.6 Share information with developers about how they can ensure they build healthy homes to meet the changing needs of our population		
Lead organisation	Policy and Research		
Lead officer			
Name		Job title	
Ellen Langton		Senior Policy Officer	

<b>Officer responsible for exception reporting</b>		
Name		Job title
Ellen Langton		Senior Policy Officer

<b>Scope of project</b>
Build from Developers round table event held in the Autumn of 2014 where local developers stated their desire to have a clearer understanding of key datasets, particular in relation to demographic trends, to inform development proposals. The subsequent health needs assessment will provide particular information regarding housing need and gaps in provision and the main aim of this action will be to share learning in an accessible and easily understood way with local developers from this piece of work, alongside more general information on the Derbyshire Observatory.

<b>Key objectives</b>
<ul style="list-style-type: none"> <li>Share information with developers</li> <li>Influence decisions being made by developers into the proposed type and location of housing in Derbyshire.</li> </ul>

<b>Metrics</b>
<ul style="list-style-type: none"> <li>Evidence of information being shared with local developers to inform business development proposals</li> </ul>

Key task	Milestone(s)	Completion date
Consider key messages and learning from the health needs assessment	Publication of health needs assessment	May 2016
	Consideration of what information can be shared and the timescales for completing this	July 2016
	Decide the best mechanisms – further round table session, workshop = what does the spec of the housing needs assessment say?	August 2016
Share information with developers from health needs assessment	Develop appropriate electronic document/ online resource which can be shared with developers breaking down some of the key messages from the Health Needs Assessment alongside information about the Derbyshire Observatory and how to access data from this site	December 2016

<b>Outputs to be presented to the HWB</b>	
Output	Target date
No specific outputs, update on work will be reported via six monthly Healthy Communities update reports.	



# Support the emotional health and wellbeing of children and young people

## HWB Priority Champion is:

- Jane Parfremment, Strategic Director of Children's Services, Derbyshire County Council

HWBS Action(s)	4.5 Utilise the transfer of commissioning of public health services for 0-5 year olds to local government as an opportunity to create a stronger focus on mental health in the early years and beyond.		
Lead organisation	DCC Public Health		
Lead officer			
Name		Job title	
Alison Pritchard		Consultant in Public Health	

<b>Delivery Group</b>	There is no specific delivery group for this action – work will be taken forward via existing commissioning groups and structures as appropriate (including Public health Nursing Implementation Group, Futures in Mind, Children’s Joint Commissioning group)	
<b>Officer responsible for exception reporting</b>		
Name		Job title
Alison Pritchard		Consultant in Public Health

<b>Scope of project</b>		
<ul style="list-style-type: none"> <li>Early intervention and prevention for very young children and maternal/ perinatal health.</li> <li>Developing a stronger focus on prevention and mental health promotion in the early years and beyond.</li> </ul>		
<b>Key objectives</b>		
<ul style="list-style-type: none"> <li>Strengthen preventive action, including action on the wider determinants, across all partners</li> <li>Increase awareness and knowledge of factors that influence emotional health.</li> <li>Improve service integration</li> <li>Promote antenatal bonding and attachment</li> </ul>		
<b>Key task</b>	<b>Milestone(s)</b>	<b>Completion date</b>
Embed prevention across all children's emotional wellbeing and mental health settings and services, including perinatal and Futures in Mind	Prevention framework tailored to emotional wellbeing and mental health improvement for children and young people Implement the service	August 2016
	Actions to increase prevention activity and interventions across the whole system are identified with recommendations for implementation	August 2017
Strengthen integration between the Public Health Nursing Service, Family Nurse Partnership Service and Maternity Services	Develop pathway for antenatal booking notifications with midwifery teams (including those out of Derbyshire) providing maternity care to Derbyshire residents	April 2016
	Develop pathway for vulnerable pregnant women	October 2016
	Develop stretch targets for FNP for breastfeeding and smoking in pregnancy	May 2016
Develop, as part of the Public health nursing contract, a pilot antenatal education programme	Implement the service	May 2016
	Reporting of referrals, participants and programme outcomes	October 2016/ January 2017

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designed for a targeted population across Derbyshire		
	Evaluation report	September 2017
<b>Outputs to be presented to the HWB</b>		
Output		Target date
Primary prevention to improve CYP emotional health and wellbeing embedded within commissioned contracts and service provision from pre-conception		August 2017
Report outlining how the prevention framework has been implemented		August 2018
Vulnerable pregnant women pathway		October 2016
Evaluation report of antenatal education pilot		September 2017

<b>Health and Wellbeing priority</b>	Support the emotional health and wellbeing of children and young people	
<b>Priority champion(s)</b>	Jane Parfremment (DCC)	
<b>HWBS Action(s)</b>	<ul style="list-style-type: none"> <li>• Commit to develop and utilise approaches which allow for early intervention and prevention to support the emotional health and wellbeing of children</li> <li>• Work with children and young people to raise their self-esteem and allow them to develop coping mechanisms to difficulties they encounter by involving them in determining what works best, then developing a programme of work to respond.</li> <li>• Develop a range of lower level support options, such as online self-help, peer support and informal counselling for young people so that they can seek help at an early stage.</li> <li>• Implement the Future in Mind Transformation Plan, which will help build capacity within evidence based outcome focused CAMHS by 2020.</li> <li>• Implement a training strategy across all agencies that support our workforce to deal with young people who self-harm confidently and reduce unnecessary referrals to more costly services</li> </ul>	
<b>Lead organisation</b>	Joint children and young people's commissioning group or children's trust	
<b>Lead officer</b>		
Name	Job title	
Linda Dale	Temporary Service Director	

<b>Delivery Group</b>	Future in Mind Stakeholder Group	
<b>Delivery Group members</b>	Name/ sector	Organisation
	<b>Linda Dale</b> - Temporary Service Director - Performance, Quality and Commissioning <b>Lesley Wakefield</b> - Commissioning manager <b>Mark Emly</b> Deputy Assistant Director (Learning, Access and Inclusion) <b>Elaine Varley Senior Public Health Manager</b> (also representing Derby City Public health)	Derbyshire County Council
	<b>Frank McGhee</b> Director of Integrated Commissioning <b>Sheila McFarlane</b> -Commissioning manager <b>Dr Andy Mott</b> - Governing Body member & Children's Lead.- <i>Primary care representative</i>	Southern Derbyshire CCG/Derby City Council
	<b>Dave Gardner</b> - Head of MH Procurement and Contracts (Adult mental health service lead commissioner)	Hardwick CCG
	<b>Kate Majid</b> Assistant Chief Transformation Officer	North Derbyshire CCG
	<b>Naomi Compton</b> -Senior Commissioning Manager Integrated Care and Community Services	Representing Erewash
	<b>Fraser Dunworth</b> Senior Psychologist <b>Adam Barrow</b> CAMHS Service Manager	CAMHS - CRHCFT
	<b>Scott Lunn</b> -Operational and Clinical IAPT Lead	CAMHS - DCHCFT
	<b>Michelle Skinner</b> - Chief Executive Officer	South Derbyshire CVS
	Youth Council representatives <b>Names TBC following big vote march 2016.</b>	Derby City, and Derbyshire County Youth Council representatives

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	2 parent/carers – names TBC	Derby City, and Derbyshire County
	Stacey Woodward NHSE	NHS England specialised commissioning
	Gil Levick General Manager –(Public Health nursing service) Social Care representatives TBC Schools TBC	DCHS
		1 x City; 1 x County
		1 x City; 1 x County
Purpose of group	To ensure that children, young people and their families are at the centre of all work to transform services and support for children’s and young people’s emotional wellbeing. We do this by: <ul style="list-style-type: none"><li>Contributing to action plans to deliver each commitment in the Future in Mind Plan. Supporting the work stream leads and holding partners to account for their contributions.</li><li>Making sure that Future in Mind delivery plans are underpinned by a robust understanding of local needs. Sharing with the group information held by Members’ organisations about local needs, outcomes and the views of children, young people and families about services.</li><li>Making sure that there is a strong focus on outcomes, so that key deliverables and longer term outcomes are achieved across the 4 Derbyshire CCGs (in two units of planning) and 2 Local Authority areas</li><li>Ensuring that the Future in Mind transformation work is co-ordinated within and across both units of planning and the 2 Local Authority boundaries, where this is necessary/appropriate in terms of achieving value for money, efficiency and meeting needs effectively and consistently. Identifying interdependencies with other service transformation programmes and taking steps to achieve effective co-ordination</li><li>Seeking to maximise the impact of the additional funding on children and young people’s lives, through co-commissioning approaches and a strong focus on outcomes and evidence based practice</li></ul>	
Officer responsible for exception reporting		
Name		Job title
Lesley Wakefield		Commissioning Manager

### Scope of project

The actions outlined above form part of the Health and Wellbeing Strategy, but have strong links to the work being developed as part of the Future in Mind plan for Derby and Derbyshire. Suicide and self-harm amongst children and young people is recognised as a response to issues relating poor emotional health and wellbeing and therefore the broader scope and work of the Future in Mind plan will have an impact in making children and young people more resilient, enhancing their self-esteem, providing appropriate support and a range of tools for them to use. It is intended that work under this priority will help be broad in scope and work will prevent a young person reaching crisis point, and considering actions such as self-harm and suicide. It also recognises that self-harm is often a response to other issues which are affecting a young person's emotional health and wellbeing, therefore through the Future in Mind work it is hoped that better coping and support mechanisms are put in place to support children and young people and make them more resilient.

### Key objectives

There are a range of actions within the Future in Mind Plan and those which support the HWBS actions will be update to the HWB around key themes, such as:

- early intervention and prevention
- Work with children and young people to raise their self-esteem and allow them to develop coping

mechanisms.

- online self-help and peer support so that young people can seek help at an early stage.
- Training and workforce development
- Improving and re-designing services which support young people with mental health needs.

The key objective of the HWBS actions detailed in the top section is to ensure that the work taking place as part of the Future in Mind work is progressed and where appropriate the Health and Wellbeing Board provides support, challenge and unblock issues should they arise.

**A more detailed implementation plan is in place for the Future in Mind work, and to avoid duplication, the key tasks and milestones detailed below are designed to provide an overview of how this work will contribute to the HWBS priority.**

#### Metrics

- Number of children who self-harm and attend hospital due to these injuries
- Children achieving a good level of development at the end of reception
- GCSE attainment
- Population aged 18 or under who are admitted to hospital for alcohol specific conditions
- Children aged 0-14 who are admitted to hospital due to unintentional and deliberate injuries
- Children's perceptions of care and support

Key task	Milestone(s)	Completion date
Sign off and implement the Future in Mind Transformation Plan.	Future in Mind report presented to HWB	November 2015
	Provide update papers on implementation as part of the HWBS priority updating process	Every six months
Commit to develop and utilise approaches which allow for early intervention and prevention to support the emotional health and wellbeing of children	Targeted help increasing early help interventions through a whole system approach	September 2016
	Test proof of concept approaches and co-design options at stakeholder events Agree a commissioning strategy for targeted early help offer	November 2016
Work with children and young people to raise their self-esteem and allow them to develop coping mechanisms to difficulties they encounter by involving them in determining what works best, then developing a programme of work to respond.	Public Health to develop of an Anti-stigma campaign and Anti-stigma strategy	June 2016
	Campaign is implemented across the County by the end of 2016	End of 2016
	Regular reports to Youth Council updating them on the progress of this work	Ongoing throughout 2016/17
	Co-design and co-production opportunities with children and young people utilised throughout Future in Mind Work	Ongoing throughout 2016/17
Develop a range of lower level support options, such as online self-help, peer support and informal counselling for young people so that they can seek help at an early stage.	Development and support of a social prescribing model to enable schools across the county to access a range of measures to support the emotional health and wellbeing of children and young people.	2016/17 pilot
	Schools conference and good practice toolkit Hold two conferences for schools which discuss how to effectively support children and young people in emotional distress Launch the self-harm guidance to schools at	July 2016 July 2016

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	schools conference in the north and south of the county	
Implement a training strategy across all agencies that support out workforce to deal with young people who self-harm confidently and reduce unnecessary referrals to more costly services	Baseline data is used to identify skills gaps in CAMHS workforce and wider workforce who are in contact with children to identify an integrated training strategy to meet the needs of children and young people with mental health issues	September 2016
Work with representatives from north and south Derbyshire CAMHS teams and partners to simplify processes, explore data requirements, agree good practice and allow for greater equity in provision,	Healthy equity audit to have been completed and understand access to provision across the county	June 2016
	North U of P to invest and improve in data systems and ensure that information can be utilised by practitioners working across the health and social care system	May 2016Q
	Develop service models as proof of concept in the North Unit of Planning and provide a range of investment across the Future in Mind work to 'close the gap' and reduce the differences between services in the north and south of the county, including for the eating disorder service, urgent help and intensive home treatment.	Ongoing throughout 2016/17
<b>Outputs to be presented to the HWB</b>		
Output		Target date
March 2016 update paper to HWB		March 2016
November 2016 update paper to HWB		November 2016
September 2017 update paper to HWB		September 2017
Commissioning Strategy for early help offer		January 2017

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HWBS Action(s)	4.1 Explore opportunities for devolution of commissioning of specialised mental health services from NHS England.		
Lead organisation	Hardwick CCG/ DCC Policy and Research		
Lead officer			
Name		Job title	
Gareth Harry		Chief Commissioning Officer	

Delivery Group	Specialised MH Services Devolution	
Delivery Group members	Name	Organisation
	<ul style="list-style-type: none"><li>David Gardner</li><li>Ruth Sergeant</li><li>Kelly Monck</li><li>Linda Dale</li><li>Sue Whetton</li><li>Others tbc</li></ul>	<ul style="list-style-type: none"><li>Hardwick CCG</li><li>NHS England</li><li>Hardwick CCG</li><li>DCC CYA</li><li>DCC AS</li><li>tbc</li></ul>
Purpose of group	To explore opportunities for the devolution of commissioning of specialised mental health services from NHS England and/or ways in which financial flows move with patients through the system from specialised to general mental health services and through to social care.	
Officer responsible for exception reporting		
Name	Job title	
David Gardner	Assistant Director of Mental Health Commissioning	

<b>Scope of project</b>		
<ul style="list-style-type: none"> <li>Explore opportunities devolution of commissioning of specialised mental health services from NHS England</li> <li>All age pathways, 5-100.</li> <li>Produce outputs as agreed with the programme to timescale agreed</li> </ul>		
<b>Key objectives</b>		
<ul style="list-style-type: none"> <li>Involve key stakeholders in the Delivery Group</li> <li>Deliver all agreed outputs to timescale</li> <li>Explore opportunities for devolution of commissioning of specialised mental health services from NHS England.</li> <li>Explore opportunities for pooling of budgets of ensuring financial flows to assist incentives and savings released are shared across the system.</li> <li>Explore the use of personal health budgets as a way of delivering financial flows.</li> </ul>		
<b>Metrics</b>		
<ul style="list-style-type: none"> <li>Delivery Group in place</li> <li>Agree outputs and timescales with programme</li> <li>Deliver outputs as agreed</li> </ul>		
<b>Key task</b>	<b>Milestone(s)</b>	<b>Completion date</b>
Delivery Group in place	Delivery Group holds first meeting	End of April
	Delivery Group involves all key stakeholders	End of April
	Delivery Group agreed aims and objectives	End of April
Delivery Group agrees outputs with programme	Delivery Group has clear agreement on outputs and timescales	May
Delivery Group explores opportunities for devolution	Delivery Group agrees potential scope of devolution	End of April
	Delivery Group agrees potential options and feasibility of devolution, including pooling and PHBs.	End of August
	Delivery Group agrees contents of paper to HWB Core Group	End of September

Outputs to be presented to the HWB	
Output	Target date
Paper to HWB Core Group detailing feasibility and options relating to devolved commissioning of specialist mental health services from NHS England Workplace programme.	Autumn 2016



# Enablers

HWBS Action(s)	5.1 Develop Communications and Engagement Plan and approach for 2016/17 and 2017/18.		
	5.2 Ensure learning from Healthwatch continue to inform HWB decisions and work sponsored by the Board or which is led by a specific HWB partner organisation.		
	5.3 Continue to ensure strategic links with Safeguarding Board and other Boards within the HWB Governance structure.		
Lead organisation	Derbyshire County Council		
Lead officer			
Name		Job title	
Ellen Langton		Senior Policy Officer	

Delivery Group	Policy and Research and DCC Communications		
Officer responsible for exception reporting			
Name		Job title	
Ellen Langton		Senior Policy Officer	

<b>Scope of project</b>	
<p>The HWB has committed to developing a communications and engagement strategy and annual plan to co-ordinate work across the partnership and raise the profile of the HWB. This action was identified as a key enabler within the HWBS. The work builds from recommendations made in the Local Government Association Peer Review undertaken in the autumn of 2014 to further develop a collective approach to engagement and communications to:</p> <ul style="list-style-type: none"> <li>- Enhance the role and profile of the Health and Wellbeing Board in local communities</li> <li>- Make the best use of collective resources to inform service re-design through shared activities and intelligence gained from engagement activity</li> <li>- Develop a joint communications approach, which is proactive and positive, utilising the right language to show what the Health and Wellbeing Board can achieve despite challenging circumstances</li> </ul> <p>Alongside this, it was suggested that both the vision and priorities contained within the refreshed Health and Wellbeing Strategy should be used to provide a clear collective narrative for engagement and communication activity. The communications and engagement strategy needs to support and supplement work being undertaken by individual partner organisations, whilst ensuring shared and consistent messages are provided to Derbyshire residents in relation to their health and wellbeing.</p> <p>The Peer Review recognised the ongoing contribution of Healthwatch and the voluntary sector to engagement activity, acknowledging that this provides a good platform from which to work in Derbyshire and these platforms need to be utilised and developed. The HWBS acknowledges the importance of continuing to use this information and insight to shape the work of the Board collectively and individually.</p> <p>The HWB has an established relationship with the Derbyshire Safeguarding Children's Board, which is a statutory requirement, and has recently been recognised as a strength in a DSCB Peer Review. The HWB wants to develop reporting and links with the Chair of the Derbyshire Safeguarding Adults Board to reflect the relationship with the DSCB. A protocol between all Boards which have a safeguarding remit will be developed and relationships further developed so that there is a system wide view and awareness of key issues in relation to this important agenda.</p>	
<b>Key objectives</b>	
<ul style="list-style-type: none"> <li>• Develop a communications and engagement strategy which provides detail of the basic principles and collective approach</li> <li>• Develop a more detailed action plan which all HWB partners support and where appropriate</li> </ul>	

contribute to.

- Develop mechanisms for this action plan to be updated and reviewed to reflect the latest pieces of work and priorities.
- Ensure buy-in from communications and engagement colleagues across the partnership to support the delivery of the strategy and action plan.
- Ensure that Healthwatch reports and intelligence continue to be shared with the Board and are utilised to inform work across the HWB partnership.
- Develop opportunities for Derbyshire residents to have open conversations with partners and communities and evidence of this is utilised to influence or support decisions made by the Health and Wellbeing Board

#### Metrics

- Evidence of how engagement has influenced or supported decisions made by the Health and Wellbeing Board through references in reports to the HWB.
- Achievement against the Communications and Engagement Action Plan for 2016/17 and 2017/18 (project plan to be updated once strategy and initial action plan has been approved by the HWB in May 2016).

Key task	Milestone(s)	Completion date
Draft Communications and Engagement Plan	Draft to be completed	January 2016
	Draft shared with DCC Communications and CCG colleagues for input	Feb/ March 2016
	Draft strategy tabled at HWB Core Group	18 February
	Draft strategy tabled at HWB	10 March
Consult on Communications and Engagement Plan and action plan	Comments and feedback shape final strategy	March/ April 2017
	Comments and input from DCEG	
	Comments and input from CCG and NHS Provider Communications Teams	
	Comments and input from VCS reps	
Final sign off of Communications and Engagement Plan and action plan	Final strategy tabled at HWB Core Group	14 April
	Final strategy tabled at HWB	12 May
Action Plan 2016-17	Action Plan delivered – details form an Appendix to HWB Communications and Engagement Strategy	May 2016-March 2017
Refreshed Action Plan developed for 2017/18	Input from relevant communication and engagement teams	Feb/ March 2017
	Sign off by HWB Core Group	April 2017
	Sign off by HWB (if appropriate)	May 2017
Healthwatch intelligence reports and specific reports shared with HWB on an ongoing basis	The latest reports and intelligence updates form agenda items at HWB meeting on an ongoing basis	Ongoing
Ensure links are maintained and developed with Safeguarding Boards and other Boards within the HWB Governance structure	Draft MOU developed to	January 2016
	Draft MOU to Core Group	February 2016
	Final MOU to HWB for endorsement	March 2016
	Need to establish working arrangements as detailed in the MOU	April/ May 2016
	Arrange for DSAB to present at HWB	April 2016
	Report by HWB to DSCB	June 2016
	DSCB Annual Report to HWB	November 2016
	DSAB Annual Report to HWB	tbc
	Report by HWB to DSCB	June 2017
	DSCB Annual Report to HWB	November 2017
	DSAB Annual Report to HWB	tbc

<b>Outputs to be presented to the HWB</b>	
Output	Target date
Draft HWB Communications and Engagement Strategy	March 2016
HWB Communications and Engagement Strategy	May 2016
Communications and Engagement Action Plan 2017/18	May 2017 (tbc)
Healthwatch reports tabled at HWB	As appropriate
DSCB Annual Report to HWB	November 2016
DSAB Annual Report to HWB	tbc
DSCB Annual Report to HWB	November 2017
DSAB Annual Report to HWB	tbc

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<b>HWBS Action(s)</b>	<b>5.4</b> Benchmark performance against other HWB from comparable areas to assess effectiveness using LGA tools <b>5.5</b> Develop exception reporting mechanisms and templates to support strategy implementation	
<b>Lead organisation</b>	Derbyshire County Council	
<b>Lead officer</b>		
Name		Job title
Ellen Langton		Senior Policy Officer

<b>Delivery Group</b>	DCC Policy and Research	
<b>Officer responsible for exception reporting</b>		
Name		Job title
Ellen Langton		Senior Policy Officer

<b>Scope of project</b>		
<p>One of the key elements of the strategy is demonstrating to the Board, wider stakeholders and the public that there is a clear commitment to the actions and priorities outlined within the HWBS. There is a clear desire to show impact and progress over the 2 year strategy timeframe, although recognising that we may not see the impact of this within indicators for a further period of time. Therefore, to support the strategy an implementation plan has been developed, project plans provide the details of the specific tasks and key pieces of work to be completed against each action and reporting mechanisms are in place to escalate issues to the HWB. In addition the Board will receive regular six monthly updates on the implementation of the strategy and it is proposed that each board meeting will have a specific 'in depth' presentation on one of the four priorities.</p> <p>In addition, the HWB is keen to utilise nationally available tools from the LGA to compare itself against other HWBs. LGA suggests in the 2015 report 'Making it better together' that HWBs need to benchmark themselves against other comparable boards and systematically assess their own performance and keep on track and to take action if they are not making progress. Durham HWB is cited as a good example and LGA are seeking to develop LGA inform so that HWB can compare performance.</p>		
<b>Key objectives</b>		
<ul style="list-style-type: none"> <li>To monitor and report on the implementation of the Health and Wellbeing Strategy to both HWB Core Group and the Health and Wellbeing Board</li> <li>To benchmark Derbyshire's performance against other Health and Wellbeing Boards on a regular basis</li> <li>To develop proposals about how the Health and Wellbeing Board can develop further, utilising best practice examples, and responding to the changing policy environment</li> </ul>		
<b>Key task</b>	<b>Milestone(s)</b>	<b>Completion date</b>
Confirm HWBS implementation arrangements	Implementation Plan to Core Group	December 2015
	Implementation Plan to HWB	January 2016
Lead officers to support implementation of HWBS actions identified	Lead officers confirmed	January 2016
Project plans for actions within the HWBS developed and signed off by HWB	Project Plans developed	By 1 March 2016
	Project Plans to Core Group	14 April 2016
	Project Plans summary to HWB	12 May 2016
Infographic to summarise key performance data and benchmarking developed	Infographic to track indicators and progress against actions	14 April 2016
	Indicator updating throughout life course of strategy	Ongoing
	Benchmarking work scoped	31 March 2016
	Benchmarking reporting agreed	14 April 2016
	Review of benchmarking tools	2017

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Exception reporting processes agreed	Exception reporting guidance circulated	January 2016
	Exception reporting go live	June 2016
	Exception reporting to Core Group and HWB	Ongoing throughout 2016/17
<b>Outputs to be presented to the HWB</b>		
Output		Target date
Project Plan summary report		May 2016
Performance reporting		Every meeting throughout 2016/17
Infographic update on stats and benchmarking		Core Group