

Appendix one



Health & Wellbeing

**Brighton and Hove
Joint Health and Wellbeing Strategy 2015**

Introduction

As the new Chair of the Health and Wellbeing Board and Chief Clinical Officer for Brighton and Hove City Clinical Commissioning Group, we are delighted you are taking the time to read our second Joint Health and Wellbeing Strategy (JHWS) for the city. Brighton and Hove Health and Wellbeing Board have a shared legal duty to prepare and publish a Joint Health and Wellbeing Strategy (JHWS) through the Health and Wellbeing Board. This document discharges that responsibility.

This strategy is about making a difference by 2020 to make Brighton and Hove a healthier, more equal city, with a thriving population.

There are some key changes from our previous strategy which we want to explain. As a Board we have since decided that our Board should reflect the life of all citizens: a 'cradle to grave approach' with children's health and wellbeing also being part of our work.

In response to your comments you will see some changes to the strategy lay out. The JHWS spans the work being done by many agencies including the NHS, social care and public health across all ages and also considers wider issues such as housing, education and employment. It provides a short summary of how we will address the health and wellbeing needs of Brighton and Hove. This strategy cannot be comprehensive but does provide an overview of the work that is making key changes to residents' lives.

The strategy is a living document and therefore will develop. This is because we will want to reflect on the potential outcomes from the Fairness Commission, which are likely to result in changes to the strategy if we are going to better address the fundamental health inequalities that we, as a city, face.

This strategy is being published at a time of austerity, but this should not stop us moving forward to improve the health and wellbeing of

our residents. It will help us to live our ambition to be a healthy and caring city for people of all ages.

The Health and Wellbeing Board will receive regular updates on progress of the key priorities in the strategy. We will be using the web to keep you updated with this progress and also seeking ways to engage you more. As always we welcome your feedback and thoughts.

Signatures Daniel Yates (Councillor) and Dr. Christa Beesley

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Background

A key part of the Brighton and Hove vision is improving the health and wellbeing of local people. Like many other cities, Brighton and Hove is aiming to achieve this whilst also meeting the increasing needs of local people with a range of health and care needs, and whilst facing reductions in the funding available to the public sector to provide services and tackling entrenched inequalities.

The gap in life expectancy between the most and least deprived residents of Brighton and Hove is 9.4 years for males and 6.1 years for females. Addressing this and improving the health and wellbeing of the local population is not just about providing high quality health and social care. Crime, education, employment, training, housing, transport and many other factors all influence our health and wellbeing. To really improve health and wellbeing requires a broad partnership approach with a commitment to narrowing the gap in inequality.

The Brighton and Hove Health and Wellbeing Board's role is at the centre of improving local health and wellbeing. At the Health and Wellbeing Partnership events in November 2014 and September 2015, partners spoke about the need to pull the resources together – not only money, but staff, skills and buildings – to ensure that together we maximise the impact of what we each individually have.

This document sets out the Joint Health and Wellbeing Strategy for Brighton and Hove. It provides the strategic framework for how we will improve the health and wellbeing of local people. It is an inclusive document, relevant to everyone. Local communities and partner organisations can build on it to improve the health and wellbeing of local people.

In making decisions the Board will draw on evidence and information about local needs and what works in meeting those needs. Our Joint Strategic Needs Assessment (JSNA) identifies the health and

wellbeing needs of the city, including the broader determinants of health. The Director of Public Health also publishes an independent annual report which provides the 'state of the health of Brighton and Hove'. In 2014/15 the report described the broad range of inequalities that exist across the city.

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What is the Joint Health & Wellbeing Strategy?

The Health & Social Care Act (2012) required all upper-tier local authorities such as Brighton and Hove to set up a Health & Wellbeing Board (HWB). These Boards are partnership bodies bringing together NHS commissioners, local Councillors, senior council officers, Healthwatch and other local agencies. The principle is one of local NHS clinical leadership and elected leaders working together to deliver the best health and care services based on the best evidence of local needs.

HWBs have a general duty to ensure that health and social care systems in the local area work effectively together; that the care delivered reflects the needs of local people; and that local people are involved in designing these services. The local authority and the local Clinical Commissioning Group (CCG) have equal and joint duties to prepare the JHWS through the HWB.

The Terms of Reference for the Brighton and Hove Health and Wellbeing Board state that the Board will “approve and publish a JHWS for the City, monitoring the outcome goals set out in the JHWS and using its authority to ensure that the public health, adults and children’s commissioning and delivery plans of member organisations, accurately reflect the Strategy and are integrated across the City.”

Although the Department of Health has published guidance, HWBs have freedom to design a JHWS that is appropriate for the local area. Locally there is a history of strong partnership working with jointly commissioned services and an established strategic partnership structure, with the Council, NHS commissioners and providers, city universities, the police, the fire service, voluntary sector organisations and local businesses working together across a variety of partnerships.

How we will monitor and know if the Joint Health and Wellbeing Strategy is working?

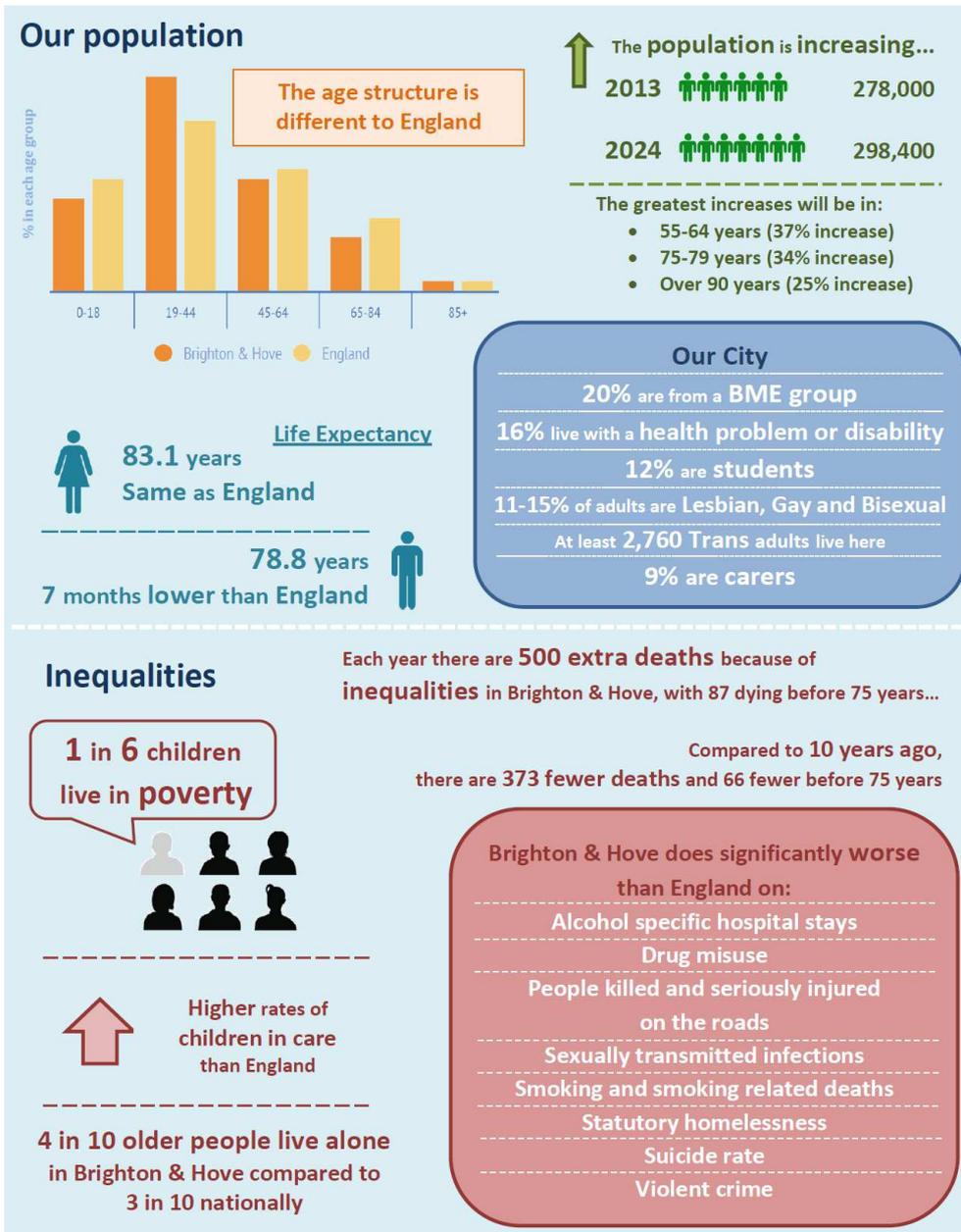
The Health and Wellbeing Board will receive regular updates on progress on the key priorities in the Strategy. Wherever possible, the indicators used in the strategy are taken from existing national and local indicators. The baselines for the selected indicators will be set during the first year of the strategy. We will then be also setting the targets for each indicator based on these based line assessment, national targets, local targets and community aspirations.

An annual update will be presented to the Board to inform them of the progress on the Strategy.

Any changes or additions to the Strategy, for example, following the Fairness Commission, will need to be agreed at a future Board.

It is clear that while the Health and Wellbeing Board may monitor the impact of the Strategy, it will not be delivered without robust partnership working throughout the city. This includes continuing the robust joint working with the voluntary and community sector as well as other providers such as the residential care and nursing home suppliers as well as NHS trusts and others such as Fire and Rescue, Ambulance and Police Services to name a few.

Key facts from the Joint Strategic Needs Assessment



Our Strategic Priorities

Our Five Key Priority themes cover:

1. Reducing Inequalities across Brighton and Hove

Reducing inequality is fundamental to improving physical and mental health and wellbeing across the city. Tackling the broader social determinants of health and addressing inequalities is a theme that runs through all of the strategy's priorities and their associated actions.

Life expectancy in Brighton and Hove continues to increase. However, the large gap in life expectancy reflects local variations in death rates between different groups of residents. For women cancer is the cause of death contributing most to the gap, whereas for men it is circulatory diseases such as heart disease and stroke. Equitable access to local prevention and treatment services can help to reduce these deaths, but this is not the complete answer. Inequalities exist across the city in many areas including education, employment, housing and income. Improving health and wellbeing requires action to tackle the inequalities in the social determinants of health. Changes made to address the impact of the social determinants on health inequalities may take many years to have a demonstrable effect. Promoting equality and monitoring the uptake and impact of services by different groups within the local community is an important part of addressing local inequality.

2. Safe, Healthy, Happy Children, Young People and Families

This priority supports the wider health and wellbeing strategy for the city and is endorsed by the city's Health & Wellbeing Board. Through the development of joint commissioning plans it seeks to ensure that there is a balance of support for children, young people and families across universal, early help and specialist services.

Our vision is to ensure that all local children and young people have the best start in life as part of stronger families and communities; are happy, healthy and safe; and achieve their potential. This means that we will work together as commissioners with parents, children and young people and partners to strive for the best possible opportunities, experiences and outcomes at all ages and to tackle inequalities wherever they occur. We will promote personalisation, choice and control and whole family approaches. Underpinning our work will be a constant commitment to achieve the best outcomes for our children and young people.

3. Give Every Person the Chance of Living and Ageing Well

The priority seeks to support people to stay well. Older people can face issues such as isolation and loneliness due to deteriorating health, decreasing mobility and confidence to go out, as well as loss and bereavement. Services in the city historically have been disjointed which has led to some gaps in provision.

Services have been developed to maintain people's physical health and / or emotional well-being. This has involved a shift towards early intervention and prevention. This emphasis on prevention is one of the key elements of the Care Act. Good quality information and advice will be available to help people plan for the future, reduce the need for care services and where possible maintain independence. Emphasis will be placed on getting people on the right track, enabling them to recover back to good health after illness. These services will be joined up with and delivered with our partners

Demand for adaptations and Disabled Facilities Grants remain high however funding is under increasing pressure, resulting in delays to their provision. This is increasing pressure on care provision and delaying improvements to residents' quality of life.

An overarching aim of the Better Care Programme is to improve integration across health and social care, together with the community and voluntary sectors. This is key to improving the

outcomes for individuals, making best use of resources, and working towards a more financially secure health and social care system. There is already considerable work going on across the city to improve the health and wellbeing of the population, and older and more vulnerable people in particular.

4. Develop Healthy and Sustainable Communities and Neighbourhoods

This priority aims for the city's residents to live in affordable, secure, good quality homes in attractive, accessible neighbourhoods with good quality services, open space and leisure facilities.

However supply of new homes is not keeping up with demand and 17,000 fewer homes than needed are expected to be built by 2030. In 2012, it was estimated that 88,000 Brighton & Hove households (72%) could not afford market housing without some form of subsidy. In the 3 years since this research, the average cost to buy in the city has increased by 26% and the average cost to rent has risen by around 12% putting affordable housing further out of reach. The development of new housing, and in particular affordable housing, is critical to reduce pressures on local people with a need to look to more regional solutions across the Greater Brighton area and in partnership with the Universities and further education establishments.

The housing shortage and affordability gap has resulted in 420 households becoming homeless in 2014/15 with more than 1,500 households living in temporary accommodation. A new Rough Sleeper Strategy will be launched in 2016 that will configure the city's services to make sure no-one will have the need to sleep rough in Brighton & Hove by 2020.

37,000 of the city's homes (3 in 10 properties) are considered to be non-decent with 99.9% being in the private sector and 42.5% of all vulnerable households in the private sector living in non-decent homes. We need to tackle poor property management to

improve housing quality and tenancy stability for tenants. Fuel poverty is estimated to affect more than 14,000 households and a new Fuel Poverty & Affordable Warmth Strategy is in development for the Health & Wellbeing Board.

A good quality home becomes a prison if the local neighbourhood is not welcoming and accessible and a poor quality home affects health, resulting in isolation from the wider community. To keep communities vibrant and sustainable as funding pressures continue to reduce the scope and scale of public service provision we need to make sure that residents and communities are empowered to be able take over the delivery of the services which matter most to them and are supported to develop them.

To deliver the strategy's ambition we need to work across the council, the health services, private organisations in partnership with residents and the community and voluntary sector

Our plans are detailed in a range of strategies including the Community Strategy, Housing Strategy 2015, City Plan, Local Transport Plan 2015 and Communities and Third Sector Policy 2014.

5. Providing Better Care through Integrated Services

This strategy has been developed to ensure there is a focus on integration across the whole health and social care system especially for services that matter to local people. While much has been done already to provide joint services, this needs to be the starting point of all redesign, re-commissioning and, if necessary, re-procurement. There needs to be a focus on ensuring seamless services are provided to the most vulnerable while ensuring other people are supported in their community through other means.

Our intention is to take a more integrated approach to commissioning services across the council and the Clinical Commissioning Group. This will result in organisations working together in innovative ways to offer a more flexible, person

centred approach thereby achieving better outcomes for people and making the best use of available resources. Consideration will be given not just to the price of services commissioned, but also to the collective benefit to a community as a result of a service being commissioned. Through integrated commissioning we will seek to work in partnership with providers to manage demand and improve the capacity we have to meet emerging need in the city through recognising, valuing and building on our wealth of social capital.

'Providing Better Care through Integrated Services' is a cross-cutting theme as it covers all services and age groups. The Board will challenge service reconfiguration or service reviews that have not sought to maximise integration wherever possible.

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1. Reducing Inequalities Across Brighton and Hove

Priorities	What will happen	What will be different in 2020
<p>1. Tackling the broader determinants of health.</p> <p>We will focus on</p> <ul style="list-style-type: none"> Supporting local people to have a home, a job/role, and a social network. Promoting financial inclusion 	<p>The new City Employment and Skills Strategy will support apprenticeships and improve school leavers' skills</p> <p>The Housing Strategy and the City Plan will increase the supply of affordable housing</p> <p>The Financial Inclusion Strategy will promote the living wage and seek to mitigate the negative effects of welfare reform</p>	<p>Increased the proportion of young people (aged 16-24) in education, employment and training</p> <p>Reduced unemployment and insecure employment for all ages and narrowing the gap between those with a long-term health condition and the overall employment rate</p> <p>Increased the number of local residents paid the living wage</p> <p>Minimised the level of rent arrears amongst tenants</p> <p>Reduced the percentage of children and families living in poverty</p>
<p>2. Fair and effective use of services</p> <p>We will reduce the gap in life expectancy through ensuring that the greatest use of health improvement and treatment services is by people with the greatest needs.</p>	<p>Deliver health improvement programmes aimed at promoting healthy lifestyles including the work of the Tobacco Control Alliance, the Alcohol, Substance Misuse, Sexual Health and Healthy Weight Programme Boards</p> <p>Promote healthy eating through the Food Strategy</p> <p>Promote mental wellbeing and mental health through the Happiness Strategy (Mental Health and Wellbeing</p>	<p>Narrowed the gap in life expectancy by reducing excess deaths in the most disadvantaged areas of the city</p> <p>Increased the uptake of health checks and cancer screening</p> <p>Reduced smoking prevalence and alcohol related hospital admissions and increased the population of people successfully completing drug and alcohol</p>

Priorities	What will happen	What will be different in 2020
	<p>Strategy)</p> <p>This priority will be supported by the work of the Equalities and Inclusion Partnership, the Employment and Skills Network, Brighton and Hove Connected and the Neighbourhoods, Communities and Equalities Committee</p>	<p>treatment</p> <p>Reduced rates of sexually transmitted infections and late HIV diagnoses</p> <p>Reduced the prevalence of overweight and obesity and increased the levels of physical activity</p> <p>Improved self-reported wellbeing and reduced self-harm.</p> <p>More equitable use of services and outcomes amongst communities and groups most at risk of poor health demonstrated in the Joint Strategic Needs Assessment and Equality Impact Assessments and equity audits</p>

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2. Safe, Healthy, Happy Children, Young People & Families

Priorities	What will happen	What will be different in 2020
1.To give every child the best start in life and to reduce inequalities	<p>Promote stronger emotional and physical wellbeing through pregnancy and in the early years including preparation for parenthood</p> <p>Support families at the earliest opportunity through quality integrated services</p> <p>Enable all children to have access to quality childcare and nursery provision</p> <p>Maximise educational achievement for all children facing challenges</p> <p>Close the gaps in healthy lifestyle outcomes for children and young people in the areas of obesity, sexual health, smoking and substance misuse</p> <p>Ensure information and services are more accessible to children and young people</p>	<p>More mothers experience good health resulting in less young children needing specialist health and social work services</p> <p>More families have access to early interventions resulting in less babies and young children needing to come into care</p> <p>Maximum take up of high quality childcare/ nursery place entitlement</p> <p>Achievement gaps for children and young people facing challenges have narrowed and are less than the national average</p> <p>Inequalities in health outcomes for children and young people facing challenges in the areas of obesity, sexual health, smoking and substance misuse have reduced</p> <p>Children and young people know how and where to go to get help and report a positive experience of services</p>
2.To provide children and young adults with	<p>Ensure strong multi-disciplinary approach to the assessment and production of Education, Health and</p>	<p>High quality Education, Health and Care Plan with integrated direct payments for eligible children and</p>

Priorities	What will happen	What will be different in 2020
<p>complex education, health and care needs from 0-25 years and their families with high quality integrated support</p>	<p>Care plans for children with complex Special Educational Needs and Disabilities (SEND) from 0-25 years</p> <p>Develop integrated assessment and provision for children with the most complex SEND across education, health and care services</p> <p>Empower parents through use of personal budgets across education, health and care</p> <p>Maximise opportunities for young people in terms of further education, supported internships and vocational opportunities</p> <p>Provide quality, safe and sustainable models of care for children with acute short term illnesses and long term conditions and mental health issues, delivered closer to home</p> <p>Help children, young people and families that understand where and how they can get the best care when they need it</p>	<p>young people</p> <p>Three new integrated provisions for children and young people with SEND offering education, health and care provision on site</p> <p>More children and their families have access to integrated assessment and services resulting in less children with SEND having to access services outside of the City</p> <p>High quality 'Local Offer' signposting services, including those across the transition to Adult Services</p> <p>More young people with SEND are accessing internships, apprenticeships and employment</p> <p>More children and young people and their families are able to access good care closer to their homes resulting in less hospital attendances and in unplanned admissions</p> <p>Increased recovery rates for sick children over shorter time periods</p> <p>More children, young people and their families are able to access information and services resulting in less incidents of self-harm and suicide attempts</p>
<p>3.To improve emotional health and wellbeing and</p>	<p>Support young people's emotional health and</p>	<p>More children and young people experience emotional health and resilience resulting in less</p>

Priorities	What will happen	What will be different in 2020
<p>mental health and wellbeing of children and young people</p>	<p>wellbeing and build resilience</p> <p>Transform mental health and wellbeing services by engaging children and young people, especially vulnerable groups, in their design</p> <p>Improve crisis and out of hours support for young people</p> <p>Innovative communication of information and support about services and how to access them, by taking opportunities available in digital and social media</p> <p>Collaborative and joint commissioning with Children’s Services and Public Health to ensure efficient use of resources to meet need</p> <p>To ensure all service providers provide an environment that is young people-friendly</p>	<p>incidents of self-harm, eating disorders, anxiety and depression amongst young people</p> <p>Fewer young people will need A&E attendance and hospital admission for mental health problems</p> <p>Children, young people and their families will give much more positive feedback on their experiences of mental health services</p>
<p>4.To provide effective ‘Early Help’ for families facing multiple disadvantage that reduces the need for specialist social care and health services</p>	<p>Signpost a clear pathway to available ‘Early Help’ services and targeted interventions</p> <p>Provide multi-agency/professional support at the earliest opportunities to families facing multiple disadvantage</p> <p>Improve the partnership between Children’s Services, Adult Social Care and Health services to provide support to vulnerable parents/carers</p>	<p>More young people live successfully with a well functioning family, resulting in less children and young people coming into care</p> <p>Families have access to earlier interventions resulting in a reduction in substance misuse, domestic violence and mental health problems in parents/carers</p> <p>The Stronger Family Programme meets national</p>

Priorities	What will happen	What will be different in 2020
	<p>Extend and strengthen the Troubled Families programme via our Stronger Families Stronger Communities team</p>	<p>targets for ‘turning families around’</p> <p>Further improvement to levels of school attendance and a reduction in exclusions from school</p>
<p>5.To ensure all our children and young people are safe</p>	<p>Ensure all staff are aware of the importance of appropriate information sharing to safeguard children</p> <p>Ensure responsive and effective identification of safeguarding issues via a high quality Multi-agency Safeguarding Hub (MASH)</p> <p>Develop and implement the LSCB Child Sexual Exploitation & Other Groups of Vulnerable Children Strategy</p> <p>Ensure that services commissioned to deliver adult services identify and respond to the needs of children and young people impacted by parental substance misuse, mental health, disability etc. and that this is evaluated through monitoring & compliance</p>	<p>Appropriate information is shared both within and across agencies in a timely manner to ensure children are safeguarded</p> <p>Better safeguarding decision making for vulnerable children and families through measuring certain criteria</p> <p>Children and young people in Brighton & Hove will be protected from sexual exploitation</p> <p>Children and young people will feel safe and protected and have improved life experiences</p> <p>Children and young people living in the context of domestic abuse, parental substance misuse, mental health and disability are identified early and receive appropriate help and support</p>

3. Give Every Person the Chance of Living & Ageing Well

Priorities	What will happen	What will be different in 2020
<p>1.Support older people to choose healthy lifestyles</p> <p>Reduce the number of Older People falling</p> <p>Make the city a great place to grow older</p>	<p>Raise awareness and ensure services identify and respond to the physical and mental health and wellbeing needs of older people</p> <p>Focus on prevention and early intervention</p> <p>Take forward the Age Friendly city approach</p>	<p>More people report improved wellbeing and living with dignity as they age</p> <p>Reduction in falls, falls injuries and hip fractures in the over 65s</p> <p>Improved older people’s perception of community safety</p> <p>Increased the proportion of completed safeguarding enquiries where people report they feel safe</p>
<p>2. Reduce loneliness and isolation</p>	<p>Low cost activities in different locations</p> <p>Implement the ‘Keeping People Well’ element of the Better Care Plan</p> <p>Take a city wide approach & develop a plan for the provision of Information and Advice</p>	<p>Increase in the number of people aged 65 and over accessing community based activities. Make best use of what we’ve got</p> <p>Better use of personal and neighbourhood assets and stronger community networks</p> <p>People report improved outcomes in accessing good quality information and advice.</p>

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Priorities	What will happen	What will be different in 2020
<p>3. People are supported to live independently at home</p> <p>Access to services that enable recovery from illness and promote independence</p> <p>Support for Carers</p>	<p>Strengthen Community Short Term Services, improve access to equipment and expand take up of telecare, telehealth</p> <p>Work with the care market to develop a better range of flexible accommodation options in appropriate locations (e.g. extra care)</p> <p>Implement the carers strategy</p> <p>Implement Joint Dementia Action Plan to improve service for people with dementia</p> <p>Implement the Council's responsibilities under the Care Act to promote wellbeing when carrying out care and support with individuals</p> <p>Provision of adaptation and Disabled Facilities Grants</p>	<p>Increased the proportion of older people still at home 91 days after discharge from hospital</p> <p>Reduced the number of people permanently living in nursing/care homes</p> <p>Increased the number of people who receive a Carers Assessment & services</p> <p>People have improved access to information and advice, help to reduce the need for social care services and improved assessment for social care services for service users and carers.</p> <p>More person centred approach for people who require care through an increase in the number people who have a personal budget and /or a personal health budget</p> <p>Outcomes embedded within contracts related to personal centred goals</p> <p>People are supported to live as independently as possible through timely adaptations to their homes</p>

4. Develop Healthy and Sustainable Communities and Neighbourhoods

Priorities	What will happen	What will be different in 2020?
1: Ensure the city has a range of quality housing and support to suit households needs		
Enable the development of new housing	Ensure the City Plan maximises the supply of appropriate housing Enable the development of new Affordable Housing	The number of new homes meets the city plan targets 30% of all new housing delivery is affordable
Improve the quality of the city's existing and new housing stock	Ensure households have Decent Warm and Healthy Homes Improve Private Rented Sector quality and management	Fewer private rented tenants will be living in poorly managed and/or non-decent homes Fewer households will be suffering from fuel poverty
Improve Housing Support to enable households to sustain or move towards independence	Support to maintain independence and prevent homelessness	Reduced levels of homelessness No-one will have the need to sleep rough in Brighton & Hove by 2020
2: Improve the safety and accessibility of local communities		
An age friendly city accessible for all from the very youngest to the very oldest	New development to be inclusive, adaptable, accessible Improve public realm to encourage walking and cycling	Improved transport, open space, play space and sports facilities Improved cycle network Improve air quality

Priorities	What will happen	What will be different in 2020?
	Strategic bus network investment	Bus priority improvements Reduction in road accidents
A tolerant and cohesive city, safe from crime, disorder and discrimination	Empower communities to prevent crime, disorder and extremism Address hate crime, domestic and sexual violence and antisocial behaviour, supporting those affected	Reduction in crime rates Reduction in fear of crime More residents that agree their local area is a place where people get on well together
3: Improve community resilience and sustainability		
Infrastructure, sports, leisure and recreation meets the needs of local people	Allocation of sites for health, community and education facilities in the City Plan New development to contribute towards provision / improvement of open space and sports services	Provision of social, environmental and physical infrastructure to support new development New development provision and/or improved open space, play and sports facilities
Improve Community Development & Engagement	Develop effective, asset based community development Ensure engagement enhances community collaboration, shapes public sector priorities, and improves services	Communities manage local assets and run services More residents believe they can influence decisions More residents believe people pull together
Help the Community & Voluntary Sector (Third Sector) support residents and local communities	Support Third Sector to develop skills, knowledge, opportunities and resources to work collaboratively to shape and deliver services Review the Brighton & Hove Volunteering Strategy	Third Sector widens its funding base Third Sector strengthens partnerships with more marginalised groups More residents involved in volunteering

5. Providing Better Care through Integrated Services

Priorities	What will happen	What will be different in 2020?
Proactively finding people who are frail or at risk of losing their independence.	Through new risk profiling tool, identify 1-2% most frail and complex people and co-ordinate their care within General Practice.	Reduction in the numbers of people admitted as an emergency through A&E Increased the number of people who receive a diagnosis of dementia.
Providing more joined up care through integrated services.	More integrated assessments and information systems to reduce the need for users to tell their story more than once. Promote co-location and joint working between providers	Better experience of care for patients and their carers. Formalised integrated model of care between provider organisations. Reduced the number of delayed transfers of care for people being discharged from acute care settings
Make better use of public funds by integrating budgets for best effect.	Ensuring all service redesign/recommissioning is done jointly. Creation of a pooled budget for Better Care worth £20m. An emphasis on social value in service redesign/recommissioning.	Improved efficiency of commissioning process. Services are provided by local community, independent, statutory and voluntary providers wherever suitable All commissioning will measure and evaluate social value delivered as part of the evaluation bids as well as measuring social value within performance monitoring
Ensure services are resilient and sustainable.	Significant development of Primary Care infrastructure as building block of Better Care. Sustainable workforce, able to provide for the personalised care needs of frail people in the City.	Cluster based model of Primary Care, integrated with health, social care and third sector teams. A more generic frontline workforce able to treat directly but also able to refer users to specialist services

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