

<b>12<sup>th</sup> September 2013</b>	<b>ITEM: 7</b>
<b>Thurrock Health and Well-Being Board</b>	
<b>BUILDING POSITIVE FUTURES FUTURE GOVERNANCE ARRANGEMENTS AND WORKSTREAMS</b>	
<b>Report of:</b> Les Billingham, Head of Adult Services	
<b>Accountable Director</b> Roger Harris, Director of Adults, Health and Commissioning	
<b>This report is public</b>	
<b>Purpose of Report:</b> This report seeks approval for new governance arrangements for the Building Positive Futures Programme Board with direct reporting lines to the Health and Well-being Board. Approval is also sought for the workstreams and reporting arrangements for the programme.	

## **EXECUTIVE SUMMARY**

Building Positive Futures is the Council's transformation programme for Adult Social Care, and leads the Council-wide work on 'Ageing Well', as well as integration with Health. The Transformation Board has proposed that governance arrangements for the programme be strengthened to ensure closer linkages with health partners and clearer reporting lines with the Health and Well-being Board and so to Cabinet. This report recommends the establishment of new governance arrangements for the Building Positive Futures Programme Board, with reporting to the Health and Well-being Board.

### **1. RECOMMENDATIONS:**

- 1.1 The Health and Well-being Board is asked to approve the proposed governance arrangements for the Building Positive Futures programme including the Terms of reference and membership of its dedicated Programme Board; and**
- 1.2 To approve the workstreams, and reporting arrangements for the Building Positive Futures programme.**

### **2. INTRODUCTION AND BACKGROUND:**

- 2.1 The Building Positive Futures programme was launched in March 2012 as Thurrock's response to the Ageing Well agenda, and to take forward the initiatives approved by Cabinet in December 2011 aimed at improving cooperation between housing, health and adult social care, in order to meet the needs of an ageing population.
- 2.2 The aims of the initiatives were to:

1. 'Prevent inappropriate admissions to hospital and residential care, and to enable residents who do require hospitalisation to subsequently return home in a safe and timely manner. This will be achieved by working with the Council's housing and health partners to develop a more integrated, community-based housing, health and adult social care service; and
  2. Broaden the housing choices for older people across all tenures by a) ensuring planning guidance takes full account of the needs of older people, and b) creating opportunities to improve or remodel existing housing for older people so that it better meets their needs as they age'.
- 2.3 The explicit objective of the programme is to manage demand for services and so reduce the cost to the health and social care system. A key focus of the programme is to build stronger and resilient communities to support this objective.
- 2.4 A report on the achievements of the Building Positive Futures programme was submitted to the June 2013 Health and Well-being Overview & Scrutiny Committee. Also in June the Housing Learning Improvement Network published a case study on Thurrock's Building Positive Futures programme.
- 2.5 Since June, there have been two major developments:
- The Council has been successful in securing Dept of Health funding of £1.3m to support the construction of 28 new homes specially designed to meet the needs of older people. A development scheme is being taken forward on a site in Derry Avenue, South Ockendon with completion planned for March 2015;
  - The Council with Thurrock Clinical Commissioning Group submitted an expression of interest in becoming a Pioneer for the integration of health and social care. The ambition is to make joined-up and coordinated health and care the norm by 2018. Unfortunately, our Pioneer Bid was not successful. The bid has still been a helpful exercise in enabling partners to articulate how integration should move forward in Thurrock and where the focus should be.
- Copies of these proposals are available from the report author.
- 2.6 Building Positive Futures has now established itself as the Council's transformation programme for Adult Social Care. Recognising the pivotal role of the programme, the Transformation Board has identified the need to strengthen the governance arrangements so that there are closer linkages with Cabinet, the Health and Well-being Board and health partners, and so that Building Positive Futures can:
- Lead on the next stages of the integration between health and adult social care services
  - Influence all Council services so that they can better address the needs of people with disabilities and an ageing population;
  - Broaden public awareness of health and well-being in later life and promote more resilient communities.

- 2.7 After careful consideration of the Transformation Board’s recommendation to strengthen the strategic leadership of Building Positive Futures and the possible options for future governance, the preferred approach is to:
- Establish a new Programme Board for Building Positive Futures with membership and Terms of Reference approved by the Health and Well-being Board; and
  - Set out the workstreams and key deliverables for the programme which will be reported to the Health and Wellbeing Board quarterly.

- 2.8 The Programme Board will have oversight of the delivery of the Building Positive Futures programme which will cover a range of programmes and projects focused on:
- Strengthening communities,
  - The transformation and integration of health and adult social care services; and
  - Developing housing and improving the built environment to meet the needs of an ageing population.

The proposed governance structure is set out in Appendix 1.

### **3. Terms of Reference for the Building Positive Futures Programme Board**

- 3.1 The Health and Well-being Board is asked to approve the proposed membership of the Building Positive Futures Programme Board which will be accountable to the Health and Well-being Board for the delivery of the programme. The Building Positive Futures Programme is a key delivery arm of Thurrock’s Health and Wellbeing Strategy.

- 3.2 The Programme Board will:
- Take strategic responsibility for realising the vision for the programme
  - Provide overall direction and leadership for the delivery and implementation of the programme
  - Communicate the ambitions of the programme to the services/departments/organisations they represent and ensure that those services/departments/organisations are fully briefed and committed to contributing to the delivery of the programme.
  - Collaborate with universally available services, and other partners, to critically review their service design and delivery to best meet the needs of people with disabilities and of an ageing population
  - Be accountable for the programme’s governance arrangements
  - Manage the key strategic risks
  - Address any issues escalated from the Workstream Groups
  - Ensure the necessary communications strategy is in place
  - Champion the programme where necessary to overcome organisational blocks to progress
  - Seek to persuade and influence wider civic society to be more self supporting and to embrace ageing well.

- 3.3 Given the broad ranging nature of the Programme it is considered important for the Programme Board to have an appropriate mix of professional interests

both to support the programme and also to provide the necessary critical challenge to ensure that it remains ambitious and relevant. It will also be important that the Board has a strong understanding of communities and the vital importance of social capital to health and well-being as well as the integration agenda for health and social care. For this reason it is proposed that as well housing and health partners, private sector and voluntary sector representatives will be invited to join the Programme Board.

3.5 The membership of the Programme Board will draw upon a range of interests to reflect the cross cutting natures of the Programme:

- Housing
- Planning
- Public Health
- Adult Social Care
- Community Development
- Thurrock Clinical Commissioning Group
- SEPT
- South West Essex Community Services
- Representative of social housing providers
- Representative of private sector health and social care providers
- Representative of voluntary and community sector providers

3.6 The programme Board will be chaired by the Head of Adult Services.

#### 4. Workstreams and deliverables to the end of 2013/14

4.1 Building Positive Futures has a number of workstreams broadly grouped under three main areas of the programme:

##### 1. ***Strengthening communities to support health and well-being:***

As well as thinking carefully about the design, location, and local amenities for any new housing for older people, work is also underway to strengthen communities and to create more hospitable and dementia-friendly neighbourhoods. Key elements of Building Positive Futures are two strength-based approaches allied to a corporate programme to establish community hubs across the borough:

- ***Local Area Coordination*** (LAC) which works alongside vulnerable individuals helping them to be active, contributing citizens. LAC begins with – and builds – supportive networks around vulnerable individuals helping them to find their own non-service solutions
- ***Asset Based Community Development*** (ABCD), which is focused on communities, strengthening the connections between people and informal associations around common interests and concerns

Both approaches foster sustainable community networks and help to build social capital – which is now increasingly understood to be a key determinant of health and wellbeing.

## 2. *Transforming and Integrating services to improve outcomes and to manage demand*

Building Positive Futures will lead a programme of work to **integrate and transform health and social care**. The integration programme will begin with the commissioning of a **Timely Intervention and Prevention Service**. Lessons learned will create a template for integrated commissioning for the whole of the community services economy by 2018.

The objective is the redesign of health and social care services in the community so that by 2018 we will have improved the quality of care and support that people receive and found new ways of addressing the long-standing concerns around the future funding of services.

Building Positive Futures has developed a range of services that are planned or already underway, which aim to:

- better manage demand
- reduce the length of morbidity across the board, but particularly in areas of high deprivation
- maintain standards of quality and safety.

The Health and Wellbeing Board, as the core local decision makers across health and care, are crucial to the commissioning and integration process and can provide a platform to ensure that public money is used effectively across the NHS and local government to tackle the wider health needs of our communities.

## 3 ***Creating the homes and neighbourhoods that support independence:***

Building Positive Futures is working to raise the profile of attractive, high-quality housing for older people, and the benefits this can bring to health and wellbeing.

Mindful of the Ready for Ageing Report<sup>1</sup> and the HAPPI Report<sup>2</sup> recommendations, the Council's planning, housing and adult social care officers are collaborating on a new **design guide for housing development** which builds in best practice guidance on design for older people and people with dementia.

Work is underway to take a fresh look at the housing needs of older people across Thurrock's communities with a view to taking forward a programme to **develop specialised housing for older people**. The Council is also establishing a **Developer's Coalition** to secure the commitment of private developers to this programme.

- 4.2 The Programme Board will meet on a quarterly basis to oversee the delivery of these workstreams. This will allow progress reports on the workstreams and deliverables, as well as consideration of policy and resource issues to be provided on a quarterly basis to the Health and Well-being Board.

<sup>1</sup> <http://www.publications.parliament.uk/pa/ld201213/ldselect/ldpublic/140/140.pdf>

<sup>2</sup> Housing our Ageing Population: Panel for Innovation (HAPPI) 2009

**5. REASONS FOR RECOMMENDATION:**

5.1 The new governance arrangements will strengthen member involvement and leadership. It will also bring closer engagement of Health and other partners and so ensure all relevant service areas are contributing in a co-ordinated way to promoting health and well being, and making Thurrock a good place in which to recover and stay well. The new governance arrangements reflect the importance of a ‘whole systems’ approach to health and wellbeing and the Health and Wellbeing Board as leaders of that system. The strengthened arrangements also recognise the importance of impacting upon the wider determinants of health – e.g. via planning and housing.

**6. CONSULTATION (including Overview and Scrutiny, if applicable)**

6.1 The Building Positive Futures has and will continue to involve a wide range of stakeholders in its various workstreams. In the new governance arrangements it is anticipated that consultation will more closely involve Ward Councillors and the Community Hub Partnership Board.

**7. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT**

7.1 The Building Positive Futures Programme has been designed to address each of the Council’s Five strategic priorities to achieve our vision:

- Create a great place for learning and opportunity
- Encourage and promote job creation and economic prosperity
- Build pride, responsibility and respect to create safer communities
- Improve health and well-being
- Protect and promote our clean and green environment

7.2 In relation to the first and second priorities, Adult Social Care in conjunction with Housing will pursue job creation and apprenticeships as part of our plans to improve the housing choices of older residents. Adult Social Care is also embarking on a programme to support micro-businesses that provide a range of local support services that people can commission as part of their care package.

7.3 In relation to the third priority, the focus is on helping our communities to prepare to meet the needs of an ageing population, including work to build community resilience and improving the built environment.

7.4 The transformation of the adult social care offer, with its objective of integration with health and joint commissioning of preventative and personalised services will both improve health and well being and reduce demand for services. Our strength based approaches including, Asset Based Community Development and Local Area Co-ordination, will contribute to the delivery of the fourth priority by ensuring we help residents maintain independence in their community, and enable people to regain skills and confidence, while offering protection to vulnerable people.

- 7.5 Our focus on the fifth priority is central to promoting active ageing amongst local residents.
- 7.6 The Health and Wellbeing Board is responsible for the delivery of the 'improve health and wellbeing' priority as encapsulated within Thurrock's Health and Wellbeing Strategy. The Building Positive Futures Programme is a key delivery arm of the Health and Wellbeing Strategy.

## 8. IMPLICATIONS

### 8.1 Financial

Implications verified by: **Mike Jones**  
Telephone and email: **01375 652772**  
**[mxjones@thurrock.gov.uk](mailto:mxjones@thurrock.gov.uk)**

The report outlines the principals and governance arrangements for the implementation of the programme.

Specific projects, and their associated financial implications will be reported separately once they require approval

### 8.2 Legal

Implications verified by: **Chris Pickering – Principal Solicitor**  
Telephone and email: **0208 227 3774**  
**[chris.pickering@bdtlegal.org.uk](mailto:chris.pickering@bdtlegal.org.uk)**

This report sets out the background for the recommendation for a new Building Positive Futures Programme Board including setting out the governance arrangements behind that Board. It is important for full consultation and impact assessments to be carried out when implementing any such proposal which the Report references.

### 8.3 Diversity and Equality

Implications verified by: **Samson DeAlyn**  
Telephone and email: **01375 652472**  
**[sdealyn@thurrock.gov.uk](mailto:sdealyn@thurrock.gov.uk)**

Each of the Building Positive workstreams will need to be undertaken with due regard to equality and diversity considerations.

### 8.4 Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental

None

**BACKGROUND PAPERS USED IN PREPARING THIS REPORT (include their location and identify whether any are exempt or protected by copyright):**

- Building Positive Futures in Thurrock - a national case study published by the Housing Learning Improvement Network:  
[http://www.housinglin.org.uk/library/Resources/Housing/Practice\\_examples/Housing\\_LIN\\_case\\_studies/HLIN\\_CaseStudy72\\_Thurrock.pdf](http://www.housinglin.org.uk/library/Resources/Housing/Practice_examples/Housing_LIN_case_studies/HLIN_CaseStudy72_Thurrock.pdf)

**APPENDICES TO THIS REPORT:**

- One – Building Positive Futures Programme Governance

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Appendix One

