Salford’s Health and Wellbeing Board
Annual Review 2016/17

August 2017
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FOREWORD

Paul Dennett, City Mayor

I was honoured to be Chair of Salford’s Health and Wellbeing Board in my first year as City Mayor of Salford City Council. I am continually enthused by the collaboration and co-operation of partners who have maintained the pioneering reform of health and social care services in our city.

In 2016/17 Board members continued their demonstration of empowering partnership working, enabling Salford to remain at the forefront of innovative practice for the provision of health and social care. Our Locality Plan was assessed by the Greater Manchester Devolution Team as the most well developed in Greater Manchester and rated as ‘A well-structured plan, which refers extensively to existing Vanguard programmes and links well across to the GM strategy and transformation themes’ (April 2016).

Cllr Tracy Kelly (Lead Member for Adult Services, Health and Wellbeing) – Vice Chair,

Dr Tom Tasker (Chair of Salford’s Clinical Commissioning Group) – Vice Chair.

We are both pleased to report the Board’s successes in 2016/17, which show the strength and depth of partnership co-operation and integration in tackling some of the most serious and enduring health inequalities in the country. This has instinctively consisted of working with other partners, such as the voluntary community and social enterprise (VCSE) sector and blue light services.

In the light of the breadth of our Locality Plan, we have been pleased to welcome representation from Salford’s Housing Partnership, Primary Care, Salford University and an additional VCSE representative.
EXECUTIVE SUMMARY

Salford’s Health and Wellbeing Board’s Annual Review of 2016/17 contains a summary of the business, achievements and progress made towards the Board’s three main responsibilities in its fourth year of statutory operation. The report is intended for Board members and stakeholder organisations for assurance purposes, and contains evidence to show whether the Board is achieving what it set out to do and is meeting its statutory responsibilities.

Key responsibilities of the Health and Wellbeing Board are:
- Assurance,
- Strategy, and
- Informing and Influencing.

The Board’s ambition is –
- to improve life expectancy in Salford so that the gap between Salford and the UK average is reduced, and
- to improve health and wellbeing at every stage of life.

Board highlights during 2016/17 have included:

- Salford’s Locality Plan for the city being assessed as one of the best in the city region.
- Overseeing the contributions of key Salford-based health and social care partners – Salford Royal, Salford CCG, GM Mental Health and the council – to launch our integrated care organisation through Salford Together; a new integrated holistic model of care for older people in the City.
- The Board maintaining its research and intelligence understanding of the needs of the residents of Salford with analysis of the requirements of specific groups as part of the Joint Strategic Needs Assessment, i.e. cancer patients.
- Undertaking focused on-going public health communications and engagement (using a wide range of techniques and methods) with Salford citizens, of our Locality Plan’s three themes:
  o Start Well – making use of the national ‘Change 4 Life’ campaign resources, delivering the messages to young people and parents in Salford,
  o Live Well – making use of the national ‘One You’ campaign resources, delivering the messages to the general adult population in Salford,
  o Age Well – making use of the national ‘Stay Well this Winter’ (SWhW) campaign resources, delivering the messages to the over 65’s and carers (family, friends and/or paid for).
- Salford Suicide Prevention Strategy.
- Alongside the other ten Greater Manchester local authorities and the central Devolution Team (Chief Officer is Jon Rouse), taking control of an estimated budget of £6 billion each year from 1st April 2016. The latest on GM Health and Social Care can be viewed here: [https://www.greatermanchester-ca.gov.uk/info/20008/health_and_social_care](https://www.greatermanchester-ca.gov.uk/info/20008/health_and_social_care).
Holding six business meetings that:
  o approved a number of reports, protocols and guidance, i.e. the H&WB’s Communication, Engagement and Social Marketing Approach 2016-2019 Future Engagement Strategy (which supports the delivery of the Salford Locality Plan),
  o discussed a number of reports, protocols and guidance, i.e. hospital group work with Wigan update,
  o assured a number of reports, protocols and guidance, i.e. Health Protection Forum update,
  o received a range of reports, protocols and guidance for information, i.e. Salford Healthwatch priorities for 2016/17.

Holding three strategy meetings, each one focusing upon a separate matter, these being:
  o to discuss the Care Quality Commissions ‘Quality in a place’ inspection report and Salford Locality Plan implementation planning,
  o to discuss prevention in the Salford Locality Plan and the development of a scaleable proposition for delivering work around prevention,
  o to discuss governance and accountability for performance reporting arrangements relating to the Locality Plan.
Nationally, the Health Profiles published by Public Health England show how Salford compares with the rest of the country. Our baseline taken from our first year of statutory operation is:

**Salford Health Profile 2012:**

[Salford Health Profile 2012 chart]

**Salford Health Profile 2017:**
Salford is one of the 20% most deprived districts/unitary authorities in England and about 27% (12,700) of children live in low income families. Life expectancy in Salford is increasing year on year but is still lower than the England average. Whilst the health of people in Salford is generally worse than the England average against a basket of indicators, the general trend even against ‘red’ indicators is improvement, although progress is still required:
Conclusion

This wide range of activity and achievements demonstrate how the Board and its partners are making a positive difference for the people of Salford, by maintaining and evolving:

- our understanding of the varied characteristics of need and assets across many sectors of the local community,
- a practical and relevant approach to future health and wellbeing in Salford, and
- making in-year improvements, even against ‘red’ indicators, of a basket of health indicators.

Furthermore, new quarterly themed focus Board meetings will operate from the 1st April 2017. Over the next few years, the Board will continue to oversee and deliver a more community-based integrated health and social care system in and for Salford.
BACKGROUND
This report contains a review of the fourth year of operation of Salford’s statutory Health and Wellbeing Board. It is intended for assurance – used by the Board and its partner organisations to understand whether it is achieving its purpose ... making sure that Locality Plan outcomes and transformation objectives are being delivered for the people of Salford ... and to inform the planning of the Board’s business and work plan for 2017/18.

The scope of this report includes the activities and discussions of the Health and Wellbeing Board and its sub-groups when carrying out Board business. Findings included can be directly attributable to the actions of the Board and its members.

Whilst chaired by the directly elected City Mayor of Salford at the time, currently Paul Dennett; Board meetings are more usually led and chaired by either the Local Authority Elected representative (Lead Member for Health and Adult Services, Cllr Tracey Kelly) or the representative of Salford CCG (Chair of the Governing Body, Dr. Tom Tasker). The Board brings together a wide range of partners from the City Council, Clinical Commissioning Group (CCG), Health Watch, community and voluntary sector, local providers and employers, as well as NHS England, Greater Manchester Police, and Fire and Rescue Services. The following review will explain the purpose and responsibilities of the Health and Wellbeing Board, who is involved, how it is organised, what it has done during 2016/17 and how it has started to have an impact on the wellbeing and health of the citizens of Salford. Links are provided to more information about the Board and its work.

What is Salford’s Health and Wellbeing Board?
Health and Wellbeing Boards are a key element of the Health and Social Care Act (2012) and they are a means to deliver improved strategic co-ordination across the NHS, social care, children’s services and public health. The Boards must assess the needs and assets of the local population, produce a strategy that addresses these needs and builds on any assets, influence commissioning plans of organisations and promote joint commissioning and integrated provision.

In Salford, the Board ‘will be a strong, effective partnership to improve commissioning and delivery of services through an intelligence-led, and evidence based approach. There will be a clear focus on reducing health inequalities and an emphasis on prevention, early intervention and the wider determinants of health. The focus will be on continuous improvement, whole systems approaches, joint accountability, strong leadership, transparent decision-making and outcomes’.

Key responsibilities – the Health and Wellbeing Board should:
• understand and use health and wellbeing needs, inequalities, risks and assets locally (via on-going continuous analysis frameworks) (Assurance), to
• determine priorities for local action (focusing collective efforts and resources on an agreed set of priorities and outcomes) (Strategy), and
• promote integration and partnership in addressing these priorities and delivering services (holding organisations accountable for their contribution to outcomes in the Locality Plan and encourage integrated commissioning and pooling of resources where applicable) (Informing and Influencing).

The Board has an ambition:
• to improve life expectancy in Salford so that the gap between Salford and the UK average is reduced and
• to improve health and wellbeing at every stage of life.
Vision – the Board’s vision for wellbeing and health in Salford is: “Salford people will start, live and age well – people in Salford will get the best start in life, will go on to have a fulfilling and productive adulthood, will be able to manage their health well into their older age and die in a dignified manner in a setting of their choosing. People across Salford will experience health on a parallel with the current “best” in Greater Manchester, and the gaps between communities will be narrower than they have ever been before”.

Our vision is therefore supported by the following high level strategic principles:
• Salford will have the safest, most productive health, care and wellbeing system in England, with consistently high quality service standards and outcomes.
• our local citizens will help to shape and be fully engaged in this system, but they will also recognise the vital role they have in sustaining it by maintaining their own health, supporting neighbours and friends, and contributing to the local economy.
• across Salford, partners will come together across the public, private, faith, voluntary and community sectors to create a fully integrated offer, local accountability and an accompanying reduction in the acute health and care sector to reflect this shift.

In Salford, the Board’s priorities come from the Locality Plan and are:
• Starting well – children will have the best start in life and continue to develop well during their early years,
• Living Well – citizens will achieve and maintain a sense of wellbeing by leading a healthy lifestyle supported by resilient communities,
• Aging Well – older people will maintain wellbeing and can access high quality health and care, using it appropriately.

The Board has agreed a number of delivery principles, which underpin the way that it intends to achieve its vision and ambition through transformation and reform:
• ensure care and services in Salford are financially and operationally sustainable, allocating resources to achieve the best outcomes
• deliver services are high quality, safe and effective
• integrate activity wherever possible in planning, commissioning, and delivery
• put outcomes for people at the heart of the way we work and the care we provide
• maximise the use of effective digital technology
• ensure Salford learns and develops, using data and intelligence sourced from across the public, private and voluntary sectors
• share leadership and responsibility across all sectors and stakeholders to achieve the best results for Salford people
• enable care and support to be accessed as close to home as possible
• focus on prevention and early intervention
• ensure the transformation of care delivers benefits in the short, medium and long term
• work closely with the people of Salford to shape what it looks like

In addition, the Board has agreed a number of values, which underpin the way that it intends to achieve its vision and ambition:
• valuing the assets the people of Salford bring
• supporting strong and vibrant neighbourhoods that promote health and wellbeing,
• social justice and tackling inequality,
• health and wellbeing will be everyone’s responsibility,
- partnership and integration of provision,
- prevention and early intervention throughout life, and
- quality, innovation and evidence-based.

**Who is involved in the Board?**

Salford’s Health and Wellbeing Board has the following members:

- Salford City Mayor (Chair)
- Salford City Council Executive Lead Member for Health and Wellbeing (Deputy Chair)
- Chair of Salford CCG (Deputy Chair)
- Salford City Council Strategic Director – Children’s Services and Adult Services
- Salford City Council Director of Public Health
- Salford Healthwatch representative
- Additional five elected representatives from Salford City Council
- Salford CCG Chief Accountable Officer
- Greater Manchester Health and Social Care Partnership Team representative
- Greater Manchester Chamber of Commerce representative
- Salford Voluntary and Community Sector representative (Salford CVS)
- Greater Manchester Police representative
- Greater Manchester Fire and Rescue Service representative
- Salford Royal Foundation Trust representative
- Greater Manchester West Trust representative

Selection for membership on the board has been based on the following key principles:

- statutory requirement to participate
- significant commissioning or delivery role in the local economy
- significant capacity to impact on a key area of the Board’s outcome frameworks as detailed in the Locality Plan
- legitimate ability to represent a wider community of interest i.e. not self appointed
- delegated authority and accountability within the organisations represented

During 2016/17 Board membership has been stable in terms of the organisations represented.

**Governance**

During 2016/17 and as part of its governance arrangements, the Board has operated a number of sub-groups as shown in the following diagram. The Board delegates responsibilities to the sub-groups to oversee some of its work, including publishing the Joint Strategic Needs Assessment (JSNA), delivering the priorities of the Locality Plan, assurance around health protection, joining up commissioning between the Council and CCG and ensuring effective communication and engagement with the Board’s stakeholders. Many of these groups have their own governance arrangements and terms of reference, particularly where they take decisions or have responsibility for budgets within the health and social care system.
On 24th January 2017, the Board agreed a revised terms of reference, covering its statutory responsibilities, role/ purpose and values/ principles, specifically altering its meetings (from 1st April 2017) from every 6-8 weeks to quarterly with a themed focus at each.

This revised terms of reference also led to a new arrangement of sub-groups, with specific responsibilities assigned to reflect delivery of our Locality Plan.

The Board is formally part of the Constitution of Salford City Council, under section 102 of the Local Government Act 1972 – however, the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 will apply. It is accountable to the Council’s Cabinet and ultimately the City Mayor, with quarterly progress updates provided.

From April 1st 2017 the proposed Locality Plan Programme Management Group will be a sub-group of the Board which has oversight of delivery of the many work streams in the Locality Plan, reporting back to the Board on progress and performance.
Case study: Salford Health and Social Care Transformation

In March 2016, the Greater Manchester Health and Social Care Partnership was awarded £450 million ‘Transformation Fund’, to help the region achieve the fastest and greatest improvement to its health and wellbeing through the process of devolution – Salford and Stockport were given vanguard delivery status. The money is earmarked to provide patients with better access to GPs, pharmacies and community care, improve mental health services and reduce the length of time patients are spending in hospitals through the setting up of Local Care Organisations.

Salford was awarded £18 million over three years following an independent application process, which assessed the region’s health and social care plans. This money will be used to improve health and social care services for adults across the city, for example actively encouraging GP practices to work more closely together on effective patient care and some practices will be able to stay open longer.

This funding has also facilitated the transfer of social care staff from Salford City Council to Salford Royal Foundation Trust, forming the new Integrated Care Organisation, Salford Together.

The Board has a group of wider stakeholders ranging from the people of Salford, through the other Boards and partnerships operating in the City, local employers, service providers and regulatory bodies. The Board engages with these wider stakeholders through its sub-groups, through the Board meetings in public which includes an opportunity for questions, and by putting in place a communication and engagement strategy. The diagram below shows how the Health and Wellbeing Board works with other Boards and partnerships to collect intelligence for the Joint Strategic Needs Assessment, deliver programmes for the Locality Plan and work towards the integration of delivery. Joint work programmes already exist with the Children and Young People’s Trust (around Best Start in Life), Community Safety Partnership (reducing the impacts of violence and alcohol abuse on wellbeing), Skills and Work Board (Workforce Resilience and Wellbeing), Strategic Housing Partnership (Housing and Health programme), and the Salford Safeguarding Children Board (endorsement of the Safeguarding Children Compact).

WHAT HAS THE HEALTH AND WELLBEING BOARD DONE IN 2016/17?

The following section provides examples of the work of the Health and Wellbeing Board and its sub-groups which have taken place between April 2016 and March 2017. These listed activities are further illustrated by a series of case studies. The activities are listed under the three main objectives of the Board, to:

- understand and use health and wellbeing needs, inequalities, risks and assets locally (Joint Strategic Needs Assessment),
• determine priorities for local action (Locality Plan), and
• promote integration and partnership in addressing these priorities and delivering services (Integrated and Partnership Working and Governance).

**Joint Strategic Needs Assessment – the Health and Wellbeing Board has:**
• reviewed and published the Salford Pharmacy Needs Assessment, a statutory document that is refreshed every three years (28th March 2017),
• published a JSNA cancer update with the aim to inform future local strategy and actions to improve cancer outcomes in Salford and to reduce inequalities, details of its hospital group work with Wigan and Salford being identified as a pilot area for the call for evidence for the GM Integrated Societal Review re: capturing evidence of activities which are building ‘social capital’ in communities (19th July 2016),
• published a Salford Inter Board Protocol with Salford Partnership (15th November 2016), and
• issued a new Intelligence Newsletter – focusing upon its JSNA future work streams and support available for Salford’s LGBT community (28th March 2017).

**Delivering the Locality Plan – the Health and Wellbeing Board has:**
• undertaken focused on-going public health communications and engagement (using a wide range of techniques and methods) with Salford citizens, against the Locality Plan’s three themes: Start Well, Live Well and Age Well (see case study below for details),
• approved a number of reports, protocols and guidance, including: the H&WB’s Communication, Engagement and Social Marketing Approach 2016-2019 Future Engagement Strategy (which supports the delivery of the Salford Locality Plan) (17th May 2016) and the Salford Locality Plan update and governance proposal re: proposed changes to the Health and Wellbeing Board Terms of Reference and the establishment of a new Locality Plan Programme Board (15th November 2016),
• discussed a number of reports, protocols and guidance, including:
  o Acute care hospital transformation update and cold weather planning (24th January 2017),
  o Prevention proposition draft proposal and CAMHS transformation update (28th March 2017),
  o Living Well prevention briefing and partner responses to implementing the Living Wage update (20th September 2016),
• assured a number of reports, protocols and guidance, including:
  o BCF Final submission (17th May 2016),
  o Health Protection Forum update (20th September 2016),
  o Locality Plan Highlight report (24th January 2017),
  o Health Protection Forum update and Locality Plan Highlight report (28th March 2017),
• received a range of reports, protocols and guidance for information, including: Salford Healthwatch priorities for 2016/17, Salford CCG Operational Plan 2016/17 and Social Value in Health and Care update (17th May 2016), and
• held a strategy meeting focusing upon prevention in the Salford Locality Plan and the development of a scaleable proposition for delivering work around prevention (14th July 2016).
Case study: JSNA Cancer Update
As people are living longer, more people are getting conditions such as cancer. More people are however surviving for longer with cancer. Early diagnosis and treatment is key to continuing to improve cancer outcomes and survival.

Cancer profiles have been produced to aid understanding of cancer outcomes in Salford and to help identify areas for improvement. The cancer profiles provide comparative information for GP practice populations in Salford. Cancer incidence (new cases), mortality (death rates), screening uptake and urgent referral measures are included and adjusted for the demographics of the practice population.

All measures show variability across practice populations. For example breast screening uptake ranges from 41% to 83% (Q2 2013/14) and bowel screening uptake from 27% to 63% (2013). There is three fold variation in new cancer cases and cancer death rates.

Each Salford GP practice has been asked to review their cancer profile and develop a practice action plan to help improve outcomes. Improving the outcomes presented within the profile however requires collaborative action from both communities and the wider public sector. Many organisations can ‘Make Every Contact Count’ to support cancer prevention messages and promote screening.

The practice profile therefore provides a starting point for practices to reflect on local information and identify possible reasons for the picture given to enable tailored and specific local action. A Salford needs assessment for cancer will be published later in the year which will include further information at a Salford level.

- alongside the other ten Greater Manchester local authorities and the central Devolution Team (Chief Officer is Jon Rouse) taken control of an estimated budget of £6 billion each year from 1st April 2016 (the latest on GM Health and Social Care can be viewed here: https://www.greatermanchester-ca.gov.uk/info/20008/health_and_social_care,
• overseen the contributions of key Salford-based health and social care partners – Salford Royal, Salford CCG, GM Mental Health and the council – in the launching on 4th July 2016 through Salford Together of a new integrated holistic model of care for older people in the City,

• approved a number of reports, protocols and guidance, including: a Salford Suicide Prevention Strategy statement of principle and pledge for Board members to consider and for their organisations to sign-up to (19th July 2017) and the Inter Board Safeguarding Protocol on behalf of Salford Partnership (by the Salford Community Safety Partnership) (24th January 2017),

• discussed a number of reports, protocols and guidance, including: Salford Integrated Care Organisation briefing and update on Communications and Engagement “Future Engagement Strategy” (17th May 2016), and

• held a strategy meeting focusing upon the Care Quality Commissions ‘Quality in a place’ inspection report and Salford Locality Plan implementation planning (21st June 2016).
Case study: Focused public health communications and engagement with Salford citizens using the Locality Plan’s three themes

A wide range of focused techniques and methods of public health communications and engagement with Salford citizens, using the Locality Plan’s three themes have been undertaken:

- **Start Well** – making use of the national ‘Change 4 Life’ campaign resources, delivering messages to young people and parents in Salford, including:
  - a direct letter posted out to approximately 200 community and sporting clubs asking them to sign up to campaign,
  - a mail out to all primary schools in Salford in September 2016 coinciding with ‘back to school’, highlighting what a healthy lunch box should look like,
  - commissioning the Health Improvement Service to deliver Crucial Crew in November 2016 on behalf of Salford CCG, focusing on young people being Sugar Smart in their food and drink choices (approximately 1,600 Salford children and 100 teachers were engaged with from 44 schools),
  - Salford Youth Centres removing all sugar drinks from sale in their buildings for one month (aligned to ‘Change 4 Life’ activity – impact being evaluated),

- **Live Well** – making use of the national ‘One You’ campaign resources, delivering messages to the general adult population in Salford, including:
  - the citywide ‘One You Fest’ that took place between 10th – 21st October 2016, whereby staff from the CCG and SCC provided taster sessions on different health and wellbeing activities to encourage co-workers to improve their own physical and mental health (impact being evaluated),
  - runners in the September 2016 Salford 10k from the Health and Wellbeing team all ran wearing t-shirts branded with the ‘One You’ logo to illustrate how the campaign links in to both physical and mental health – this was also tied in with the ‘#22 too many’ campaign which promoted the city’s Suicide Prevention Strategy,
  - a 12 month project, branded under ‘One You’, to give 3 families (identified by our Health Improvement Service who are desperate to get fitter and children marked as obese but who can’t afford gym membership, etc) a SCL package which gives them free gym membership, regular personal training, water sports packages, swimming lessons for the kids and activity sessions in exchange for them agreeing to be filmed over the 12 months (quarterly by the project team and by themselves on a smartphone/ tablet in 30 second snippets) talking about their journey to get more active and how it’s made a difference to themselves and their children (to be shown over social media),

- **Age Well** – making use of the national ‘Stay Well this Winter’ (SWtW) campaign resources, delivering messages to the over 65’s and carers (family, friends and/ or paid for), including:
  - public engagement with over 65’s about flu undertaken at a variety of places, including Critchley House, that found many older people were more keen to keep themselves healthy for the sake of their grandchildren than for their own benefit and that they wanted to see posters/ leaflets that meant something to them personally and celebrated the efforts of all who turned up to get their flu jab – in response a localised 1 minute long film advert to support the flu campaign to the over 65’s using pestering power of grandchildren to get their jabs was created, to be shown at events and public gatherings, on the MEN website and on You Tube (100+ older people at an Older Person’s event, including an interactive myth buster session, 1,126 views on You
Case study: Salford Together Integrated Care Programme

Highlights

Salford Together is a partnership which includes Salford City Council (SCC), NHS Salford Clinical Commissioning Group (SCCG), Salford Royal NHS Foundation Trust (SRFT), Salford Primary Care Together (Salford’s GP practices) and Greater Manchester Mental Health NHS Foundation Trust. The programme received Vanguard money from NHS England, to test new models of care, through integrating acute and primary care.

A key step (unique in the country) was the integration of adult social care services into the NHS. On 1st July 2016, SRFT became the lead provider of adult social care in Salford, with approximately 400 staff transferring from Salford City Council to SRFT. This created a new division of about 2000 staff, within SRFT called Salford Health and Care Division.

Taking the learning from the Integrated Care Programme for Older People, Salford Together has been developing a number of tests of change and new services which will deliver improved outcomes and experiences for Salford people and deliver savings for the health and care economy.


Neighbourhood multi-disciplinary groups (MDGs) continue to develop and are being extended to support adults of all ages, with a range of conditions. MDGs are groups of health care workers and social care professionals who unite as a team to ensure the planning and implementation of person-centred care and its delivery for individuals who require support.

A new urgent care service is delivering intensive, short-term health and social care to people in the community, who would previously have been admitted to hospital. People have told us that they prefer to remain in their own homes, or in the community, rather than go into hospital and it is generally cheaper too, with people needing less ongoing support.

Small but significant steps have been taken to improve access to services through the health and social care contact team. These include the creation of a single number and the continued learning and relationship building between staff (customer care and practitioners) from adult social care and health care.

The large number of workstreams has recently been rationalized into four areas:

- developing neighbourhood health and social care teams,
- improving access to GP and community services,
- urgent care services at home or in the community,
- improving care pathways – delivering more health services and support at home.
• to discuss the Care Quality Commissions ‘Quality in a place’ inspection report and Salford Locality Plan implementation planning (21\textsuperscript{st} June 2016),
• to discuss prevention in the Salford Locality Plan and the development of a scaleable proposition for delivering work around prevention (14\textsuperscript{th} July 2016),
• to discuss governance and accountability for performance reporting arrangements relating to the Locality Plan (18\textsuperscript{th} October 2016).
• 6 business meetings, which are held in public and were attended by local community and voluntary groups and providers and sometimes members of the public, that approved a number of reports, protocols and guidance, including:
  • a Memorandum of Understanding between the Salford Health and Wellbeing Board, Salford Healthwatch and Salford Scrutiny Panel in respect of their different roles and how they can work together (20\textsuperscript{th} September 2016),
  • the Inter Board Safeguarding Protocol on behalf of Salford Partnership (by the Salford Community Safety Partnership) (24\textsuperscript{th} January 2017),
  • the Salford Pharmacy Needs Assessment a statutory document and is refreshed every three years (28\textsuperscript{th} March 2017).
• reviewed and agreed, on 24\textsuperscript{th} January 2017, a revised terms of reference, covering its statutory responsibilities, role/ purpose and values/ principles, specifically altering its meetings from 1\textsuperscript{st} April 2017 from every 6-8 weeks to quarterly with a themed focus at each,
• approved a number of reports, protocols and guidance, including: a Memorandum of Understanding between the Salford Health and Wellbeing Board, Salford Healthwatch and Salford Scrutiny Panel in respect of their different roles and how they can work together (20\textsuperscript{th} September 2016),
• received a range of reports, protocols and guidance for information, including:
  • Annual Report of Salford Healthwatch and the 0-25 Years Programme (19\textsuperscript{th} July 2016),
  • Adult Social Care User survey, Housing and Health update, Working Together – the role of GM F&RS in supporting Locality Plans, Salford CCG Annual report and Salford HWB Annual Review 2015/16 (20\textsuperscript{th} September 2016),
  • Achieve Drug and Alcohol Service Performance Report, Safeguarding Adults Annual Report, Affordable warmth campaign and Safeguarding Children Board Annual Report (15\textsuperscript{th} November 2016),
  • Social Value work update and GM Taking Charge 6 month review (24\textsuperscript{th} January 2017).
DELIVERING SALFORD’S LOCALITY PLAN

The key role of the Health and Wellbeing Board in 2016/17 was to lead delivery on and of the Salford Locality Plan. The Board ensured that all partners had oversight of decisions whilst holding to account those partners and agencies with responsibility for service delivery and progressing transformation thereby embedding what would be required for on-going and future change.

What worked?
This was achieved through partnership:

- **leadership** – the Board led the process, the success of the plan relies upon strong leaders across all sectors and organisations to make it happen,
- a **strengths based** approach was used, so that the delivery of the plan will make use of existing community and local assets. The Locality Plan promotes good practice so that we make use of what works,
- **partnership in delivery** – the Board looked to build upon existing programmes, services, relationships and joint working through the plan,
- **strong enablers** have supported the plan such as the focus on IT and voluntary and community sector leadership. Other key enablers include social value (building Health and Wellbeing outcomes into wider activity), financial planning and workforce development have all contributed to the foundations of the plan,
- the plan is also grounded in **intelligence** about Salford. The development of the plan made use of the latest data, projections and intelligence from engagement so that we value the opinions of patients and public alongside the data. An ongoing part of the development of this Locality Plan has been engagement of stakeholders – partners, service users, patients and wider citizens, and
- a focus on **reform** – the plan encourages really innovative approaches to doing things differently.

What could be improved?

- Our focus on **risk** and its management
- Ensuring that **financial performance** is understood in the light of health and wellbeing outcomes
- Ensuring that resources are distributed in the most effective way across the Board’s partnership to maximise results.
SO WHAT? – Conclusions on how the work of the Health and Wellbeing Board and its members is starting to make a difference for the people of Salford.

The activities and case studies described in this report show the coverage of the work of the Board in 2016/17, of which the following demonstrate how it and its members are starting to make a difference:

- the Joint Strategic Needs Assessment and theme updates, continue to help all partners to have an improved understanding of the characteristics of needs and assets across many sectors of the local community, thereby assisting with the planning of future services, resource allocation and programming across the partnership,
- the Locality Plan, based upon solid foundations of intelligence about the city and neighbourhoods, maintains a practical and relevant approach to future health and wellbeing in Salford, and
- whilst the health of people in Salford is generally worse than the England average against a basket of indicators, the general trend even against ‘red’ indicators is improvement.

NEXT STEPS … for Salford’s Health and Wellbeing Board

Over the next year, the Board needs to continue to oversee and deliver an integrated health and social care system in and for Salford that:

- has more community/ neighbourhood-based health services that are nearer to users homes (whether as a patient or carer),
- has more people accessing and using primary care facilities/ services,
- has a wider range of test and health checks available for citizens,
- contributes towards and supports better quality housing and good job opportunities, and
- encourages a wide-spread of care and support providers, including voluntary and community sector and social enterprise organisations, in addition to – or sometimes instead of – NHS services.

The Health and Wellbeing Board’s role in this will be:

- Quarterly ‘deep dives’ around performance and the three pillars of our Locality Plan – Start Well, Live Well and Age Well.
- Approving key system leadership pieces of work which transform the arrangements for health and social care in Salford, ensuring integration.
- Ensuring strong partner engagement across the major transformational pieces of work.
- Remaining focussed on people’s health and wellbeing in Salford
- Maintaining a leading role in the GM Health and Social Care ‘Taking Charge’ and working with other partners from across GM to deliver this.