

Report for:
ACTION

Item Number:

| | |
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| Contains Confidential or Exempt Information | No |
| Title | Together in Ealing - The Joint Local Health and Wellbeing Strategy for Ealing 2023-2028 |
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| Portfolio(s) | Cllr Josh Blacker |
| For Consideration By | Cabinet |
| Date to be Considered | 17 May 2023 |
| Implementation Date if Not Called In | 7 June 2023 |
| Affected Wards | All |
| Keywords/Index | Inequalities, health and wellbeing plan/strategy, building blocks of health and wellbeing, wider/social determinants of health, communities, anti-discrimination, inclusion, equality, equity, engagement |

Purpose of Report:

The report recommends the Cabinet adopt the Local Joint Health & Wellbeing Strategy 2023-2028

1. Recommendations for DECISION

That Cabinet is recommended to:

- 1.1 Approve and endorse 'Together in Ealing', the Joint Local Health and Wellbeing Strategy 2023-2028, with consideration of the Council's commitments in implementation of the Strategy.
- 1.2 Delegate to the Director of Public Health, following consultation with the relevant Portfolio Holders, the Strategic Director for Resources and the Director of Legal and Democratic Services, authority to develop and implement the action plan over the duration of the strategy.

2. Recommendations for NOTING

That Cabinet is recommended to note:

2.1 'Together in Ealing' sets out nine commitments within three key themes, to drive Ealing's Health and Wellbeing Board's work over the next five years.

3. Reason for Decision and Options Considered

The COVID-19 pandemic exposed and exacerbated existing health, social and economic inequalities in Ealing, impacting some groups of people more negatively than others.

These inequalities were highlighted in the COVID-19 Integrated Impact Assessment published as the Annual Public Health Report in early 2022¹ as well as in the relevant JSNA (Joint Strategic Needs Assessment) chapters. The Annual Public Health Report proposed a set of system-wide principles (Appendix 1) for future work to address inequalities in Ealing.

In addition to COVID-19, we learnt more about racial inequality in Ealing through the Race Equality Commission in 2021.² The Commission declared race inequality a crisis that demands an urgent response, calling on Ealing's institutions to be bold and make clear commitments in response to their work. The Health and Wellbeing Board's decision to focus its Strategy for 2023-2028 on tackling inequality is an opportunity to respond to this need.

Following engagement activities with residents, communities, Council officers, NHS colleagues and the Health and Wellbeing Board members, 'Together in Ealing' sets commitments for work to address health inequalities and inequalities in the building blocks of health and wellbeing in Ealing for the next five years.

These commitments will:

- Use community-centred and asset-based approaches wherever possible for their delivery
- Make changes which have been shown to have a real and long-term impact on health and wellbeing outcomes and people's lives
- Each will have key deliverable actions to be developed either by the Health and Wellbeing Board members themselves, or in collaboration with communities in Ealing
- Be deliberately ambitious and innovative, acknowledging the value of trying new approaches and learning from them as a system alongside communities themselves
- Be monitored annually throughout the five years such that improvements can be made in an iterative manner

¹ [Ealing_COVID_Inequalities_APHR_2020_21.pdf](#)

² [Race Equality Commission | Race Equality Commission | Ealing Council](#)

- Inform and influence other relevant borough-wide and town level strategic work, local commissioning and action planning for all Health and Wellbeing Board partners, local strategic partners beyond the Board and communities themselves
- Have 'cross-system' support to champion them, sustain their momentum throughout implementation, and ensure everyone understands and uses their role in health and wellbeing to affect positive change.

The Ealing Health and Wellbeing Board has a statutory duty to develop a Joint Local Health and Wellbeing Strategy. 'Together in Ealing', the Joint Local Health and Wellbeing Strategy (the Strategy) is coming to Cabinet after approval by the Health and Wellbeing Board on 10 May 2023. The Cabinet will be updated with the outcome of the decision of the approval of the Strategy at the Health and Wellbeing Board on the 10 May.

The nine commitments are listed below:

| <h2 style="text-align: center;">Together in Ealing</h2> <p style="text-align: center;"><i>We will see Ealing's communities thriving, with good health and wellbeing, and with fairness and justice in the building blocks of health and wellbeing</i></p> | | |
|--|---|--|
| <p style="text-align: center;">Putting communities at the heart of everything</p> <ul style="list-style-type: none"> • Listen and learn from community conversations • Harness our collective resource to enhance the power of the Voluntary, Community and Faith Sector • Develop new models for working with our local communities | <p style="text-align: center;">Systems and structures that leave no one behind</p> <ul style="list-style-type: none"> • Drive excellence in a shared equality, diversity and inclusion agenda • Make services and support meet the diverse needs of our communities • Ensure the Health and Wellbeing Board is equipped to operate for the benefit of our diverse communities | <p style="text-align: center;">Connecting the building blocks of health and wellbeing</p> <ul style="list-style-type: none"> • Ensure the lens of wellbeing and inequalities is applied to the 'building blocks' • Ensure greater contribution of the Board to the building blocks of health and wellbeing • Lead a whole system approach to work on the building blocks of health and wellbeing |

The action plan to implement the commitments will be developed as a separate document.

The action plan will be developed in consultation with portfolio holders, Health and Wellbeing Board members and partners in mid-2023.

4. Key Implications

With its focus on inequalities, 'Together in Ealing' is a key strategy to support the delivery of the Ealing Council Plan. The Strategy also complements the vision of the North-West London Integrated Care System Strategy. The inequality focus is also echoed as a core principle for the Ealing Integrated Care Board (ICB), supported by

the *Core 20 Plus 5* NHS England frameworks for adults and children, which are designed to support Integrated Care Systems to reduce healthcare inequalities.³

The main, evidence-informed approach to fighting inequalities in ‘Together in Ealing’ is through work on the *building blocks of health and wellbeing* (also known as the wider determinants of health). These are the conditions of life which are the root causes of health and wellbeing and ultimately impact how well and long we live, and include better quality housing, more community spaces for people to come together, better local jobs, better access to green space for better connection to nature, inclusive access to information and services, and an anti-discrimination culture. The building blocks of health and wellbeing, and the sense of power and control people have over them, are the foundations of creating good health and wellbeing.

Working in partnership across the Council, NHS and voluntary, faith and community sector the Health and Wellbeing Board can achieve sustainable system change to fight inequalities and improve health and wellbeing in the seven towns of Ealing. ‘Together in Ealing’ has this strong partnership and whole system working of the Board, and with communities, at its heart.

This document sets out the strategy to achieve these commitments which will be by way of an action plan. This work is already underway through existing structures and systems and will be brought together as an action plan, working with all relevant partners and communities themselves.

The action plan to deliver the Strategy will be produced in partnership with all the members of the Health and Wellbeing Board as well as with representatives from the local communities in Ealing.

Some examples of actions that will take place as part of the of the delivery of the ‘Together in Ealing’ are:

- Review and refresh the Health and Wellbeing Board (HWBB) membership
- Facilitate training on cultural competence and unconscious bias for HWBB members
- Organise a series of health literacy events on the building blocks of health and wellbeing for both HWBB members and communities
- Review of the voluntary, community and faith organisations (VCSF)/NHS/Ealing Council Strategic Coordination Group to ensure it provides collective support to the VCSF for new and improved engagement with the sector
- Produce a Community Charter in collaboration with residents, voluntary, community and faith organisations which sets out the standards and principles residents can expect from the Council in engaging with them
- Develop the Community Service Design Centres to enable Ealing residents and service providers to become service designers. By participating in training together they will identify problems, find out what is causing them and designing prototypes to explore and evaluate potential solutions

³ [NHS England » Core20PLUS5 \(adults\) – an approach to reducing healthcare inequalities](#) and [NHS England » Core20PLUS5 – An approach to reducing health inequalities for children and young people](#)

5. Financial

The Health and Wellbeing Board does not have a budget however the strategy will act to influence budget holders including the Council, NHS and ICB to support the activities flowing from the Strategy. This also includes existing joint financial working arrangements in place including the Section 75, Section 256 agreements as well as the Joint Investment Fund. Following the endorsement of the Strategy, the detailed action plans flowing from it will need to ensure that these have all the required resources identified and the funding sources from the relevant budget holders and joint arrangements agreed in line with the relevant governance arrangements. In addition, any use of grant for the action plan will need to ensure compliance with the relevant terms and conditions of the grant.

6. Legal

The Council's duty in respect of Joint Health and Wellbeing Strategies is set out in s116A of the amended Local Government and Public Involvement in Health Act 2007. Together in Ealing is the Joint Local Health and Wellbeing Strategy for 2023-2028.

The Health and Care Act 2022 introduced changes to the health and care system, specifically the establishment of integrated care boards (ICBs) and integrated care partnerships (ICPs). Health and Wellbeing Boards (HWB) continue to play an important statutory role in instilling mechanisms for joint working across health and care organisations and setting strategic direction to improve the health and wellbeing of people locally.

Through the HWB, the Council and the ICB must prepare a strategy for meeting the local health inequalities by the exercise of functions of the Council, ICB or NHS England. This is the Joint Local Health and Wellbeing Strategy.

Part 3 of the Council's constitution authorises the Health and Wellbeing Board to exercise the functions of the Council in relation to the preparation of a joint strategic needs assessment. This includes requesting that the Health and Wellbeing Board gives an opinion on whether the Council is discharging its duties.

7. Value For Money

The agreement on the themes and commitments for the Strategy from the Health and Wellbeing Board members will enable and guide strong partnership working for the next five years. In addition to addressing inequalities and improve long term health and wellbeing, this integrated working should improve value for money through shared actions and resources.

8. Sustainability Impact Appraisal

It is expected that the delivery of the 'Together in Ealing' will support the Council's sustainability objectives by adhering to the system-wide principles that also address the climate crisis.

9. Risk Management

| Risk | Mitigation |
|--|--|
| Strong partnership working is required across all partners of the Health and Wellbeing Board to deliver the Strategy in the next five years. Failure to align and coordinate resources could mean that commitments are not achieved. | Creating a co-produced action plan will continue the dialogue between stakeholders and the local communities to ensure that everyone has a clear understanding of the remits under their responsibilities with regards to delivering the strategy. Review of the Health and Wellbeing Board membership early in the first year of the Strategy will aim to ensure a wide and appropriate representation as board members to support the partnership working for the next five years. |
| Failing to take the Strategy into account when drafting local initiatives /plans for the health and wellbeing of the population. | A series of launch discussions are planned for the Strategy to ensure it is widely known about in terms of influencing other work on health and wellbeing. The HWBB will position the Strategy as a lens through which all work on health and wellbeing should be viewed. Regular updates on the progress and influence of the Strategy will be presented to the HWBB, the council's senior leadership team, and the Borough Based partnership executive group (ODG) for input and discussion. |

10. Community Safety

In theme three of the Strategy, '*Connecting the building blocks of health and wellbeing*' the vision is to have a shared practice across the board and with communities on the building blocks of health and wellbeing, and a joint understanding of the role of the Health and Wellbeing Board role in improving them for all in Ealing.

Understanding the significance of community safety for wellbeing can illuminate community level interventions and partnership approaches to the issue, including the co-benefit of training workforces such as housing hub officers in the delivery of basic health creating conversations and signposting for health services.

11. Links to the 3 Key Priorities for the Borough

The Council's administration has three key priorities for Ealing. They are:

- fighting inequality
- tackling the climate crisis
- creating good jobs

With its focus on tackling inequalities through work on the building blocks of health (including the impact of the climate crisis and good healthy employment) 'Together in Ealing' is strongly aligned with all three of the priorities for the Council.

12. Equalities, Human Rights and Community Cohesion

As public bodies the Health and Wellbeing Board member organisations – local authority and NHS - have duties, known as the 'public sector equalities duties' under section 149 of the Equality Act 2010. Public authorities must have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. In addition, for Ealing Council has now agreed that care experience will be included as a ninth protected characteristic.

The Equality Analysis Assessment (EAA) carried out as part of developing this Strategy addressed each protected characteristic in terms of the impact of the Strategy. This EAA is in Appendix 2.

This Health and Wellbeing Strategy focuses on tackling inequalities in health and wellbeing and also in the building blocks of health and wellbeing (the wider determinants). Many of these inequalities will be experienced by people who identify with one or many of the protected characteristics as well as other socio-economic statuses which have an impact on inequalities (like unpaid carers, rough sleepers, people who misuse drug and alcohol, etc.). One of the aims for the Health and Wellbeing Board in delivering this Strategy is to be aware of and include these socio-economic groups to address some of the obvious gaps when it comes to tackling inequalities.

13. Staffing/Workforce and Accommodation implications:

There are no staffing implications.

14. Property and Assets

There are no property or asset implications.

15. Any other implications:

We will work with our Communications colleagues to develop a strong dissemination plan for the launch of the Strategy as well as the action plan. It will be important to deliver the key messages from the Strategy commitments to the wider public, Council departments, NHS colleagues and community, faith and voluntary sector organisations.

16. Consultation and engagement process

Following the pandemic, we heard that our communities felt fatigued by fragmented engagement efforts. There was also a concern that people felt that engagement was 'done' to them, rather than with them. There was also a lack of transparency in how intelligence gathered from residents was impacting decision making.⁴

This prompted the team that developed 'Together in Ealing' on behalf of the HWBB to take a different approach to gathering local intelligence to inform the Strategy in an attempt to alleviate some of the engagement fatigue and respond to this feedback in a constructive way.

The result was a threefold approach to our consultation for the strategy:

- A thematic analysis of existing local consultations and reports, recognising the wealth of intelligence we already had.
- An online survey open to all residents
- Bespoke community conversations and focus groups to address gaps in intelligence where appropriate.

The Health and Wellbeing Board, which has the statutory responsibility to produce a Joint Local Health and Wellbeing Strategy, informed the Strategy development through regular updates and feedback and two specific workshops organised in June and December 2022. These workshops shaped the themes and commitments that are part of the Strategy.

The development of the Strategy was also overseen by a Steering Group comprised of colleagues from the NHS, Ealing Council and voluntary sector organisations.

Consultation meetings were held with colleagues across the Council, council staff equality and diversity groups, the Population Health and Inequalities Working Group

⁴ REC report - [Report – Do Something Good](#)

and the Operational Delivery Group (ODG) of the Borough Based Partnership, to inform and gain support and commitment to the main themes of the Strategy.

More detail on the engagement process can be found in the Strategy document under the section titled '*What has informed Together in Ealing?*'.

17. Timetable for Implementation

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|--------------------------------|--|
| March 2023 – April 2023 | Work with Communications colleagues on dissemination plan for the Strategy |
| May 2023 | Decision on Strategy at Health and Wellbeing Board and publication |
| April 2023 to June 2023 | Produce the action plan and monitoring framework for the first year of the Strategy with the HWBB and partners. |
| June 2023 | Begin implementation of the 1 st year action plan e.g. <ul style="list-style-type: none"> • Health and Wellbeing Board membership review. • Plan and organise a series of health literacy events on the building blocks of health • Deliver cultural competency training to the Health and Wellbeing Board Also begin draft action planning for year two. |
| March/April 2024 | Review progress on year one action plan, report back to the HWBB and adjust year two action plan in response |

18. Appendices

Appendix 1: System-wide principles of working

Appendix 2: EEA

19. Background Information

- Ealing Council Plan 2022-2026
- Ealing Race Equality Commission report
- Digital Exclusion Risk in London Borough of Ealing Final Report
- [Ealing Joint Strategic Needs Assessment – Populations Chapter 2021](#)
- Department of Health: 'Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies'
- Draft Ealing Youth Plan Consultation
- Ealing Learning Disability Strategy Consultation
- Ealing Male Violence against Women and Girls Strategy 2023-2027
- NHS NWL Community Insight Reports for Ealing
- Shaping Ealing report
- The Women's Safety Survey and report
- Voices of Colour report – Navigating Finances and the impact of COVID-19 on the health of Asian Women
- Youth Covid-19 Vaccine Engagement in Ealing report
- [Annual public health reports | Ealing Council](#) 2020-2021 – COVID Inequalities

- Health Equity in England: The Marmot Review 10 Years On
- [NHS England » Core20PLUS5 \(adults\) – an approach to reducing healthcare inequalities](#)
- [NHS England » Core20PLUS5 – An approach to reducing health inequalities for children and young people](#)
- Fair society, healthy lives: the Marmot Review: strategic review of health inequalities in England post-2010
- [Implementing health in all policies - The Health Foundation](#)
- Local Government Association 2021. [Inclusive economies and healthy futures: Supporting place-based action to reduce health inequalities](#)
- [How to talk about the building blocks of health - The Health Foundation](#) 2022
- [Framing toolkit: Talking about poverty | JRF](#)
- [Health Matters: Community-centred approaches for health and wellbeing - UK Health Security Agency \(blog.gov.uk\)](#)
- The Kings Fund 2021. Developing place-based partnerships: The foundation of effective integrated care systems <https://www.kingsfund.org.uk/publications/place-based-partnerships-integrated-care-systems>
- Ealing Borough Based Partnership: North West London ICS (www.ealingbbp.nhs.uk)
- Institute of Health Equity 2021. Addressing the National Syndemic: Place-based problems and solutions to UK health inequality. <https://www.instituteoftheequity.org/resources-reports/addressing-the-national-syndemic-place-based-problems-and-solutions-to-uk-health-inequality>
- Public Health England 2019. Place-based approaches for reducing health inequalities: main report. <https://www.gov.uk/government/publications/health-inequalities-place-based-approaches-to-reduce-inequalities/place-based-approaches-for-reducing-health-inequalities-main-report>, <https://www.gov.uk/government/publications/health-inequalities-place-based-approaches-to-reduce-inequalities>
- [Overview | Community engagement: improving health and wellbeing and reducing health inequalities | Guidance | NICE](#)
- Public Health England 2020. [Whole systems approach to obesity: a report on the opportunities to strengthen place-based systems approaches to consider and address associated health inequalities.](#)
- [Adults with complex needs who are homeless: evidence review \(publishing.service.gov.uk\)](#)
- Levelling Up Health: A practical, evidence-based framework. <https://www.phpc.cam.ac.uk/pcu/files/2021/12/Levelling-Up-Health.pdf>
- The Kings Fund 2019. Creating healthy places: perspectives from NHS England's Healthy New Towns programme. <https://www.kingsfund.org.uk/publications/creating-healthy-places>
- Anchor institutions and how they can affect people's health. <https://www.kingsfund.org.uk/publications/anchor-institutions-and-peoples-health>;
- [The Living Roots Project: Building a community asset and research consortium in Ealing, West London to address health equity - Institute of Development Studies \(ids.ac.uk\)](#)
- [Community-centred public health: taking a whole system approach – Knowledge & Library Services \(koha-ptfs.co.uk\)](#)

20. Consultation

| Name of consultee | Post held | Date sent to consultee | Date response received | Comments appear in paragraph: |
|-------------------|---------------------------------|-------------------------------|------------------------|-------------------------------|
| Internal | | | | |
| Emily Hill | Strategic Director of Resources | 1 st February 2023 | 1 February 2023 | Financial |

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|-------------------|--|--|--------------|-------------------------|
| Cllr Peter Mason | Leader of the Council | January 2023 | 1 March 2023 | Throughout the document |
| Cllr Josh Blacker | Cabinet Member for Healthy lives | During health and Wellbeing Board meetings and individually (June - December 2022) | 1 March 2023 | Throughout the document |
| Cllr Aysha Raza | Cabinet Member for Tackling inequality | February 2022 | March 2023 | Throughout the document |
| Russel Dyer | Head of Accountancy (Finance) | 2 May 2023 | 3 May 2023 | |
| Justin Morley | Head of Legal Services (Litigation) | 2 May 2023 | 3 May 2023 | Throughout |
| External | | | | |
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21. Report History

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| Decision type: | Urgency item? |
| For action | No |
| Report no.: | Report author and contact for queries: Maddy Gupta-Wright, Consultant in Public Health E: publichealth@ealing.gov.uk |
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