

Agenda Item 79.

TITLE	Localities Plus
FOR CONSIDERATION BY	Wokingham Borough Wellbeing Board on Thursday, 11 April 2019
WARD	None Specific;
DIRECTOR/ KEY OFFICER	Graham Ebers, Deputy Chief Executive

Health and Wellbeing Strategy priority/priorities most progressed through the report	All priorities will be addressed: Priority 1 – Creating physical active communities Priority 2 – Reducing social isolation and loneliness Priority 3 – Narrowing the health inequalities gap
Key outcomes achieved against the Strategy priority/priorities	Overall vision of “creating healthy and resilient communities” is being addressed with this project.

Reason for consideration by Wokingham Borough Wellbeing Board	To introduce the proposed localities for the Wokingham Borough, provide background, national and local context and introduce the Localities Plus group.
What (if any) public engagement has been carried out?	None currently.
State the financial implications of the decision	None currently.

<p>RECOMMENDATION</p> <p>That the Board reviews and acknowledges the aims of the Localities Plus project and the benefits this will produce for the Borough and for the Board to support the ongoing project.</p>
<p>SUMMARY OF REPORT</p> <p>This paper introduces the proposed place-based approach to be taken in the Wokingham Borough and proposes this approach to be championed by a new “Localities Plus Group”. This approach would see services and teams being networked around North, East and West localities.</p> <p>The paper outlines proposed actions to be taken by the group and next steps for the project.</p>

Background

The King's Fund published a report in 2015 called [Place-based Systems of Care](#) which argues that providers of services should work together to improve health and care for the population they serve. This would mean that organisations collaborate to manage the common resources available to them rather than each organisation adopting a 'fortress mentality' in which it acts to secure its own future regardless of the impact of others.

Adopting a place-based approach enables a community to maximise its assets and aims to address issues at a neighbourhood level. From a healthcare and social care perspective this means bringing services together and offering support at a community level, shifting the focus away from hospital and long term residential care. We know, however, that wellbeing is dependent on much more than just healthcare and social care services; the built, natural environment and social environment have as much of an impact if not more.

Not only is Wokingham a leader in integrated care, it has also led the way in shaping healthy new communities during a period of huge housing growth. By focusing on planned development within sustainable development locations (SDLs) and recognising that the success of new developments depends on community engagement and activation.

The Customer and Localities Directorate work closely with local community groups and organisations including the town and parish councils and are currently involved in strategic planning for the coming years.

National Context

The NHS Long Term Plan was released in January 2019 and signals a strong shift towards a neighbourhood-based health and care. The plan focuses on:

- **Population Health Management** will be a triple integration of primary and specialist care, physical and mental health and health and social care. ICSs will work alongside Local Authority partners to develop proactive and preventative approaches which will enable early intervention and targeted support. Population Health Management will include primary care, urgent care and planned care.
- The development of multidisciplinary **Primary Care Networks** (PCNs) of local GPs and community teams working together to serve populations of up to 50,000. PCNs have 3 core functions: resilient primary care, proactive care and reducing pressure on hospital services.
- The expansion of **Social Prescribing** (also known as Community Navigation) so that each Network of practices will have strong links with community services and community support officers.
- More **personalised care** through personal health budgets, social prescribing and personalised care plans.

With a huge focus on prevention and health inequalities, it is important for the Wellbeing Board to understand and align with the developments of the NHS Long Term Plan.

Local Context

Primary Care Networks

As part of the Wokingham Integrated Partnership's work of joining together health and social care to provide a seamless service for residents, 18 months ago a project began which mapped out the localities within Wokingham Borough based on GP surgery footprints. This involved working with the CCG to look at areas of deprivation and strategic development locations (SDLs) to examine if these localities were appropriate.

A key focus of the NHS Long Term Plan are Primary Care Networks (PCNs) which is what Wokingham has been developing for a number of years. These PCNs currently sit at Integrated Care System (ICS) level and also takes directive from Berkshire West 7 as one of their key focuses is on building neighbourhoods.

This integration which is a place-based approach for Wokingham works on a footprint of three localities covering a population of around 50,000 people each and these are North, East and West localities (**Appendix 1**).

Each locality will have a GP hub which will act as a lead practice for the neighbourhood. The GP leads are as follows:

North – TBC either Twyford Surgery or Woodley Surgery

East – Wokingham Medical Centre (Wokingham town centre)

West – Chalfont Surgery (Lower Earley)

Appendix 2 highlights which surgeries will be under each locality.

Appendix 3 shows the SDL areas, focus areas and other priority areas in the Borough.

3 Conversations Model

The 3 Conversations (3C) model is a nationally recognised approach to responding to adults seeking support from local authority services. This framework is about returning to spending time with people and understanding what a 'good life' looks like to them. It focuses on the people we are helping and getting them the right support as seamlessly as possible.

The 3C approach is being introduced in Wokingham and is not just about Adult Social Care as a stand-alone service, it is about Wokingham Borough Council working together as an organisation and using all the resources, knowledge and links into the community we have, to help our residents.

The Adults Services team are already working with our newly formed Localities service who have strong and established links into our local communities which the 3C approach will build upon further.

21st Century Council Programme – Localities (within the Customer and Localities Directorate)

The Localities Service: Community driven working with the resident at the heart of everything we do. Creating a resilient and flexible workforce to meet the ever changing needs of our customers and the physical environment.

- **Community Hubs** - operational management of the borough's nine libraries offering an enhanced range of service delivery capabilities; delivering a programme of events for residents including book festivals, children's holiday activities and literacy schemes; and the delivery of new community facilities within our new communities.
- **Community Environmental** – inspection, monitoring and enforcement of local environmental issues, including trees, street cleansing, play areas, public rights of way, fly tipping, new homes, grounds maintenance work on Council property including reactive and programmed works management of council owned play areas, events fields, sports pitches and associated recreational facilities.
- **Community Engagement** – supporting both geographical communities and communities of interest in establishing sustainable practices that promote the achievement of increased community capacity and self-sufficiency. Maintaining a constructive dialogue with people and groups within our towns and parishes so that they are able to shape their local areas according to their own identity and aspirations.

During April and May 2019, the Council's Neighbourhood Housing Officers will join the Engagement Team offering a first point of contact service to our tenants. Similarly the Sheltered Housing Service will move across in to Localities offering a frontline service to the Borough's sheltered housing tenants.

As well as ensuring the functions are operating smoothly, effectively and responsively Localities have plans for improvement and development of the Service.

Information will be utilised from engagement and consultation to develop a detailed programme of services and activities that our residents can expect and will disaggregate information to a neighbourhood level in a way that can inform decision-making and service responses. Within this development "You said.....we did" opportunities will be used to reinforce our commitment to community contribution and partnership on shaping and delivering services. For example, customer need data at a local level will influence the type and frequency of surgery or single-issue events in our communities.

Our further development of Community Hubs will see a larger span of front-line services and mediated services delivered out in our neighbourhoods, easily accessed by local people and will use successes in channel-shift in our libraries to promote self-service more widely.

The Localities approach is designed to take account of the varying need and aspiration in the wards and parishes of our Borough.

Aims and Objectives

The focus of Localities Plus is to **enable self-sufficient, healthy and resilient communities**.

We want to achieve this though supporting existing initiatives seeking to achieve these same outcomes, specifically:

- WBC's 3 Conversations model work;
- The 21st Century Council Localities Service redesign;
- Wokingham Integration Partnership programmes;
- And the delivery of the NHS Long Term Plan

A localities plus group or network, with representatives from each project area, will provide an opportunity for shared learning and strategic planning as well as driving greater connectivity within our communities.

Work Streams

Resource Connection

An impact assessment has been carried out for Localities Plus from a 21st Century council perspective and this identified no issues with the creation of the three localities. The assessment showed the 8 Localities Officers (Community Engagement) and that these assets are already present in the locality areas. Wokingham has an existing Community Navigation function which is commissioned by Involve. With social prescribing being central to the NHS Long Term Plan's vision for community health, it is important to build on our Community Navigation offer to ensure stronger links and networks. Currently Wokingham Borough does not have any Social Prescribers but there will be national funding to cover this. There is an opportunity here for the Community Engagement Officers, Community Navigators and Social Prescribers to connect and provide a collective service and resource.

Intelligence Gathering

A great deal is already underway in the Borough and it is essential for this work to be identified and ensure that strong links are established and maintained. Intelligence gathering will be key for Localities Plus to get underway as it will highlight the current utilisation of projects and assets. Once information is mapped out and joined together, it can provide an illuminating picture of the Wokingham Borough communities and what assets are currently available for utilisation with the Localities Plus project.

It is important that Localities Plus has distinct outcomes and a framework that clearly show the various work streams that come out of it, such as mapping projects, intelligence sharing and Wellbeing Board and sub board outcomes; this will be driven by the intelligence gathered from applicable sources.

Work Programmes

Localities Plus will be aligned with the Council Plan as well as the Wokingham Borough Wellbeing Board's Joint Health and Wellbeing Strategy 2018-2021. Furthermore, the Joint Strategic Needs Assessment (JSNA) that drives the Wellbeing Strategy and influenced the key priorities and also alignment with the Population Health Management model emphasised in the NHS Long Term Plan is key and will be maintained.

Summary

The current work streams are as follows:

- Resource connectivity
- Intelligence gathering and sharing
- Alignment with work programmes

Next Steps

- Assess feasibility of the creation of a map highlighting the applicable primary physical assets in Wokingham Borough to gauge the present situation identify any gaps in provision.
- Bring together the various department analysts within Wokingham Borough Council to share knowledge and key information on the communities.
- Reviewing and taking learnings from previous successful projects that were carried out in Rainbow Park (Winnersh) and Norreys wards.
- Being aware of the NHS Long Term Plan developments and area responses and the timelines for bidding opportunities.
- Connect with the Wokingham Leader Partnership Board (WLPB) and the Wokingham Management Partnership Board (WMPB)



The Canterbury Health System

Analysis of Issues, including any financial implications

None currently.

Partner Implications

All partners to be aware of Localities Plus and the opportunities it presents to the Wokingham Borough.

Reasons for considering the report in Part 2

N/A

List of Background Papers

Appendix 1 – Wokingham Borough map of localities and GP practices
 Appendix 2 – Wokingham Borough map of localities and wards
 Appendix 3 – Wokingham Borough map of localities and SDL areas

Appendix 4 – Localities Plus Terms of Reference

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