

Somerset Health and Wellbeing Board and Integrated Care Partnership

30th January 2023

Report for approval

An update on the priority work programme “Health, Care and Housing”

Lead Officer: Louise Woolway

Author: Louise Woolway, Deputy Director Public Health

Contact Details: lou.woolway@somerset.gov.uk

<p>Summary:</p>	<p>The quality of a home (by reason of standards, suitability, and security of tenure) can impact on a person’s health, both physically and mentally. Similarly, the converse is true. Poor health (physical and or mental) can impact on the ability of a person of maintain a home. A decent, suitable, and affordable home is essential to good health and wellbeing.</p> <p>Following approval at the September 2022 Health and Wellbeing Board where it was agreed that health care and housing would be a priority work programme, there have been two workshops delivered under the Integrated Care System ‘Leading for System Change’ offer from the Southwest Leadership Academy. The aims of the workshops have been to work with a wide range of stakeholders to start to define the work programme for the Integrated Care System, led by the Health and Wellbeing Board and Integrated Care Partnership committee in common.</p> <p>The breadth of services, support and advice encompassed within the remit of health care and housing is significant. Therefore, this report aims to capture work to date and make several recommendations for the Committee in Commons approval, to develop the work programme further. There is a need to funnel the work down to two or three priority areas in which the Somerset system* can come together to understand, consider, and develop solutions over the next five years.</p> <p>The recommendations proposed below have been developed following the workshops and discussion with stakeholders across the system.</p> <p>*It is not the role of a single organisation to develop and deliver this work programme; the biggest collaborative advantage can be gained by us all working together as a whole rather than as</p>
------------------------	--

	separate parts.			
Recommendations:	<p>That the Somerset Health and Wellbeing Board and Integrated Care Partnership agree</p> <ol style="list-style-type: none"> 1. To define a set of health, care & housing principles which can be applied across all work in the county by relevant strategic and operational boards. 2. To collate the learning from the Homelessness Reduction Board, Better Futures Programme, and Make Every Adult Matter (MEAM Approach) to identify the opportunities for embedding systemic change around homelessness and identify opportunities where homelessness can be prevented in the future. 3. A focus on enabling a person or family to maintain their independence in a home that is affordable and suitable for their needs (including the availability of necessary support services). 4. The approach to continue to develop these recommendations to define the work programme further with recommendations coming back to the committee in common for approval. 			
Reasons for recommendations:	<p>The recommendations have been developed following engagement with a wide range of stakeholders. The breadth of services, and stakeholders within the agenda of health care and housing is considerable.</p> <p>It is important that this work is progressed at a system level, across the whole county. System working is complex, and this work programme will apply recognised systems thinking tools to 'unfold' the complexity of our local system so that we can understand it better and intervene more effectively. This work will be aligned to system thinking and leadership framework which has been developed to date</p> <p>Discussions from the workshop have been developed into themes with the recommendations made above being the start of the process to define a tangible work programme for the Committee in Common. It is important that those who took part in the workshops can identify with the recommendations and consequently the work programme of the committee in common.</p>			
Links to The Improving Lives in Somerset Strategy	<p>Please tick the Improving Lives and Fit For My Future priorities influenced by the delivery of this work</p> <table border="1" data-bbox="544 2002 1465 2092"> <tr> <td data-bbox="544 2002 1289 2092">A County infrastructure that drives productivity, supports economic prosperity</td> <td data-bbox="1289 2002 1465 2092" style="text-align: center;">✓</td> </tr> </table>		A County infrastructure that drives productivity, supports economic prosperity	✓
A County infrastructure that drives productivity, supports economic prosperity	✓			

Links to Fit For My Future Strategy	and sustainable public services	
	Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment	
	Fairer life chances and opportunity for all	✓
	Improved health and wellbeing and more people living healthy and independent lives for longer	✓
	Improve the health and wellbeing of the population – Enable people to live socially connected, healthy, independent lives, promote early intervention and prevent avoidable illness.	✓
	Provide the best care and support to children and adults – Ensure safe, sustainable, effective, high quality person-centred support in the most appropriate setting.	✓
	Strengthen care and support in local communities – Develop and enhance support in local neighbourhood areas and bring care and support closer to home.	✓
	Reduce Inequalities – Value all people alike, target our resources and attention to where it is most needed, giving equal priority to physical and mental health.	✓
	Respond well to complex needs – Improve outcomes for children and adults with complex needs through personalised, co-ordinated support.	✓
	<p>The work programme will define a small number of strategic priorities (as detailed in the recommendations section) as well as maintaining oversight on and influencing business-as-usual activities across the system (e.g., workforce planning for the health and care system, the work led by housing departments etc. a system level health needs assessment, health impact assessments)</p>	
Financial, Legal, HR, Social value and partnership Implications:	<p>To address this complex and multi-faceted issue of health care and housing partnership working is essential.</p> <p>There are statutory functions sitting in partner organisations of the Committee in Common which will need</p>	

	<p>to be met as the work progresses.</p> <p>It is envisaged that the way staff work across the system will change in order to proactively consider the impact on housing on health and health on housing.</p>
<p>Equalities Implications:</p>	<p>The activity under-pinning the work programme is informed by a need to support vulnerabilities in a holistic manner. Many of the 'protected characteristics' such as age, disability, gender etc can present as vulnerabilities, dependent on the circumstances. As such, a failure among partners to support priority activity can have an adverse impact on those with protected characteristics</p> <p>The Somerset Housing Strategy (2019) and the Somerset Homelessness and Rough Sleeper Strategy (2019) are underpinned by comprehensive Equalities Impact Assessments. As was more detailed activity such as the need to support rough sleepers during 'Everyone In'. These have been used to help drive the work that forms the work programme. As we progress, it is essential that the equalities agenda forms an integral part of our considerations. These will be matters to considered by the various partnerships and services that will be responsible for the suggested areas of work i.e., work programmes within the realm of the ICS, Homelessness Reduction Board, the Gypsy and Traveller Working Group, Somerset Independence Plus, etc</p> <p>Critical to this will be the voice of the customer. It is important that we use data, intelligence and lived experience to shape our future policy, programmes and commissioning intentions.</p>
<p>Risk Assessment:</p>	<p>There are significant risks around the failure to maintain and enhance coordination of service development and delivery within the sphere of health and care and housing</p> <ul style="list-style-type: none"> • Risks to an individual's health • Risks to partner relations • Impacts on budgets across systems as we lose coordination • Duplication of services <p>There are risks to collaborative working should we fail to engage appropriately with all partners on the development and implementation of the work programme.</p>

1. Background

- 1.1.** Following a report presented to the Health and Wellbeing Board in September 2022 it was agreed by the Board that health care and housing would be a priority work programme for the Board. The Board recognised the complex and multi-faceted relationship between health and wellbeing and housing and consequently agreed it as a strategic priority. The Board can then lead the work at a system level.

- 1.2. In recognition of the complexity of determining “where to start” with this important work two workshops have been completed with a wide range of partners and stakeholders. As a system level response is required for this work Somerset was able to access the Integrated Care System (ICS) Leading for System Change programme undertaken by the NHS Southwest Leadership Academy with an independent facilitator supporting the delivery of the workshops.

Discussions from the workshop have been captured and themed to progress the work. This narrowed the focus of the work in the first instance to define a set of principles which can be applied across all work in the county. For example, there are a significant number of strategic and operational boards where the principles must be integrated and implemented into their work to gain the most impact. It is not the role of a single board to develop and deliver the work programme; the biggest collaborative advantage can be gained by all Boards considering and applying the following principles to their work.

- Culture of 'doing the right thing', not 'doing things right' - i.e., being outcomes focused and working in the best interests of people and communities, rather than being wedded to current processes.
- Person-centred/Trauma Informed/Strengths Based: Considering the whole person, what has happened to them, and now what matters to them - to help them resolve not only their presenting housing issue, but the other factors in their lives that are impacting their capacity to maintain or access a stable home.
- Adaptable: We will have an overarching vision -of healthy homes for all, now and in the future. But with a model of governance that allows the focus to move around different parts of the system as work evolves and develops.
- Integrated services, directorates and partner organisations, particularly considering how issues of housing standards, suitability and security of tenure (including affordability) are related and require an integrated response.
- Developmental: improving practice through learning and evaluation, with a preference for building on and strengthening what is good and already exists.
- Equity: all decisions will be informed by the need to reduce inequalities in health, specifically where they are health impacts of unequal housing.
- Active engagement: with people and communities, to understand what their priorities are in relation to housing.
- Effective and efficient resource usage for housing investment at population and stock level.

Somerset has several programmes looking at the complex issue of homeless and rough sleeping. The focus of this work is primarily on vulnerable people. Since 2020 we have established the following:

- The Somerset Homelessness Reduction Board (HRB) - a multi-agency subgroup of the Committee in Common (Health and Wellbeing Board and Integrated Care Partnership)
- Better Futures (BF) for Vulnerable People in Somerset – a key work programme of the HRB, looking at a whole system approach. This includes the establishment

of Creative Solutions Panels for East and West Somerset, and the development of an evidenced based 'commissioning plan' for accommodation and support

- Make Every Adult Matter: MEAM – Somerset became a member of the MEAM Approach Network in September 2022. MEAM focusses on individuals who suffer extreme multiple disadvantages. MEAM sits within the HRB and supports the BF programme; it is a learning approach that seeks to influence and shape a whole system response.

The work under the Homelessness Reduction Board and the Better Futures programme is starting to deliver on several actions and is already demonstrating an example of good system working in practice. Examples include entry to the MEAM Approach Network; the establishment of the Creative Solutions Panels; the design of countywide metrics, consistent with latest government guidance; roll-out of early help and safeguarding training; improved dialogue with Registered Housing Providers; capturing data on need, demand and performance within supported housing; and the establishment of sub groups looking at access to the Private Rented Sector (to improve 'move-on' options), and Gypsy and Travellers.

To assist this work, the HRB, with the help of MEAM, are seeking to capture learning in all areas of activity. However, it requires a system and governance that is supportive of its aspirations. It requires partners to be attentive, and supportive. It requires a multi-agency, whole system approach to problem solving and commissioning.

The priority proposed under this theme is around drawing upon the learning from the work to identify the opportunities for embedding systemic change around homelessness prevention and improvements in access to and quality of housing throughout the work of the strategic and operational Boards across the Somerset system.

The priority proposed at this stage is that the learning from these programmes is shared and applied across the system to identify the opportunities where homelessness can be prevented in the future.

Independent Living refers to the ability of a person or family to maintain their independence in a home that is affordable and suitable for their needs. This includes the availability of necessary support services. The focus is on vulnerable people, often with care and support needs (but not always) and includes young people, the elderly, and working age adults. The aim here is to ensure that people do not lose their independence, and avoid the need for dependence within hospitals, care and other support settings. These are costly options and can have a negative impact on a person's overall health and wellbeing. It should be noted that there is some cross-over here with the homelessness priority. The two priorities do not stand alone from each other.

Recent conversations with partners generated a number of concerns in this area, as well as suggestions for future work:

- Covid, and the impact on neighbourhood support. Post Covid, and the ongoing absence of prevention activity within some of our more vulnerable communities. This includes access and referrals to universal services. Vulnerable households are becoming increasingly withdrawn
- Housing services having to deal with more complex vulnerabilities, often with a gap in support from care and health services (who are extremely pressured currently). Housing services are increasingly carrying and managing risks that they are not trained or equipped to deal with.
- Extra care housing schemes having to take on more complex clients

- Discharge from hospital - the challenge of a lack of appropriate accommodation options, unsuitable conditions within homes, and insufficient support services
- There is work to do to understand the overall 'need' for specialist accommodation and associated support services, and for this to influence commissioning plans
- There is a need to invest in tenancy support services
- There is a need to further develop good relationships between housing providers, and care and health services
- There is a need to continue to develop new and innovative prevention activity via the Better Care Fund
- Generally, the need to deliver prevention activity at scale and pace with the need to find the money to support this
- There is a need to ensure that we have the appropriate governance framework that can help support the above. This would sit with the Committee in Common.

There is need for more dialogue to further develop this priority. It is in itself complex and multi-faceted, and the **priority is to continue to identify and shape a programme of work to tackle this aspect of the overall work programme.**

Work will continue as business as usual in many areas including those areas identified within the Memorandum of Understanding approved by the Health and Wellbeing Board. This includes a focus on:

- Gypsy and Travellers
- Climate Change
- Development and implementation of Health Impact Assessments

Oversight of these will be maintained through this work programme

2. Improving Lives and Fit for my Future Priorities and Outcomes

- 2.1.** The work programme to be developed not only focuses on housing stock (the number, quality, fit for life etc.) but will also focus on the support offered to Somerset residents (particularly those who experience the greatest health and social inequalities) to keep them living independently as far as is possible. This support may take place in a range of settings including the community as well as in people's homes.

3. Consultations undertaken

- 3.1.** Two workshops have been completed with a wide range of stakeholders facilitated by the ICS Leading for System Change from the NHS Southwest Leadership Academy

4. Request of the Joint Committee and its members

- 4.1.** Joint committee members are asked to approve the recommendations made in the recommendations section of the report.
- 4.2.** By doing so joint committee members are pledging their support for this

priority work programme and will use their leadership roles to ensure organisational input to the work

5. Background papers

- 5.1. [Somerset County Council](#) link to September 22 Health and Wellbeing Board papers

6. Report Sign-Off

6.1

	Seen by:	Name	Date
Report Sign off	Relevant Senior Manager / Lead Officer (Director Level)	Trudi Grant	09/01/23
	HWBB chair & Leader of the Council	Bill Revans	09/01/23
	Executive Member (if applicable)	Adam Dance	09/01/23
	Monitoring Officer (Somerset County Council)	Scott Wooldridge	09/01/23
	Somerset Integrated Care Partnership Chair	Paul Von Der Heyde	09/01/23