



## Wellbeing Board

<b>Date</b>	5 April 2019
<b>Report title</b>	Wellbeing Board Activity Plan
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<b>Report has been considered by</b>	Dr Stella Botchway – PHE Population Health lead

**Recommendation(s) for action or decision:**

The Wellbeing Board is recommended to:

1. Adopt a work plan for WMCA Wellbeing Board until 2021
2. Develop an implementation programme for the adopted work plan
3. Agree upon a dedicated stream of work to generate capacity
4. Utilise the Childhood Obesity Action Plan as a pilot approach to working within and across the health and wellbeing system

## 1. WMCA Wellbeing Board Activity Plan – 2019-2021

This activity plan proposes a framework and plan of action to deliver the stated priorities of the WMCA Wellbeing Board. It was developed in partnership with Public Health and England with input from the wider West Midlands system.

## 2. Background Summary

A healthy population is vital for the growth and prosperity of the West Midlands Combined Authority area.

This activity plan takes a complex system approach to improving health and wellbeing.

Reducing health inequalities and maximising inclusive growth are core ambitions.

The plan builds upon existing place based work across the region.

Successful delivery Board will require partnership working with organisations across the West Midlands.

## 3. Why is the wellbeing of the West Midlands Population important to the WMCA?

The WMCA is committed to transforming lives in the West Midlands by improving life chances for everyone, especially those facing multiple disadvantages<sup>1</sup>. The Strategic Economic plan sets out a bold ambition to reduce the productivity gap between the West Midlands and the UK average, by recognising that productivity is constrained by poor life chances caused by issues like poor mental health, worklessness in households and complex needs.

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<sup>1</sup> WMCA Strategic Economic Plan, 2016

To achieve this ambition, the WMCA has set out to make the West Midlands a great place to live, work and grow. Central to this is supporting healthier, happier lives for all and reducing inequalities in life outcomes.

Health and wealth are ‘two sides of the same coin’, and a healthier, more resilient population are more likely to achieve greater productivity and make the most of available opportunities.

Behind geographical areas of strong economic growth are populations that are healthy and have strong communities. Improving the health of a population not only produces a healthy workforce. For those who are economically inactive, better health increases individual resilience, promotes independence and reduces reliance on health and care services.



- Productive workforce
- Inward investment
- Strong communities
- Lots of life chances for residents

- Healthy workforce
- Strong communities
- Efficient use of public sector resources

- Healthy adults and children

The ultimate aim for the WMCA population is healthier adults and children.

#### 4. The WMCA Wellbeing Board

The Wellbeing Board of the West Midlands Combined Authority was established in June 2016 with the aim of supporting the West Midlands to achieve its ambition of improving health outcomes for its residents. To achieve this, the board set out to understand and influence the interdependent health and social care system within the West Midlands. The board works to add value to existing health and wellbeing activities through political influence, creating alliance across the system where possible and developing new programmes of work.

#### 5. The WMCA Wellbeing Board Action Plan

This action plan sets out the activities the Wellbeing Board will support over the next two years. It provides a rationale for these activities and describes how the programmes of work fits within the existing health and wellbeing system of the West Midlands.

Adding value to the health and wellbeing system through the WMCA

The WMCA works across its constituent and non-constituent local authority areas to coordinate and enhance activity aimed at improving the lives of its residents. The WMCA is relatively new to this system, and seeks to add value to the existing work undertaken by partners.

Devolved powers across transport, housing, land, skills and employment; and a track record of convening bodies across the public, private and charitable sector gives the WMCA a unique position to influence the lives of West Midlands residents for the better.

Within the influence of the WMCA are a set of regeneration projects, large and small, designed to transform the region from its current position to one of unrivalled strength and innovation. These include:

- Delivering HS2 and extensions to the local and national transport network
- Building 215,000 new homes and repurposing land
- Creating new communities and destination areas
- Fostering community resilience, connection and pride in the West Midlands
- Producing a step change in the creative and digital industries of the West Midlands, and pioneering 5G connectivity for the UK

- Implementing a Skills for Growth strategy

These major developments have the potential to improve health and wellbeing outcomes for all those who work and live within the West Midlands. It is the role of the WMCA Wellbeing Board to make the most of these opportunities. A health in all policies approach influences the wider determinants of health, by embedding health and wellbeing outcomes into the decisions that affect the fabric of people's lives.

This activity plan is designed to describe how the work of the WMCA Wellbeing Board contributes to the work of the existing West Midlands health and wellbeing system. Many of the existing and proposed activities are linked to place based programmes that are delivered locally.

Organisations across the West Midlands are engaged in exciting programmes and initiatives that have the potential to change the landscape of the region for years to come. The WMCA Wellbeing team have the opportunity to contribute to these activities and will need to navigate how they manage their contribution to joint objectives.

## 6. Major programmes across the West Midlands and the potential for WMCA contribution

Activity	WMCA Contribution
Commonwealth Games The international sporting event will be held in Birmingham and other West Midlands locations in 2022. Organisations across the region are working together to ensure the Games leave a lasting legacy for residents and future generations. The bid for the Games focused on three outcomes: better health and wellbeing; better prospects; and better lives.	Working with Sport England and PHE to ensure the legacy of the Commonwealth Games leads to the aspiration of healthy lifestyles amongst residents from all walks of life.
Regional health promotion campaigns Health promotion is a vital part of changing the knowledge and attitudes required for people adopt healthier lifestyles.	Thrive West Midlands has successfully translated national campaigns into local versions.

<p>The West Midlands was the pilot site for PHE's national '<i>One Mind</i>' campaign. PHE have introduced successful social marketing campaigns at target groups and the general public.</p>	<p>There is the opportunity to adapt other existing campaigns to better reflect the communities and cultures of the West Midlands.</p>
<p><b>Childhood Obesity reduction</b> The government's childhood obesity reduction plan aims to significantly reduce the number of obese children over the next 10 years. It calls upon local authorities, schools, businesses and the wider public sector to coordinate action across several spheres.</p>	<p>WMCA owned childhood obesity action plan which provides system leadership to influence the environment to encourage physical activity and healthier diets for children.</p>
<p><b>Violence prevention</b> Public health approach to violence prevention led by PHE. This is a multiagency, place based approach. It will be delivered locally in partnership with West Midlands Police. The work is driven by a novel approach to sharing data and using intelligence to pilot a small number of specific interventions.</p>	<p>The WMCA with the support of the Mayor can help to scale up the successful components of this approach.</p>
<p><b>Mental health promotion and Zero Suicide Ambition</b></p>	

## 7. Achieving the health and wellbeing goals of the WMCA

The Wellbeing Board will take a complex systems approach to promoting good health and wellbeing and tackling the causes of poor health. This approach recognises that population outcomes are a result of a multitude of interacting and competing factors.

As Public Health England has described, the ‘wider determinants, also known as social determinants, are a diverse range of social, economic and environmental factors which impact on people’s health.’<sup>2</sup>

Some determinants of health are unchangeable, such as person’s genetics and biological makeup. Other determinants can be influenced, including access to health services, policy decisions, communities, the environment, social structure, income and individual lifestyle habits<sup>3,4</sup>.

These factors are the circumstances which people live, work, play and learn.

Healthy adults and children are the outcome of resilient communities, good quality work, good environment and good individual habits.



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<sup>2</sup> PHE, 2017. The Wider Determinants of Health

<sup>3</sup> Dahlgren and Whitehead.

<sup>4</sup> Choosing health Whitepaper.

Therefore, the spaces within which the WMCA would have the most impact are:

Facilitate a best start in life by laying the groundwork for an active, healthy and productive future.

Use planning decisions to make spaces in the West Midlands more conducive to healthier lifestyles.

Remove barriers to healthy work and ensure more residents benefit from inclusive growth

## 8. Resilient Communities

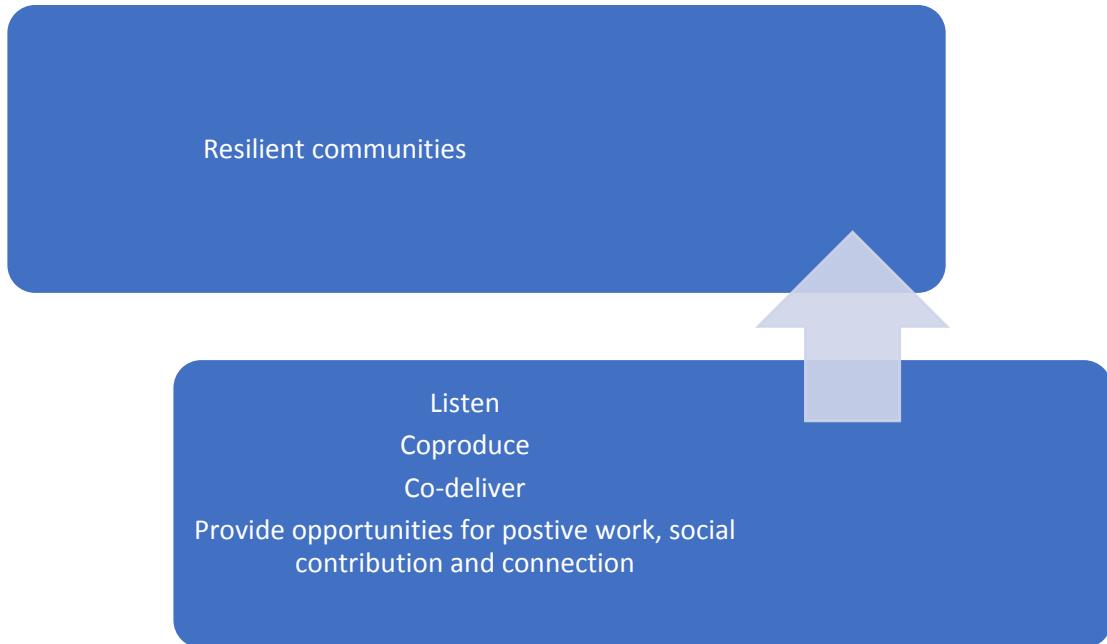
Resilient individuals, families and communities are more able to deal with difficulties and adversity, and are therefore more likely to experience conditions which are positive for health. In the face of adversity, resilient individuals, families and communities may show better outcomes than those who are more vulnerable, including<sup>5</sup>:

- lower incidence of unhealthy or risky behaviours
- higher attainment at school, qualifications, and skill levels
- better employment prospects
- higher mental wellbeing and flourishing
- improved recovery from illness

Community resilience can be achieved by a spectrum of activities that range from engagement to co-producing and co-delivering services.

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<sup>5</sup> PHE and UCL Institute of Health Equity, 2018. Local action on health inequalities: Building children and young people's resilience in schools



#### 9. Good Work

Access to safe, fulfilling and well-paid employment has benefits for both individuals and communities.

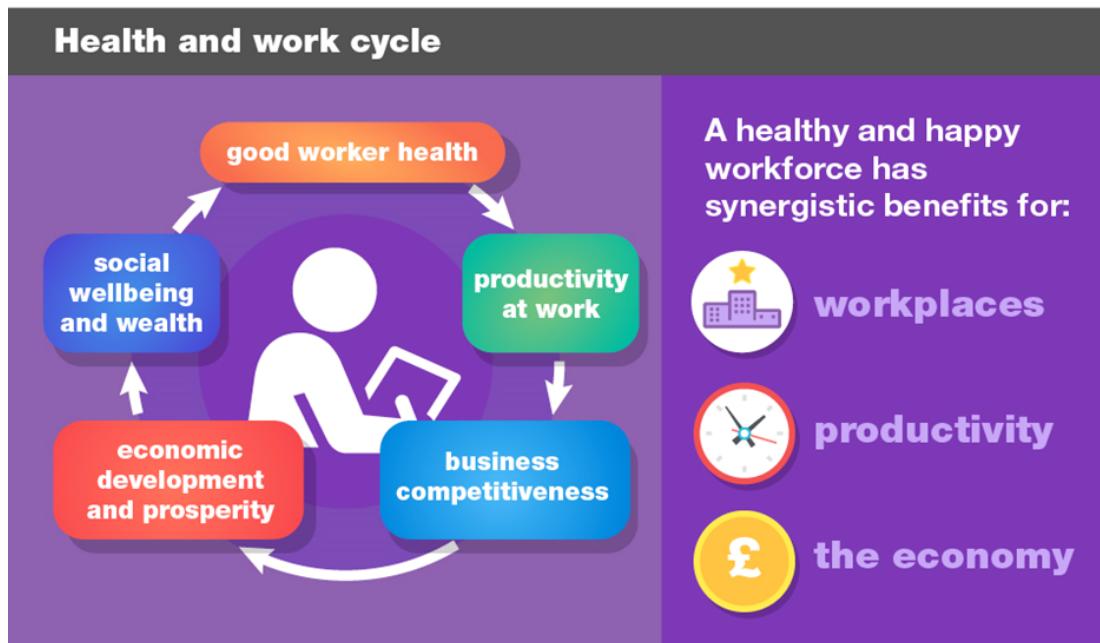
Recent guidance from PHE describes the strong evidence demonstrating that employment improves health and wellbeing, boosts quality of life and protects against social exclusion. Conversely, unemployment is associated with poor mental and physical health<sup>6</sup>.

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<sup>6</sup> PHE 2019. Health Matters: Health and Work

Healthy workforces support economic growth and development through supporting businesses and the economy.

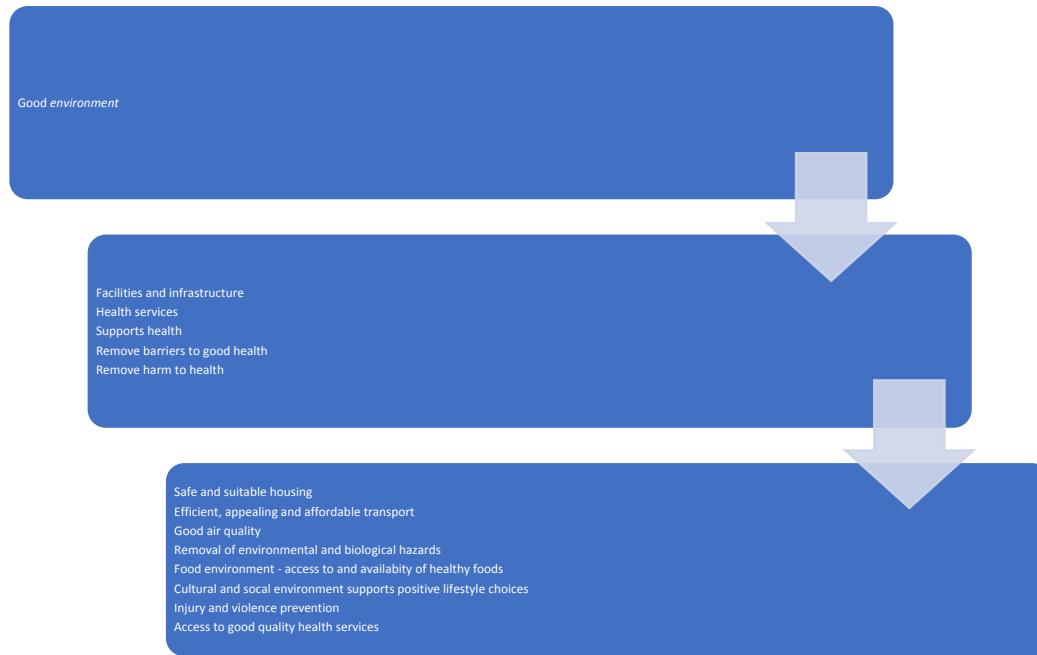
Increasing the numbers of parents and carers in adequately paid job helps to reduce the levels of children in poverty.



#### 10. Good environment

The environmental contribution to health includes physical, cultural and social aspects. Our environment is made up of both the natural and built environment. An environment that supports healthy people and communities is one that supports healthy lifestyles, removes barriers to adopting healthy habits and has minimal exposures to harm.

Good environments are linked to improved wellbeing in residents. Environments can be designed to promote safety, prevent accidents and prevent accidents<sup>7</sup>.



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<sup>7</sup> Urban Design Group, 2018. Healthy Places: Code for councils

The WMCA will be involved in major decisions which will affect the built and natural environment over the next few years. Major development and regeneration projects are planned over the next few years, affecting both existing and future environments.

## 11. Good individual habits

Lifestyle habits are currently the leading causes of disease and premature death<sup>8</sup>. Lifestyle habits such as diet, physical activity, smoking and alcohol intake can be difficult outcomes to influence. Adopting healthier lifestyles involves individual choice, but is also the product of the environment in which people live.



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<sup>8</sup> Global Burden of Disease Study, 2017.

Improving outcomes for populations involves influencing the whole system, rather than looking for interventions that act in isolation.

## 12. Supporting the system through a dedicated program of work

Taking a systems approach to improving health and wellbeing means understanding that many of the outcomes described above are achieved through collective action across a wide range of partners. No one organisation can do everything by themselves. Each part of the system has a part to play and has objectives that are naturally within their gift. The WMCA Wellbeing Board has an opportunity to contribute to the overall health and wellbeing landscape but recognises that there is little value in duplicating existing achievements. The Wellbeing Board can support current efforts to achieve to improve population outcomes by focusing its activities on those areas that align with the remit and stated objectives of the WMCA. When applied to health and wellbeing, these areas are:

- Healthy new homes fit for the future
- Regeneration of existing communities
- Transport and active travel
- Air quality
- Physical activity
- Work, skills and productivity
- Social connection
- Social and cultural movements to change beliefs and attitudes towards lifestyles

Conversely, the following activities will be outside the remit of the WMCA Wellbeing board as they are under the remit of other parts of the health and care system:

- Delivering health and social care services
- Screening
- Providing information on what constitutes a healthy lifestyle
- Influencing food composition
- Removing biological and chemical hazards from the environment
- Turning ambitions into actions

The Wellbeing Board will seek to maximise the opportunities for health and wellbeing across the spectrum of programs undertaken by the WMCA. To add value to the existing health and wellbeing system the WMCA Wellbeing Board will focus on areas of activity that they are uniquely placed to influence.

The Wellbeing Board can work to improve population health with partners within and through the WMCA by:

- Levering health effects of active travel and transport
- Ensuring new regional plans and developments embed health and wellbeing at its core
- Making the link between health, work and skills and sustaining the opportunities good work offers to health and wellbeing
- Cross-sector convening, particularly across public sector bodies and between the public, private and charitable sector
- Region-wide social and cultural campaigns, capitalising on the influence and visibility of the Mayor
- Focusing on improving opportunities of the most disadvantaged and closing the gap between the most well off and the least well off

The areas of activity of the Wellbeing Board are best placed to fit into three broad areas of work:

- Environment and infrastructure
- Cross-sector convening
- Community resilience

These are designed to be complimentary and amplify existing efforts to improve the health and wellbeing of the West Midlands Population.

### 13. Activity streams of the WMCA Wellbeing Board



14. Key activities under each work stream:



15. Work programmes, 2019 – 2021



Environment and infrastructure	
What will we do?	<p>Prevention and wellbeing in all WMCA policies</p> <p>Focus on health inequalities and the most disadvantaged</p> <p>New frameworks for embedding wellbeing and prevention into a range of work areas</p> <p>Develop incentives for non-health departments to meaningfully comply with wellbeing policies and frameworks</p>
Why?	Departments without a stated remit for health and wellbeing often have a large and unappreciated influence over health outcomes.
How?	<p>Existing work</p> <p>Housing and Land design principles</p> <p>WMCA Inclusive Growth Framework</p> <p>Transport for Health strategy</p> <p>New work</p> <p>Review of current policies as a target for prevention</p> <p>Develop novel methods to support uptake and innovation of wellbeing frameworks and policies</p> <p>Digital approaches to collecting live data on the usage and compliance with wellbeing frameworks and principles</p> <p>Reduce incentives for unhealthy food within the transport network.</p>
Who will do it	WMCA teams Inclusive Growth Unit

	External partners ADPH network PHE
Outcomes	Change in the perception of the value of health and wellbeing. Effective policies and frameworks being used.

### Cross-sector Convening

Cross-sector Convening	
What will we do?	<p>Collaborate across the economic and wellbeing sectors to promote physically and mentally healthy lifestyles.</p> <p>Convene activities across the criminal justice and health landscapes to prevent violence.</p> <p>Bring together the health and planning communities to maximise the current regulatory powers around planning.</p> <p>Take a strategic approach to facilitating solutions to complex problems affecting the wellbeing of the WMCA population, and the wider West Midlands.</p>
Why?	<p>Combined Authorities have a natural advantage in encouraging collaboration across large geographies.</p> <p>A complex system approach has the potential to tackle difficult population-level problems</p>
How?	<p>Existing work</p> <p>Thrive Into Work – IPS Trial</p> <p>Thrive at work – Wellbeing Charter</p>

	<p>Thrive at work – Fiscal Incentive trial          Violence Prevention Alliance          Mental health and justice</p> <p>New work          Broker partnerships between LA public health teams and planning regulators.          Gamify active travel.          Digital interventions to incentivise physical activity through commercial partnership.</p>
Who will do it	<p>WMCA          Thrive          Transport for West Midlands          West Midlands on the Move</p> <p>External          Local authorities          Violence Prevention Alliance          PHE Digital exemplar programme</p>
Outcomes	<p>System approach to tackling entrenched health inequalities.          Goals and objectives shared across organisations and sectors.          Benefits to population health and wellbeing seen as a common good.          Shared activities lead directly to population improvements in health and wellbeing.</p>

Community resilience

Community Resilience	
What will we do?	<p>Harness the social power of the West Midlands Mayor to highlight issues affecting population wellbeing.</p> <p>Use the WMCA brand to promote social campaigns of population value within the West Midlands.</p> <p>Use digital technologies to deliver programs that foster connectedness and participation.</p> <p>Ensure communities feel engaged with and can influence the activities of the wellbeing board.</p> <p>Take a violence prevention approach</p>
Why?	<p>Community engagement increases the likelihood of effective delivery and uptake.</p> <p>Participation with the making of decisions affecting them encourages community resilience.</p>
How?	<p>Existing work</p> <p>Mental Health awareness - "This is Me" and Mental Health First Aid Training</p> <p>Disability and Physical Activity Alliance</p> <p>Securing the legacy of the Commonwealth Games</p> <p>Qualitative insights from adults experiencing multiple and complex needs.</p> <p>Qualitative insights from children within the criminal justice system</p> <p>Thrive Citizen's Jury</p> <p>New work</p> <p>WMCA Wellbeing Board community engagement strategy</p> <p>WMCA Physical activity social media Campaign (with This Girl Can, Sport England)</p> <p>Using 5G to enhance physical activity in schools</p>

	<p>Using 5G to reduce social isolation and loneliness  Digital tools to obtain and use community insights  Children and Young People's Jury</p>
Who will do it	<p>WMCA  Thrive at Work  West Midlands on the Move  Wider Public Sector Reform Team</p> <p>External  Sport England  Wolverhampton University  PHE</p>
Outcomes	<p>Change in perceptions  Change in behaviours  An understanding of individual and collective experience of residents.  Evidence of community involvement in the WMCA Wellbeing Board</p>

The activities described above require partnership working and system leadership. Many of the activities will be initiated and delivered by the core Public Sector Reform team of the WMCA; some work will be new ventures that are developed and implemented in collaboration with partners; other activities will be supporting priorities owned by the established health and wellbeing system and delivered as business as usual.

#### 16. System ownership and delivery

WMCA Wellbeing Team

System Business as Usual

WMCA Supporting

New Joint Endeavours

## Environment and Infrastructure

Housing and Land design principles

Transport for Health strategy

Convene activities across the criminal justice and

Transport for West Midlands

health landscapes to prevent violence.

WMCA Inclusive Growth Framework

PHE Leading, Violence Prevention Alliance

Review of current WMCA policies as a target for prevention

Develop novel methods to support uptake and innovation of wellbeing frameworks and policies across the WMCA

Remove HSSF advertising across the West Midlands transport network and around schools

## Cross-sector Convening

Thrive Into Work – IPS Trial

Thrive at work – Wellbeing Charter  
Businesses and PHE

Maximise the current regulatory powers for planning

Thrive at work – Fiscal Incentive trial

Multi-partner collaborative group for

LA CEO group leading, support from ADPH and PHE  
Gamify active travel

Developing plans for devolved funds and single investment pots	holiday activities and food provision Local authorities, schools and businesses	Digital interventions to incentivise physical activity through commercial partnership PHE and WMCA partnership
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## Community Resilience

Disability and Physical Activity Alliance	Mental Health awareness - "This is Me" and Mental Health First Aid Training Businesses and PHE	Securing the legacy of the Commonwealth Games Joint PHE and WMCA
Qualitative Insights and engagement strategy	WMCA branded 'One You' campaigns PHE	
The Mayor's West Midlands 3 Million Pound Challenge		
Black Country Place Based Fund		
WMCA Physical activity social media Campaign New use of 5G to provide wellbeing interactions	(with This Girl Can, Sport England)	

## **17. System Leadership and collaboration**

Intelligence, evaluation and impact

In delivering these activities, it is essential to measure progress, monitor outcomes and evaluate impact. Decisions and activities will be rooted in the best available evidence and local insights. To achieve this, the Wellbeing Board is supporting the development of an intelligence function delivered through the WMCA's Population Health Intelligence Hub and Office of Data Analytics (ODA).

The Population Health Intelligence Hub will be central to how this action plan will be delivered, evaluated and refreshed. The hub will use regional and local intelligence to illuminate areas of need and inequality. These population needs determine future priorities and activities. Further information on the work of the population hub can be found within the hub's yearly work plan.

## **18. Resources and partnership**

The challenge will be to clarify and agree upon defined contributions from respective organisations.

To date, the WMCA has partnered with public and private organisations such as PHE, local authorities, Sport England, Metro Dynamics and the West Midlands Combined Universities to deliver shared objectives. Much of these collaborations have enabled through secondments, good will and matrix working. Moving forward, the WMCA Wellbeing Board will need to instigate a programme of capacity generation and resource building.

It is recommended that the WMCA Wellbeing Board consider the future model of how it delivers against its priorities and ambitions. The Board needs to conceptualise the desired model for the Board's way of working. This could be considered as a 'mature' system for the WMCA Wellbeing function. Potential options are:

- The full component of staff are employed and managed by the WMCA
- Staff with the required skills are employed by partner organisations and embedded into the WMCA
- Work is commissioned from partners by the Wellbeing Board in order to fulfil their defined objectives
- The wellbeing function of the WMCA primarily exists to influence the work programmes of other WMCA departments, and partner organisations, and therefore requires a minimal number of WMCA employed staff

## **19. Implementation, oversight and governance**

Oversight and governance of this work programme is provided by the WMCA Wellbeing Board. The board receives regular updates from activity leads, and the overall work of the board is a part of the WMCA governance and scrutiny process.

The Wellbeing Board has representation from the political wellbeing leads of the constituent and non-constituent local authorities. The Board also receives representation from the NHS, Public Health England, local universities, West Midlands Fire Service and West Midlands Police.

To successfully implement this activity plan the Wellbeing Board will need to ensure that there is sufficient capacity to work with partners in delivering the described components. There needs to be adequate resources in terms of time, programme funding, organisational infrastructure, staff numbers and required skills.

Embarking on a dedicated programme of work to build capacity is essential for the sustainability of these ambitions.

## **20. Working with partners to build capacity and sustainability**

- Robust system of forward planning
- Shared objectives and work plans with partners

- Collaborate on joint funding bids
- Advanced preparation for potential opportunities to draw down national funds through devolution, research partnerships and single investment pots

## **21. Recommendations**

The following recommendations are suggested to the Wellbeing Board:

- Adopt a work plan for WMCA Wellbeing Board until 2021
- Develop an implementation programme for the adopted work plan
- Agree upon a dedicated stream of work to generate capacity
- Utilise the Childhood Obesity Action Plan as a pilot approach to working within and across the health and wellbeing system

## **22. Reviewing the plan**

This activity plan is intended to be in place for two years, from 2019 to 2021. It is recommended that progress against the plan is reviewed after one year, in 2020, and is refreshed for 2022.