

<b>Key Decision Required:</b>	<b>Yes</b>	<b>In the Forward Plan:</b>	<b>Yes</b>
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**CABINET  
17 SEPTEMBER 2021**

**REPORT OF THE PORTFOLIO HOLDER FOR PARTNERSHIPS**

**A.8 North East Essex Health and Wellbeing Alliance update and acceptance of funding from health partners**

(Report prepared by J Fox and Lisa Hastings)

**PART 1 – KEY INFORMATION**

**PURPOSE OF THE REPORT**

**To provide Cabinet with an update on the North East Essex Health and Wellbeing Alliance and to seek Cabinet’s approval to accept funding offered to Tendring District Council from both North East Essex Clinical Commissioning Group and East Suffolk and North Essex Foundation Trust and the associated governance framework.**

**EXECUTIVE SUMMARY**

The North East Essex Health and Wellbeing Alliance (The Alliance), brings together a range of partners consisting of the local NHS, Councils and voluntary and community organisations within Colchester and Tendring committed to working collaboratively to improve the health and wellbeing of local residents.

The Alliance is made up of a range of partners across north east Essex. The member organisations have a strong background of working within their own fields to improve the health and wellbeing of our area.

All members of the Alliance have signed up to a memorandum of understanding (Appendix 1).

The Alliance sits underneath the Suffolk and North East Essex Integrated Care System (ICS) which brings partners together over a wider geographic foot print and is the Government’s preferred option for organising health.

Whilst wider health commissioning decisions are undertaken at an ICS level and the ICS oversees the operation of the Alliance there is a strong desire both at an Alliance and ICS level and supported by Government for subsidiarity so that wherever possible decisions are made locally.

The North East Essex Clinical Commissioning Group (CCG) was formally established on 1 April 2013. It is a clinically led organisation which comprises 32 GP practices across Colchester and Tendring. They are responsible for commissioning most health services for the people of North East Essex, including hospital care, community health services, mental health services, learning disability services and urgent and emergency care and primary care.

The CCG has developed an Alliance Committee which has a number of representatives from the Alliance sitting on it which has the power to make local decisions. However the

CCG cannot delegate its responsibilities and therefore voting rights on this Committee remain with the CCG.

The current key work streams of the Alliance include the developing strategy work with a specific focus on inequality, integration and the development of the Live Well domains and how this will be delivered through neighbourhood teams.

During March 2021, the CCG offered three separate funds to Tendring District Council in relation to delivering work around public health.

- £165,000 for the Healthy Housing Project (which adds to a previous £165,000 to extend a project for providing mental health support to residents identified by staff for example when undertaking a housing inspection and providing wider housing and health support
- £158,000 for community transport in Tendring
- £200,000 for addressing health inequalities in place

It was subsequently agreed that the community transport funding would be more suitably allocated directly by the CCG who wanted to ensure existing service provision continued.

Due to the time pressure in March it was agreed at Management Team to accept the funding but acknowledging Memorandums of Understanding (MOU) had not been received for each of the projects and therefore, the Council had no obligations in respect of this funding.

Subsequently, in April, East Suffolk and North East Essex Foundation Trust (ESNEFT) offered an extra £200,000 to Tendring District Council for health inequalities.

Draft MOUs have now been supplied however, it is important to understand the governance framework for formally accepting the funding and that for each project outcomes and spending proposals will be agreed with future decisions.

The current scope of each of the projects is set out within the body of the Report.

## **RECOMMENDATION(S)**

**That Cabinet:**

- (a) Notes the current status of the North East Essex Health and Wellbeing Alliance and endorses the continued involvement of the Council within the partnership;**
- (b) agrees to the acceptance of £165,000 funding from the North East CCG for the healthy housing project in accordance with the governance framework as set out in the draft Memorandum of Understanding, attached as Appendix 2**
- (c) agrees to the acceptance of £400,000 funding from North Essex CCG and ESNEFT for addressing inequalities at place project in accordance with the governance framework as set out in the draft Memorandum of Understanding, attached as Appendix 3**
- (d) delegates authority to the Assistant Director of Partnerships in consultation with the Portfolio Holder for Partnerships to agree the final MOUs;**

- (e) delegates authority to the Assistant Director of Partnerships in consultation with the Portfolio Holder for Partnerships to agree the outcomes and spending proposals for each project, in consultation with the Section 151 and Monitoring Officers, highlighting the implications for each within a published report;
- (f) delegates authority to the Assistant Director of Partnerships to attend the Suffolk and North East Essex Integrated Care System Board and
- (g) Delegates authority to the Assistant Director of Partnerships to attend the North East Essex Health and Wellbeing Alliance Board

## PART 2 – IMPLICATIONS OF THE DECISION

### DELIVERING PRIORITIES

The work of the Alliance and the provision of the funding received by Tendring District Council will, together with partners help to deliver Community Leadership through the Partnerships theme of the Corporate Plan and its objectives around health and wellbeing for effective services and improved public health.

### FINANCE, OTHER RESOURCES AND RISK

#### Finance and other resources

Work undertaken in relation to the Alliance by Tendring District Council officers is currently delivered through the Council's existing resources. Through the development of the Alliance's strategy, consideration may be required in the future to increasing internal resources to deliver its objectives. The draft MOUs do not provide any commitment that the funding or any part of it can be retained by the District Council in delivering the 2 projects, unless this is approved through the governance structures referred within each MOU.

Although an original Alliance MOU exists the contribution model from partners has still not been determined. Future contribution arrangements are required to be discussed through the Alliance Board.

Each draft MOU states that the funding will be held by the Council on behalf of the NEE HWB Alliance in a dedicated budget line and all spending proposals must contribute to the delivery of the outcomes (yet to be agreed) and can only be enacted on agreement of all the Parties and by approval of the NEE HWB Alliance Committee following recommendations by the Strategy Group.

#### Risk

There may be a perceived risk that the NEE HWB Alliance Committee could influence how the Council delivers its services and undertakes some of its functions however, by being a Party to the MOU, the Council has to agree to the outcomes for each project and the spending proposals to be considered by the Alliance Committee. In reality, both of the projects are proposed to contribute to the Council's Corporate Plan priorities and to contribute to the health and wellbeing agenda through effective services and improved public health. The Council representatives will ensure that any spending proposals submitted for approval recognise any internal resources to deliver the projects' outcomes.

The funding needs to be spent by March 2023 and if it is not spent it has to be returned.

## **LEGAL**

The Alliance is not a legal entity but an informal partnership consisting of a group of organisations voluntarily working together.

Each MOU states that the funding investment has been approved by the CCG Operational Executive Committee which works in tandem with the Alliance Committee under similar terms of reference as delegated by the CGG Board. Tendring District Council is not a member of this Committee.

The draft agreements all provide a governance framework in which the named parties will work together to develop a range of outcomes building on the existing work and contribution to the Alliance objectives and within the objectives of the North East Essex Integrated Community Services (NICS) contract.

It is important to ensure that any agreed outcomes and spending proposals suggested in the future are agreed in consultation with the Portfolio Holder for Partnerships to provide oversight, openness and transparency, therefore it is recommended that these are documented with the formal Officer Decision Record. Each Report will highlight the associated risks and implications of the decision at that time.

Through accepting the funding the Council is not agreeing to deliver services on behalf of the CGG but will remain the accountable body for holding the money until the outcomes and spending proposals of each project are agreed. This will be an express condition of signing the MOUs on behalf of Tendring District Council.

The parties will also be made aware of the implications of the Council being the Accountable Body that any decision to spend the funds must be made in accordance with the Council's internal governance arrangements too, such as following the Procurement Procedure Rules, distinguishing between grant awards and contract for services, giving consideration to State Aid implications etc.

## **OTHER IMPLICATIONS**

**Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.**

**Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.**

The Alliance seeks to improve health and wellbeing in North East Essex. A key focus is on addressing health inequality.

The funding is to be used to improve public health which is likely to be focussed in the areas of greatest need and in particular a significant part of the funding is to be used for dealing with inequality.

In determining the agreed outcomes and spending proposals equality impact assessments will be undertaken for each project and form part of the future decision making.

## PART 3 – SUPPORTING INFORMATION

### BACKGROUND

#### Alliance

The Alliance is made up of a range of partners across North East Essex. The **member organisations include:**

- Colchester Borough Council
- Community 360
- Community Voluntary Services Tendring
- East of England Ambulance Service
- East Suffolk and North Essex NHS Foundation Trust
- Essex County Council
- Essex Partnership University NHS Foundation Trust
- GP Primary Choice
- Healthwatch
- North East Essex Clinical Commissioning Group
- St Helena Hospice
- Tendring District Council
- Virgin Care

The member organisations have a strong background of working within their own fields to improve the health and wellbeing of the area and are seeking to collaboratively work to address health and wellbeing. By combining various skills, perspectives and resources, the Alliance seeks to tackle some of the most pressing problems communities face in the area.

As part of working together all Alliance members signed an MOU in July 2019 to enhance partnership working which also ensured that the Council could access Alliance Transformation Funding opportunities. This allowed a successful bid to be made to enhance mental health in primary schools, developing the Great Bentley primary school wellbeing hub which is now being rolled out across Tendring and Colchester.

Within the Alliance MOU the stated aim is to transform the health and wellbeing of the population of North East Essex by creating a sustainable system of health and wellbeing services that meet the immediate and longer term needs of the population and that this would be achieved through integrated commissioning and integrated delivery of health and wellbeing services.

The Alliance MOU highlights that each party remains a sovereign organisation and the MOU provides a financial and governance framework for the development of collaborative working.

It also states that the Alliance is not a separate legal entity, and as such is unable to take decisions separately from the parties and nor can one or more party overrule any other party on any matter.

No specific resource requirements were made within the MOU and it was to determine the future governance apparatus and accountability arrangements.

The Council is an active member of the Alliance with the Assistant Director of Partnerships attending the Alliance Board and the Public Health, Wellbeing and Environmental Protection Manager attending the Strategy Group and wider delivery groups such as the Inequalities Group, Live Well domain work groups and Neighbourhoods Group.

## **Funding**

As a lead commissioner the CCG has provided funding to the Council for a number of initiatives in the past.

One of these initiatives is a Health and Housing project for which £165,000 was provided in 2019 and this was to allow Council staff access to mental health staffing support in relation to clients they were dealing with.

As officers do not have detailed mental health training and regularly deal with clients with significant mental health issues, this allows the mental health support staff to deal with a client's mental health issues whilst the Council officer deals with the clients housing problem for example.

The provision of mental health staff is from Essex Partnership University Trust (EPUT) (the local mental health service provider).

This service was started and then as the covid pandemic occurred the staff returned to EPUT to deal with excess demand there and have now recently started again supporting Council officers.

## **CURRENT POSITION**

### **Alliance**

The Alliance MOU requires updating and key to this will be any contribution model.

The Alliance has developed an Alliance Committee which has decision making and commissioning powers. A number of Alliance representatives are on this committee, although not a Tendring District Council representative. All voting rights on the Committee remain with the CCG who cannot delegate their responsibilities.

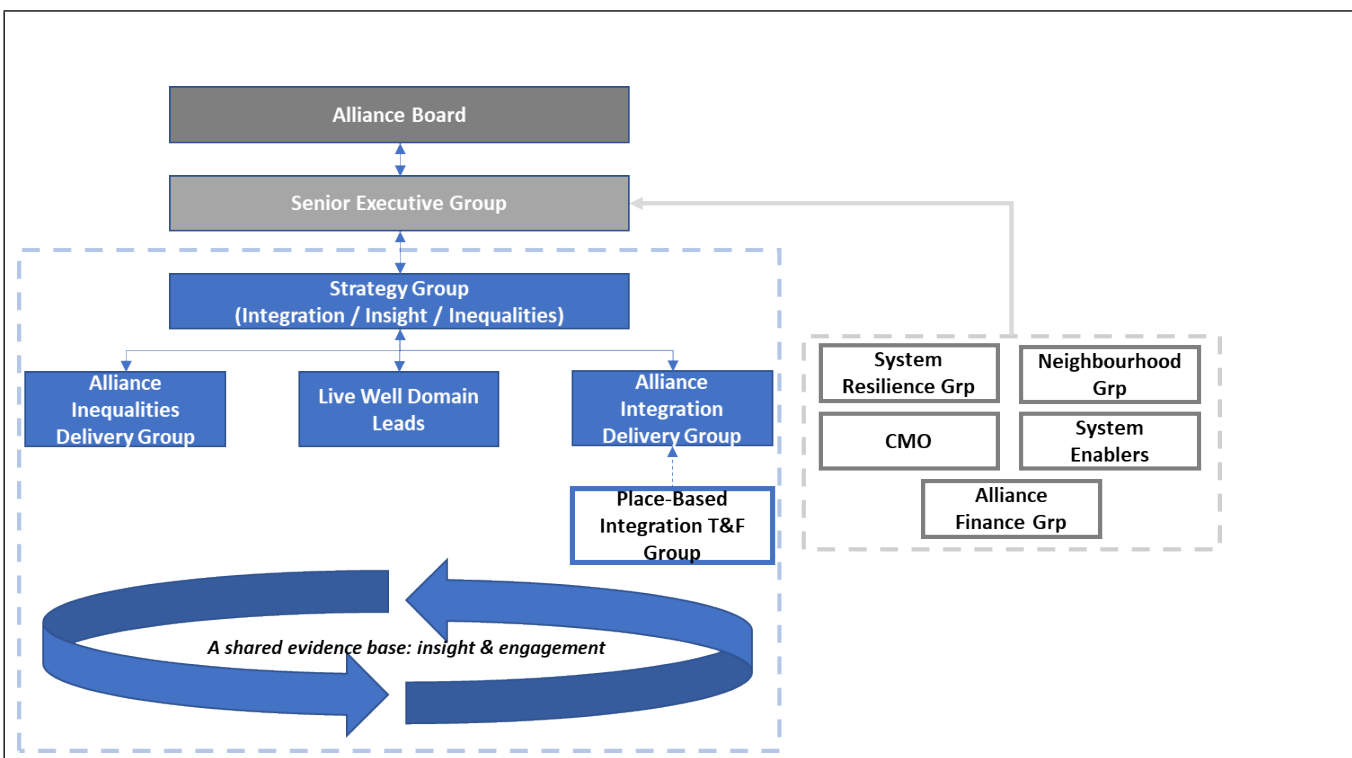
This Committee was set up to support the transition towards more Alliance responsibility and decision making.

The Health and Social Care Bill White Paper envisages the removal of CCG's as they are incorporated into a wider integrated care system (ICS). The ICS in our area covers the majority of Suffolk and North East Essex.

Within the White Paper it also clearly identifies the devolving of power and decision making to local areas on an Alliance basis, which is likely to see local alliances receiving more power in their areas.

Although as a member of the Alliance Board, the Council actively works with partners in relation to the wider agenda of the Alliance, there are a number of key work streams where officers are represented.

The current structure of the Alliance is shown below.



The Council has representation from the Assistant Director of Partnerships on the Alliance Board and also by the Public Health, Wellbeing and Environmental Protection Manager on the Strategy Group and the three groups underneath it covering inequalities, Live Well domains and integration. It is also represented on the Neighbourhood Group.

The Strategy Group focuses on ensuring there is a sufficient evidence base, that Alliance priorities and principals drive resources and activity, promoting and supporting the Live Well domain work, focussing a prevention and inequity lens over all Alliance activity and developing thinking, culture and ideas.

The Inequalities Group which sits underneath the Strategy Group is developing its thinking to ensure a focus on inequality is at the heart of all Alliance work and is of particular relevance to the Tendring area.

The Live Well domain work supports the vision of reducing inequality and focusing on the wider determinants of health to support and empower communities at each stage of their life to be as well as possible.

The domain work allows identification of what good looks like, creation of neighbourhood profiles and development of locally targeted delivery and to assist with measuring and prioritising to ensure resources and activities are directed where they are needed most.

The domains are represented on the Live Well tree below.

# Live Well in North East Essex

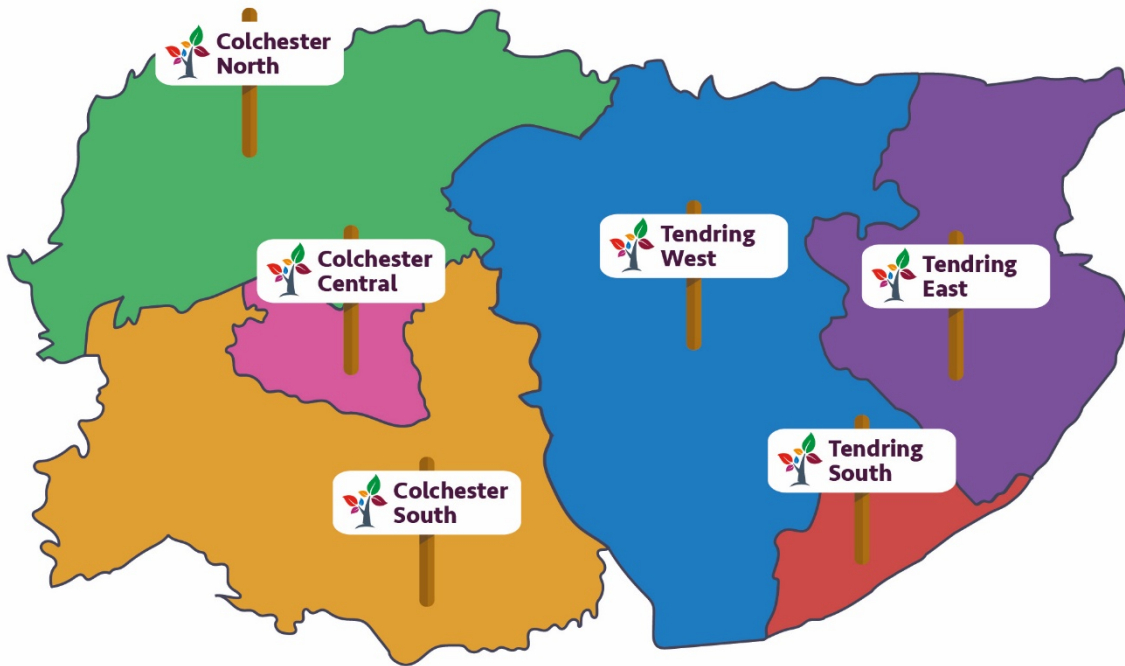


The domain leads are spread across various Alliance organisations and the Be Well domain which seeks to help adults make healthy lifestyle choices is co led by Tendring and Colchester councils. Within the domain work there is an acceptance that not all issues can be dealt with at once and so for example a key focus of Be Well is around physical activity and supporting those who are most inactive to increase their activity and gain the wider benefits associated with that in terms of health, addressing social isolation and loneliness and developing community connectedness.

The Integration Group which is also currently developing will help to oversee how Alliance partners can come closer together and work in partnership in a more effective way.

The Alliance is also seeking to develop a neighbourhood way of working which will see partners coming closer together at a delivery level to work within a specific geographical location.





The initial neighbourhood team is being set up in Colchester Central with the second team likely to be delivered in Tendring South. The exact nature of these teams and their remit is still being developed.

The Alliance which has been forming for a period of time has developed strong working relationships between organisations and officers. The strength of these relationships proved to be invaluable as partners supported each other to respond to the Covid pandemic.

Now there is a reduced focus on the pandemic the development of the Alliance is occurring at pace with particular emphasis around the domain and neighbourhood work.

This increase in pace is likely to see more demand on partners to contribute time to further develop partnership working at a time when Government proposals such as highlighted in the Health and Social Care White Paper are likely to see devolution of power to localities on an Alliance footprint.

As the Alliance has developed there has been regular attendance at the Council's Community Safety and Health and Wellbeing Board from lead Alliance members such as the CCG Chief Operating Officer and this has included for example a specific presentation about Alliance development and officer attendance at All Members Briefings.

Ongoing updates on Alliance work are also provided to the Cabinet Member for Partnerships both to provide an update and to be able to feed a view into the Alliance.

## **Funding**

In mid-March 2021 the CCG offered three separate amounts for delivering public health improvements within the area.

Within these three separate amounts was an offer of £158,000 for community transport. Following discussions it was determined that the CCG should directly allocate this funding as

they wished to see continued provision of an existing service which would be more effectively achieved through their direct allocation. The CCG have however asked if Tendring District Council has any issues they would like covered in the grant award from the CCG to the community transport provider which will allow the Council to ensure its priorities are included in this provision. This will be discussed with the Portfolio Holder for Partnerships and the existing service provider before any comments are made to the CCG.

Draft MOU's have now been provided for the other two projects which include some key similarities;

- The CCG is acting on behalf of the North East Essex Health and Wellbeing Alliance;
- The projects meet the Department of Health and Social Care's White Paper in relation to integration and innovation to work together to improve health and social care for all;
- An identification of the importance of addressing the wider determinants of health;
- **Governance Framework** that provides:
  - o all parties will work together to develop and agree a range of outcomes building on existing work and in contribution to both the Alliance objectives and within that the objectives of the North East Essex Integrated Community Services Contract (NICS);
  - o The funding will be held by Tendring District Council on behalf of the NEE HWB Alliance in a dedicated budget line;
  - o Spending proposals can only be enacted with agreement of all the Parties to the MOU and by approval of the NEE HWB Alliance Committee following recommendations from the Strategy Group and that spending and outcomes will be monitored and reported to North East Essex Health and Wellbeing Alliance and via the Alliance Change Management Office reporting routes as required

#### Healthy Housing Project – Draft MOU Appendix 2

Following initial funding of £165,000 provided in 2019 for this project a further £165,000 was offered to extend the Health and Housing project for mental health support so that it can continue for a further year. In addition this project is being expanded to provide wider support for those experiencing poor mental health linked to the provision of housing.

Originally no MOU was provided from the CCG for this project however, a draft MOU has now been provided by the CCG, with both Colchester Borough Council and Tendring District Council listed as Parties as the project is being delivered in both local authority areas. The background to the draft MOU and funding is that since its inception the Alliance has been working collaboratively at the place level to better understand the health and social care needs of its local population. Within this addressing the wider determinants of health is a key motivation and in doing so, housing forms an essential part of how partners come together to deliver better, more sustainable, physical, mental and social health for citizens as part of the Stay Well agenda. The demand on existing healthy homes initiatives has increased considerably against the backdrop of Covid-19, quicker discharge from hospital and the impacts of national lock-downs.

The investments will work together to address specific areas of continued development as outlined below.

- Building on previous programmes of work bringing Mental Health support into the environmental teams to support the wider determinants of health and support tenants to remain in safe housing.

- Linking with but not duplicating existing equipment grants to support independent living in a resident's own home supporting those with long term conditions.
- Linking with but not duplicating local work to reduce and eradicate homelessness for local residents, supporting local residents to be in safe accommodation.
- Linking with but not duplicating local work on reducing the number of vulnerable households/residents living in cold homes and in fuel poverty.
- Linking with but not duplicating local work to identify and assist residents with the most complex needs/issues linked with their housing conditions.
- Linking with but not duplicating local work to develop and improve access reliable services to support the discharge of vulnerable residents who have ongoing health conditions, reduced mobility, or are at risk of re-admission due to housing factors.

The funding is being provided up to March 2023 and if not spent by such time, it will need to be returned.

### Inequalities Funding – Draft MOU Appendix 3

An initial £200,000 was offered from the CCG for inequalities work during March. Subsequently, in April, East Suffolk and North Essex Foundation Trust (ESNEFT) have also offered an extra £200,000 for this work as well.

The draft MOU supports the ongoing delivery and response to addressing inequalities at a place level and in addition via the new North Essex Integrated Community Services (NICS) Contract (which TDC is not a party to).

The MOU recognises the importance of the Marmot approach and the importance of the wider determinants of health and the preventative approach to address health inequalities.

The funding from the two providers will work together to address inequalities.

From a CCG perspective this will be informed by the Alliance Inequalities Group to deliver outcomes by building on what is already happening and collectively designing activity to make a difference.

The ESNEFT contribution links to the North East Essex Integrated Community Services (NICS) contract. ESNEFT is one of the principle deliverers of this contract which relates to the provision of community services and a key feature of the success of the contract is the integration of services across multiple providers which includes second tier councils. The funding will be used to develop opportunities to address inequalities in line with the NICS contract.

Both the CCG and ESNEFT contributions therefore do not clearly set outcomes for the funding. It is therefore proposed for the Council to develop a draft broad delivery plan in terms of how the funding could be utilised and then to liaise with the CCG and ESNEFT to ensure effective alignment and integration is occurring.

### Conclusion

Similar funding has been provided to Colchester Borough Council and there may be opportunities to align some of the work of both councils to deliver more significant outcomes.

The funding is available for the Council to use to help address the wider determinants of health such as housing and inequality which are key issues the Council wishes to develop to support its residents.

The provision of the funding to the Council provides the opportunity to help determine how funding is spent in our area which the Council is well placed to determine with its link to residents.

The Council will hold the money subject to the separate MOUs.

It is proposed that the Council develops its proposals for allocating the funding which will be submitted to the Strategy Group. The final approval for funding is through the Alliance and the Council is well represented on the Board and Strategy Group which is the driver for how resources are allocated and will approve any funding proposals.

#### **FURTHER HEADINGS RELEVANT TO THE REPORT**

#### **BACKGROUND PAPERS FOR THE DECISION**

#### **APPENDICES**

A 1 Memorandum of Understanding of North East Essex Health and Wellbeing Alliance

A 2 Draft Memorandum of Understanding – Healthy Housing

A 3 Draft Memorandum of Understanding – Inequalities