

Barnet Joint Health and Wellbeing Strategy 2021-2025

Creating a borough of health together!



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Foreword

Barnet is an exciting and diverse borough that is growing rapidly and is a very special place to live, work and study. We are delighted to introduce the new Barnet Joint Health and Wellbeing Strategy that sets out a vision for creating a borough of health, working together with our residents and other partners including the NHS, Voluntary and Community Sector, Healthwatch, local businesses, the educational sector, the police, fire and ambulance services.

It is important now more than ever before that we join forces across the system to take all the lessons learnt from the COVID-19 pandemic and build upon and capture the excellent work taking place locally. The World Health Organisation defines health “as a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity”. We are committed to improving the health and wellbeing of all Barnet residents. We also aim to focus on reducing inequalities and assisting those who need help most in a fast and effective way.

We have an ambition to make meaningful changes on the issues that people have told us matters most to them. Our priorities therefore cover commitments to work across the whole system to create an environment where the healthier choice is the first, easiest and most affordable choice. One of the keys for this to be effective is developing and coordinating an understanding of the root causes of issues, so that together we can achieve a shift in attitudes and culture, where we remove the barriers to healthy behaviours. Our aim is to create an environment that allows everyone to live a long and fulfilled life. We are committed to supporting the very best start for everyone and gaining an understanding of the ongoing needs for living and aging well. Additionally, where needed, the strategy aims to provide timely and appropriate access to local health and care services, in a seamless and integrated way. This gives the greatest chance that everyone of whatever background, is able to be well, independent and safe.

Having the right strategy that articulates commitments and vision is the first step and importantly what will count next is how we deliver our ambitions together. If we are to improve health outcomes, all sectors, organisations, and communities have a role to play to really make a difference for the health and wellbeing in Barnet.

Let's do it together!



**Councillor
Caroline Stock**
Chair, Barnet Health
and Wellbeing Board



Dr Charlotte Benjamin
Vice-Chair,
Barnet Health and
Wellbeing Board
Clinical Vice Chair, NCL CCG

Introduction

The Barnet Joint Health and Wellbeing Strategy (JHWS) sets out our whole system vision for improving the health and wellbeing of the people who live, study and work in Barnet. It describes:

- **Our strategy in context: The current health and care landscape, Barnet's key health data and our guiding principles.**
- **Our 3 Key Areas of focus for health and wellbeing: why they were chosen, what we plan to achieve, and how we will measure our success.**

For the next four years, the Barnet Health and Wellbeing Board (HWBB) will focus on delivering three Key Areas to drive forward integrated improvements in health and wellbeing in the borough. These areas are chosen as 'added value' where the local system partnership can come together to achieve accelerated changes. It is not intended to cover the whole breadth of health and wellbeing business as usual. The three key areas are:

- 1 Creating a healthier place and resilient communities**
- 2 Starting, living and ageing well**
- 3 Ensuring delivery of coordinated holistic care, when we need it**

Within each of these areas we identified several priorities. Our priorities will inform the work we do over and above our current 'business as usual' in order to improve Barnet's health and wellbeing.

This strategy was written during the unprecedented national challenge of the COVID-19 pandemic. We have had to adapt to new ways of working, living, and providing services in response to this public health emergency which has had a vast impact on the overall physical, social, mental and economic health and wellbeing of the Borough. The long-term impact of the pandemic will likely extend beyond the four-year scope of this strategy. However, whilst we will continue to respond to the COVID-19 pandemic we will also use the capacity and resilience of our systems and partnerships to support the borough to recover.



THRIVE



FAMILY FRIENDLY



HEALTHY



CLEAN SAFE AND WELL RUN

Alongside this, Barnet Council has also been developing a new Corporate Plan and has identified the strategic themes - Thriving, Family Friendly, Healthy and Clean Safe and Well Run as priority outcomes. These outcomes represent both existing strengths and challenges facing the borough. The themes and actions within each theme are designed to be mutually supportive and are underpinned by cross cutting work streams on Prevention and a stronger focus on Equalities, Diversity and Inclusion. We acknowledge that we do well in some areas of prevention and want to scale up local best practice to build on our successes. At a time when public services and finances are under pressure, and the local population is growing and living longer, there are further potential opportunities to transform how we work together with residents, communities and partners to support people to have good life experiences, while we achieve efficiency and deliver good quality services. The Council will embed a preventative culture based on positive aspects across the whole organisation. With our partners, we will be focussed on services, staff and solutions that build resilience, and are sustainable in the long-term. The Corporate Plan outcome of 'Healthy' and cross-cutting theme on Prevention are complemented by this Health and Wellbeing Strategy.

The Corporate Plan recognises that meeting the needs of residents and business is at the heart of our work and anticipates a deeper level of partnership working, particularly with the Voluntary, Community and Faith sectors, as the council take forward the priorities in the plan.

We know that we face some big health challenges in Barnet, but, if anything, COVID-19 pandemic just highlighted further existing public health challenges and disparities in health and wellbeing. By working together with local residents and partners, we can continue to make positive differences to everyone's wellbeing in Barnet.

Appendix I starts to define specific pieces of collaborative work that we are proposing to implement over the next four years. Implementation Plan development is an iterative process and will be reviewed and updated annually. Specific indicators will be developed to monitor progress of Joint Health and Wellbeing Strategy implementation.

PREVENTION



BARNET PLAN

Our Strategy in broader context

What is a Health and Wellbeing Board?

Key partners in Barnet come together to form the statutory Health and Wellbeing Board (HWBB). These are partners who are in a position to help make a difference to our health and wellbeing, and include local Councillors, the Council (including Adult Social Care, Family Services and Public Health), the NHS, local voluntary and community sector organisations, and Healthwatch Barnet.

Developing this JHWS is one of the statutory responsibilities of the HWBB as set out by the Health and Social Care Act 2012. All HWBB members including the local authority and the North Central London Clinical Commissioning Group (CCG) must have regard for this strategy in the delivery of their respective health and wellbeing responsibilities.

The Health and Care Landscape – National, regional and local

The fast-changing health and care landscape in England provides many opportunities to maximise the population health outcomes for people in Barnet through systems improvements and partnership working. Emerging Integrated Care Systems¹ and the NHS long-term plan² set out key ambitions for the NHS in reducing inequalities and commissioning for population health outcomes. This direction will give greater responsibilities across the system in engaging residents and voluntary and community sector, as well as other partners in improving the overall wellbeing of local residents. The Health and Wellbeing Board and its partnerships are central to local leadership of the whole system and we have been working very closely to articulate our ambition and vision through this strategy. Below is a brief description of the emerging structures.



North London Partners in health and care (NCL Sustainability Transformational Programme)

Barnet works closely with partners across North Central London (NCL) to develop a strategic, place-based plan for transforming the health and care system. Joint working on this wider footprint will help in addressing the complex challenges we face and improve the health of the population and the NCL Population Health Plan is being delivered. This will form a central driver for commissioning and provision of health and care services via our emerging NCL Integrated Care System.



- 1 Change to Integration and Innovation: Working together to improve health and social care for all. Can be accessed here: <https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all-html-version>
- 2 NHS Long Term Plan: NHS Long Term Plan – Can be accessed here: <https://www.longtermplan.nhs.uk/>

Our Strategy in broader context

North Central London Clinical Commissioning Group (CCG)

In April 2020 Barnet, Camden, Enfield, Haringey, Islington CCG were brought together to form North Central London CCG. This supports commissioning of health services at-scale for North Central London, while retaining borough-level commissioning of local services where appropriate. It has supported an effective response to Covid and supports the integration of health services and wider care and support.

NCL Integrated Care System

NHS England is currently consulting on the future of Integrated Care Systems (ICS). These are proposed to drive health and care integration across our neighbourhoods, boroughs and NCL system. The proposals suggest that all STP footprints should have an ICS arrangement in place in 'shadow form' by 1st April 2021 and work towards a statutory organisation established fully by April 2022. Barnet Council and its residents will play an important role in health and care partnership across North Central London. The proposals will see NHS organisations take greater shared responsibility and accountability for services and outcomes and deepen joint working with local government and communities. The proposals are subject to primary legislation. Further details will be shared as they emerge.

Barnet Integrated Care Partnership

Barnet Integrated Care Partnership (ICP) is an alliance of Local Authority, NHS organisations and partners working together to deliver the integrated and coordinated care outlined above. Barnet ICP was established in Autumn 2019 and includes local hospitals, community services, mental health services, GPs, social care and public health. The ICP works closely with Healthwatch and the voluntary sector and reports to the Health & Wellbeing Board and CCG. It supports local collaboration and partnership working and articulates local needs into the wider system.

Barnet's Primary Care Networks

Primary Care Networks (PCNs) – these are networks of GP practices established to support joint working between local practices, continued development of local services close to home and the provision of proactive, personalised and coordinated health & care. In Barnet, seven PCNs have been formed and started working to address specific needs of their community. Our PCNs are innovative and include new roles and services for example Social Prescribing services.

Partnership working during COVID-19

Barnet will continue to contribute to and influence national structures such as Public Health England / UK Health Security Agency and NHS Test and Trace to ensure an efficient whole systems response to the pandemic.



What is our health and wellbeing locally?

Barnet is a growing, thriving and diverse borough

Barnet has

402,700

residents



By 2030, this is expected to grow to

446,400



80% of residents are economically active (higher than London (79.2%))

Target to build **31,340** new homes over the next 10 years (4th highest in London)



70% of residents are from backgrounds other than White British

Between 2018 and 2030 there will be a **33%** increase in people aged 65+

8th least deprived out of **33** London boroughs (IMD 2019)

The borough is generally healthy...

Average life expectancy is **82.9** years for males and **86.0** years for females

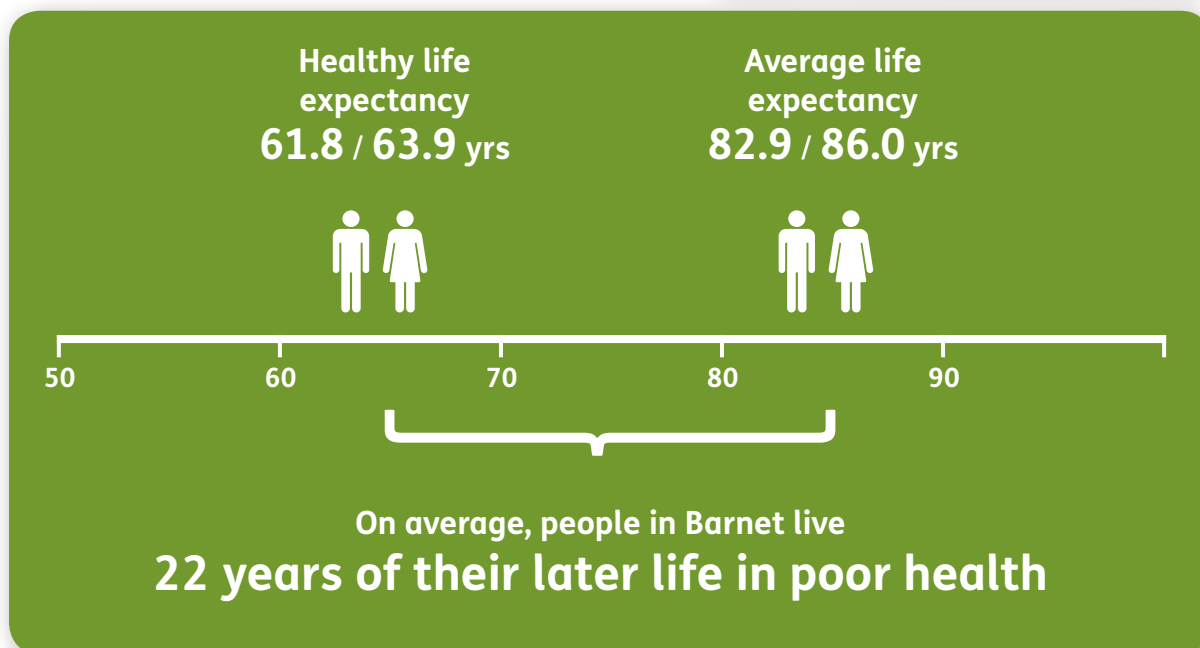
Average male and female life expectancies for Barnet are higher than London and England

2nd lowest mortality rate for cardiovascular diseases in London (51.1 per 100,000)





...but can be even healthier



An estimated **4,434** people aged 65+ in Barnet were living with dementia.

22,229
people live with diagnosed diabetes

1 in 5
children aged 4-5 years in Barnet are overweight or obese

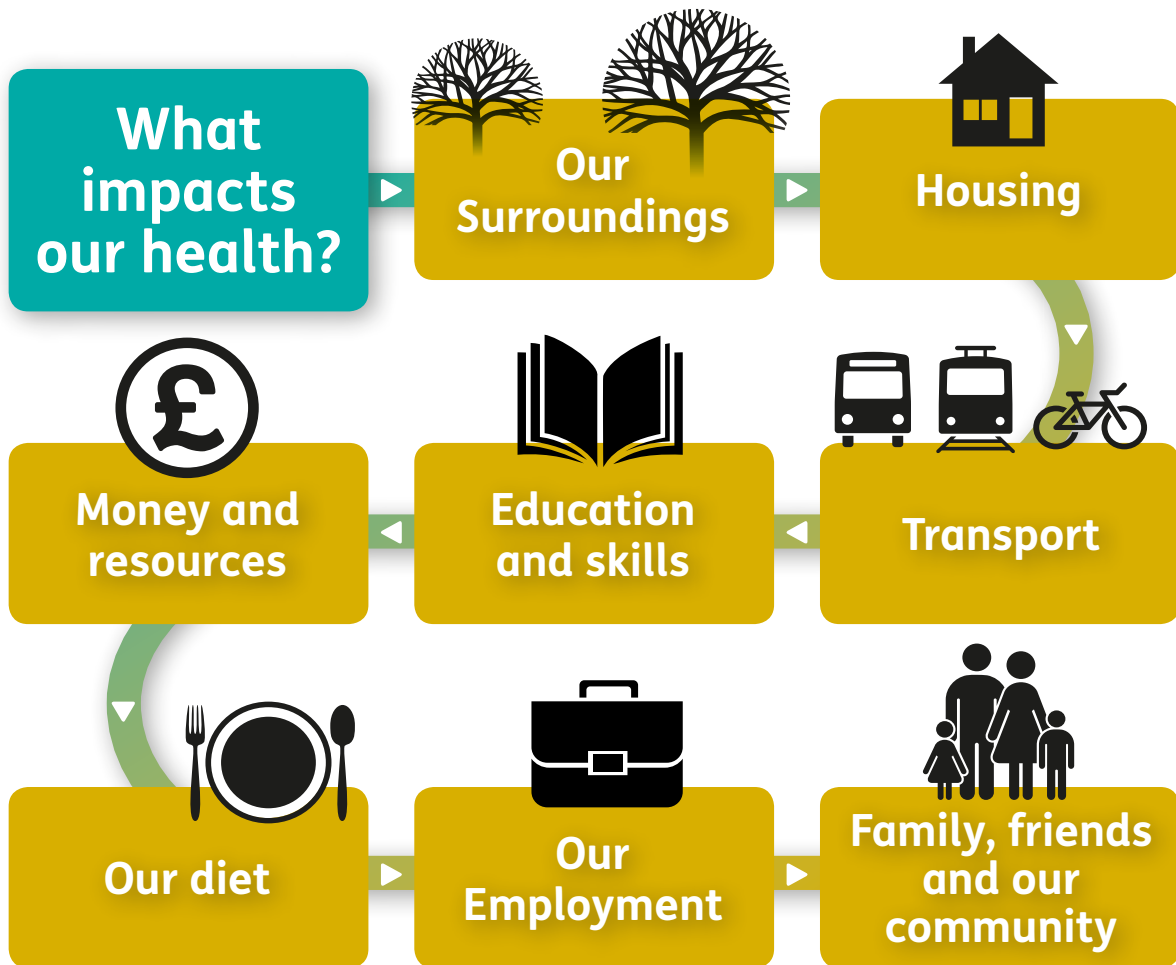
Just over a half
of Barnet adults (56.4%) are overweight or obese

Source: Office for National Statistics (Life expectancy at birth, 2017 to 2019)

Variation in local health outcomes

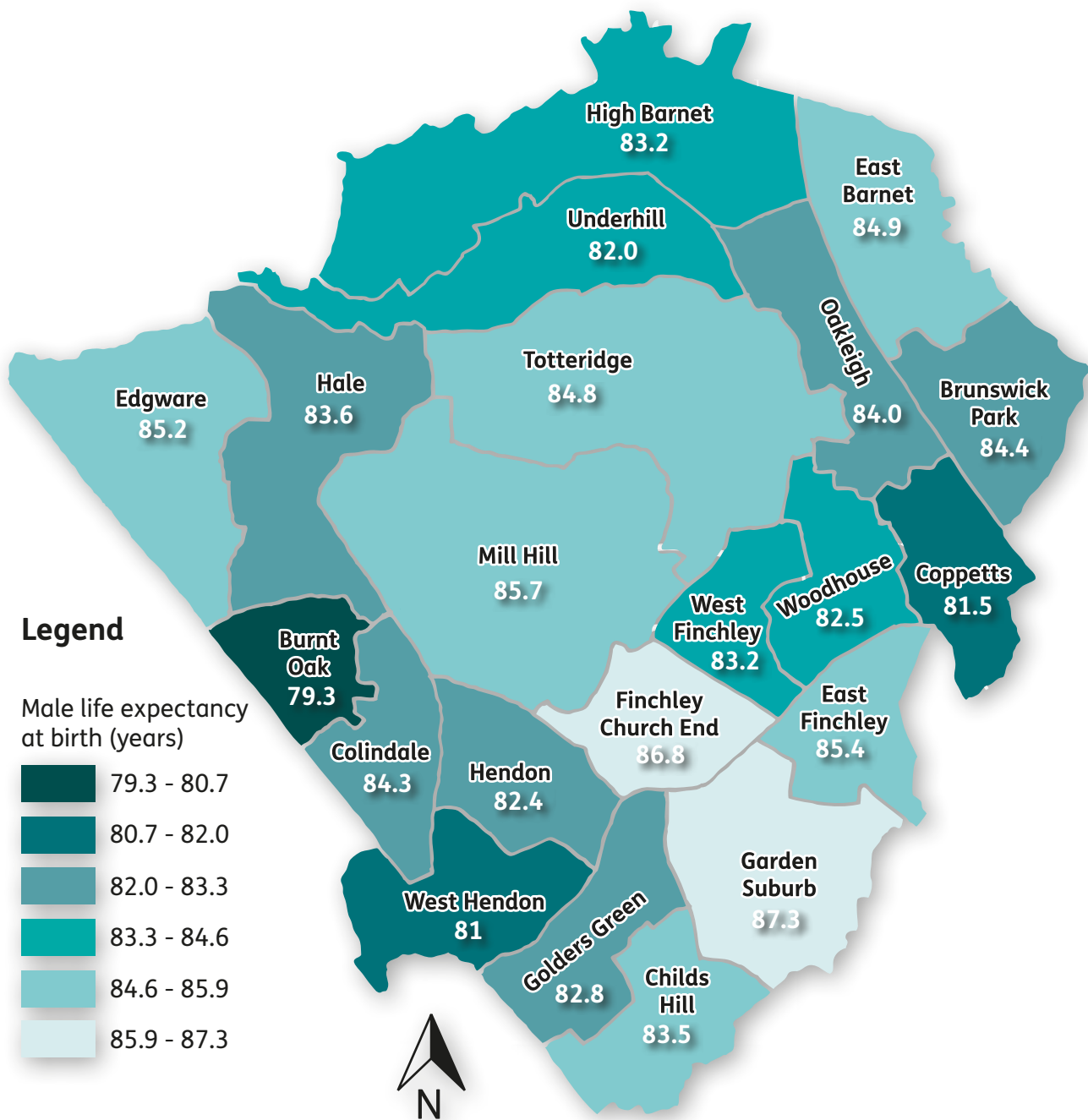
Health starts where we live, study and work

Access to healthcare can only improve up to 10% of our health and wellbeing outcomes, the rest is due to wider factors, as described in diagram below. In Barnet, people live long life on average; however, there is a wide variation in life expectancy across the borough (see map).



Adapted from: The Health Foundation (What Makes Us Healthy?)

<p>Men in Burnt Oak have a life expectancy 8 years lower than those in Garden Suburb</p>		Lowest	Highest
	Men	79.3 yrs (Burnt Oak)	87.3 yrs (Garden Suburb)
	Women	82.7 yrs (Burnt Oak)	91.0 yrs (Garden Suburb)

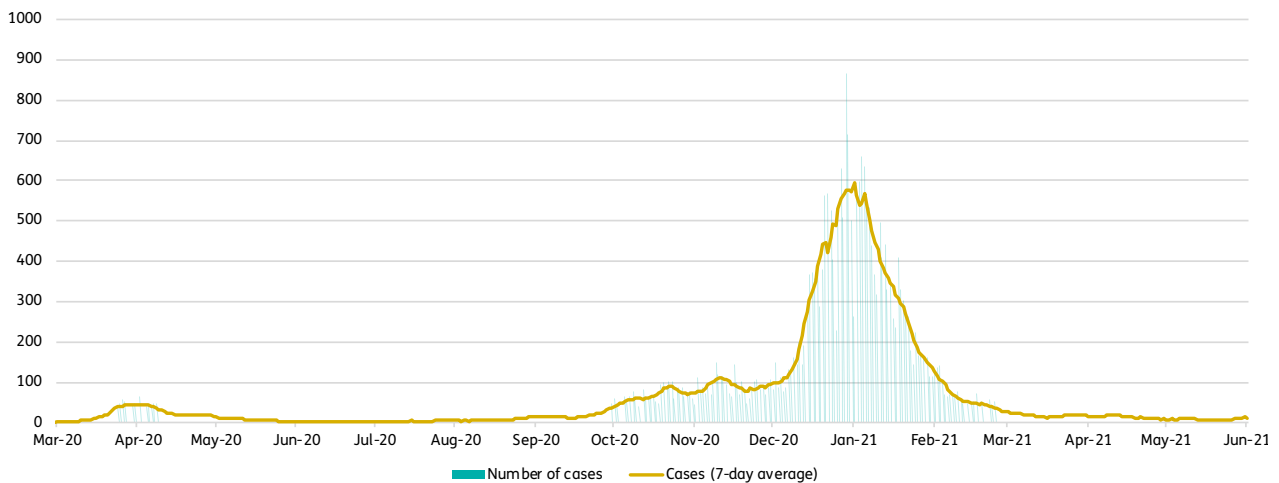


Source: Office for National Statistics (Life expectancy at birth and age 65, England and Wales, 2017 to 2019)
 Contains National Statistics and Ordnance Survey data © Crown copyright and database right 2019

Impact of COVID-19 Pandemic on Barnet's residents

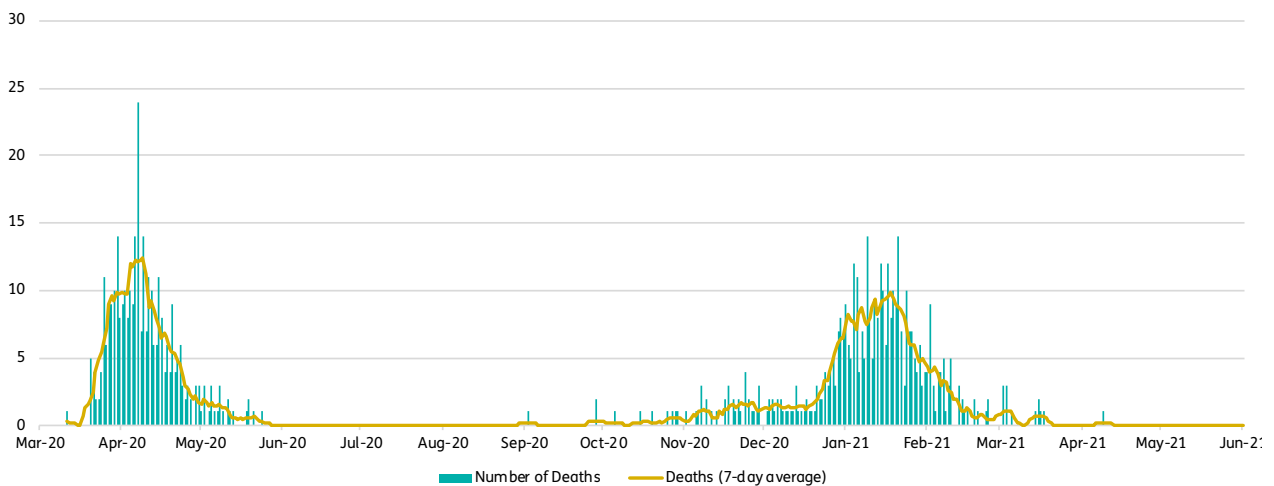
Given the age profile of our local residents and size of the borough, Barnet has been impacted significantly during the pandemic. Over 8% of the local population tested positive for the virus (with the highest numbers in people over 80 years of age) and of those, 748 died (as of June 2021). It is estimated that the total number of truly positive cases is much higher than that. The pandemic has also impacted a range of issues including waiting times for healthcare services, increased social isolation and fear amongst the population.

Figure 1: Trend in Barnet COVID-19 cases (n=30,779) as of beginning of June



Note: At the start of the pandemic, community testing was not widespread therefore showing low initial figures.

Figure 2: Number of deaths as COVID-19 on death certificate



The pandemic also has had an indirect impact on wider wellbeing aspects such as unemployment (over 40, 000 people furloughed locally), mental ill health, domestic violence, lack of physical activity and economic hardship. This is coupled with pressure on the NHS services, long waiting lists and impacts of post-COVID illness. Recent residents' survey conducted in October-November 2020, highlighted the following aspects on local residents' lives:

38% of residents strongly agree that they have been worried about COVID-19

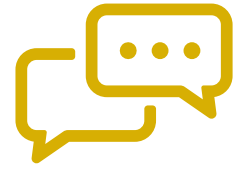
43% of residents felt that their community has pulled together during the pandemic

49% of residents felt the pandemic has negatively impacted their personal relationships

The pandemic has had detrimental effects on all aspects of our life and highlighted a multitude of complex issues that indelibly impact on people's health and wellbeing. This strategy is aiming to incorporate lessons learnt into all we propose to deliver over the next four years.



Our vision and guiding principles



Our vision is to make Barnet the London Borough of Health

A healthy borough results in a healthy and happy population. It is where the environment around us supports and promotes our health and wellbeing. In a healthy borough, there is broad access to a good education, good quality housing and secure employment. A healthy borough supports access to open green spaces and active travel. High quality health and social care is available for anyone when they need it. A healthy borough reaches out to, supports and protects the most vulnerable, generating opportunities to thrive. With healthier and happier residents, communities are strengthened to support each other, and the local culture and economy flourishes.

Our five principles

1. Making health everyone's business

We will ensure health is everyone's business, not just for agencies primarily concerned with health and wellbeing, but also for those that work to improve wider determinants of health.

2. Collaborative partnership

We will work in collaborative partnership across organisations and learn from different viewpoints across the whole system. We will focus on the areas where collaborative work makes the most difference and the HWBB can add the most value. Key areas specified in the Strategy are therefore in addition to our 'business as usual'.

3. Evidence-based decisions

We will use a robust evidence base to inform our decisions, ensuring that our investment creates maximum value for money and our resources are distributed fairly.

4. Considering everyone's needs across the life course

We will consider the needs of all parts of the population in all that we do. This includes children and young people, women and girls and people with complex needs such as mental health issues, learning disabilities and autism and our ageing population. We recognise the importance of a healthy start to life for the health outcome of the rest of one's life and so the health and wellbeing of children and young people features throughout all three key priorities.

5. Co-design approach

We will involve residents in a co-design approach to resolve our challenges. We will make sure Barnet residents' needs are met and that the resulting services are practical and sustainable. This includes embedding co-production and meaningful public engagement in our development of policies and services.

How we developed this strategy

Under the sponsorship of the HWBB, this strategy has been developed through a rigorous process of triangulating the evidence base, HWBB's perspectives and residents' views on health and wellbeing in Barnet.

The Barnet Joint Strategic Needs Assessment (JSNA) formed the basis for this strategy. The JSNA provides detailed assessment of health needs in Barnet, and is available at: <https://jsna.barnet.gov.uk/>

HWBB members' perspectives on health needs and the board's role were gathered through one-to-one interviews.

We were also keen to understand residents' views in shaping our strategy.

This was done through:

- Online development survey (9th September – 13th October 2019)
- Engagement at the Annual Care Summit (26th September 2019)
- Engagement to gather views of young people at Youth Board (26th September 2019)
- Commissioned research from Healthwatch Barnet to engage with residents on Health and Wellbeing and the impacts of COVID-19. This included specific engagement with BAME communities in Barnet (October to December 2020)
- Engagement with various Boards during the consultation process

This strategy also links in with various other strategies and plans in Barnet, including Barnet Council's Corporate Plan and the CCG's Business Plan.



Our Key Areas of focus

We recognise that most of our health and wellbeing outcomes are influenced by our environment and wider determinants of health (app. 85%) while good quality access to health and care influences only 10-15% of the overall health and wellbeing outcomes. Our strategy therefore starts to identify the right balance of key transformational areas that can be delivered across the system and will add value locally.

Barnet, the London Borough of Health



Key Area 1: Creating a healthier place and resilient communities

Why is this important in Barnet?

According to the World Health Organisation **toxic air is the leading environmental risk of early death**, with **3,598 to 4,096 deaths in London are attributable to air pollution with 201 deaths in Barnet (8.4 per 10,000)**. Long term exposure can produce respiratory symptoms and affect lung function, with high concentrations causing inflammation of the airways. Nitrogen Dioxide (NO₂) pollution within the borough is largely due to transport, areas of higher NO₂ pollution are mainly concentrated around the main roads and junctions, including the A1, M1, A406 and A1000.

In 2016/17, over half
(53%)
of adults in Barnet
had excess weight.



The food and drink environment is one of the main risk factors for obesity - the availability of calorie-rich food now makes it much harder for individuals to maintain healthier lifestyles.

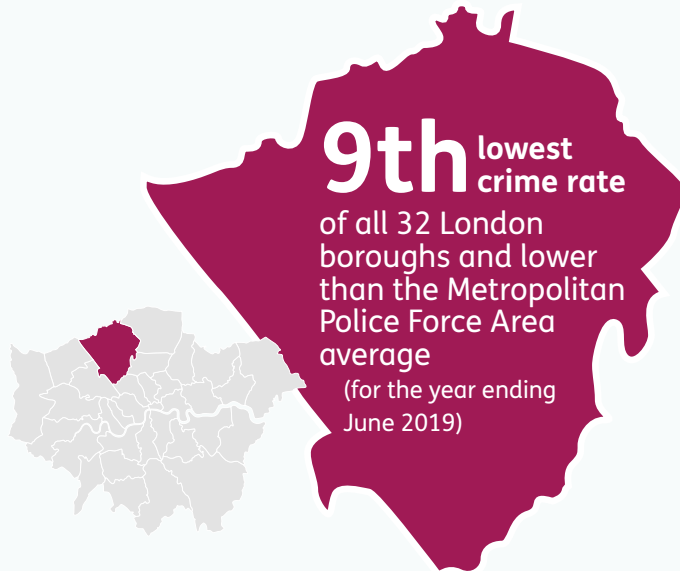


Residents have said that Barnet could be a healthier place to live, work and learn if:

- Air quality was improved, there was less road traffic and more support for active travel.
- There was an increased feeling of community safety.
- There was greater access to healthy food and junk food was less available.
- There was less child poverty and better social housing provision.

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The burglary rate was slightly higher than the force average for the Metropolitan Police, but the violent, sexual and drug offences were lower than force average for the metropolitan police. In the rolling year to **December 2017**, there were **24 gang flagged offences in Barnet**, and **51 youth victims** (aged under 25) of knife crime with injury.

Violence against women is a major public health concern.

Number of domestic abuse offences in Barnet



What residents see as priorities:

- Clean air, streets and well-maintained parks and open spaces.
- Creating an environment where healthy eating is the easy choice.
- Building stronger communities by making community space and funding available.

Our priorities for Creating a healthier place and resilient communities

Integrate healthier places in all policies

Create a healthier environment

Strengthen community capacity and secure investment to deliver healthier places

Our commitments for creating a healthier place and resilient communities

Integrate healthier places in all policies

We will ensure that all of our policies and strategies across the system include specific actions on improving health and health equity through creating good housing, employment opportunities, active travel links and other economic and commercial conditions in Barnet



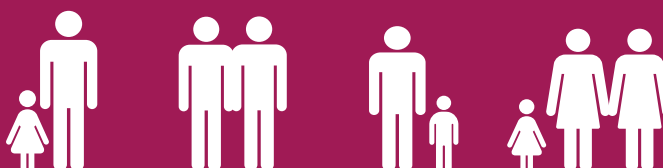
Create a healthier environment

We will create healthier choices locally with a focus on improving access to clean air, water, healthy food and physical exercise



Strengthen community capacity and secure investment to deliver healthier places

We will facilitate networking and capacity building between local communities and promote safety and cohesion while preventing violence and crime. We will make domestic abuse and violence against women and girls everyone's business.



Key Area 2: Starting, Living and Ageing Well

Why is this important in Barnet?

Taking a life course approach in Barnet enables us to prevent diseases at key stages of life from pre-conception, pregnancy, infancy, childhood, through to adulthood. Barnet has been forecast to have the largest number of children and young people (CYP) of any London borough in 2020 and we will continue to see a growth in the CYP up until 2025.

Tackling the wider determinants of health will enable us to focus on critical stages and settings (such as the early years, schools, opportunities for healthy lifestyles and workplaces) in order to improve health outcomes for Barnet.

Causes of death in Barnet

Circulatory disease

2,319 deaths

Cancers

1,853 deaths

Respiratory disease

996 deaths

Behavioural disorders

830 deaths

In adults, the top three broad causes of mortality, and the top three contributors to the gap in life expectancy between the most and least deprived quintiles in the borough for both sexes are circulatory diseases, cancers and respiratory diseases.

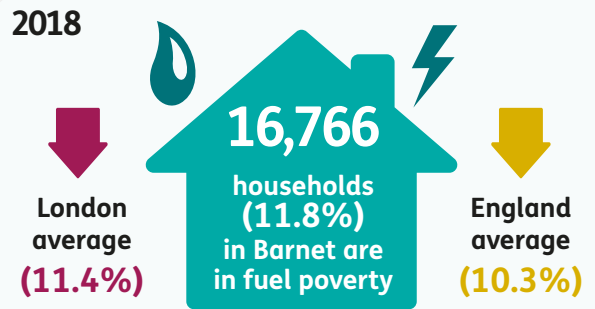


Residents have said that Barnet could be a healthier place to live, work and learn if:

- There was better support for active travel.
- They were enabled to eat healthily and do more physical activity.
- We used social media platform to communicate messaging by young people, for young people.
- There were clearer pathways to enable families to easily access the CYP services they require.
- It was dementia friendly.

Focusing on the life course allows us to intervene during these stages in life:

- Preconception and becoming a parent
- Infancy and early years (0-5)
- Childhood and adolescence (5-19)
- Working age (16-64)
- Ageing well



Barnet has the **6th** highest proportion of adults out of all the London boroughs who were physically inactive – **28.6%**.



Physical activity is importantly recognised as an essential component of our wellbeing; providing a positive contribution to our physical, mental and emotional health.

London Borough of Barnet (LBB) are committed to making the borough's parks and green spaces "amongst the best in London".

Active travel (including cycling and walking) offers a variety of health benefits including lowering the risks associated with cardiovascular disease, type 2 diabetes, depression, dementia and some forms of cancer. 54% of journeys originating in the borough are made by car - twice the proportion of trips made using active transport (27%).



As of **2015**, the total green space provision of the borough is **888** hectares (nearly 10% of the area).



What residents see as priorities:

- Mental wellbeing promotion.
- Green space and affordable leisure facilities.
- Support for employment and workplace health.
- Child poverty and improving life chances.

Our priorities for Starting, Living and Ageing Well

Improve children's life chances

Promote mental health and wellbeing

Get everyone moving

Support a healthier workforce

Prevent long term conditions

Our commitments for starting, living and ageing well

Improve children's life chances

We will improve children's life chances by supporting their health and wellbeing from very early age and through to their transition into adulthood.



Promote mental health and wellbeing

We will promote good mental and emotional health across all ages and different communities and work together to prevent severe mental illness, substance misuse and suicide.



Get everyone moving

We will improve choices for physical activities locally for all ages and abilities, and ensure residents know how to access it.



Support a healthier workforce

We will invest time and resources to ensure our workforce is supported to be healthy, happy and productive at work.



Prevent long term conditions

We will work with communities to understand what support can be offered to reduce risks of developing long term conditions and recognise early signs and symptoms.



Key Area 3: Ensuring delivery of coordinated and holistic care, when we need it

Why is this important in Barnet?



Barnet has an aging population with an estimated **15% of residents being aged 65 and over.**

In 2018/19, **50% of those admitted to hospital** for an emergency admission longer than 1 day **were 65 or over.** The large population of Barnet also means it has **85 care homes** which is the largest number of care beds for over 65s in London.



The ICP's vision is to maximise health and wellbeing for all people of Barnet by working together as an integrated care partnership. Its aims are:

- A population health management approach that considers the wider determinants of health.
- Addressing the challenging commissioning issues to develop integrated solutions.
- Addressing performance issues where Barnet is an outlier.
- Support residents in self-care and prevention.



Residents have said that Barnet could be a healthier place to live, work and learn if:

- They had better access to primary care including GPs, with shorter referral times.
- Technology was embraced but not leave anyone behind.
- Care was joined-up and coordinated and met their holistic needs.
- Mainstream healthcare services addressed specific needs of people with complex needs e.g. Learning Disability, Mental Health (long waiting time for a consultation in busy waiting room is a very distressing experience for people with LD).

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Barnet has approximately
2,500
care beds,



one of the largest number in London and it has the largest care market in North Central London. Residents in care settings have been heavily affected by COVID-19 pandemic and it is of a paramount that we work across the partnership to ensure we support residents to live healthy and independent life as long as possible and safeguard those most vulnerable.

Embedding a preventative approach meets the triple aim of:

1. improving outcomes for local residents and patients,
2. saves costs for health services,
3. reduces the impact on planned care of unplanned events which are common with more severe conditions such as cardiovascular disease.

What residents see as priorities:

- Access to GPs and out of hours services (walk in centres and community pharmacies).
- Supporting carers to look after their own health.
- Services to help prevent long term conditions such as weight management, stop smoking and promoting self-care.



Our priorities for Ensuring delivery of coordinated and holistic care, when we need it

Support digital transformation of services

Enable carers health and wellbeing

Deliver population health integrated care

Our commitments for ensuring delivery of coordinated and holistic care, when we need it

Support digital transformation of services

We will work together to provide digital care and support for all who can benefit from it, as well as using the power of linked electronic health and care records to improve population health.



Enable carers health and wellbeing

We will support care staff and informal carers to look after their health and wellbeing.



Deliver population health integrated care

We will work together to ensure the Barnet Integrated Care Partnership is centred around residents' need, aims to reduce health inequalities, promotes good physical and mental health and enables seamless access to health and care services across the life course, delivered in collaboration with local communities at neighbourhood level.



Appendix I: JHWS 2021-25 implementation plan

Key Area 1: Creating a healthier place and resilient communities

Integrate healthier places in all policies

What have we done so far?

- Put health and wellbeing at the forefront of policy development such as Growth Strategy, Local Plan, Long Term Transport Strategy, Infrastructure Delivery Plan, Local Plan and Air Quality Action Plan, Housing Strategy and Community Safety Strategy.
- Created a temporary, light segregated cycle lane along the A1000 to enable and promote active travel. As one of the main north-south routes through the borough, the A1000 links key town centres. This work is intended to provide an easily installed cycling route allowing residents to access a number of important local centres and transport hubs (including tube stations).
- Produced Healthy Equity Impact Assessment on Long Term Transport Strategy, Health Impact Assessment on Local Plan and Growth Strategies. These assessments evaluate the potential direct and indirect health impacts policies and strategies may have on the health of residents, with particular focus on those who are most vulnerable.

What are we going to do next?

- Support the delivery of strategic outcomes across council departments which promote health and wellbeing through behaviour change interventions, improving built environment or improving air quality.
- Comprehensive evaluations of health benefits obtained from the delivery of strategic outcomes to identify what works well. This will take the form of health impact assessments, consultations with residents and data available from public health outcomes framework.
- Continue to work with partners to promote health and wellbeing through the built environment with strategy and policy.
- Promote WHO Dementia Friendly Neighbourhoods.
- Work with communities to identify felt needs and priorities when developing programmes and policies. Require policies to consider the needs of older adults and children and young people.
- Continue to delivery health equity and health impact assessments where appropriate. Require large developments to provide HIAs in line with the draft local plan policy CHW02.

What will show our progress?

- Inclusion of health and wellbeing in strategies/masterplans.
- Ownership of healthy places related activities and projects by other council departments.
- Feedback from Consultation/evaluations. HIAs and the public.
- Measure use of temporary cycle lanes.
- Board reports (non-HWBB) have a section detailing how it is relevant to health? How will this report contribute to health?
- Use of relevant health data within applications.
- Consultation with different age groups as part of built environment delivery plans.
- References to dementia friendly communities within strategies and reports/masterplans.
- Health equity assessments.

Create a healthier environment

What have we done so far?

- Produced the Air Quality Action Plan 2017-2022 to contribute to London Local Air Quality Management. It outlines the action the council will take to improve air quality in the borough. It replaces the previous action plan which delivered successful projects, such as the Air Quality Champion project.
- Adopted the Barnet Tree Policy, which lays out the borough's plans for the improving the tree planting and maintenance across the borough. It commits us to planting an additional 4,500 trees between 2018-2023.
- Adopted our new Long-Term Transport Strategy 2020-2041, which lays out our commitment to making travel across the borough more sustainable by supporting and encouraging residents to use active modes of transport.
- Installed over 100 Electric Vehicle Charge Points across the borough.
- Developed an overarching Healthy Weight Strategy which promotes access to good food across the life course. This includes Healthier Catering Commitment, Sugar Smart and a food security action plan.
- Barnet has become partners with Refill London to promote access to free drinking water.
- Successfully negotiated for a 200m ban of unhealthy food advertising from schools within the new council advertising contract.
- Developed an evidence paper for the draft local plan to limit access to takeaways at key points in the borough.

What are we going to do next?

- Conduct air quality audits and implement measures on all schools with high air pollution (as identified by TfL). Continue to encourage schools to join the TfL STARS accredited travel planning programme and pilot school streets programmes where appropriate.
- Continue to invest in measuring air quality across the borough to ensure we can evaluate whether air quality is improving or not; particularly when new interventions are being assessed.
- The council is delivering the first phase of a new temporary light cycle lane along the A1000 going north from East Finchley. Once installed, officers will assess the initial impact of the cycle lane and will determine whether recommendations should be made to extend this further, in line with the Draft Long-Term Transport Strategy.
- Develop a Council-wide advertising policy which limits unhealthy food advertising where appropriate.
- Continue to tackle obesity by shifting towards a healthier food cultures as a part of our Local Government Declaration on Sugar Reduction and Healthier Eating by expanding and Healthier catering commitment, Refill London and Sugar Smart.
- Explore opportunities for public access to drinking water within council premises.
- Consult with partners around the development of an alcohol licensing scheme that considers health and wellbeing impacts.
- Support the ratification of Local Plan policy TOW03 which prevents new hot food takeaways from opening near schools and requires all new takeaways to have signed up to the Healthier Catering Commitment.
- Work together to ensure all large local organisations such as Barnet Council and local NHS are established anchor institutions and create a healthier environment by addressing sustainability and the environment within their own organisations.

What will show our progress?

- Realisation of Air quality action plan.
- Number of schools participating in air quality audits.
- Measuring progress against the targets laid out in the Barnet Tree Policy.
- Progress updates on cycle lanes and charge point usage within the borough.
- Delivery of council-wide advertising policy which limits unhealthy food advertising where appropriate.
- Availability of free drinking water.
- Number of schools, businesses and other stakeholder participating in Sugar Smart initiatives.
- Monitor policy TOW03 in the Barnet Local Plan.

What have we done so far?

- Recruited 15 Social Prescribing Link Workers. Invested in a digital platform to enable effective reporting. Public health was a leading partner for developing induction and training.
- Promoted and supported VCS with utilising available tools and training such as Club Matters and 'Join In' to increase their volunteering offer and develop the confidence to engage and support volunteers.
- Put in place a comprehensive community safety strategy which public health and health partners support.
- Supported the Community Safety Partnership to develop an evidence-based Violence Against Women and Girls (VAWG) Strategy.
- Invested £41.5m into 2 brand new leisure facilities at Barnet Cophall Leisure Centre and New Barnet Leisure Centre.
- Delivered a £5.5m transformation of Montrose Playing Field and Silkstream Park, which also included a combination of grants from the Greater London Authority, Environment Agency and London Marathon Charitable Trust.
- Directed £450,000 of revenue investment into the borough to support delivery of interventions since implementation of the FAB Framework.
- Secured investment from the London Marathon Trust to deliver a sports development initiative at Montrose Playing Fields.
- Submitted bids totalling approximately £12.1M to the Department of Transport (DfT), Transport for London (TfL) and the Ministry of Housing, Communities and Local Government as part of COVID-19 recovery within town centres (including liveable neighbourhoods, cycle lanes etc.).
- Invested in a software to enable data entry by all partners involved in the delivery of social prescribing.

What are we going to do next?

- We will roll out training for Making Every Contact Count (MECC) and further build the Social Prescribing infrastructure locally to strengthen communities, through these techniques, to be able to address underlying causes of ill-health.
- Adopt an innovative approach to volunteering, to ensure community benefit is at the very core. Provide access to high quality, diverse volunteering opportunities that fulfil personal needs, enable utilisation of skills and the development of new skills and experiences.
- Support the VAWG delivery group to develop appropriate preventative interventions that tackle the root causes of violence, which includes challenging societal and cultural norms that can lead to violence, and placing greater emphasis on the wider determinants of health.
- Lead on supporting residents with complex needs related to substance misuse, mental health and other problems: Working collaboratively across the partnership to identify those most at risk with complex needs and intervening early.
- Embed public health approaches to serious youth violence.
- Securing investment through developer contributions (CIL, S106) to support physical activity and community safety infrastructure as outlined in the Infrastructure Delivery Plan.
- Be prepared for funding opportunities: With Covid-19 significantly changing the funding landscape there is likely to be increased demand for 'shovel ready' projects, i.e. those that are fully scoped and can be delivered within a relatively short space of time. It remains critical that the council continue to develop and scope works in accordance with council strategy to ensure that we remain in position to access funding.
- Actively seek out opportunities for additional funding; monitoring the DfT and TfL for opportunities.

What will show our progress?

- Continued VCS participating in social prescribing.
- Monitor actions as outlined within the defined action plan for residents with complex needs.
- A long-term reduction in violence and abuse at population level.
- Serious youth violence: a reduction in crime. We will measure progress against measures in the Jtag. Focus on crimes over-reported in key areas such as Grahame Park-including violent crime and vehicle crime.
- Funding applications submitted across the council.
- Secured third part funding to support improvement/ opportunities.

Key Area 2: Starting, living and ageing well

Improve children's life chances

What have we done so far?

- Worked with the multiple agencies on the Family Service led Life Chances strategy, our HWB strategy will be aligned with this strategy. We have multiple programmes to improve life chances through the Healthy Child Programme, Healthy Schools London and Healthy Early Years London, Resilient Schools, and the healthy weight pathway.
- Worked across the council to improve quality of school lunches and holiday hunger programme, during COVID worked with wider council to work on access to essential supplies and free school meals.
- Immunisation action plan for Barnet was implemented in 2019, this has been paused during COVID to focus on working with the CCG and commissioned providers to ensure access to pre-school vaccination, promotion of flu immunisations, and catch up for school aged immunisations post lockdown.
- Commissioned and delivered oral health programmes in the borough.
- Commissioned and delivered health coaches programmes in the borough to support vulnerable families and parenting.
- Engaged with secondary schools on period poverty and raised awareness of the issue with schools and various forums.
- Routinely record breastfeeding data and rates at 6 – 8 weeks and have shown a year on year increase.
- Commissioned preventative health promotion groups and workshops in the borough to reduce inequalities, improve parenting and school readiness.
- Undertook an CYP COVID-19 health impact assessment drawing on information fed in by young people, local partners and data, and national research and data will help to inform ongoing planning.
- Developed a whole school approach to raising awareness of mental health across all schools as part of the CAMHS Transformation Plan.

What are we going to do next?

- Ensuring access to adequate and healthy Food.
- We are committed to upholding the UN Convention on the Rights of the Child (UNCRC) including doing all we can to ensure that every child develops to their full potential. The results of our CYP COVID-19 health impact assessment drawing on information fed in by young people, local partners and data, and national research and data will help to inform these commitments.
- Promote oral health by building on the commissioning of the oral health team and promoting it widely with partners.
- Work with partners and stakeholders to reduce risk of vaccine preventable infectious diseases by improving uptake of childhood vaccination.
- Provide information and education to boys and girls about periods, period poverty and hygiene to help remove the stigma around talking about this subject.
- Encourage schools to access the PHS Group period poverty portal and make period products available to all pupils.
- Collaborate with service users, partners and stakeholders to write an infant feeding strategy and pathway to ensure breastfeeding is normalised and a parents first choice of nutrition for their infant.
- Introduce a 'Breastfeeding welcome' scheme to Barnet and promote with business linking to other Public Health initiatives e.g. access to drinking water and accessible toilets.
- Continue to support sexual health education and healthy relationships among our young people
- Ensure that a universal approach is delivered to all schools to raise awareness of mental health and reduce stigma

What will show our progress?

- Increased number of eligible children accessing free school meals.
- Improved school meal quality.
- Improved Life satisfaction as reported by young people.
- Reduced percentage of children with one or more decayed or missing teeth.
- Increased engagement and co-production with young people throughout CYP relevant programmes.
- Percentage of children living in low income families (for monitoring purposes).
- Increased uptake of Flu, MMR, and other CYP routine immunisations.
- Increased knowledge of the impact of mental across all ages groups and confidence to get help.
- Increased breastfeeding rates at 6 – 8 weeks.
- Percentage of schools that access the PHS portal and provide free period products to school aged children.
- Engagement in sexual health and healthy relationship education and support.

What have we done so far?

- Established the Fit & Active Barnet (FAB) Framework, FAB Partnership Board, launch of the Fit & Active Barnet Campaign and introduction of the Fit & Active Barnet (FAB) Hub and Card.
- Delivered targeted interventions and indicatives in partnership with a range of organisations.
- Delivered our leisure management contract, which measurably improves the health and wellbeing of residents.
- Engaged with residents and stakeholders to develop the; Barnet Playing Pitch Strategy, Barnet Indoor Sport & Recreation Study, Parks and Open Spaces Strategy and Fit & Active Barnet Framework.
- Adopting a “movement through entire lifespan” approach in promoting physical activity and working closely with sport and leisure colleagues.
- Engagement through digital behavioural change intervention for Active Travel.
- Established the Fit & Active Barnet Hub; a dedicated website providing information, advice and guidance on physical activity.
- Installed new technology (facial recognition and cashless) within leisure facilities.
- Provided remote appointments for service users during COVID.
- Developed the healthy weight pathway for Barnet.

What are we going to do next?

- Support health intervention pathways, harnessing the relationship between health and activity (e.g. post health check, children & young people healthy weight pathway, weight management, falls prevention and cardiovascular disease).
- Review of the existing FAB Framework to focus on wider engagement for physical activity amongst various population groups (expires March 2021).
- Improve strategic alignment to ensure opportunities are concentrated and a range of facilities are utilised to sustain future activity; via the workplace, community, leisure, education, travel and open environment.
- Review of partnership strategic outcomes.
- Work with relevant partners to develop a new Barnet physical activity strategy which will promote leisure, daily and transport related physical activity and support Barnet residents being active through their lifespan.
- Maximise the use of facilities and identify opportunities for co-location and community hubs, widening access to ensure that facilities and open spaces are better used by the communities they serve.
- Review the connectivity of all interventions and infrastructure that supports delivery of active travel in the borough e.g. Active Trails.
- Provide more opportunities for residents to engage in physical activity for recreation and to engage with their local area such as Health Walks and Heritage Walks.
- Review where digital innovation developed during COVID may be beneficial to continue as part of a mixed remote and face to face model post COVID, the enhance service user experience and access.
- Develop a healthy weight management strategy that support schools promote a healthy environment and to support key target groups.
- Increasing green space and capitalising on the national interest in daily exercise.
- Demographic specific approach to physical activity / active travel, including working with schools to promote active travel.

What will show our progress?

- Increase in percentage of the population taking part in sport and physical activity (as defined by Sport England / CMO).
- Increase in the percentage of children and adults utilising outdoor space for exercise.
- Securing investment in parks, open spaces and leisure to create and improve facilities.
- Delivery of masterplan proposals.
- Increased children and adults engaging in active travel.
- Service user feedback.
- Group participation level.
- Appointment attendance.
- NCMP data (increased children of healthy weight in reception and year 6).
- Primary school engagement with physical activity projects.
- Increase in percentage of the population taking part in sport and physical activity including those with physical and sensory impairments.

What have we done so far?

- Set up the LBB Workplace Health and Wellbeing Working Group and produced an action plan with actions including mental health, physical activity, healthy eating, workplace health and safety.
- Achieved London Healthy Workplace Award (LHWA) Excellence Award.
- Provided Mental Health First Aid training.
- Commissioned the Working Well service (job retention support to employees of SMEs (Small and Medium Enterprises) and working with employers to work towards becoming a Mindful Employer).
- Introduced 'Able Futures' a staff welfare support service, to run alongside our Employee Assistance Programme and mental health first aiders.

What are we going to do next?

- Continue to support local employers to create healthy and inclusive workplaces. Barnet Council to lead by example by ensuring our policies and processes are modern and fit for purpose, healthy workforce and equality is promoted throughout our workforce.
- Encourage local organisations to consider staff wellbeing and achieve the LHWA.
- Continue to help people to gain employment. This includes employability support, removing barriers to work and developing strategies to cope with difficulties that people are going through while seeking employment.
- Continue to help people to maintain their employment. E.g. continue to work with SMEs and their employees to prevent job losses due to mental health problems.
- Support local NHS organisations as anchor institutions to support a healthier workforce by taking forward staff health and wellbeing within their own organisations.

What will show our progress?

- Delivery of the Barnet Workplace Health Action Plan.
- Maintain LHWA Excellence status.
- Increased SME engagement with the Working Well programme.
- Increased number of Mental Health First Aiders from the baseline.
- Working Well service contract targets are achieved.
- Reduction in work related ill health and incidents.
- Staff feedback and satisfaction.

What have we done so far?

- Provided specific services for children and young people in Barnet such as the Resilient Schools (RS) Programme, the Healthy Schools London programme, the Healthy Child Programme, sexual health promotion and healthy lifestyles programmes.
- Worked alongside partners to implement the CAMHS transformation plan.
- Produced yearly suicide prevention action plans through the multi-agency suicide prevention working group.
- Commissioned comprehensive sexual health clinical services and as well as a sexual health promotion services for young people.
- Developed the healthy weight pathway for Barnet.
- Social Prescribing within the Primary Care Networks.
- Patient participation groups.
- Completed an Autism needs assessment to inform the joint autism action plan.
- Improved access to improving access to psychological therapies (IAPT) and increased provision in the borough through work by the CCG.
- We have a long-established Adult Social Care enablement network.
- The CCG have commissioned the Barnet Wellbeing Service for all residents in the borough.
- Worked closely with Barnet, Enfield and Haringey Mental Health Trust (BEHMHT) to deliver community mental health services and support including intensive support.
- Developed perinatal Mental Health service including perinatal mental health coaches.
- Commissioned digital options and a new substance misuse provider with a focus on alcohol use, prevention and early intervention.

What are we going to do next?

- Support children aged 0-5 and their families to enable them to have a healthy and happy start.
- Provide comprehensive mental and physical health support to schools, including staff education to enable support for children with long term health conditions (eg asthma or mental illness).
- Work with partners to improve access to mental health support for CYP, and implement relevant recommendations from the local CYP COVID HIA (which has been informed by local young people).
- Work with partners to promote parity of access to mental and physical health services for children, young people and adults with mental illnesses or SEND.
- Embed a new model of Social Prescribing in the borough, including referral to activities which support the 5 ways to wellbeing.
- Sustain and broaden our digital offer of wellbeing support to the wider population.
- Develop and implement a refreshed Barnet Suicide Prevention Strategy which includes reviewing lives lost to suicide amongst mental health service users as well as broader prevention aims.
- Continue developing the perinatal mental health service including pathway design and promotion.
- Working with partners to support implementation of a new community framework for mental health.
- Increase alcohol screening and improve access to support for people who are using alcohol problematically.

What will show our progress?

- Number of schools participating in the RS programme and with trained MH first aiders, peer mentors, and teachers delivery mindfulness and first aid awareness in schools.
- Number of schools and EYs settings with bronze/silver/gold awards. healthy schools award and holistic healthy lifestyle policies.
- Life satisfactions scores among CYP.
- A clear CYP mental health pathway.
- Breastfeeding rates at 8 weeks.
- Primary school engagement with physical activity projects
- Increase in percentage of the population taking part in sport and physical activity
- Directed Enhanced Services (DES) outcomes are achieved
- Reduction in deliberate self harm admissions
- Suicide data from ONS, PHE and Thrive London database and feedback from partners.
- Healthy child programme service data and service user and stakeholder feedback.
- Reduction in number of self-harm attempts and lives lost to suicide amongst users of mental health services
- Sexual health data regarding infections and service use
- Improved access to mental health support and services
- Improved performance of SMI physical health checks for people with severe and enduring mental illness
- Uptake of perinatal mental health coaches and service referrals
- Increase the number of annual health checks for people with learning disabilities
- Increase number of people accessing brief and structured interventions for alcohol use

Prevent long term conditions

What have we done so far?

- Encouraged high quality employment and work experience through the sports and physical activity sector to benefit local residents e.g. supporting the implementation of London Sport's disability sport employment programme 'Activity Works
- Commissioned the COVID 19 Health Champions programme
- Practice pharmacist virtual clinic review of AF (atrial fibrillation) register for anticoagulation improvement.
- 85% of places taken up for first contract of National Diabetes Prevention Contract completed July 2019. Increased equity of access to programme with targeted primary care communications to practices in areas of high deprivation and eligible population.

What are we going to do next?

- We will develop a cardiovascular disease (CVD) prevention programme, supporting residents to avoid developing CVD or better manage existing conditions, addressing inequalities in outcomes from CVD.
- We will focus on collaborating with communities at higher risk (including Black, Asian and other ethnic minority communities).
- We will work on cancer prevention through addressing inequalities in uptake of national screening programmes and increasing awareness of common risk factors, signs and symptoms in underserved groups.
- We will empower community health champions to engage their family, friends, neighbours and communities on how to make positive health promoting choices, building from the COVID champion programme.
- We will improve our digital prevention offer, providing a coherent range of options across multiple platforms.

What will show our progress?

- Champions reflect on the key demographics of the Barnet population, with a focus on under-served communities.
- Reduction in new diagnoses of CVD, while reducing inequalities.
- Reduction of hospital admissions due to CVD, while reducing inequalities.
- Improved uptake of NHS Health Checks in underserved groups.
- Improved uptake of National Diabetes Prevention Programme in underserved groups.

Key Area 3: Ensuring coordinated and holistic care, when we need it

Support digital transformation of services

What have we done so far?

- The 'Talk before you walk approach' has been widely adopted in many GPs due to COVID-19.
- We are a national leader in use of technology in care.
- Provision of preventative programmes like the National Diabetes Prevention Programme on-line.

What are we going to do next?

- Integrate our data to provide longitudinal view of the patient to support direct patient care and population health management.
- Further develop our digital offer to support prevention and provide timely accessible care, including risk monitoring.
- Address inequalities in access to digital services.

What will show our progress?

- Wider range of health and care professionals able to see whole patient record.
- Reduction in variation in care through use of population health management approaches.
- Reduced difference in participation between the digital deprived and general population.

Enable carers health and wellbeing

What have we done so far?

- Barnet Flu programme with additional focus on care setting, carers and others.
- Specialist dementia support team.
- Care Quality Support team.
- Commissioned services for carers – wide range in place.
- Carers strategy in place for both adult and young carers.
- Commissioned additional support during COVID restrictions for older carers of adults with learning disabilities.
- Identification of informal carers to support them to access the COVID vaccination programme.

What are we going to do next?

- Build on approaches to identifying informal carers so they can be supported to continue in their caring role.
- Ensure our care staff and informal carers are supported to look after their own health and wellbeing.
- Address the COVID risk to staff from Black Asian and Other Minority ethnic groups.
- Develop a new carers and young carers strategy.

What will show our progress?

- Reduction in carers who feel isolated.
- Increase satisfaction in carers.
- Carers and young carers strategy 2021-2026.
- Increase in contingency plans for older carers of adults with learning disabilities.

What have we done so far?

Integrating health and social care, to improve CYP's mental health, physical health and wellbeing

- Developed a Perinatal service which includes perinatal mental health services.
- Commissioned the Healthy Child Programme for Barnet.

Integrated care and pathways

- Scoping work completed regarding existing provision of clinics for older people in Barnet.
- Barnet service mapping complete.
- Public Health population health outcomes presentation completed to support Integrated Care Partnership Workforce (ICPW) development for frail/ older people and LTCs ICPW's work.
- Key findings of PCN 2 frailty and palliative care MDT shared.
- Long Covid clinics across NCL open to all NCL residents – Barnet General Hospital, Royal Free, University College London Hospital.

Care settings

- Worked with NCL leads to align the Barnet Multi-disciplinary Team (MDT) model.
- Worked with NCL leads to align proposed Barnet MDT process.
- Specialist dementia support team.
- Care Quality team

Impact of COVID and LTCs on BAME groups

- Work with Healthwatch to gather residents' views.

Same day access and discharge

- Completion of NCL Gap Analysis of the Integrated Discharge Team (IDT) and Peer Review Meeting with CNWL completed.
- Review of IDT data reporting across all IDTs being undertaken to ensure consistency of reporting.
- Community bed sharing arrangement implemented across NCL units.
- Additional brokerage support now available at weekends to support flow, including access to Your Choice Enablement, the default provider for Barnet Borough.
- Increased usage of 111 to triage minor illness away from local services.

Supporting those with complex needs

- Use of health services by different segments of the population.
- Integrated care in mental health, learning disabilities, urgent care/hospital discharge and primary care networks across Barnet.
- 0-19 hubs and integrated support for young people with complex needs in place.
- Long standing Prevention and Wellbeing model in Barnet, including a team of local area co-ordinators and supported by a network of commissioned evidence-based prevention services.
- Conducted a Homeless Health Needs Assessment and developed a multi-agency response to supporting homeless people through the covid-19 pandemic.

What are we going to do next?

Integrating health and social care, to improve CYP's mental health, physical health and wellbeing

- Continue working with partners from across the system of children's services so that we can work toward integrating services better for the benefit of CYP and their families.

Integrate clinical pathways including primary and secondary prevention by:

- focussing on areas identified from population needs assessment i.e. frail elderly and cardiovascular disease pathways to make greatest impact reducing inequalities and improving health outcomes.
- Continue to develop understanding and approach to addressing the health needs of local residents with long COVID.

Continue integration of health and care in care settings by:

- Increasing range of services participating in MDTs and rolling out model across all areas.

Build on the neighbourhood model of service delivery by:

- Collaborating with local communities to co-design services.

- Embed prevention in PCN work through use of population health management and collaboration with preventative services.

Address the Impact of COVID and LTCs on BAME groups

- Co-produce our plan and interventions with members from affected communities, taking into account findings from Healthwatch consultation with different communities on impact of COVID on them.
- Lead by example within each organisation involved in this programme.
- Ensure that any materials we produce are accessible in terms of channels used, ease of language and translated languages used (as appropriate).
- Deploy cultural competence in developing our approaches taking inspiration for existing strategies such as the NHS People Strategy.

Supporting those with complex needs by:

- Ensuring rapid access to care in the most appropriate way.
- Implement a strategic framework and action plan to respond the needs of the homeless population, driven by findings of the homeless needs assessment.

What will show our progress?

Integrating health and social care, to improve CYP's mental health, physical health and wellbeing

- Development of aligned intervention pathways.

Integrated pathways

- Each partner contribution to specific pathways evidenced.
- Overall impact on disease-relevant outcomes.
- Reduction in health inequalities for frail elderly population and cardiovascular disease areas of focus.

Care settings

- Reduction in impact of COVID on care staff from Black, Asian and other ethnic groups compared to first wave.
- Each partner contribution to specific pathways evidenced.
- Overall impact on disease-relevant outcomes.
- Reduction in health inequalities for frail elderly population and cardiovascular disease areas of focus.

- Reduction in emergency admissions from care homes for ambulatory care sensitive conditions.

Impact of COVID and LTCs on BAME groups

- Uptake of prevention programmes proportionate to the local ethnic group and their risk of LTCs.
- Improvement in risk factor measures across all ethnic groups.

Same day access and discharge

- Maintenance of low number of cases of COVID in care settings.
- Reduction in delayed discharges.
- Improvement in same day access to medical/professional support using variety of approaches.

Supporting those with complex needs

- Increase in carer's and patients' satisfaction.
- Fewer people rough sleeping and a reduction of A and E presentations for homeless people.