

# OXFORDSHIRE JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

30<sup>TH</sup> JANUARY 2025

## IMPLEMENTATION UPDATE - OXFORDSHIRE JOINT LOCAL HEALTH AND WELLBEING STRATEGY 2024-2030

Report by Ansaf Azhar Director of Public Health

### RECOMMENDATION

1. The Oxfordshire Joint Health Overview and Scrutiny Committee is **RECOMMENDED** to
  - Note the update on progress of implementation of the Oxfordshire Joint Local Health and Wellbeing Strategy 2024-2030
  - Make recommendations to the Health and Wellbeing Board for further system wide action to strengthen the implementation work to date

### Executive Summary

2. The Oxfordshire Joint Local Health and Wellbeing Strategy was fully updated in 2023 and a new 2024-2030 strategy was published by the Oxfordshire Health and Wellbeing Board in Jan 2024
3. Since publication significant work has been undertaken to start to implement the strategy and create an outcomes framework to allow monitoring of progress against the strategy's ambitions and priorities.
4. This report provides HOSC with an overview of implementation activity in 2024 and performance against the outcomes framework

### Background

5. The [Joint Local Health and Wellbeing Strategy](#) (JLHWBS) is Oxfordshire's primary strategy for health and wellbeing, setting out a strong, unified vision to improve health and wellbeing for local people between 2024-2030. It is a statutory requirement for Health and Wellbeing Boards to publish such a strategy to meet its population's health needs, as identified in the Joint Strategic Needs Assessment.
6. Oxfordshire has a strong history of ambition and delivery against its Health and Wellbeing Strategies, however due to the COVID pandemic, cost of living crisis

and changes to health and social care organisational structures it was agreed in early 2023 that a new strategy for the county was needed.

7. In Sept 2023 HOSC reviewed a working draft of the health and wellbeing strategy, and since then a significant amount of work has progressed.

7.1. **Autum 2023-** widespread and meaningful public consultation (including written response from the HOSC chair)

7.2. **Dec 2023-** approval of the new strategy by the HWB Board

7.3. **Jan 2024-** launch of the strategy and dissemination

7.4. **Mar 2024-** approval of an Outcomes Framework for the strategy

7.5. **Apr- Dec 2024-** initial delivery against the ten priorities (details below)

7.6. **Sep 2024-** review of progress against Age Well priorities 5&6

7.7. **Dec 2024-** review of progress against Thriving Communities priority 10

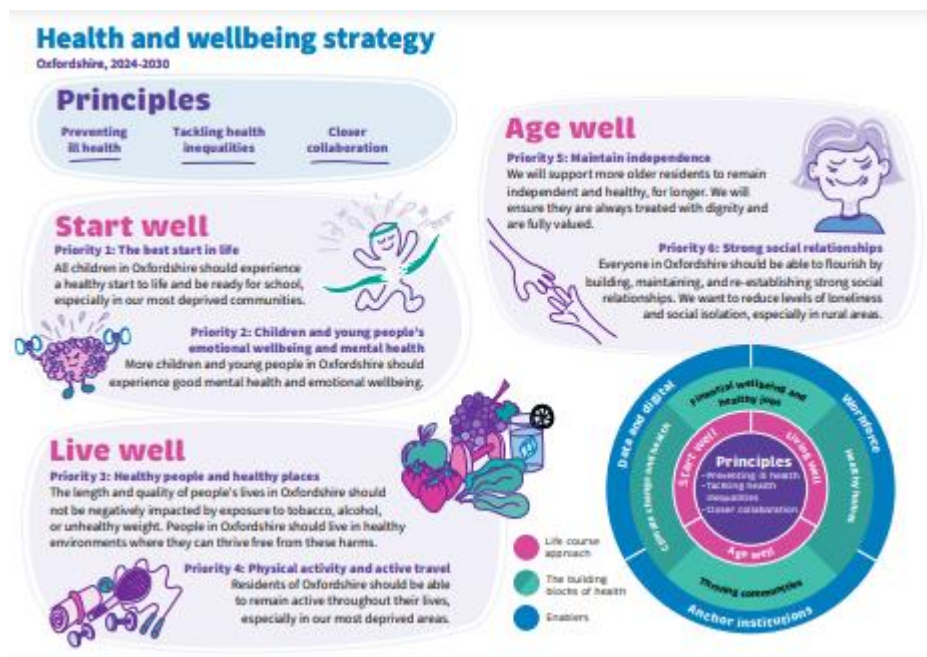
8. The new JLHWBS is structured around three key elements, with an infographic summary in Figure 1 below

8.1. The principles or cross-cutting approach that informs all we do

8.2. A life-course approach to health and wellbeing. This recognises that throughout life different protective factors for good health and risk factors for poor health become more or less prevalent.

8.3. The concept of the building blocks of health (sometimes called the wider determinants or social determinants of health) and are fundamental to our residents building health lives for themselves, their friends, families and communities.

Figure 1- A summary of the Oxfordshire JLHWBS



## Health and wellbeing strategy

Oxfordshire, 2024-2030

### Building blocks

#### Priority 7: Financial wellbeing and healthy jobs

All of Oxfordshire's people should have good living standards and financial wellbeing. Our local economy should be inclusive, equitable, and fair and everyone should be able to contribute through life-long learning and good quality and stable work.



### Building blocks

#### Priority 9: Healthy homes

Everyone should have access to quality, affordable, and energy efficient homes which support their health and wellbeing. Social, private rented, and new build homes should be of a good material standard and maintained to prevent health issues.



### Building blocks

#### Priority 8: Climate change and health



The health and care system in Oxfordshire should take action to reduce climate change and the impacts of climate change on people's health.

### Building blocks

#### Priority 10: Thriving communities

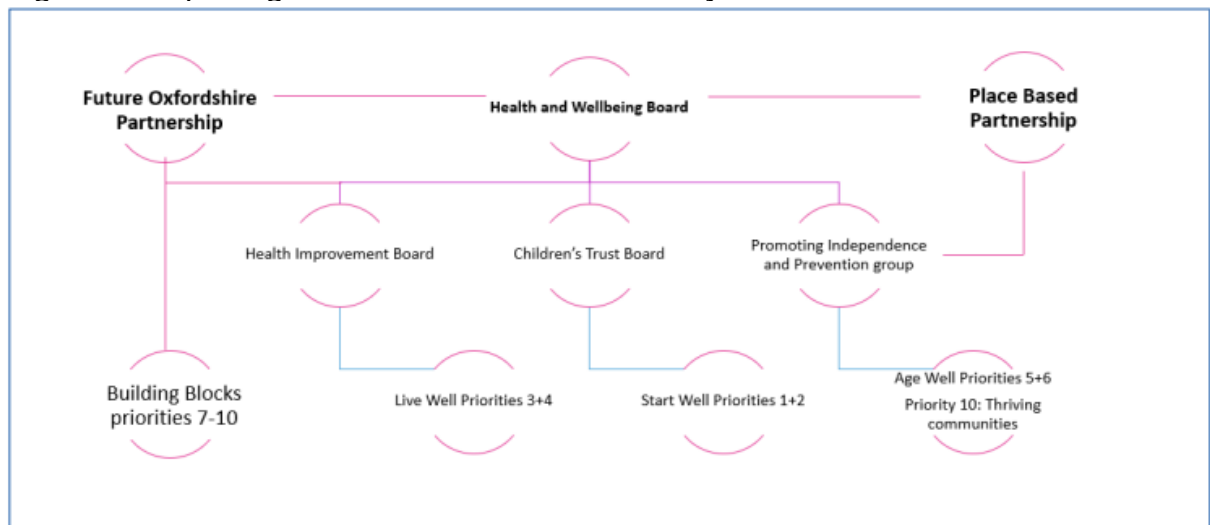
We will support and enable all communities to play their key role delivering better health and wellbeing for people across Oxfordshire.



## Delivery and reporting arrangements

- The most consistent theme of feedback received during the public consultation in Autumn 2023 was that once the strategy was published it must translate into delivery and make meaningful positive impact on the lives of local residents and communities. This view was and continues to be emphasised by partners on the HWB too.
- In order to support delivery of the strategy the HWB agreed with partners across the system that relevant existing governance groups and partnership forums within the system would be used to oversee the work relevant to that forum. This is outlined in the figure below

Figure 2- Reporting structure for JLHWBS delivery



11. As the strategy is long-term in its focus and much of the ambition will take time to deliver it was agreed that the board should focus on only one of the sections of priorities at any one of the quarterly meetings- such as Start Well or Live Well or Age Well, or Building Blocks- meaning that over the course of 12 months progress on implementation would be considered once against each section/ priority. This allows the board to hold system partners mutually to account for the work whilst acknowledging that in most instances quarterly updates are too frequent to see meaningful change.
12. Work is progressing across all elements of the strategy but due to this currently being in the first year of the strategy delivery, and the 4<sup>th</sup> July 2024 meeting being cancelled, the board has not yet had a chance to review progress against all priorities
13. To give some granular and deliverable aims within a strategy that is broad in ambitions, the board agree to an Outcomes Framework in March 2024. This consists of a series of Shared Outcomes against each of the ten priorities (usually 3 or 4 against each priority), and to both Key Outcome Indicators & Supporting Indicators to help measure performance. Therefore both a narrative and numerical update is brought to the board when a priority specific update is provided. The full Outcomes Framework is included in Annex 1 of this report and the specific performance reports reviewed by the HWB at its September 2024 and December 2024 meetings are included in Annex 2 and 3 respectively.
14. The remainder of this report summarises progress against all parts of the strategy during its first year of implementation. As described above, not all parts of the strategy have yet been reviewed at formal meetings of the HWB as only two meetings have occurred since the outcomes framework was agreed. However, as is demonstrated below, implementation is progressing across the strategy.

## **Principles and cross-cutting themes**

15. The JLHWBS identified 3 principles that would cut through all of the work undertaken to deliver on the strategy.
16. Closer collaboration is well demonstrated through the Place Based Partnership for Oxfordshire that brings together key system leaders from the county. HOSC members will be familiar with much of the work of the PBP and it should be noted that it is a key mechanism for implementation of the strategy. For example the process and planning for utilisation of the Better Care Fund (see age well update below) is led by the PBP.
17. One of the four priority areas for the PBP is Prevention and Health Inequalities. Two projects were shortlisted for the Health Services Journal (HSJ) Awards in the category of Place-based Partnership and Integrated Care Award. Unfortunately, neither project won the award, but the process provided us with an opportunity to recognise and celebrate success through collaboration. Operating planning for 2025/26 will also incorporate prevention and health

inequalities, and the ICB has confirmed onward ringfenced inequalities and prevention money to the system

18. The Health Inequalities focus in Oxfordshire has been supported this year through the launch of Oxfordshire as a [Marmot Place](#). Whilst still in early stages of development this will help the system build on existing work already happening in this area- such as the community profiles that were completed this year, and the Move Together programme- to go further and faster in addressing local inequalities. The HWB looks forward to developing this partnership with Professor Marmot's team and Institute of Health Equity to use their internationally recognised evidence, data and overall approach to have positive impact locally.
19. Prevention continues to cut through all of the HWB's work and is well characterised through the Oxfordshire Way Prevention Strategy and Combatting Drugs Partnership work described under the thriving communities update later in the paper

## **Start Well**

20. During 2024 a review and update to the system governance structures and strategic work covering Start Well was undertaken. This has led to the following innovation and change
  - 20.1. An Early Years Board has been established and will provide strategic direction and leadership to ensure that consistent and good quality family support and services are provided to all children and families from preconception/pregnancy to age 8.
  - 20.2. The Board will oversee the whole early years system and track progress against shared outcomes, with the ultimate goal to ensure that Oxfordshire children have the best start in life as given in the Early Years Strategy. Members will ensure effective delivery of the strategy and regular updating against the action plan and associated priorities, as well as ensure that all activity reflects national and local policies and priorities for delivering the best start for all children.
  - 20.3. A refreshed Early Help and Prevention Strategy 2024-2028 has been published which seeks to further progress the ethos established across Oxfordshire to support the wellbeing and progress of children and their families at the earliest stage. Significant progress has been made in the last 10 years – our children are now more likely to experience a Strength and Needs approach than statutory assessment. Early Help is a partnership approach, bringing together services, teams, partners, and families to offer support when needed.
  - 20.4. A review of the Children's Trust Board (CTB) arrangements have also been undertaken and a re-shaped CTB is now in place. This is chaired by Cabinet Member for Children, Education & Young People's Services and

is vice chaired by Oxfordshire Youth. It brings together the public, private and voluntary sectors to improve outcomes for all children and young people who live in the county. The CTB has oversight of the activity in the system relating to children and young people's health and wellbeing, receives updates from the above to board and continues to report on progress of key deliverables to the HWB each quarter.

21. The above review and changes will support delivery of the ambition within priorities 1 and 2 of the JLHWBS. As described earlier in the paper the HWB has not yet had a chance to review in detail the progress against each part of the JLHWBS at its quarterly meetings and will have an Early Years update at a future meeting in 2025.
22. In addition, The Oxfordshire Inclusive Economy Partnership ran a summit on 16<sup>th</sup> January. This summit brought together leading academics, national experts, early years practitioners, and employers who recognise the importance of the issue, to share insights and evidence-based strategies that can empower all partners to make a difference in Oxfordshire Early Years. This closely aligns to the Marmot Place principle 1 - give every child the best start in life and will help define the next steps in the Marmot Place work relating to this principle

## **Live Well**

23. The Health Improvement Board is responsible for delivery against the Live Well priorities of the JLHWBS. The HIB meets 4 times per year, is chaired by District Councils (on a rotating basis) and ensures progress against these priority areas.
24. Additional "section 31" monies were received into the County Council in 2024 to meet central government's ambition to create a smoke free generation and for England to be smoke free by 2025. This has supported the current re-procurement of the smoking cessation service in Oxfordshire, the use of vapes as a harm-reduction measure for current adult smokers and innovation to support smoke free places in areas like school gates or in housing association premises. Whilst the numbers included in the survey are relatively small local data suggest an all-time low smoking prevalence of 10.5%. Targeted work continues for particular communities and cohorts where smoking prevalence remains much higher than this.
25. Oxfordshire continues to benefit from a Whole System Approach to healthy weight. An update on this work will be provided to the HIB in Feb 2025 which includes the successful partnership with local food retail businesses in Blackbird Leys to market healthy food and the commissioning of a new all-age healthy weight service
26. Progress in supporting more residents to be physical active continues. The YouMove and MoveTogether programmes continue to deliver strong outcomes and form part of the Oxfordshire on the Move campaign run by Active



Oxfordshire. Funding for this work into 2025/26 and beyond has now been secured. Active travel schemes such as Community Outreach and Active Travel are in place and supporting residents in communities facing the biggest barriers, to engage in active travel modes.

27. The physical activity work, alongside access to nature and green space supports the mental wellbeing of residents. An update to the suicide prevention strategy for Oxfordshire is currently being developed and a round of grant funding- Better Mental Health Fund has been successfully distributed and evaluated with the support of Oxfordshire Community Foundation
28. Reducing harm from alcohol is a new focus for HIB. In Oxfordshire we have a well performing and nationally recognised drug and alcohol treatment service. However, there remains an “un-met need” locally- this means the number of people consuming alcohol at harmful levels in the county exceeds the number being supported by the service to reduce alcohol intake. This un-met need has reduced over the last reporting period and work continues to promote less harmful alcohol behaviour and break down barriers to access support for those who need it.

## Age Well

29. Key progress against the priorities 5 & 6 under Age Well are summarised below and further information is available at this recent report to the HWB (Sept 2024) <https://mycouncil.oxfordshire.gov.uk/documents/s72671/11.%20Annex%201%20Age%20well%20report.pdf>
30. In September the HWB approved the Better Care Fund plan for 2024/25. This is the main statutory vehicle for the Council and the NHS to integrate funding within a system wide plan to improve the health and care outcomes for our population and improve the resilience of the health and care system mainly in relation to the flow into and out of hospital. It is designed to improve integration to achieve these goals and is required to evidence how it brings together the range of commissioners, health and care providers, the voluntary sector and our population to develop and deliver the plan. The Better Care Fund particularly is a vehicle for extensive and imaginative integration to align services and to address health inequalities.
31. Although the 2024/25 plan was an update to our 2023-25 plan, there were some key changes in this year’s submission;
  - 31.1. Introduction of a new metric based on the proportion of people discharged from hospital who are still at home after 91 days.
  - 31.2. Changes to the demand and capacity mapping, including an ask to include estimates around spot purchasing and merging reablement and rehabilitation pathways to improve accuracy of reporting.
32. To support reduction in falls and need for social care support, physical activity programmes delivered by Active Oxfordshire and Age UK have focused on falls prevention and a review of the falls pathway has been undertaken.

33. To ensure timely discharge and effective support in the community the discharge to assess model was rolled out across the county during 2024. In addition, the Live Well at Home Framework is delivering on its aim to support Oxfordshire residents to live independently at home. an average of 76.3% of reablement cases are discharged independent, exceeding the 65% KPI target.
34. Community capacity grants were awarded via Oxfordshire Community Foundation on behalf of the Council. The purpose of the grants is to build up and strengthen grass roots organisations in their own local areas, especially where we know there are gaps or insufficient development of local resources. The aim is to ensure residents have access to community services to support being independent and reduce reliance on formal statutory services

## **Building Blocks**

35. Priority 7 Financial Wellbeing and Jobs- progress has been made over the last 12 months on the local Community Wealth Building project which aims to maximise the benefit of Oxfordshire's strong economy to the benefit of all residents, whilst addressing inequalities and environmental challenges.
36. A new Advice Service for Oxfordshire commenced in November 2024, delivered by Age UK with sub-contracting to Citizens Advice and local independent advice services, this has been jointly commissioned by Adult Social Care and Public Health and ensures residents have access to timely and robust advice on financial and other matters to support their independence.
37. Priority 8 Climate Change and Health- progress has been supported through the 2023-24 Director of Public Health annual report on this topic. This has led to new projects such as the greening of NHS estate and several research projects delivered through the new Policy Lab initiative between Oxford University and the Local Authorities in Oxfordshire.
38. Priority 9 Healthy Homes- The HWB now receives quarterly updates on the work of the system wide Homeless Directors Group to ensure progress on action to be preventing homelessness and provide the right support for people experiencing homelessness. The need for a system-wide response was identified in the Safeguarding Adults Review (SAR) published in 2020 which reviewed the deaths of nine homeless people in Oxfordshire in 2018 & 2019. One of the key findings from the SAR was that the approach to working with people experiencing multiple - exclusion homelessness (where they had mental ill-health, substance abuse issues and/or were experiencing domestic abuse) was fragmented and required a coordinated, system-wide response. Following this review, the Alliance of homelessness services, the review process for scrutinising all deaths of people who were homeless, and the Prevention of Homelessness Directors' Group (PHDG) were all created.
39. An innovative service called Better Housing Better Health has been expanded from an annual grant to a four-year, £1.5 million contract to support 3,600



residents over 4 years. It aims to improve the health and well-being of people at risk of living in cold and damp homes, by providing practical advice and support on energy efficiency measures and financial assistance to help reduce their energy bills. A Housing Health Needs Assessment is being undertaken to support work to develop new metrics to report progress to the HWB against this priority and the Shared Outcomes in the JLHWBS.

40. Priority 10- Thriving communities- Progress was reviewed at the HWB meeting in December 2024. The key piece of work that brings much of the activity in this area is the new Oxfordshire Way Prevention Strategy. This approach recognises that vibrant and thriving communities are the cornerstone of a healthy and well Oxfordshire and that they are crucial to creating good health and wellbeing. There are also opportunities to value and cultivate local communities to help people to support themselves, staying well for longer.
41. In December 2024 the HWB received and updated from the Safer Oxfordshire Partnership including an annual report from the Domestic Abuse Strategic Board. The HWB agreed to this new annual reporting due to close alignment with the ambition within this priority of the strategy.
42. This report included an update on the renewal of the Domestic Abuse Safe Accommodation Strategy which fulfils the duty on Local Authorities to ensure they meet the local need of victim survivors of domestic abuse.
43. The HWB has had oversight of the Combatting Drugs Partnership since its inception 2022. Progress against the strategic action plan was presented in Dec 2024 through their annual report. In particular work was presented to address the risk of synthetic opioids which present a increased risk of drug related death and the increased in people supported through substance use services due to the specific central government grants

## **Performance Reports**

44. Specific performance reports based on the Outcomes Framework (included in Annex 1) are available on priorities 5&6- Age Well, and priority 10- Thriving Communities as these are the specific areas the board has reviewed in its annual work plan to date. The same approach of reporting against Shared Outcomes, Key Indicators and Supporting Indicators specific to each priority will be provide to the Board at its quarterly meetings in 2025
  - 44.1. The Age Well performance report (Sept 2024) is included in Annex 2
  - 44.2. The Thriving Communities performance report (Dec 2024) is included in Annex 3

## **Corporate Policies and Priorities**

45. The implementation of the JLHWBS supports delivery of Oxfordshire County Council's cooperate plan- across the Healthier, Fairer and Greener domains

(see [Corporate Plan](#)), as well as the Integrated Care System Strategy published in early 2023.

## **Financial Implications**

46. This report does not have any direct financial requests. Rather, the members of the HWB hold each other and member organisations mutually to account for progressing the strategy. Decisions on resource allocation are taken by individual organisations own governance route.

## **Legal Implications**

47. There are not legal implications associated with this report. There is not a statutory requirement for HWB to publish or otherwise report progress on the implementation of its strategy

## **Staff Implications**

48. There are not any direct staffing implications related to this report

## **Equality & Inclusion Implications**

49. The planning, delivering, monitoring and evaluation of this work ensures that equality and diversity issues are appropriately considered through taking the health inequalities lens to all aspects of the work.

## **Sustainability Implications**

50. This paper makes direct reference to examples of work to improve climate change and health and a direct Climate Impact Assessment (CIA) is not required

## **Risk Management**

51. The main risk associated with the report is the reputational risk to partner organisations of the board if the JLHWBS strategy is not implemented effectively and falls short of the ambition it encapsulates. The mitigation to this is the Outcomes Framework and reporting mechanisms described in the report that enable the board to monitor progress and improved local outcomes.

## Consultations

52. Early engagement and full public consultation was undertaken in the development of the JLHWBS during 2023. Whilst further public consultation is not formally required it remains important to this work that engagement with residents continues. This is being undertaken through specific work programmes under the different priorities as opposed to a one over-arching JLHWBS approach

### Ansaf Azhar, Director of Public Health

**Annex:** Annex 1- Oxfordshire Joint Health and Wellbeing Strategy 2024-2030 Outcomes Framework- Shared Outcomes, Key Outcome Indicators, & Supporting Indicators  
[https://mycouncil.oxfordshire.gov.uk/documents/s70410/240314\\_HWB\\_Item%207\\_Annex%201-%20Outcomes%20framework.pdf](https://mycouncil.oxfordshire.gov.uk/documents/s70410/240314_HWB_Item%207_Annex%201-%20Outcomes%20framework.pdf)

Annex 2- Age Well Performance Report (Sept 2024)  
<https://mycouncil.oxfordshire.gov.uk/documents/s72674/11.%20Annex%202%20Performance%20Report%20-%20Age%20Well%20HWB%20Framework%20v2.pdf>

Annex 3- Thriving Communities Performance Report (Dec 2024)  
<https://mycouncil.oxfordshire.gov.uk/documents/s73990/OHWB05122024%20-%2014.%20Metrics%20Outcomes%20-%20Annex%202.pdf>

**Background papers:** Health and Wellbeing Strategy Outcomes Framework & Delivery Plan summary paper (March 2024)  
[https://mycouncil.oxfordshire.gov.uk/documents/s70409/240314\\_HWB\\_Item%207\\_Cover%20note\\_HWS%20Update.pdf](https://mycouncil.oxfordshire.gov.uk/documents/s70409/240314_HWB_Item%207_Cover%20note_HWS%20Update.pdf)

**Other Documents:** Nil

**Contact Officer:** David Munday, Deputy Director of Public Health,  
[david.munday@oxfordshire.gov.uk](mailto:david.munday@oxfordshire.gov.uk), 07922 849652

January 2025