

Made in Bolton

Public Health Directorate Plan 2022-24



Bolton
2030
Active, Connected & Prosperous



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1.

Foreword

Introduction to the Directorate

Welcome to our Directorate Plan, which sets out our ambition to improve residents' health and wellbeing, with sharp focus on reducing inequity, in partnership with services across the council and the Bolton's Vision.

Public Health is a relatively new council responsibility, having returned after time in the NHS, but our aims and ambitions are closely tied to the wider corporate priorities and Bolton's Vision2030. At its core, population health and wellbeing is created by three foundational elements: a good home, meaningful employment, and positive social connection. The Public Health Directorate works with people who live, work and study across the Borough and, system partners across Bolton to improve the 'social determinants of health', address commercial determinants of health, and commission or deliver a range of services that address key health outcomes.

The underlying determinants of health are complex. These challenges are described in Bolton's

public health annual report which shows the further widening of inequalities through the direct and indirect impact of Covid-19 over the past two years and highlights recommendations for actions to address. I am proud of the many achievements the Directorate have delivered over the past two years, in tight partnership with public sector partners and the local community. These include the social movement that was created in response to the Covid-19 pandemic, and the targeted support offered to vulnerable residents. During the Delta surge, evaluation found that through enhanced engagement, testing, isolation and vaccination, up to 4,000 cases may have been prevented.

The Public Health Directorate provides a range of statutory and mandated services, and the Director of Public Health is jointly appointed by the council and the Secretary of State. Whilst some of these duties are closely defined, most allow for local discretion in how they are delivered.

The Public Health Directorate has a broad remit of delivery, influence, and assurance across the three pillars of Public Health:

1. Health improvement, including the wider determinants of health
2. Health and care quality and value
3. Health protection, including outbreak management and civil contingencies

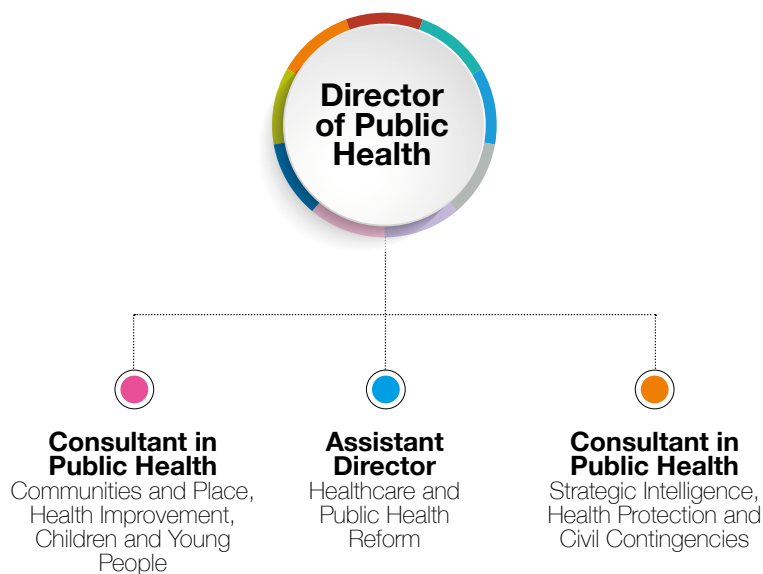




All are underpinned by public health knowledge, evidence and intelligence and also community engagement whilst the Directorate also takes a Boroughwide response to evidence and intelligence on behalf of the Active, Connected and Prosperous Board.

The public health Directorate aim is to provide leadership and specialist public health advice to reduce health inequity, improve health and wellbeing and protect the health of Bolton's population, considering the unequal impacts that Covid-19 has had on Bolton's residents, education, workforce and businesses, as set out in our priorities.

The Directorate also covers Civil Contingencies, and Emergency Preparedness, Resilience and Response (EPRR), on behalf of the council. We ensure that Bolton Council and our staff comply with the Civil Contingencies 2004 Act.



Context for this plan

Recovery from pandemic

Bolton's Public Health Directorate played a core role in the monumental whole-borough response to the pandemic. The approach to developing a community social movement as part of the response efforts became the model for other areas to follow, creating key partnerships with residents, the voluntary community, faith organisations, the army, and partner agencies. Pandemic volunteers and community champions were involved throughout, ensuring the efforts were motivating, encouraging, and culturally appropriate. We are so grateful to everyone who contributed to this.

The insight and stories of how the borough responded to the pandemic are published in the recent Public Health Annual Report, available at www.boltonjsna.org.uk/. The prestigious iESE Public Sector Transformation Award we received in recognition of this is testament to the deep partnership working, multisectoral efforts and community spirit that our evaluation demonstrates prevent around 4,000 infections and saved lives.

As with other areas, Bolton was at higher risk at the outset of the pandemic because of its existing inequalities and poor health outcomes. The pandemic has resulted in a step-change in public understanding about public health and has brought into sharp focus the relationship between underlying inequity and health. For public sector organisations, it has accelerated the transformation of health and social care by demonstrating the importance of integration in the context of 'place', and it has shone a light on the essential role of strong partnerships with our residents and communities.

Rather than returning to the way things were done before the pandemic, we want to use the next phase to ensure the services we commission, the policies we set and the collaborations we foster with residents and partners are impactful, sustainable, and reduce inequity.

Changes to the way health and care is integrated, designed and delivered offers us a major opportunity to improve wellbeing and health for our residents of Bolton. We will adopt a 'population health framework', which will recognise the root causes, 'the causes of the causes' for our communities, and establish principles across the council, NHS and others to address them collaboratively.

The Directorate has seen major changes in how we operate as a team on a day-to-day basis which has assisted our thinking in relation to how we can sustain and enhance some of the changes in working practices where these have had a positive effect on efficiency, productivity, and staff wellbeing. Being agile, innovative and responsive to new opportunities has brought into focus what our priorities will need to be if we are to mitigate against the effects of the pandemic on those residents who have been most affected, which has also helped us to plan how we develop and deploy our public health resources.

Major thematic areas we must transform to improve health outcomes and reduce inequity include: tobacco control, weight management, physical activity, health protection, community engagement, sexual health, substance misuse, alcohol prevention and wider addictions.



The Reset and refocus of Vision 2030

Through the shared experience of the pandemic, the partnership has recognised and responded to the opportunity to refocus on the right things, working in the right ways to support the people of Bolton as best we can. There is a need to develop a clear focus of the specific issues that need partnership focus.

This includes taking stock of the unique experience and impacts of the last two years of Covid-19 pandemic and of our operating environment and resource position. During the vision reset work, the partnership reconfirmed their commitment to the six vision outcomes:



In addition, the reset has also identified a small number of crucial issues that are seen to be urgent, that can only be delivered by the whole partnership working together, impact on our communities and require reform and new capabilities.

Four priorities emerged which will be delivered alongside the existing six outcomes. These are:



To this end, alignment and coherence of our activity across the Council and with our partners will be crucial.



The role of the Council

Maintaining stability and developing collaborative place leadership

The Corporate Plan will have an emphasis on how we develop our role in the Council as an enabler and facilitator of the whole partnership effort to deliver on the Bolton Vision – by adopting our place leadership role.

First, we have to ensure we are maintaining stability and delivering on the minimum expectations and legal requirements of the Council. We cannot achieve anything without these. From that stable base we can pursue our bolder ambitions for Bolton and support them in a place leadership role.

To do this, we will:

»» Ensure the Council is financially stable, managing effectively with the resources it has.

»» Work alongside Bolton's residents to support and enable them to deliver in their communities.

»» Our methods of working and infrastructure will be fit for the future, meeting residents expectations.

»» Working Together – we will work as one team across the Council and with partners to achieve our goals.

»» Continue to meet our statutory responsibilities.



Underpinning this place leadership approach, and to enable this shift in role and culture, six internal Council change programmes have been identified and we all have a part to play in their successful delivery.

The Corporate Plan is part of our new approach to Corporate Planning and Directorates will play a crucial role in recognising this place leadership role within their own practice, ensuring this plan speaks to them, whilst also fostering the six internal change programmes.

Internal change programmes

Supporting these five key strands of focus are six internal change programmes which have been designed to drive and improve capability.

Organisation Development Change Programme

- Enabling meaningful development opportunities
- Embracing new ways of working that supports strong delivery and the health and wellbeing of staff
- Engaging with our workforce better
- Attracting and retaining staff at all levels and ensuring we reflect the communities we serve
- Developing a modern progressive suite of HR and OD policies that support our staff to deliver their best



Strategic Intelligence/ Performance and Delivery Management Change Programme

- We will make best use of the available data and information to support insights and inform decisions
- Understand how intelligence can play a core role in designing, delivering and transforming public services
- Ensure we use intelligence to deliver our outcomes for residents of Bolton and improve efficiencies / value
- Embracing new ways of working - across teams organisations and sectors
- Make decisions based on what data is showing us that will improve the performance of the organisation

Empowering Communities Change Programme

- We will ensure our residents have greater control in the planning, design and delivery of health, social care and public services
- Improving how we identify and understand the assets our communities have and can be used to improve quality of life
- Ensuring our workforce better reflects the communities we serve in Bolton – how do we use the programme to better empower our residents
- Join the dots and make sure that work to develop community alliances, community champions and any other locally focused approaches remain aligned and complimentary



Digital Transformation Change Programme

- Embedding a culture into the organisation that promotes the use of digital
- Organising ourselves to deliver the best digital outcomes
- Making best use of the data available to improve our decision making
- Identifying and actively managing potential risks that may arise from embracing and deepening a digital way of life
- Embracing new ways of working - teams, across organisations and sectors
- Developing Council processes to help with quality, ease and efficiencies of service
- Ensuring better use of resources we have at our disposal to meet the needs of residents, businesses and staff



Start for Life Change Programme

- Developing a start for life offer across all agencies, working with Bolton children and families
- Further develop our inclusive education approach to ensure all children feel they belong in their local school or setting and are prepared for life and independence
- Ensuring support for children and young people is seamless throughout their journey
- Creating a network of family hubs, incorporating Early Help and SEND Services

Economic Growth and Resilience Change Programme

- Creating jobs and supporting residents into sustainable employment and healthy resilience
- Match skills and training to employer future demand, including green jobs
- Increasing investment into the town, maximising the strengths of Bolton
- Supporting scale ups and business growth and innovation in the borough



2. Public Health Directorate Delivery Plan on a Page

Directorate theme	Directorate Priority	One Borough				One Council																
		Vision outcomes		Strategic delivery programmes		Place Leadership role of the Council			Internal change programmes													
		Start Well	Live Well	Age Well	Prosperous	Clean & Green	Safe, Strong & Distinctive	The Carbon Reduction Strategy	Adverse Childhood Experiences	Neighbourhoods	Aspirations and Skills	Stable and Responsible	Getting the basics right	Empowering	Working together	Modern	Digital Transformation	Empowering Communities	Strategic Intelligence, Performance and Delivery	Organisational Development	Start for Life	Economic Growth and Resilience
Life course health - early years	Adopt the full Healthy Child Programme to ensure our children and young people are kept healthy and well	●						●	●		●	●	●					●			●	
Universal population health and wellbeing for all adults	Support people who live, work and study in Bolton to lead healthier lives, through a population-wide approach to positive emotional and physical health and wellbeing		●		●	●		●				●	●					●				
Targeted health and wellbeing offer for population groups needing additional support and treatment	Develop and put in place appropriate levels of preventative physical and mental wellbeing provision as well as structured treatment	●	●				●	●				●	●	●	●	●		●				
Life course health - older age	Work with our partners to enable people to live healthier and happier for longer, to encourage independent living whilst supporting people to stay mentally and physically active whilst eating well and remaining financially secure			●									●	●	●	●		●				
Adverse Childhood Experience and trauma	Create an ACE and trauma responsive borough, ensuring a strong community response, building local resilience through a whole system approach	●	●					●				●	●	●	●	●		●			●	
Population health framework and advice to the NHS	Contribute to the developments of the integrated care offer locally whilst also considering the NHS 'Core20PLUS5' initiative to reduce inequalities	●	●	●								●				●						
Health protection, infectious diseases and environmental hazards	Ensure that our health protection plans adopt an all-hazards approach to communicable diseases and environmental threats, including prevention	●	●	●	●							●						●				
Civil contingencies	Ensure that the local authority's emergency preparedness, resilience and response plans, are strengthened by implementing the recommendations of GM civil contingencies and resilience unit (CCRU) review						●			●			●						●			
Research and evidence	Develop the strategic and technical evidence and intelligence partnership that provides good, local, accessible, intelligence with key partners for the public and decision makers.	●	●	●								●				●			●			
Public Health Community Development	Develop Public Health approaches to community centred action that tackles inequalities, working together with local people and partners to deliver public health goals, priorities and outcomes				●		●			●		●	●	●	●	●		●		●		



Adopting the one Borough and one Council approach within the Directorate

Our Directorate priorities are grounded in achieving the Borough's Vision and the council's place leadership role. The Vision takes a life-course approach for three of its outcomes (Start Well / Live Well / Age Well) as well as place based approach for the remaining three outcomes (Prosperous, Clean and Green, Safe, Strong and Distinctive) which mirrors the way our Public Health strategy, policy and interventions are designed and delivered.

Public Health has a strong interest in the four strategic delivery programmes and indeed, leads Bolton for adverse childhood experience (ACEs) and trauma. Furthermore, the Directorate takes the boroughwide leadership role for evidence and intelligence, ensuring a borough-wide intelligence strategy and, a single outcomes framework. Through our leadership, influencing and assurance roles, public health takes both a life-course and place-based approach thereby supporting the One Borough and One Council approach.

As mentioned, the health and care integration agenda offers a distinct opportunity to adopt new ways of working, but also to sharpen our One Borough approach. By collaborating on setting strategy, designing services, and delivering in partnership, we remove old organisational barriers and take a community-centred approach to improving wellbeing and health.

We also need strong boroughwide partnership for our responsibilities, both within the council and to our local partners. This includes traditional partners like the NHS, Police, Fire and Rescue, Education, but just as importantly the local voluntary community sector enterprise (VCSE), our community leaders and residents who play a vital role in improving health outcomes and ensuring policy change at universal through to targeted.

The next two years we have planned range of activity that requires close working with all council Directorates, our stakeholders (local, regional and national) and residents themselves. This includes (not exhaustive):

- To develop/commission a service that supports local young people in their transition year from primary (Y6) to secondary (Y7) school. The service aims to identify young people who already experience low mental wellbeing and offer support programmes that build self-confidence and self-efficacy
- Working with housing team and other key stakeholders to summarise the findings of a review of health and housing initiatives for 'rough sleepers' who are experiencing addiction
- On behalf of the Aging Well Partnership, propose a range of actions to address health inequalities in later life, starting with increasing the uptake of pension credit
- Vaccination support and general screening and immunisation projects e.g. MMR in partnership with CCG
- Create a matrix virtual team to develop Bolton's Research and Intelligence Network (BRAIN)- members from across the system, networkwide activities to support intelligence provision across the locality
- Provide an overview of public health commissioning intentions to inform and influence the development of Population Health Outcomes and the Core20PLUS5, a national NHS England and NHS Improvement approach to support the reduction of health inequalities at both national and system level. The approach defines a target population cohort – the 'Core20PLUS' and identifies '5' focus clinical areas requiring accelerate improvement.

3.

Wider Council Plans

Service Plan contribution

We recognise that each of our services operate differently within the organisation and there would be no logical way of capturing all these in standardised service plan/format, despite us all working towards similar goals,

our overall Vision outcomes. It's through these service activities that we are able to deliver the priorities identified within this Plan and by adopting the Place Leadership approach set out within the Corporate Plan we can

ensure we do this effectively and efficiently as possible.

To assist in development of service plans, each Directorate's Policy and Performance team are able to offer support in this.

Ensuring that Insight Exchange (staff appraisal/development) is linked

Employees are fundamental to the success of the Directorate Plan, playing a key operational role, from front line staff to strategic leaders, through the Values and Behaviours framework

employees will perform their jobs effectively to enable the delivery of our priorities and these should emerge as part of individual Insight Exchanges.

Detailed guidance for conducting Insight Exchanges is available on the Council's Intranet.



Appendix A

Directorate priorities breakdown

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
Life course health- early years	Adopt the full Healthy Child Programme to ensure all children and young people in Bolton have universal preventative and progressive services, providing families, children and young people with a programme of screening, immunisation, health and development reviews, supplemented by advice around health, wellbeing, risk taking behaviours and parenting, to promote optimal health and wellbeing, keeping children and young people healthy and well.	Consultant in Public Health - Communities and Place, Health Improvement, Children and Young People	Set out a transformed Healthy Child Programme in partnership with the provider - to have a strong focus on emotional wellbeing and ACE/Trauma informed approaches <ul style="list-style-type: none"> • Set out a revised approach to NCMP together with a suitable preventative intervention for families who need additional help and advice relating to healthy weight • To develop/commission a service that supports local young people in the transition year from primary to secondary school. The service would be able to identify those who already experience low mental wellbeing and offer programmes that build self-confidence and self-efficacy 	Service performance data
Universal population health and wellbeing for all adults	Support people who live, work and study in Bolton to lead healthier lives, through a population-wide approach to positive emotional and physical health and wellbeing, as we move out of and beyond the pandemic. We will achieve this through large-scale, borough-wide strategies and provision for all which will promote; good sexual health and relationships, positive physical activity, population mental health, clean-air environments and the preventative factors that support this.	Consultant in Public Health - Communities and Place, Health Improvement, Children and Young People Assistant Director - Healthcare and Public Health Reform	Sexual health - Aligned to the local strategy developments, agree an improved adults Community Sexual Health Service delivery model PMH - develop/commission initiatives during 2022/23 to support mental health across a range of settings, including online/digital safety and trauma informed leadership training	Service redesign and implementation, strategy publication
Targeted health and wellbeing offer for population groups needing additional support and treatment	To develop and put in place appropriate levels of preventative physical and mental wellbeing provision as well as structured treatment which will be enhanced by the growth of recovery communities that support people to stay well where needed. This will be available across the Borough and focused on both people and places of most need, whether geographic (i.e. wards, streets, neighbourhoods) or based on demographics (i.e. age, gender, ethnicity, religion). We will ensure timely access to quality support that enables people to live longer, healthier and well.	Assistant Director - Healthcare and Public Health Reform	Tobacco - Community Tobacco Control Service model of delivery to be finalised Addictions - Produce a Vision document setting out the aspirational scope for the Community Addiction Services in Bolton, then progress implementation via partnership collaboration and suitable commissioning arrangements Addictions - further develop 'Recovery Capital' opportunities in Bolton via the VCSE sector	Service redesign and implementation, strategy publication, partnership improvements

Appendix A

Directorate priorities breakdown cont'd

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
Life course health - older age	To work with our partners to enable people to live healthier and happier for longer, to encourage independent living whilst supporting people to stay mentally and physically active whilst eating well and remaining financially secure. This also includes supporting the Dementia Friendly status, promoting access to health screening and care where needed and the prevention of accidents later in life.	Assistant Director - Healthcare and Public Health Reform	<p>On behalf of the Aging Well Partnership propose a range of actions to address health inequalities in later life, starting with increasing the uptake of pension credit</p> <p>Agree a proposed model of enhanced delivery with aligned outcomes in partnership with GM Group / Bolton Housing (via Care and Repair Scheme) / ICP and NHSE to increase (a) referrals to primary care for NHS Health Checks and (b) improve access to general health care for vulnerable people</p>	Partnership delivery, service performance data
Adverse Childhood Experience and trauma	To create an ACE and trauma responsive borough, ensuring a strong community response, building local resilience through a whole system approach: including a cultural change programme; policy change; training of entire local workforce; all of which is to be shaped by people who have experienced childhood adversity and/or trauma themselves, along with their family members	Consultant in Public Health - Communities and Place, Health Improvement, Children and Young People	<p>To have a multi-agency three year strategy, implementation framework and investment plan for an ACE/Trauma responsive communities</p> <p>To deliver a high profile cultural change/ awareness raising and engagement across communities, organisations and partners that creates system wide understanding of ACEs/ childhood adversity</p> <p>To have a comprehensive training and development plan, relating to ACEs and Trauma, in place across public sector building on GM offer</p>	Service and campaign implementation, strategy publication
Population health framework and advice to the NHS	To contribute to the developments of the integrated care offer locally whilst also considering the NHS 'Core20PLUS5' initiative to reduce inequalities, having a strong focus on working together to reduce inequity and a solid public health approach to service redesign and provision. To provide good, public health advice and leadership into the health and social care integration agenda and to be part of the governance and quality assurance processes.	Assistant Director - Healthcare and Public Health Reform	<p>To have a comprehensive training and development plan, relating to ACEs and Trauma, in place across public sector building on GM offer</p> <p>Review and refresh the MOU relating to public health support for NHS partners to include: outlining the contribution to the development of PCNs and the implementation of key recommendations from CORE20Plus5 to address health inequalities</p>	Training records, partnership documentation

Appendix A

Directorate priorities breakdown cont'd

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
Health protection, infectious diseases and environmental hazards	To ensure that our health protection plans adopt an all-hazards approach to communicable diseases and environmental threats, including prevention. We will do this through strengthening arrangements for delivery of local authority public health responsibilities for health protection, including community infection prevention and control, and through supporting and challenging the local delivery of NHS screening and immunisation programmes to ensure they are responsive to local need.	Consultant in Public Health - Strategic Intelligence, Health Protection and Civil Contingencies	<p>Re-design of service specification by Sept 2022 with view to re-commission, with an emphasis on early intervention and capacity building within vulnerable settings - care homes, supported living and other settings</p> <p>Review arrangements for the provision of intensive support for those who are vulnerable/struggling to isolate in accordance with national/local policy directives</p> <p>Enhanced vaccination support and general screening and immunisation projects e.g. MMR in partnership with CCG</p> <p>Introduce an 'All hazards approach' in line with other respiratory viral infections. Promote behaviours and appropriate plans (Local Outbreak Management Plan - LOMP) that reduce the transmission of such viruses.</p>	Service redesign and implementation, strategy publication, service performance data
Civil contingencies	To ensure that the local authority's emergency preparedness, resilience and response plans, are strengthened by implementing the recommendations of GM civil contingencies and resilience unit (CCRU) review, including ensuring robust and sustainable training and on-call arrangements are in place, and appropriate review of functional plans.	Consultant in Public Health - Strategic Intelligence, Health Protection and Civil Contingencies	<p>Completion of civil contingency annual report reviewing the assurance and governance of the EPRR and civil contingency response including lessons learned</p> <p>Workplan agreed with GM Resilience Unit including; review of all functional emergency plans, testing exercises (multi-agency flood plan and Emergency Control Centre); training plan; review and audit of rest centres; any specific project work as advised by Chief Officer's Group (GM with Bolton rep) or locality public health team (assurance and governance)</p> <p>Delivery of civil contingency volunteer response project including shared understanding, protocol, process and training and development with leading voluntary sector agent (CVS).</p> <p>Delivery of civil contingency call out rota and any associated review connected to GM Chief Officers Group /national guidance via review of Civil Contingencies Act (expected Autumn 2022)</p> <p>Compliance and assurance of the financial budget to be within budget set, associated with civil contingency (corporate)</p>	Documentation audit, process redesign and implementation

Appendix A

Directorate priorities breakdown cont'd

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
Research and evidence	Develop the strategic and technical evidence and intelligence partnership that provides good, local, accessible, intelligence with key partners for the public and decision makers. Making the best use of available data to help people understand the local picture and provide deep insights to help inform design, delivery and transformation of public health, integrated care and wider public services.	Consultant in Public Health - Strategic Intelligence, Health Protection and Civil Contingencies	<p>Strategically lead a multi-agency research and intelligence work plan that develops an ACP outcomes framework and statutory intelligence products on behalf of the Health and Wellbeing Board (ACP) including JSNA, Public Health Annual Report and Pharmacy Needs Assessment.</p> <p>Create a matrix virtual team to develop Bolton's Research and Intelligence Network (BRAIN)- members from across the system, networkwide activities to support intelligence provision across the locality</p> <p>Development of intelligence hub that provides a range of technical expertise and support for needs assessments - topic specific/research; research governance; inequalities analyses and evidence base; epidemiological analyses; outcome indicator development; geodemographic profiling</p>	Service redesign and implementation, partnership improvements, data usage agreements
Public Health Community Development	Develop Public health approaches to community centred action that tackles inequalities, working together with local people and partners to deliver public health goals, priorities and outcomes, including but not exclusively: building on Bolton's strengths at community/ neighbourhood level and across the borough; Community Champions; and access to adult learning and health-promoting activities	Consultant in Public Health - Communities and Place, Health Improvement, Children and Young People	<p>Establishment of the Public Health community development team</p> <p>Evaluate phase 1, then develop and implement phase 2 of the Bolton Community Champions Programme</p> <p>Develop a Community Integration of Health Improvement into Community adult learning in partnership with Bolton College</p>	Service redesign and implementation, programme evaluation