


# Nottingham City Health and Wellbeing Board

30 November 2022

<b>Report Title:</b>	Joint Health and Wellbeing Strategy Delivery Update
<b>Lead Board Member(s):</b>	<p>Dr Hugh Porter, Vice Chair, Nottingham City Health and Wellbeing Board and Clinical Director, Nottingham City Place-Based Partnership</p> <p>Mel Barrett, Chief Executive, Nottingham City Council and Lead, Nottingham City Place-Based Partnership</p> <p>Lucy Hubber, Director of Public Health, Nottingham City Council</p>
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<p><b>Executive Summary:</b></p> <p>The Joint Health and Wellbeing Strategy (JHWS) 2022-25 has four overarching priorities: severe multiple disadvantage, eating and moving for good health, smoking and tobacco control, and financial wellbeing. The Nottingham City Place-Based Partnership (PBP) has the responsibility for driving the delivery of the JHWS, with strategic oversight maintained by the Health and Wellbeing Board. This report provides an update on the development of the four JHWS programmes including the status of delivery plans, including risk and issue for consideration of the Board. Included in this report are some reflections to the Board on the partnership approach taken to develop and deliver the JHWS programmes. In addition to the JHWS programmes, there is also an update on the cross-cutting programmes (mental health and race health inequalities).</p>	
<p><b>Recommendation(s):</b> The Board is asked to:</p> <p><b>Note</b> the PBP Programme Oversight Group has received an agreed delivery plan for the Severe Multiple Disadvantage Programme.</p> <p><b>Note</b> the work being undertaken by the Nottingham City Place-Based Partnership programme leads to develop delivery plans for the three remaining Joint Health and Wellbeing Strategy programmes.</p> <p><b>Note</b> the JHWS programme status updates.</p> <p><b>Note</b> the development of the cross-cutting programmes</p> <p><b>Note</b> that this report has been approved by members of the Nottingham City Place-Based Partnership programme Oversight Group.</p> <p><b>Approve</b> a Health and Wellbeing Board development session for the Severe Multiple Disadvantage programme.</p>	

The Joint Health and Wellbeing Strategy	
Aims and Priorities	How the recommendation(s) contribute to meeting the Aims and Priorities:
<b>Aim 1:</b> To increase healthy life expectancy in Nottingham through addressing the wider determinants of health and enabling people to make healthy decisions	All recommendations are generated from the programmes to deliver the aims and priorities of the Joint Health and Wellbeing Strategy.
<b>Aim 2:</b> To reduce health inequalities by having a proportionately greater focus where change is most needed	
<b>Priority 1:</b> Smoking and Tobacco Control	
<b>Priority 2:</b> Eating and Moving for Good Health	
<b>Priority 3:</b> Severe Multiple Disadvantage	
<b>Priority 4:</b> Financial Wellbeing	
<b>How mental health and wellbeing is being championed in line with the Board's aspiration to give equal value to mental and physical health:</b>	
The four JHWS programmes are complemented by a cross-cutting PBP mental health programme. To support meeting the JHWS principle of parity of mental and physical health and wellbeing, the PBP mental health programme has input into each of the JHWS programmes	
<b>List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)</b>	
<b>Published documents referred to in this report</b>	 Health Inequalities in Nottingham histo

## **Joint Health and Wellbeing Strategy Delivery Update**

### **Background**

1. At the March 2022 meeting of the Health and Wellbeing Board (HWB) the Board approved the Joint Health and Wellbeing Strategy (JHWS) 2022 – 2025 with four overarching priorities – severe multiple disadvantage (SMD), eating and moving for good health (EMGH), smoking and tobacco control (STC), and financial wellbeing (FW).
2. Prior to the approval of the Strategy, at the January 2022 meeting of the HWB it was agreed:
  - a. Responsibility for driving the delivery of the JHWS would be discharged to the Nottingham City Place-Based Partnership (PBP), with strategic oversight maintained by the HWB; and
  - b. The programme delivery approach approved by the PBP would be utilised to deliver the JHWS priorities.
3. At the July 2022 meeting of the HWB it was noted that while all programmes had begun to develop delivery plans, but these had not been finalised during the first reporting period. It was noted that due to the scale and ambition of the programmes, time was needed to meaningfully engage stakeholders in the development of programme objectives and delivery plans. In this period there has been a focus on embedding partnership working, coproducing delivery plans and progressing delivery actions.
4. The HWB is asked to take assurance that:
  - a. A robust delivery plan for the SMD programme has been submitted, with a clear articulation of how population health outcomes will be improved through integrated working and contribute to the delivery of the programme ambitions set in the JHWS.
  - b. Delivery plans are in the development for the other three programmes with the expectation that these will be agreed during the next reporting period.
  - c. Both cross cutting programmes, mental health (MH) and race health inequalities (RHI) are also in development with programme leads working together to ensure there is effective alignment across JHWS programmes.

### **Update from the Programme Oversight Group**

5. Since the previous report to the HWB in July 2022, the PBP Programme Oversight Group (POG) has met twice – in September and October, attendance from PBP executive team members and programme leads has been good. Programme leads have provided progress reports – the focus in the last quarter has been on continuing to develop the programmes and working towards agreed delivery plans. Good attendance

has enabled strong discussion, support and challenge to the development of each programme and associated delivery plans.

6. In recognition that in the July 2022 HWB update report, none of the programmes had detailed timescales for finalising delivery plans, programme leads were asked to submit agreed delivery plans by 7 November. An agreed delivery plan has been received for the SMD programme. The other three delivery plans remain in draft but are sufficiently developed to allow assessment. A progress assessment has been made against submitted delivery plans and is detailed in the 'status reports' section of this report.
7. In addition to the meetings, POG members have engaged in a series of development activities to strengthen approaches to delivering programmes in partnership with people with lived experience. In September and October, members attended the Midlands NHS Leadership Academy, Regional Leadership for Personalised Care Programme. In November, members also took part in a 'community empowerment' development session, focused on embedding voices of communities and people with lived experience within programme delivery.
8. To further ensure that the work of the JHWS is informed by the lived experiences of people living in Nottingham, the University of Nottingham has been commissioned to undertake a second stage of research building on the initial 'Health Inequalities in Nottingham historical trajectories of the wider determinants' research report.
9. The second stage of research will see peer researchers recruited from communities across the city. Peer researchers will undertake interviews with people in their communities and participate in cultural animation workshops. Cultural Animation is an arts-based methodology of knowledge co-production and community engagement, employing a variety of creative and participatory exercises to help build trusting relationships between diverse participants (expert and non-experts) and democratise the process of research.
10. The research began in October 2022 and is anticipated to be completed in September 2023. Learning from this research will directly inform the delivery of the JHWS programmes throughout the duration of the research, through written reports and engagement from peer researchers in programme meetings.

### **Cross cutting programmes**

11. In addition to the four JHWS programmes the POG has increased its focus on the two cross-cutting programmes which feed into the JHWS programmes to support the Strategy's ambitions to reduce inequalities and ensure parity of mental and physical health and wellbeing. These are:
  - a. Race health Inequalities (formally known as the 'BAME Health Inequalities')
  - b. Mental Health

12. Following approval from PBP Executive Team for the roll out of the 'Race Health Inequalities Maturity Matrix', programme leads are working with the RHI Group to review the programme and its objectives to ensure that each of the JHWS programmes pays due regard to the inequalities experienced by Nottingham's diverse communities. To support this the RHI programme now reports into the POG. Plans are in place to hold a Race Health Inequalities Summit in early 2023 to bring together partners and communities which will, in part, re-establish the ambitions for the programme.
13. The Mental Health programme has brought together mental health leads from across the partnership into a delivery team. Working with the Nottingham City Collaborative for Mental Health a delivery plan is in development that will see the delivery of the mental health programme objectives, including commitments in the mental health prevention concordat. In September a workshop was held at Notts County Football Club bringing together wider partnership members of people with lived experience to confirm the ambitions for the programme and commitments to the action plan.

### **Working in partnership**

14. Each programme is led by a programme lead, with an executive sponsor from the PBP Executive – all executive sponsors are from different organisations to the programme leads and have played an active role in supporting the development of programmes enabling greater engagement and leverage of resource across the partnership. For example, the FW executive sponsor facilitated a development session between HWB members and members of the Nottingham Financial Resilience Partnership which brought in key partners and resulted in wider ownership of the programme within partner organisations.
15. Engagement from partners across the programmes has continued to increase over the last reporting period, however partner engagement is a continued focus for programme leads. Programme leads are continuing to undertake stakeholder analysis as programme evolve to ensure representation is appropriate to deliver the ambitions of the programmes.
16. Programme leads have sought to encourage partnership working and shared ownership for the development of programmes and delivery plans, encouraging input from across the partnership. This has sometimes resulted in extra time being taken to agree delivery plans to ensure that there is collective support for the ambitions and milestones for each programme.
17. Establishing shared accountability and joint ownership for the delivery of the programmes is central to the success of the delivery of the JHWS. It has been reflected by members of the POG that working in this way sometimes requires a cultural shift from working in competition to collaboration. While true 'system' working is not yet the norm,

programme leads are reporting examples of this having a positive impact on the operational delivery and outcomes for people.

### **Risk / issues for escalation**

18. The POG has been notified of a risk from the SMD programme that requires the attention of the HWB. The Changing Futures (CF) programme is a key to the delivery of the SMD programme objectives. Funding for the CF programme will expire in April 2024 and if funding is not identified to establish a continued model of support there is a risk that there will not be continuity in support for people experiencing SMD and improvements in integrated working between partners will not be sustained. It is recommended that HWB members participate in a development session focused on the SMD programme to discuss the support provided to people experiencing SMD during and following the completion of the CF programme.
19. The POG would like to make the HWB aware that history of partnership working within the programmes is variable, therefore, significant effort is required to create the foundations for system transformation. This has been a substantial focus for programme leads and there is a risk that this will increase the timescales required for delivery. This is a risk that the POG will continue to monitor and escalate to the HWB if delays to delivery are forecasted.

### **JHWS Delivery Plans**

20. Recognising that the programmes have been in developmental stages and dependent on agreement across a wide range of stakeholders, the POG has taken a measured approach, seeking to establish the correct balance of asking the programmes for detailed delivery plans with the opportunity to progress work that will directly deliver on the JHWS ambitions.
21. An agreed delivery plan has been submitted for the SMD programme. While delivery plans have not yet been agreed for the other JHWS programmes, draft delivery plans have been sufficiently developed to allow assessment for this report. The 'status reports' section provides an overall assessment of the status of the programme and the assurances the POG will seek during the next deliver period.

### **Status reports**

<b>Priority</b>
Smoking & Tobacco Control
<b>Status Summary</b>
In the last reporting period this programme has made good progress in developing medium-long term objectives that will support the ambition of the programme to create a smoke-free generation for Nottingham by 2040. There are a significant range of stakeholder involved in this programme, across fire, police, NHS service providers and commissioners, public

health, trading standards, environmental health, education, housing and other local authority services. The appropriate time is being taken to agree strategic priorities and plans across partners. In the next period the programme oversight group will seek assurance that deliverable action plans are being agreed between partners with short and medium-term actions that align to the ambition of the programme.

	<i>Progress</i>	<i>Comments</i>
Has the programme been established?		This programme has been established using the foundations set by the previous PBP smoking cessation programme but has broadened in scope in line with the objectives set in the JHWS. The programme is aligned to the Nottinghamshire County JHWS priority with a shared draft strategic vision and plan owned by a joint Smoking and Tobacco Alliance.
Does the programme have sufficient delivery resource in place?		An executive sponsor, programme lead and programme manager are in place. The delivery team for the STC programme has been re-established from the previous PBP smoking cessation programme and expanded to include wider partner representation in line with the broadened scope of the programme.
Does the programme have sufficient engagement across partners?		Partners in Nottingham City and Nottinghamshire County have established a joint Smoking & Tobacco Alliance in recognition that many stakeholders are shared. There is good engagement across the Alliance at a strategic level, the level of resource that will be dedicated to delivery from partners is yet to be determined.
Has a delivery plan been agreed between partners?		A draft delivery plan has been produced but is not yet fully agreed between partners. Due to the number of different stakeholders involved in the programme there are a series of engagement activities planned to ensure there is collective agreement on the strategic intentions and delivery actions. It is anticipated that the delivery plan will not be finalised until early 2023 with plans in place to present a refreshed Tobacco Control Strategy and delivery plan at the March 2023 meeting of the HWB.
Does the delivery plan have clear ambitions with short and medium-term outcome measures and impact assessments that align to the ambition of the programme?		The draft delivery plan has a clear ambition with 4 delivery themes that will seek to deliver on the ambition to create a smoke-free generation for Nottingham by 2040. There is an articulation of high-level outcomes and outputs each theme will seek to deliver over a 1, 2 and 3 year period however limited detail is provided. Further detail is required in the delivery plan regarding the outcomes and outputs with a baseline position and target impact measures to provide clarity on the level of ambition within each delivery theme.
Does the delivery plan reflect the ambitions set out in the JHWS?		The draft delivery plan has a clear long-term ambition to create a smoke-free generation for Nottingham by 2040. The draft delivery plan has well-articulated content in terms of current activity and medium-long term objectives that will support the ambitions set out in the JHWS
Does the delivery plan include an action plan with clear milestones for the next 6		The delivery plan does not yet include a detailed action plan, however it is recognised that there is a need to agree the strategic intentions of the programme between partners before the action plan can be developed. Plans are in place

months that support the delivery of the programme objectives?		to establish two sub-groups that will develop and own action plans that will deliver on the ambitions of the programme.
Is the programme on track to deliver the milestones and actions as identified for the next 6 months?		As an action plan with clear milestones for the next 6 months has not been produced it is not possible to provide an assessment.
Is there evidence of the use of the PBP delivery principles including engagement with people with lived experience?		Most PBP delivery principles (and how they will be enacted) are articulated in the draft delivery plan however as the programme is in its early stages there is limited evidence of the delivery principles being used in practice. The draft delivery plan has a focus on tobacco use with children and young people and recognises the importance of engagement with children and young people in the delivery of the programme. The draft delivery plan recognises there is more to do and includes a number of examples of where future engagement is proposed.
Are there any high risks or issues that are impacting on the delivery of the programme?		While there is a need to develop an action plan with clear milestones for the next 6 months, at present there are no high-risk issues identified which impact delivery of the programme.
<b>POG Priorities for Next Period</b>		
<ul style="list-style-type: none"> <li>• Receive an agreed delivery plan that includes detailed actions to support the delivery of the short, medium-term and long-term outcome measures and impact assessments.</li> <li>• Receive assurance that there is a process for ensuring communities and/or people with lived experience are engaged in the programme</li> </ul>		

<b>Priority</b>		
Eating and Moving for Good Health		
<b>Status Summary</b>		
<p>In the last reporting period, the EMGH programme, objectives and associated workstreams have been reviewed and refreshed. A 10-year EMGH strategy has been produced accompanied by a draft delivery plan for the duration of the current JHWS. It is anticipated that this will be the first of a series of 3 delivery plans to meet the ambition in the strategy to, 'make it easier for adults, families, children and young people to eat and move for good health'. Following various stakeholder engagement, the programme workstreams have been reviewed and developed into 5 delivery themes which form the basis of a draft delivery plan for 2022-2025. In the next reporting period, the programme oversight group will seek assurance that the delivery plan has been agreed between members of the Eating &amp; Moving for Good Health Alliance and that short-medium term actions have also been agreed.</p>		
	<b>Progress</b>	<b>Comments</b>
Has the programme been established?		This programme has been established building on a history of partnership work in the city to decrease rates of obesity. In the last reporting period, the programme objectives and associated workstreams have been reviewed and refreshed with workstream leads into delivery themes.



Does the programme have sufficient delivery resource in place?		The programme has not yet benefitted from dedicated programme management support and while some additional programme support has been provided by the public health team, the majority of programme management responsibilities have fallen to the programme lead. A full-time programme manager has been recruited and is due to start in January 2023.
Does the programme have sufficient engagement across partners?		The programme has strong engagement among many of the key partners, however there are plans to engage further. Following the review of the EMGH programme, a series of engagement activities, including partner workshops are planned to agree a shared delivery plan and actions for each delivery theme. Plans are being developed to establish the Eating & Moving for Good Health Alliance where partners are expected to take collective ownership and will identify the resources needed to support their contribution to the shared ambition. There has been strong focus on this in the last reporting period and the level of engagement and commitment from partners has significantly improved.
Has a delivery plan been agreed between partners?		In recognition of the review of the EMGH programme ambitions and delivery themes, significant progress has been made in the development of the delivery plan however there is still further work to be undertaken before this can be agreed between partners. Given the importance of the delivery plan being agreed and collectively resourced by members of the Eating & Moving for Good Health Alliance, it is anticipated that an agreed delivery plan will not be received until early 2023.
Does the delivery plan have clear ambitions with short and medium-term outcome measures and impact assessments that align to the ambition of the programme?		The content of the draft delivery plan is driven by a 10-year EMGH strategy. Within the strategy there are ambitious objectives to be achieved over the duration of the strategy. Each delivery theme includes draft 'pledges' to be achieved over the medium and longer term. Proposed outcomes that can be measured to show impact over a short, medium and long-term have been identified within each delivery themes however these have not yet been agreed by partners. The proposed pledges and outcomes measures identified in the draft delivery plan have been carefully considered to support the delivery of the overarching programme ambition to 'make it easier for adults, families, children and young people to eat and move for good health'.
Does the delivery plan reflect the ambitions set out in the JHWS?		The current draft of the delivery plan clearly reflects the ambitions set out in the Joint Health and Wellbeing Strategy
Does the delivery plan include an action plan with clear milestones for the next 6 months that support the delivery of the programme objectives?		The current draft of the delivery plan does not yet include an action plan with clear milestones for the next 6 months. A partner workshop is planned for early December to begin the development of a shared action plan.

Is the programme on track to deliver the milestones and actions as identified for the next 6 months?		As an action plan with clear milestones for the next 6 months has not been produced it is not possible to provide an assessment.
Is there evidence of the use of the PBP delivery principles including engagement with people with lived experience?		Most PBP delivery principles (and how they will be enacted) are articulated in the draft delivery plan however as the programme is in its early stages there is limited evidence of the delivery principles being used in practice. Further detail is required in the next iteration of the delivery plan regarding how people with lived experience across the life course will be involved in the programme.
Are there any high risks or issues that are impacting on the delivery of the programme?		The programme has not yet benefitted from dedicated programme management support which has caused delays to the development of the EMGH strategy and action plan. A full-time programme manager has been recruited and is due to start in January 2023. This is no longer a high risk to the delivery of the programme.
<b>POG Priorities for Next Period</b>		
<ul style="list-style-type: none"> <li>• Receive an agreed delivery plan that provides short and medium-term outcome measures and impact assessments that align to the ambition of the programme.</li> <li>• Receive assurance that partners are committed to the delivery of the programme through the identification of resource to deliver on the short, medium and long-term objectives.</li> <li>• Receive assurance that there is a process for ensuring communities and/or people with lived experience are engaged in the programme</li> </ul>		

<b>Priority</b>		
Financial Wellbeing		
<b>Status Summary</b>		
In the last reporting period, a joint workshop between NFRP, HWB and PBP members took place to establish and agree the strategic priorities for the programme, building on the NFRP action plan for 2022-23. While the strategic priorities that will detail the medium and long-term objectives of the programme are yet to be agreed, good progress is being made against the short-term actions set out in the NFRP action plan and there is evidence of PBP partners supporting the delivery of these objectives. There has been increased engagement from PBP partners in the programme over the last reporting period and coordinated activity is taking place to bring together the actions that partner organisations are taking individually to support with cost-of-living pressures. In the next reporting period, the POG will be seeking assurance that partners have agreed the medium and long-term strategic priorities for the programme and have agreed a delivery plan detailing how these will be achieved.		
	<i>Progress</i>	<i>Comments</i>
Has the programme been established?		This programme has been established building on the work of the pre-existing Nottingham Financial Resilience Partnership (NFRP). In the last reporting period, a joint workshop between NFRP, HWB and PBP members took place to establish and agree strategic priorities for the programme building on the NFRP action plan for 2022-23.
Does the programme have sufficient delivery		Strategic priorities for the programme are still to be agreed, therefore it is not possible to provide an assessment on whether the capacity of programme resource is sufficient to

resource in place?		meet the strategic priorities of the programme. There is sufficient resource in place to deliver on the NFRP action plan for 2022-23.
Does the programme have sufficient engagement across partners?		There is strong engagement across most PBP partners in this programme and this is continuing to build. Many PBP partners are taking steps within their own organisations to support with cost-of-living pressures and are beginning to align this activity through this programme
Has a delivery plan been agreed between partners?		A draft delivery plan has been submitted comprising the NFRP action plan for 2022-23 and a set of 10 draft strategic priorities developed through a joint workshop between NFRP, HWB and PBP partners. Work is being undertaken with partners to agree the strategic priorities for the programme and take forward the recommended actions from the development session – a strategic framework is being developed to support with this.
Does the delivery plan have clear ambitions with short and medium-term outcome measures and impact assessments that align to the ambition of the programme?		Through the NFRP action plan there are 13 objectives with agreed actions that detail short-term outcome measures impacting on citizens, individual partners, and the development of the NFRP itself. The draft strategic framework builds on the NFRP action plan with proposed medium and long-term priorities for the programme with associated outcomes to measure impact. The outcome measures and impact assessments are to be agreed by partners alongside the overarching ambition(s) of the programme.
Does the delivery plan reflect the ambitions set out in the JHWS?		The strategic priorities identified in the joint NFRP, HWB and PBP workshop that form the basis of the strategic framework are aligned to the ambitions set out in the JHWS. The next step is to ensure that there is agreement across partners, and a commitment and to deliver the actions that will lead to the delivery of the strategic priorities of the programmes.
Does the delivery plan include an action plan with clear milestones for the next 6 months that support the delivery of the programme objectives?		The draft delivery plan comprises the 12-month NFRP action plan for 2022-23, within this there are clear objectives for the next 6 months of the programme. Objectives including, helping citizens to access financial support, helping to tackle in-work poverty, increasing the resilience of services (such as debt and benefit advice, and food banks) and increasing financial education, as well as supporting the development of the partnership.
Is the programme on track to deliver the milestones and actions as identified for the next 6 months?		While resource has been prioritised from the NFRP to support the development of the financial wellbeing programme, good progress is still being made against the objectives set out in action plan, aided by the support of the PBP partners. It should be noted that while there has been a delay in producing an agreed delivery plan, all other milestones and actions are currently on track.
Is there evidence of the use of the PBP delivery principles		In working with the NFRP there is evidence of the use of the delivery principles – the NFRP action plan was informed by a survey completed by 300 Nottingham residents. The NFRP includes frontline practitioners and people with lived

including engagement with people with lived experience?		experience. The draft delivery plan sets out an objective in 2022/23 to develop arrangements for engaging people with lived experience and community empowerment in the programme.
Are there any high risks or issues that are impacting on the delivery of the programme?		While not a high risk at this stage, there are a considerable number of partners and stakeholders involved in this programme and it is taking time to agree the strategic priorities for the programme. It should also be noted that cost of living pressures are having a significant impact on the workload of the programme lead and programme manager, as well as partners involved in the programme which is also impacting on the ability of the partnership to be agile in making decisions jointly. The programme lead is working closely with the executive sponsor and PBP programme director, and the POG is continuing to monitor the development of this programme.
<b>POG Priorities for Next Period</b> <ul style="list-style-type: none"> <li>• Receive a delivery plan that details the agreed strategic priorities of the programme, bringing together medium and long-term objectives that will build on the short-term objectives in the NFRP action plan.</li> <li>• Receive assurance that there is a process for ensuring communities and/or people with lived experience are engaged in the programme.</li> </ul>		

<b>Priority</b> Severe Multiple Disadvantage		
<b>Status Summary</b> In the last reporting period this programme has produced an agreed delivery plan building on a series of workshops undertaken to reaffirm the ambition of the programme and develop plans of the associated workstreams. The programme now has seven workstreams with associated action plans established, aligned to the short, medium and long-term ambition for the programme. Programme governance has been established to enable the programme lead to monitor progress against workstream objectives. All workstreams have action and risk/issue logs to enable workstream leads to highlight any risk or issues associated with delivery and escalate to the programme lead as necessary. A significant focus for the programme is the sustainability of support provided to people experiencing SMD following the completion of the Changing Futures programme in April 2024 – a sustainability plan to be discussed with HWB members has been produced. Over the next reporting period, the POG will seek assurance on the delivery of the seven workstream action plans and support the programme lead to manage the risks associated with the completion of the Changing Futures programme.		
	<i>Progress</i>	<i>Comments</i>
Has the programme been established?		This is a well-established programme that has been delivered as part of the original set of PBP programmes running since July 2020. Since being established as a JHWS priority, a number of workshops have been undertaken to reaffirm the ambition of the programme and develop plans of the associated workstreams. The programme has an overarching oversight group and seven underpinning workstreams led by different partners.
Does the programme have sufficient delivery		An executive sponsor and a programme lead have been in place since the programme emerged in July 2020. In the last reporting period, a programme manager has been recruited

resource in place?		and started supporting the programme in October 2022. In addition, the SMD programme is aligned to the Department for Levelling Up, Housing and Communities programme, Changing Futures, a 3-year programme which has attracted £3.9million in funding. This funding is in place until April 2024 and supports significant strategic and operational activity (see risks section).
Does the programme have sufficient engagement across partners?		The programme has very strong engagement from across the partnership. The delivery team is well-established and meets as the 'SMD partnership' made up of over 100 individuals representing over 30 organisations and people with lived experience. This SMD partnership meets on a bi-weekly basis – meetings in October and November 2022 were attended by over 50 members. The six underpinning workstreams are led by different partners. While there is very strong engagement from across the PBP, due to operational pressures there are still some partners who are unable to dedicate sufficient time to SMD programme. Continuing to grow and develop the SMD partnership is still a significant focus for the programme lead.
Has a delivery plan been agreed between partners?		A delivery plan has been received for this programme which has been agreed by the SMD partnership.
Does the delivery plan have clear ambitions with short and medium-term outcome measures and impact assessments that align to the ambition of the programme?		The delivery plan details short, medium and long-term objectives across seven workstreams that are aligned to the overall ambition of the programme to 'ensure people experiencing SMD receiving joined up, flexible, person-centred care from the right services, at the right time and in the right place'. The seven workstreams are also aligned to agreed outcome measures at an individual, population and service level and have. Each workstream has an agreed action plan that evidences the contribution of each workstream to the outcome measures over the short, medium and long-term.
Does the delivery plan reflect the ambitions set out in the JHWS?		The delivery plan clearly sets out how the objectives within the seven workstreams reflect the ambitions set out in the JHWS. Through the development of a theory of change for SMD, the objectives for achieving transformational change have been established at individual, service and system. These include a focus on, the continued involvement of people with lived experience, ensuring flexibility across services, supporting the partnership workforce, making best use of data and a drive to ensure equity through all activity.
Does the delivery plan include an action plan with clear milestones for the next 6 months that support the delivery of the programme objectives?		The delivery plan includes clear milestones for the next 6 months across all seven workstreams. Milestones are also provided over medium and long-term timescales. Programme governance has been established to enable the programme lead to monitor progress against workstream objectives. All workstreams have action and risk/issue logs to enable workstream leads to highlight any risk or issues associated with delivery and escalate to the programme lead as necessary.



Is the programme on track to deliver the milestones and actions as identified for the next 6 months?		All workstreams are currently on track.
Is there evidence of the use of the PBP delivery principles including engagement with people with lived experience?		The delivery plan has strong evidence of the use of the PBP delivery principles. The delivery plan is particularly strong in evidencing the voice of people with lived experience within the design, development and delivery of the programme. One of the programme workstreams is: 'Listen to the voices of experts by experience, be guided by them and co-produce everything we do' – like all workstreams, there are short, medium and long term objectives associated with this workstream.
Are there any high risks or issues that are impacting on the delivery of the programme?		The POG has been notified of a risk from the SMD programme that requires the attention of the HWB. The Changing Futures (CF) programme is a key to the delivery of the SMD programme objectives. Funding for the CF programme will expire in April 2024 and if funding is not identified to establish a continued model of support there is a risk that there will not be continuity in support for people experiencing SMD and improvements in integrated working between partners will not be sustained. It is recommended that HWB members participate in a development session focused on the SMD programme to discuss the support provided to people experiencing SMD during and following the completion of the CF programme.
<b>POG Priorities for Next Period</b> <ul style="list-style-type: none"> <li>• Receive assurance on the delivery of the programme action plan through the seven workstream action plans.</li> <li>• Receive assurance people with lived experience are continuing to play an integral role in programme delivery.</li> </ul>		