



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Health and Wellbeing Strategy

2023-2027

Our vision - happier, healthier, fulfilled lives



Borough Vision 2023 ambition – inclusive, healthy, independent lives

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Foreword

Our lives and communities have changed significantly in the three years since our last Health and Wellbeing Strategy was launched. Despite the unprecedented challenges of the pandemic, there have been many improvements and innovations in the ways people are offered support to improve their health and wellbeing and the ways we have been working together to ensure more seamless health and care. Working in communities and in partnership with community and voluntary organisations has been key to these successes.

Although we face clear challenges going forward, such as the cost of living crisis, this refreshed health and wellbeing strategy gives us a real opportunity to improve the lives of everyone in Telford and Wrekin, with a particular focus on people who face the greatest risks of poor health and disadvantage.

Our Council Plan “protect, care and invest to create a better borough” includes the priority – every child and adult lives well in their community, and the other four priorities also significantly impact on health and wellbeing as they commit to improve the wider determinants of health which is fundamental.



The Borough Vision 2032 to build a more inclusive borough, strongly aligns to the inequalities agenda, and includes the ambition – everyone is able to live a healthy and independent life. The other three ambitions also contribute to improving health and wellbeing more broadly.



This strategy and the priorities have been developed, drawing together a range of insight from residents and partners and aligning with other important plans and strategies which significantly contribute to improving health and wellbeing outcomes and reducing inequalities.

The Health & Wellbeing Board fully recognises the context of change and the uncertainty that we are living through, and we see the legacy of austerity faced by our residents, local businesses and in our communities. This is most evident in the stubborn inequalities gaps in our borough.

The way the council and partners work with the NHS is changing shape. The new Shropshire Telford & Wrekin Integrated Care System encouragingly is committing to a stronger focus on prevention and reducing health inequalities, as well as improving clinical services and moving at greater pace on health and social care integration. The ICS sees the place-based way of working as crucial and the Telford & Wrekin Integrated Place Partnership is responsible for delivering change for our residents.

To evolve and implement this strategy we will remain strongly focussed on using intelligence and best practice to guide our work, as well as ensuring that co-production and engagement with residents, service users and partners meaningfully shapes all our improvements. Like our previous health and wellbeing strategies we commit to putting people at the centre of everything that we do and want to make sure our residents get offered the right help, at the right time.



Cllr Kelly Middleton
Cabinet Member for
Healthy, Safer & Stronger
Communities and
Partnerships



Cllr Andy Burford
Chair of Health and
Wellbeing Board

Looking back

Over the past decade, health and wellbeing outcomes have been improving in Telford and Wrekin. Life expectancy for men and women has shown some improvement, but remains slightly lower than the national average. There are persistent inequalities gaps in life expectancy related to deprivation, 7.3 years gap for men and 4.1 years for women. Life expectancy for older people at age 65 for both males and females in the borough remains significantly lower than the England average.

Overall, improvements in life expectancy have stalled in the last decade for men and women in the borough, having improved in the decade before.

However, life expectancy at age 65 for both males and females in the borough in 2021 remained significantly worse than the England average.

Some of the high level improvements in outcomes we have seen include:

- mortality rates in under 75s have improved over the last decade, however early death rates for heart disease are still high;
- smoking rates have fallen consistently during the past five years;
- despite having very high covid infection rates, the borough death rate from covid has been comparatively low.

The Health & Wellbeing Strategy agreed in June 2020 committed to a set of priorities and an overview of achievements and progress against those priorities is shown in the following sections.

Key achievements – progress on our 2020 priorities

Continue to develop, evolve and deliver our Telford & Wrekin Integrated Place Partnership (TWIPP) priority programmes:

Building community capacity and resilience

Our approach has involved and engaged community leaders and organisations that are well connected to our underrepresented communities. Projects have included: delivery of community health and wellbeing projects to 4000 local people living in our highest areas of deprivation and people from our black and asian communities; wellbeing cafes and developing our network of volunteer Health Champions. Training and upskilling local people to lead activities in their community has been a key part of the programme with 170 training places funded and delivered through community based projects. Projects have also aligned

to delivery of commitments in the NHS Long Term Plan including the Cancer Champions project delivered by Lingen Davies. The Cancer Champions are playing a crucial role encouraging others in their communities to take up cancer screening invitations, and help people better understand the signs and symptoms of cancer improving rates of early cancer diagnosis.



Prevention and healthy lifestyles

Over the past 2½ years the Healthy Lifestyles Service has received 4000 referrals with just over 70% going on to access 12 weeks of support with an advisor. Significant progress has been made working closely with our health system partners across clinical pathways to engage underrepresented and higher risk population groups with just over 80% of clients having at least one long term health condition.

Targeted work with education has included a schools health and wellbeing toolkit; physical activity training and active travel initiatives. The council's Eat Well Team has provided food education, family cooking sessions and school meal taster sessions to more than 6300 children. Community based initiatives have included free swimming to all resident children and young people; the 10 by 10 initiative; and the Happy, Healthy, Holiday Programme.



- Launch of the **Independent Living Centre** in April 2021 – a joint venture between the Council and Telford & Wrekin Council for Voluntary Services, it provides free information and guidance to everyone in the borough who wants to know more about care and support as well as the opportunity to trial different gadgets and equipment to enhance their independence at home and in the community.



Early access to advice and information

A series of improvements to further develop an integrated approach to information and advice include:

- **Live Well Telford** – the online all age community directory continues to develop, with over 1,300 groups/services listed. Feedback from residents has been positive and people have found it easy to use and are able to access the information they want at a time to suit them.



- Launch of the **Virtual House** in April 2021 – using innovating technology this online platform enables an interactive tour of a house showing examples of equipment and solutions that may be helpful to residents / family members to do daily activities around the home and live as independently as possible.



Integrated care and support pathways

Developing integrated pathways remains a priority for TWIPP, key areas of progress include:

- Health and Social Care Rapid Response Team – launched in December 2019, this admission avoidance service continued to develop through the pandemic and is now seen as best practice and has been rolled out across the system.
- Pathway Zero – a preventative, community based hospital pathway that supports people to be discharged without formal input from health or social care once home. This was piloted in 2019 and the pathway has been rolled out across the system with xx% of people now being discharged through this route.

Priority focus to drive progress on tackling health inequalities

Our inequalities plan launched in September 2021, started an ambitious approach to systematically close the gap across a wide range of themes important to people's lives: best start in life, economic opportunity, community and place, public health and prevention, health and social care integration and covid impact. A total of 35 innovative projects were funded across the plan themes and the majority were successful in offering more targeted support where it was needed, with many improving outcomes and narrowing the gaps identified.

Priority call to action to improve emotional and mental wellbeing

The series of improvements to support people's mental health include:

- **For children and young people** – the introduction of family hubs with a focus on emotional wellbeing and mental health?, implementation of Family Safeguarding model, Mental Health practitioners in embedded in schools and children's services.
- **For adults** – strong partnership working with the voluntary sector to improve access to support and outcomes for residents, including Wellbeing Café's, Calm Café (for those in crisis), formation of the Mental Health Alliance partnership, expansion of peer support, proactive joint work on suicide prevention, including training, suicide bereavement offer, assist and engage and Z-card, work with NHS colleagues to improve mental health services. The Year of Wellbeing Campaign led to 3600 residents making a wellbeing pledge.



Priority plan to ensure people's health is protected as much as possible from infectious diseases and other threats

Building on the strong response to the pandemic led through the public health team's Health Protection Hub, the health protection function has been strengthened and covers a wider range of infections with ongoing support to residents, education and businesses. Our first Health Protection Strategy has been agreed as part of the Integrated Care System and this is a joint plan with the NHS and Shropshire Council.

The system wide response to delivering the covid vaccination programme has successfully achieved high uptake rates with Betty our vaccination bus delivering 4,500 vaccination to residents in those areas with low uptake and narrowing the inequalities gap.



Our local picture

185,842 
Population 2021

11.4% 
Population
increase 2011 -2021

The population continues to grow above national rates.

35.7% 
Population increase
aged 65+ 2011-2021

The highest increase in population of all West Midlands upper tier local authorities and second highest of all 151 upper tier local authorities in England.

83% 
Borough
population with an
ethnicity of white
British, decreased
from 89.5% in 2011

As the population grows, it is also becoming more diverse.

24.9% 
Population living
in 20% most deprived
nationally, around
45,100 people

The borough is a place of socio-economic contrasts, with areas amongst the most deprived in England, with deprivation rates comparable to inner cities.

81.9 
Life expectancy
for women

Life expectancy for women remains worse than England.

4.1 
Inequality in life
expectancy for women

A woman living in the most deprived areas of the borough can expect to live 4.1 years less than a woman living in more affluent areas.

1 in 5 
Disabled

20.5% of the population are disabled, higher than the England rate.

78.2 
Life expectancy
for men

Life expectancy for men remains worse than England.

7.3 
Inequality in life
expectancy for men

A man living in the most deprived areas of the borough can expect to live 7.3 years less than a man living in more affluent areas.

18,000 
People providing
unpaid care

The borough has the 10th highest rate of unpaid carers of all 151 upper tier local authorities.

Introduction

Developing our strategy priorities

This strategy aims to deliver the health and wellbeing priorities and commitments in both the Council Plan and the Borough Vision 2032 and contribute to the ICP strategy.

Our strategy priorities have been defined and shaped by a wide range of plans, data and intelligence from the Joint Strategic Needs Assessment (JSNA) and crucially through insight and engagement with our residents, communities and partners. This strategy outlines the rationale, local picture and what we have heard from residents and partners. It provides an overview of how we will deliver improvements in outcomes across a range of delivery plans.

The JSNA process has developed significantly since the publication of the last strategy in 2020, supporting our ambition to be intelligence-led. This includes the launch of a fully revised '**Telford and Wrekin Insight**' website, containing both headlines and detailed, interactive reports about the health, care and wellbeing of our population.

Listening to our residents and understanding what is important to them is being undertaken in a wide variety of ways with a range of groups and people. A summary of engagement insight and co-production work contributing to the

strategy is shown on the following page. Each priority in this strategy includes an overview of what we are hearing from our residents.

Working in partnership is critical to improving health and wellbeing, and collaborative work is going on across many different organisations through a variety of partnerships. The key strategic partnerships supporting the Health & Wellbeing Board and the implementation of this strategy are the Telford & Wrekin Integrated Place Partnership (TWIPP) and the Community Safety Partnership. The Health & Wellbeing Board also work as partners in the new the Integrated Care Partnership that is part of the Shropshire, Telford & Wrekin Integrated Care System. There is also other partnership work supporting the wider determinants of health.

Listening to our residents and partners

Engagement work contributing to the development of the priorities

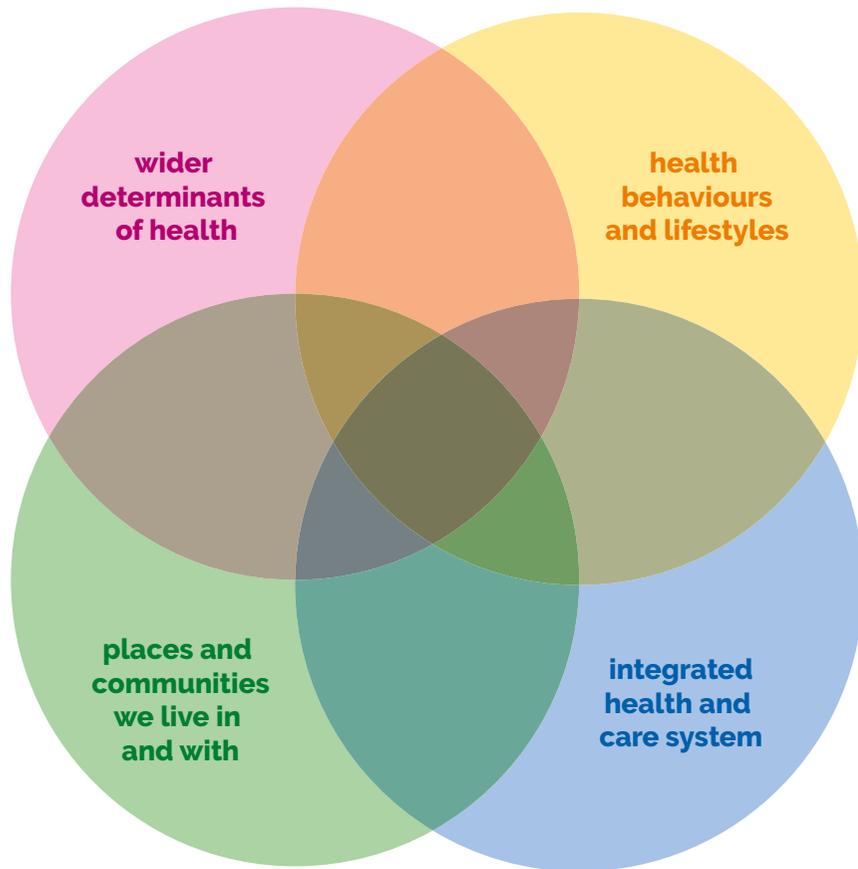
- **Telford & Wrekin Council's Residents Insight Interviews** February-April 2022, circa 3,000 telephone interviews to explore resident's views and priorities.
- **Telford & Wrekin Council Residents Survey**, 2020 received over 5,470 responses, covering multiple aspects of health and wellbeing.
- **Shropshire, Telford & Wrekin Integrated Care System Big Health & Wellbeing Events**, Spring 2023.
- **Ageing Well Partnership Survey** July-September 2022 received over 2,800 responses.
- **Domestic Abuse Strategy Engagement Workshop**, May 2022, 50 attendees, including local victims and survivors sharing their views and experiences.
- **Alcohol & Drug Strategy - Deep Dive Focus Groups and Engagement Workshop**, March and April 2023 – 50+ participants across four focus groups in our peer-led organisations and a stakeholder workshop with 45 attendees.
- **Autism Strategy engagement.**
- **Dandelion's Parents Group** Supported to become expert parent advisors for the Family Hubs Programme.
- **Telford & Wrekin Integrated Place Partnership (TWIPP) Co-production Conference** in November 2022 attended by 40+ people from statutory organisations, voluntary, community and social enterprise sector (VCSE) organisations and representatives from seven lived experience groups.
- **Best Start in Life Family Hub** launch engagement
- **Leisure Facilities Strategy** consultation
- **Make Your Mark Youth Parliament** ballot and focus groups

[This is a place holder for the Health Watch focus groups insight]

Our approaches

Population health

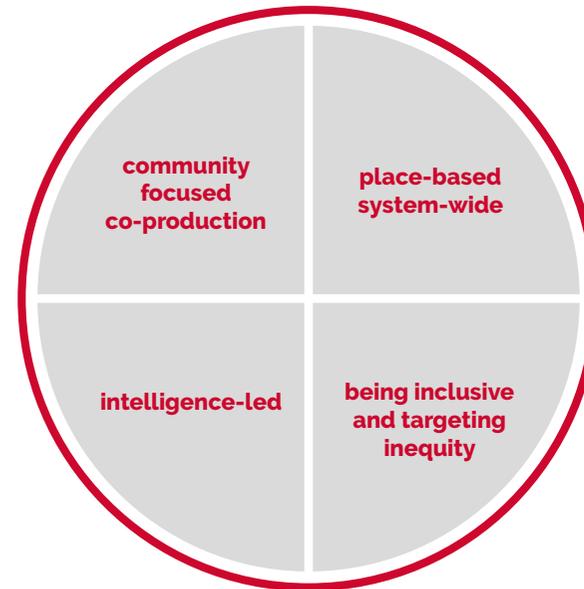
We can improve health and wellbeing at a population level by impacting on the way people live in their communities, the wider determinants of health – jobs, income and education, healthy lifestyles and through an integrated health and care system.



Closing the gap - tackling inequalities

We can reduce inequalities by using an approach that is co-produced with communities and is underpinned by intelligence such as equity profiles for the uptake of services and outcomes, so services and support can be targeted toward those most in need and delivered in the most effective way.

- Community insight
- Engagement with service users, parents and carers
- TWIPP co-production charter
- Telford & Wrekin Integrated Place Partnership
- Strategic Commissioning
- Shropshire, Telford & Wrekin Integrated Care Partnership STW ICP



- Joint Strategic Needs Assessment
- Population Health Management
- Equitable targeting
- Equality, diversity & inclusion

Our approaches

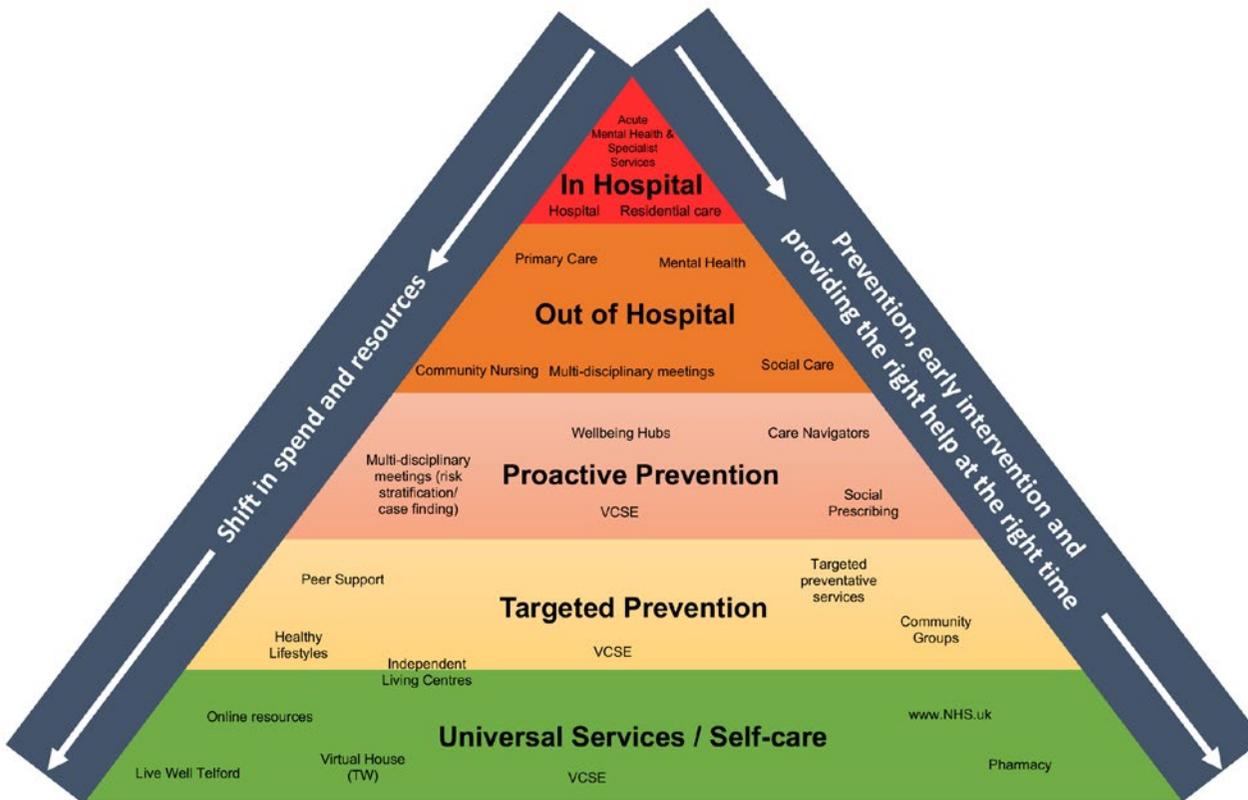
Strong focus on prevention

Advice and support on prevention is essential at all levels, universally for everybody to stay healthy and support self care, but with a more targeted and proactive preventative approach for those who need more support.

Person centred care and support

Keeps people and their individual needs at the heart of everything, offering tailored and personal support, in the right place and at the right time, so people feel empowered and in control of their health.

<https://makingitreal.org.uk>



Closing the gap

Closing the gap is a key part of the Borough Vision 2032 ambitions to build a more inclusive borough.

Our ambitious approach to reducing inequalities started in 2021 with a stocktake of the existing gaps in key local population health outcomes, alongside investigation into how these gaps were being exacerbated by the challenges of the pandemic.

The Marmot national reviews of inequalities strongly influences our approach to closing the gap and the priorities included in this strategy. The eight Marmot policy areas include: early years development, employment, living standards, communities, ill-health prevention, discrimination, and environmental sustainability.

The **wider determinants of health** are critical to the way we live and our health and wellbeing outcomes, and often referred to as “the causes of the causes”. As such we have included as priorities:

- housing and homelessness;
- economic opportunity - with a clear focus on the cost of living crisis;
- inclusive resilient communities;
- green and sustainable borough.

Getting the best start in life and the key focus on children and young people and families is a strong local priority. Working together to support parents and carers to maximise our children’s potential will have lifelong impacts on their emotional and physical wellbeing for the next generation.

Alongside the wider determinants of health and the best start in life, closing the gap requires a strong emphasis on **people living in the most deprived communities**. A targeted approach is needed for people who are socially disadvantaged who do not have the same opportunities as residents who are more well off.

On the face of it, Telford and Wrekin is a prosperous place but there are clear gaps, 21.4% of children under 16 live in relative low income families and this is higher than the England average of 18.5%. Nearly a quarter, 24.9% of our population live in areas which are in the 20% most deprived nationally, which is around 45,100 residents. The NHS refer to the people in the most deprived 20% as the “core20” population and ICSs are expected to see these people as a defined target population for action to reduce healthcare inequalities.

Throughout the strategy and across the priorities inequalities are highlighted, and these gaps are repeatedly related to the gaps between health and wellbeing experience in the most deprived communities compared to the most affluent

communities. Particular and specific inequalities are also faced by different groups of people, often referred to as **inclusion groups** and these can be related to characteristics which are protected in the Equalities Act. These people can often feel socially excluded, and can experience multiple overlapping risk factors for poor health and wellbeing such as poverty, violence and complex trauma. We see those who need an extra inequalities focus as people who are:

- from black and minority ethnic groups;
- gypsies and travellers;
- living with physical, learning disabilities and autism;
- within Equality Act protected characteristic groups;
- at risk of exploitation and abuse;
- LGBTQ+;
- service personnel and veterans;
- looked after children and care leavers;
- special educational needs and disabilities;
- asylum seekers and refugees;
- affected by alcohol, drugs and domestic abuse;
- carers.

The closing the gap inequalities priority strongly links to the Council’s Equality, Diversity and Inclusion Strategy 2022-2026.

Starting well

Why it's important

- Healthy pregnancies for all mothers, families and babies is key to starting well, however some women face disadvantage which impacts on maternal and pregnancy outcomes, for example teenage mothers, women from black and minority ethnic groups, those suffering from the impacts of drugs and alcohol and domestic abuse.
- Support for families in the early years to nurture and develop their children well is seen as fundamental to outcomes throughout life. The new Start for Life Family Hubs are designed to offer community-based care and support for all families with a particular focus on communities living in deprived areas who have access to less resources and opportunities.
- Education outcomes, with foundations at the very early development stages, significantly shapes future lives. While social inequalities impact on these outcomes, the legacy of the pandemic is affecting development and education outcomes in a new way.
- Children and young people with special educational needs and disabilities (SEND) face disadvantage which affects their outcomes and therefore focussed attention is required on this group to ensure they reach their full potential.

- Children and young people who are in care and those who are leaving care are a group who need dedicated, coordinated support to ensure they thrive well, feel connected and can access opportunities as they move into adulthood.
- Emotional and mental health is considered as fundamentally important as physical health and building resilience in children and young people and improving support offered is a key priority.

Local picture

- 12% of mothers smoke at the time of delivery, which is significantly worse than the national average.
- The proportion of children achieving a good level of development at age 2-2½ years (66%) is significantly lower than the national average. At the end of reception 63.6% of children achieved the expected standard which is similar to the national average, but levels in children who are eligible for Free School Meals are lower.
- 61% of Early Help Service assessments identify adult mental and emotional health as a need and 50% identify parenting as a need.
- Hospital admissions for mental health conditions (under 18s) is lower than national

but admissions as a result of self-harm in those aged 10-24) is higher than national.

- Secondary school rates of suspensions are higher than national, but levels of 16-17 year olds not in education, employment or training are improving.

What engagement tell us

- Parents of babies and young children want to hear about the support of offer to them, especially the free activities.
- Parents feel youth activities and clubs are a priority and these should be affordable and in a safe environment.
- Young people say that exercising and eating well makes them feel healthy.

Delivering the priority

- Shropshire, Telford & Wrekin Local Maternity and Neonatal System plan aims to improve pregnancy and maternity outcomes through high quality maternity services, with a special focus on equity and equality – this links strongly to our Start for Life Family Hubs programme.

Starting well *continued*

- The Best Start in Life Early Help Board has the following key priorities:
 - Start for Life Family Hubs programme and transformation of early help support;
 - social, emotional, mental health;
 - excess weight;
 - Special Educational Needs and Disabilities (SEND).
- Healthcare inequalities affecting young people are being tackled through the NHS core20plus 5 programme for children and young people, led by the ICB and covering: oral health, asthma, epilepsy, diabetes and mental health.
- Building on the successful Ofsted and CQC Inspection for children and young people with Special Educational Needs and Disabilities, the SEND strategy is evolving our approach to supporting these more vulnerable children and their families. There is strong focus on wider engagement and coproduction with parents, carers and families and children and young people themselves.
- The Belonging Strategy and Alternative Provision Strategies also contribute to the agenda, particularly the inequalities focus as these plans target children and young people who need alternative options and more support than mainstream education settings can offer.

"We know that the first 1,001 days of a child's life are crucial for their development and wellbeing and can have a significant impact on their future."

"We want to provide every child in Telford and Wrekin with the best possible start in life"

CLlr Shirley Reynolds, cabinet member for early years, children and young people



Right help at the right time



Living well

Why it's important

Across the health and social care system we are seeing unprecedented demand for mental health and wellbeing services. This requires a place-based approach working with service users, carers and partners placing a greater emphasis on preventing illness, self-care and staying well and enabling people to access non-clinical approaches to improve their health and wellbeing in their own community close to where they live.

Care for people with long term conditions accounts for £7 in every £10 of health and social care expenditure. Much is preventable and linked to lifestyle risk factors including smoking, poor diet, obesity, physical inactivity and alcohol consumption. There is a strong correlation between good mental health, physical health, social participation and resilient communities.

What engagement tell us

- People like to have choice about how they access support at a time and place that suits them.
- Supporting residents to undertake training can help build community capacity

- Coproducing more projects with teams across the NHS, council and the voluntary sector can support the effective targeting of resources to ensure we impact on health inequalities – maximising the use of all skills, knowledge and connections.
- The voluntary sector can mobilise people and resources in a way councils and the health sector cannot.
- Public health campaigns can have a positive impact on residents health and wellbeing.

Local picture

In 2018-20 healthy life expectancy was 57.8 years for males and 60.3 years for females both are significantly worse than the England average Preventable mortality is highest in our more deprived communities.

The proportion of people who smoke has fallen from 24.7% in 2011 to 13.7% in 2021 but smoking rates continue to be high in routine & manual groups (28.2%).



●●●●●●●●
YOUR TIME TO FEEL
HAPPIER AND HEALTHIER



Delivering the priority

- Delivery of 'Live Well' programmes aimed at encouraging healthy lifestyles and improving mental wellbeing .
- Delivery of Making Every Contact Count (MECC) training to our frontline practitioners.
- Delivery of public health campaigns that align to our priorities.
- Embed health improvement advice and lifestyle interventions within the clinical pathways for cancer, heart disease, diabetes, musculoskeletal and mental health.
- Embed preventative approaches and signposting to health improvement interventions across adult social care practice including further development of community-based support.
- Develop our approach bringing together multi-disciplinary teams of staff from across public health, primary care, community care, social care and the voluntary and community sector to work together to deliver joined up, person centred and proactive care.

Ageing well

Why it's important

- Living longer brings opportunities, not only for older people and their families, but also for society as a whole, with mature years offering the chance for people to pursue new activities, careers or pursuing long neglected passions.
- People are living longer and the number of older people is growing, so demand for services and support will increase, planning should ensure we use our limited resources to achieve the best possible outcomes for people in the coming decades.
- By co-producing services and support with our maturing residents and partners we can celebrate the advances that should enable more of us to live longer healthier lives, while maximising independence for as long as possible so that people can live well for longer.

Local picture

- In 2021 life expectancy at 65 years was 17.8 years for males – 0.6 years lower than England, and 20.1 years for females – 0.9 years both are significantly worse than the England average

What engagement tell us

Over 2,800 residents gave their views in the Telford and Wrekin Ageing Well survey in 2021, the eight key themes people feel are important are shown below:

Where we live

People feel safe, feel part of the community and supported through social connections.

Health and wellbeing

People stay healthy; people do not feel socially isolated; people will live longer in better quality health.

Carers

Carers are supported in their caring role; carers have the information they need to support them financially; carers will have access to a range of support options, including respite; people with dementia will receive support tailored to their specific needs.

Financial security

Good information to help people plan for the future; information on benefits or additional income people are entitled to; the whole workforce, including volunteers and the community are advocates for older people providing information and guidance.



The impact of the pandemic

Public transport to be available and affordable; transport links with places people need to travel to, i.e. GP surgeries, hospital appointments and leisure activities.

Digital inclusion

Support people to embrace technology; digital workshops for people to learn about technology.

Delivering the priority

- The Ageing Well Partnership have developed the strategy, Celebrating Later Life in Telford and Wrekin – a proactive, preventative approach to active ageing and action plans are being developed based on the eight key themes to deliver the aspirations.
- The NHS has a key role to play in helping older people manage long-term conditions, giving greater control over the care they receive, with more care and support being offered in or close to people's homes, rather than in hospital.



Inclusive resilient communities

Why it's important

- Communities which are connected, safe and clean support our physical and mental health and wellbeing, and the Council Plan and Vision 2023 commit to making all our neighbourhoods a great place to live for our residents.
- Communities and neighbourhoods can feel unsafe due to the fear of crime or crime levels and also the risks of abuse and exploitation. People particularly at risk can be vulnerable children, young people and adults and those in inclusion groups and this can be a key inequalities issue.

What engagement tell us

- Our 2020 and 2022 residents surveys highlighted crime and antisocial behaviour as one of the top priorities for the council and the police.
- The 2022 focus group insight used to develop the Borough Vision 2032 showed that our residents feel that Telford and Wrekin will be a place people want to live with their families now and in the future if there are affordable things for children and young people to do in a safe environment.

Local picture

- There was significant variation in rates of recorded crime across the borough's communities in 2022/23 highlighting the disproportionate levels of crime in our most disadvantaged communities. All of the wards with a worse than the borough average rates include areas ranked in the 20% most deprived in England.
- Between April 2021 and January 2023 there was a reduction in the number of theft and shoplifting offences, but more recorded violence against the person and an increase in stalking and harassment.

Delivering the priority

The Safer & Stronger Communities programme is working to seek to address the root cause of crime, providing the foundations for social regeneration. The council, along with the police and other partners has created multi-functional neighbourhood teams who are working together to tackle issues of crime, disorder and quality of life in our towns and communities. The delivery plan has a strong public health approach to violence reduction.



**Safer & Stronger
Communities**



Building Safer Stronger Communities Plan Priorities

- Three areas of highest harm and anti-social behaviour.
- Child exploitation.
- Domestic abuse.
- Serious violence duty.
- Health inequalities.

In delivering our objectives we will focus action on:

- education and skills;
- housing standards;
- crime reduction;
- environmental crime and anti-social behaviour;
- community resilience;
- health inequalities.

Healthy weight

Why it's important

Unhealthy weight is associated with reduced life expectancy and is a risk factor for a range of chronic diseases including cardiovascular disease, type 2 diabetes, some cancers, liver and respiratory disease. Unhealthy weight can also have a significant impact on mental health. Without action the health of individuals will continue to suffer, health inequalities associated with obesity will remain and the economic and social costs will increase to unsustainable levels. Helping people to achieve and maintain a healthy weight is one of the most important things we can do to improve the health and wellbeing of our residents.

Tackling unhealthy weight is not just about an individual's effort, it is also about the environment we live in, the information we are given to make choices; the choices that we are offered; and the influences that shape those choices.

Providing enhanced opportunities for physical activity through leisure facilities and other activities and can support residents to live well in their communities and help address health inequalities, in particular amongst those who are currently inactive. Community based sports and physical activity initiatives can significantly contribute towards achieving public health priorities, and tackling inequalities.

What engagement tell us

Taking the healthier option is not always the easier option (due to cost, availability and knowledge).

Healthy Lifestyle Advisors co-located in GP surgeries and as part of multi-disciplinary teams has the potential to reduce the demand on health appointments and ensures weight management is part of the care pathway with many patients going on to access community support close to where they live.

Schools have the knowledge and relationships with the families most in need and are able to identify families that would benefit from the support of the healthy lifestyle service. Families like the convenience of accessing support at school.

Local picture

The proportion of residents with unhealthy weight locally is higher than the national average and is:

1 in 4 children (27.3%) aged 4-5 years

2 in 5 children (40.8%) aged 10-11 years

7 in 10 adults (70.6%) (98,600 adults)

Levels of unhealthy weight are highest in our more deprived areas.



Delivering the priority

- Development of a Healthy Weight Strategy.
- For children: healthy pregnancy support and breastfeeding; whole school programmes; weight management programmes in school and community settings; support in Family Hubs.
- For adults: community learning for food and cooking skills; weight management programmes; targeted support for adults with a learning disability.
- Initiatives and campaigns to increase levels of physical activity including active travel initiatives and 'Green Spaces are Go' including promoting cycling through the Bike Hub
- Healthy Places that support people to maintain a healthy weight: Community Centres, workplaces, schools, Care Homes.
- Training for our workforce – raising the issue of obesity and having the conversation & providing support.
- Implementing the Indoor Leisure Facilities Strategy 2022-2032.

Alcohol and drugs

Why it's important

- Excessive alcohol and drug use can lead to chronic diseases and other serious problems including increased risk of cancer, cardiovascular diseases, such as heart disease and stroke, liver disease and digestive problems.
- Addiction also causes or exacerbates mental health problems and can cause debt and homelessness, can result in unemployment, criminal behaviour and imprisonment and is known to significantly impact the lives of loved ones, especially children and young people.

What engagement tell us

A series of focus groups with service users and people with lived experience from our specialist service and peer-led community organisations - STaRs, TACT, A Better Tomorrow, Recharge, highlighted key themes for improvement.

Adult service user focus group themes:



Earlier interventions



Fear



Visibility



Cultural



Stigma

Young person service user focus group themes (12-21 year olds):



Safety



Fear



Education



Access



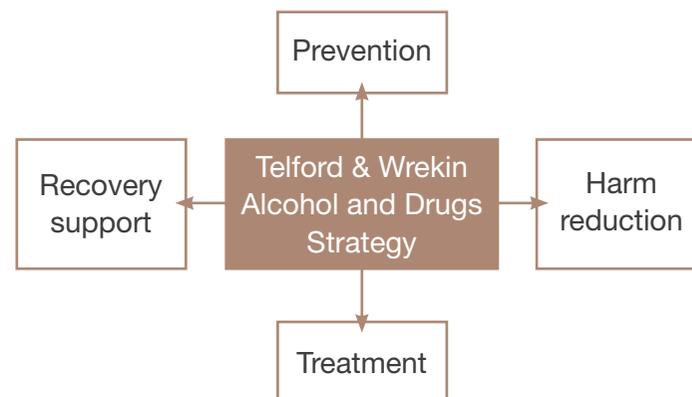
Listening

Local picture

- Hospital admissions for alcohol-related conditions for males 40-64 years and females 65+ years are significantly worse than the England average.
- An estimated 2,030 adults in Telford and Wrekin are alcohol dependent, this represents an unmet treatment need of 85%, which is higher than the national of 80%

Delivering the priority

The refreshed **Telford & Wrekin Alcohol and Drugs Strategy** will be published in 2023, based on improving a range of outcomes across four key areas. Our treatment services and peer-led support teams are a key part of our recovery community and vital to the success of the strategy.



Domestic abuse

“Telford and Wrekin are committed to the survivor voice – supporting the local independent survivor group and instigating and assisting survivors speaking and being present in such an integral way”

Why it's important

- Domestic abuse is unacceptable, yet it continues to be a serious issue for many of our residents wrecking lives and devastating families.
- While domestic abuse disproportionately affects women, it is recognised that there are male victims and female perpetrators and that it can be a serious issue in some sex relationships and can significantly affect people who are lesbian, bisexual, gay and transgender (LGBT+).

What engagement tell us

In May 2022 50 people, including local victims and survivors, shared their views and experiences of domestic abuse and this insight was used to shape the new domestic abuse strategy and the commissioning of the new service and support offer, which will be in place from June 2023.



Local picture

- It is estimated that circa 23,600 adults have experienced domestic abuse at some point in their lives and approx. 7,200 adults have experienced domestic abuse in the past year.
- Both the number of domestic abuse victims and the number of children affected have been increasing year-on-year.

Delivering the priority

Telford & Wrekin Domestic Abuse Strategy 2023-2026 commitments.



Mental health and wellbeing: children and young people

Why it's important

- Mental health conditions were becoming more common among children and young people, before the pandemic. The underlying causes are complex, but social isolation and school disruptions during the pandemic have likely played a role.
- Half of adult mental health problems start before age 14, so prompt care can prevent problems persisting in adulthood, but nationwide child and adolescent mental health services have been underfunded and have long waiting times.
- Children from the poorest 20% of households are 4 times more likely to suffer serious mental health problems than the 20% most wealthy.

What engagement tell us

- The UK Youth Parliament's 'Make Your Mark' ballot included votes from 4,855 children and young people aged 11-18 from nine secondary schools and three youth groups in Telford and Wrekin. The top issue concerning young people was identified as health and wellbeing. Following this local focus groups, carried out by members of the Telford & Wrekin Youth Parliament Forum identified mental health as the main issue raised by

young people. The effects of the pandemic, access to mental health support and services and how schools support mental health were key challenges flagged.

- The YPF have been working with Elected Members and council officers to discuss access to mental health services and the Forum have suggested that a Youth Mental Health Summit is held to explore challenges and solutions. The YPF are also co-producing the Year of Wellbeing campaign for Young People.

Local picture

- An estimated 4,350 (18%) of 7-16 year olds and 3,680 (22%) of young people aged 17 to 24 years have a probable mental disorder, females are at great risk.
- Hospital admissions for young people aged 10-24 years as a result of self-harm is worse than the national average.
- 80% of Children's Services Early Help Assessments record emotional and mental health needs in children.

Delivering the priority

The Best Start in Life Early Help Board is overseeing the implementation of the following prevention and community-based initiatives: Children & Young People Year of Wellbeing Campaign and Mental Health Summit Development of Youth Social Prescribing Youth Offer development – community activities Youth Health Champions programme Wellbeing Charter Mark for Schools and education settings

Shropshire, Telford & Wrekin Integrated Care System is overseeing the Children & Young People Local Transformation Plan aimed at meeting the emotional and wellbeing needs to 0-25 year olds, this includes service improvements in the Midlands Partnership Foundation Trust BeeU service.



Mental health and wellbeing: adults

Why it's important

- Referrals for mental health services and support are increasing and mental health needs are becoming more complex due to the impacts of the pandemic. For many people, covid left them socially isolated and lonely.
- The mental health and emotional wellbeing of parents has considerable impact on children and in families and it is important that support is easily accessible and available when it is needed.
- Leisure facilities and other activities which increase physical activity levels can improve people's emotional wellbeing and also provide valuable social spaces enabling residents to come together and help address social isolation.

What engagement tell us

We have heard through engagement for the draft mental health strategy that people want:

- Greater awareness of mental health, and where to get support.
- Easy access to support.
- For services to work together better.

- Support for the most vulnerable residents needs to be prioritised including care leavers, those who are homeless or also have substance misuse issues.

Local picture

- It is estimated that at least 25,000 adult residents are likely to have a common mental health problem.
- Early deaths in adults with severe mental illness (SMI) remains significantly worse than the England average – this equates to 25 excess deaths above expected numbers per year.
- Suicide rates are similar to the national average.

Delivering the priority

The Telford & Wrekin Mental Health Strategy is in development and will outline local priorities. This will be recommended to the Health & Wellbeing Board in due course.

The strategy will be overseen, with an action plan developed, by the Telford & Wrekin Mental Health Partnership Board. A place based group which involves people with lived experience.



We are currently looking to increase the number of people who are experts by their experience and are exploring the potential for a reference group for those who would find this environment more comfortable to be part of.

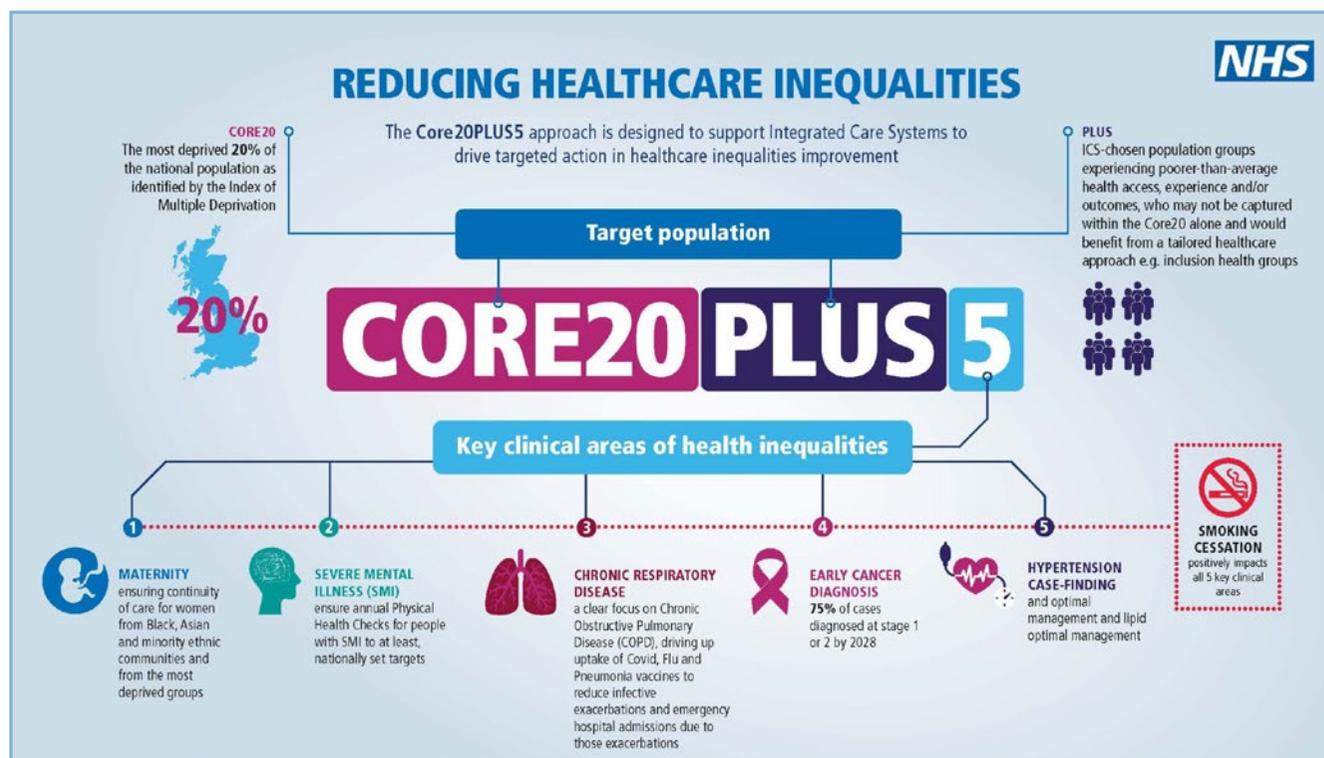
Community mental health transformation continues to be implemented and will bring care closer to the person and aims to improve access to support.



Prevent, protect and detect early

Why it's important

- Many conditions which are important causes of reduced life expectancy and the inequalities gap in life expectancy in our more deprived communities, can be prevented and treated earlier – for example certain cancers and heart disease.
- Healthy Lifestyles services offered by the council in the community focus on prevention support for people with excess weight and those who smoke, this offer is particularly targeted at those who need it most to reduce inequalities.
- NHS prevention programmes are varied and offered universally to everybody depending on age, such as cancer screening and cardiovascular risk checks and are also targeted at those people at risk, such as stop smoking support for people with serious mental illness and pregnant women.
- Reducing inequalities in those taking up prevention programmes and an extra focus on people living in the most deprived communities is the NHS priority inequalities programme known as the core20plus5.



Local picture

- The top three causes of the gap in life expectancy between the least deprived and most deprived communities are:
 - circulatory diseases (27% of the gap for males and 24% of the female gap).
 - cancers (16% of the gap for males and 15% of the female gap).
 - respiratory diseases (9% of the gap for males and 12% of the female gap).
- Bowel cancer screening coverage in 60-74 year olds is lower than the national average at 69%, with an inequalities gap between GP practices of 18%.
- Just over half 53.6% of people in Telford and Wrekin have their cancers diagnosed early and the national commitment is to increase this to 75% by 2028.

Prevent, protect and detect early *continued*

- Uptake of NHS Health Checks is low compared nationally.
- 15.6% of patients in STW have been diagnosed with hypertension – there is a significant number with undiagnosed hypertension.
- 78% of patients aged 12+ in TW received the first covid vaccine dose – with a inequalities gap of 17% between areas.
- **The Shropshire, Telford & Wrekin Health Protection Strategy** aims to protect our residents from harm from infectious and preventable diseases and infections and hazards. This includes screening and immunisation programmes.

Delivering the priority

- **The ICP Strategy and Joint Forward Plan** commits to more strongly prevent ill health and tackle healthcare inequalities.
- **The ICS Clinical Strategy** priorities include improving diagnosis and treatment for important preventable conditions including: cancer, cardiac conditions, diabetes and musculoskeletal conditions.
- **The Shropshire Telford & Wrekin ICS Cancer Strategy** aims to improve cancer outcomes through a comprehensive set of actions across the following areas prevention, early diagnosis, treatment and recovery support.



Integrated neighbourhood health and care:

Overview

Why it's important

- The Shropshire Telford & Wrekin Integrated Care System and new Partnership (ICP) are overseeing the development of new ways of working with the NHS, local councils and other partners.
- The ICS ambitions include ensuring a person-centred approach to care so people are at the heart of everything and joined up services are delivered in both the acute and community health and care settings to give everyone the best start in life, creating healthier communities and helping people to age well.

Delivering the priority

The ICS strategy and Joint Forward Plan set out the delivery commitments, the ICS will be working in different ways to deliver health and care integration.

People First

- People are at the heart of everything we do.
- Ensure community-centred co-production (with staff, partners, patients, carers, VCS and residents) underpins the development of services.

Prevention and inequalities

- Act sooner to help people with preventable conditions.
- Enable people to stay well and independent for longer by providing a greater emphasis on proactive prevention and self-care.
- Tackle the wider determinants of health - homes, jobs, education.
- Offer accessible, high quality health and care services, which are equitably targeted towards people in the greatest need.

Subsidiarity

- Things should be done, services and decisions made at the level that is most relevant, effective and efficient.
- These actions at every level work together to contribute to the overall ambition of the ICS.

Joint working

- Both in the way we commission and the way we deliver services, from shared funding, and collaboration to health and care teams designed around people and their lives.

Empowerment

- Enabling people to navigate our system when they need help. We will need every organisation to think harder about access, inclusion, cultural safety and health literacy in the services they provide.

Innovation, evidence and research

- Should be at the heart of our approach to the challenges we face and the opportunities to deliver.
- Maximise innovation and digital opportunities.

Integrated neighbourhood health and care:

Overview *continued*

What engagement tells us

The top 10 statements on health and care which are most important to Shropshire, Telford & Wrekin residents are:

- 1 “Professionals that listen to me when I speak to them about my concerns”.
- 2 “Access to the help and treatment I need when I want it”.
- 3 “I want to be able to stay in my own home for as long as is it is safe to do so”.
- 4 “I want my family and me to feel supported at the end of life”.
- 5 “Choosing the right treatment is a joint decision between me and the relevant health and care professional”.
- 6 “I want there to be convenient ways for me to travel to health and care services when I need to”.
- 7 “Easy access to the information I need to help me make decisions about my health and care”.
- 8 “Having the knowledge to help me to do what I can to prevent ill health”.
- 9 “Communications are timely”.
- 10 “I have to consider my options and make choices that are right for me”.

Integrated neighbourhood health and care:

Start for Life Family Hubs focus

Why it's important

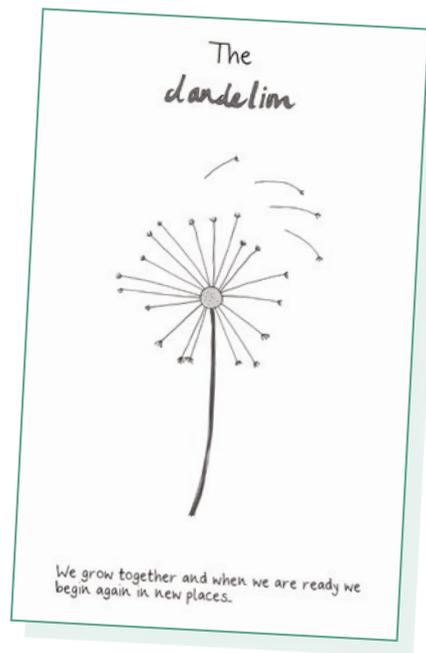
- The Start for Life Family Hubs programme, now being delivered in Telford and Wrekin, aims to improve health and education outcomes for all babies and children, and at the same time reduce inequalities in outcomes for families most in need.
- Family Hubs should ensure that parents and carers have access to welcoming, seamless information and support, at the right time when they need it. Integrated partnership working across services delivered in neighbourhoods should also empower staff and lead to continuous improvement in the offer.



Right help at the right time

What engagement tell us

Our inspirational Dandelion Parents have been supported to come together and share insight on their experiences to shape the evolution and ongoing development of the Start for Life offer.



Local picture

- Breastfeeding at birth, 66% of infants is significantly worse than the England average, and the inequalities gap between babies living in the most deprived compared to the most affluent communities is 8%.
- Child development remains significantly worse than the England average, 66.2% of 2 to 2½ year olds achieving a good level of development.

Delivering the priority

Family Hub Programme Delivery

Breastfeeding

Peer support, community groups, equipment scheme

Parenting

Antenatal education, Triple P, NHS Healthy Child Programme, Families and Telford & Homestart community groups, CAB Finance Health Checks

Home learning environment

Tots Talking, Talk Boost, Talking Early Years and Childcare

Parent-infant relationships and perinatal mental health

Midlands Partnership NHS Foundation Trust clinics and Seachange community wellbeing events

Parent Carer Panels

Dandelion Parents consultation

Integrated neighbourhood health and care:

Primary care focus

Why it's important

- The national Fuller report, 'Next steps for integrating primary care' recommends the development and integration of primary care into local neighbourhood communities, to help address the current challenges and improve the care and experiences received by patients.
- The NHS expect primary care to evolve with its core strengths protected, placing it at the heart of ICS, offering people streamlined access to care and advice, more proactive, personalised care and support from a multidisciplinary team based around neighbourhoods.
- Primary care cannot achieve the ambition alone and the ICS needs to take a system-led approach to drive improvements and to develop Integrated Neighbourhood Teams connected with Primary Care Networks (PCNs).

What engagement tell us

- The lack of access to GPs was a particularly strong theme we heard from our communities through both the 2020 residents survey and 2022 residents insight survey and focus groups. There is concern regarding the

expansion of Telford and development of housing exacerbating an already difficult position with primary care as more people move into the borough.

- The residents responses to the consultation for the ageing well strategy revealed that access to GPs is one of the top health and wellbeing issues for older people.

Local picture

- GPs are providing more appointments now than they did before the pandemic with seven out of 10 patients being seen face to face. Despite this demand continues to outstrip supply.
- Latest data suggest that 55% of Telford and Wrekin patients have an appointment same day/next day with 90% seen within two weeks.
- It is clear from direct patient feedback and the latest GP Patient Survey that some patients continue to experience difficulties in both getting through to their practice on the telephone and accessing a timely appointment.



- Additional roles such as social prescribers, community pharmacists, paramedics and care-co-ordinators have been recruited by the PCNs to increase the breadth of the multi-disciplinary team available to meet patient needs.

Delivering the priority

The ICS Joint Forward Plan is committing to develop actions to implement improvements to primary care across the following areas:

- enabling PCNs to develop integrated neighbourhood teams;
- co-design and put in place infrastructure and support for integrated neighbourhood teams;
- supporting a primary care forum and representation;
- supporting the development of Primary Care Networks and leadership;
- primary care workforce planning embedded in system workforce plans;
- developing a system-wide estates plan for primary care;
- a development plan to support the sustainability of primary care.

Integrated neighbourhood health and care:

Local care transformation programme focus

Why it's important

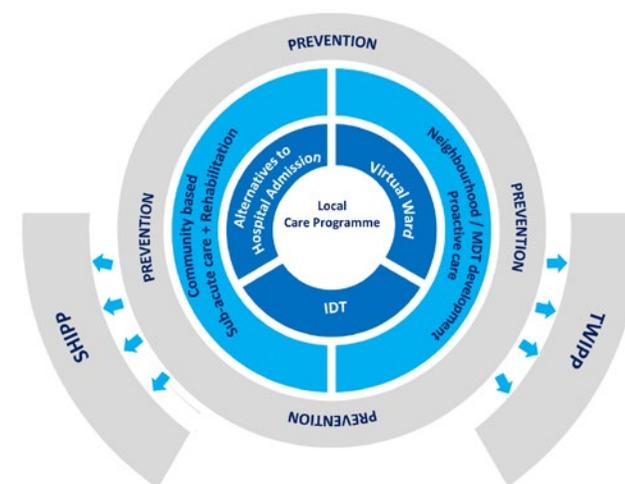
- A person-centered proactive approach to care, delivered in a more integrated way in the community, should improve outcomes and experiences for people, helping them live well and stay well, and in turn maximise independence and fulfilment in life.
- Transformed models of community care can add years to life and life to years and relieve pressure on hospital services. Wrapped around new models of care, being delivered through the Local Care Transformation Programme (LCTP), will be community-based support for people who are vulnerable, frail or have a range of complex needs.
- Proactive Care offering people with multiple long-term conditions integrated support to manage their conditions should reduce unplanned hospital care, address health inequalities and improve patient experience.

Delivering the priority

The LCTP will deliver the ambition to offer more joined up and proactive care closer to home through six critical programmes of work

- 1 Avoiding hospital admissions through provision of wider services including rapid response.
- 2 Implementing a 'discharge to assess' model to support patients to safely return home where any ongoing care needs can be assessed.
- 3 Opening 250 'Virtual Ward' beds to enable more patients to return to the place they call home to receive medical care that would otherwise be delivered in an acute hospital.
- 4 Employing a person centred and proactive care approach focused on keeping people well and preventing avoidable health issues for those at high-risk of a non-elective hospital admission.
- 5 Developing our approach to neighbourhoods to bring together multi-disciplinary teams of staff from across primary care, community care, social care and the voluntary and community sector to work together to deliver joined up, person centered and proactive care.

- 6 Reviewing community-based services for sub-acute care and reablement & rehabilitation to make best use of our available resources, including our staff and our physical assets including community care settings.



Green sustainable borough

Why it's important

- History shows that reductions in environmental pollution and advancements in hygiene contributed significantly to improvements in health and life expectancy. Access to green space and the natural environment has significant benefits to health, in terms of opportunities for physical activity and the impact on emotional health.
- Health is central to all our sustainability efforts, given the importance of access to food, housing, power, and health care to both physical and mental health and wellbeing.
- Protecting and enhancing our natural environment and taking a leading role in addressing the climate emergency is a key priority for Telford & Wrekin Council, including ambitions for becoming carbon neutral and plastic free.



What engagement tell us

The Council's 2022 resident insight survey of 3,000+ people revealed important views on the green sustainable agenda:

- Many respondents indicated the importance of greenery in their community, highlighting the levels of urban green space, access to parks, pleasant walks, and proximity to the countryside as being favourite parts of their local area.
- Almost half of respondents indicated that improved open green spaces is the most important priority to them for improving cultural, leisure and sports facilities and service.
- In focus groups residents developed the statement "Telford and Wrekin in future should be a place where green and open spaces are respected and easily accessible."

Delivering the priority

- "Green Spaces are Go" Council campaign and grant scheme for not-for-profit organisations aims to help residents be more active in our parks, nature reserves and green spaces.
- Green Guarantee – council commitment to protecting over 300 green spaces in the



borough, including Local Nature Reserves and Sites of Special Scientific Interest, Fields in Trust sites and Village Greens and extensive expansion of new Local Nature Reserves.

- Telford & Wrekin Carbon Neutral Plan monitors reductions in emissions from corporate buildings, street lighting and transport and travel. The ICS green plan also focusses on reducing emissions.
- The Council's Sustainable Transport commitments are being delivered through the Electric Vehicle Strategy and Local Cycling & Walking Infrastructure Plan.
- Supplementary Planning documents support climate change initiatives, highlighting the health and wellbeing benefits.
- Telford & Wrekin Air Quality Strategy is drafted and due to be approved in 2023.
- Active Travel England grant being used to create: new off-road cycle and walking routes, improved highways crossing points, enhanced wayfinding, and maintenance of the existing walking and cycling routes to improve user experience and safety.

Economic opportunity

Why it's important

- Levels of wealth and income significantly affects people's health and wellbeing and the current cost of living crisis is having an impact
- Cold homes are linked to a range of health conditions and there is good evidence that cost of living concerns are causing a decline in people's mental health
- As long as your work conditions are fair and the nature of your job isn't risky or life-threatening, you will enjoy the various health benefits of working. Employment is good for your mental health as it allows you to meet people, boosts your self-esteem, and gives you a sense of purpose and identity.

What engagement tell us

We have been hearing positive feedback from residents on the cost of living support offered

- Mrs G received emergency gas, electric and supermarket vouchers to buy food for her and she said: *"Thank you so so much, I truly appreciate your help. I couldn't see a way out and was starting to panic, I have had a few nights of no sleep so this means more to me than you know"*.

- Mrs D, a pensioner, received a supermarket voucher and said: *"In times like this when I have felt forgotten and when we are all struggling, I cannot thank you enough. This will go a long way to help ends meet as I have a food allergy and my food is dearer than the norm"*.
- J, received discretionary support and she said: *"I just need to write to say thank you for your amazing support team. Today I received a call from you, and I was so taken aback I haven't stopped crying, the kindness is overwhelming. The young lady who called me has given me a food voucher. I am so overcome. I have worked hard all my life and now at 74 years old I am in poor health. So today when this act of kindness came it made me very, very grateful"*.

Local picture

- Two thirds of households have an estimated annual income under £40,000 and 35.7% of household's income is below £20,000, almost double the national percentage.
- There are stark variations in the cost of living crisis impact, linked to the wide variation in low income households, Woodside has the highest levels of child poverty (44%), whereas poverty in people aged 60+, is highest in Malinslee & Dawley Bank (31%).

- Current financial challenges are hitting local employers, particularly small and medium enterprises which account for 98% of employment in Telford and Wrekin (compared to 60% nationally).

Delivering the priority

Our approach

- a Directly providing targeted support to help residents and organisations most affected by the cost of living crisis;
- b Working in partnership to coordinate support locally and maximise the impact;
- c Raising awareness of the support that is available across Telford and Wrekin;
- d With partners and other local authorities, making the case to Government for increased and sustained investment into long-term solutions to the cost of living crisis.

Our support - action to provide help with:

- 1 Energy and utility costs
- 2 Food, clothing, other essentials
- 3 Council Tax, money & benefits
- 4 Health, care and wellbeing
- 5 Housing
- 6 Transport
- 7 Business support



Housing and homelessness

Why its important

- Poor housing conditions, particularly damp and cold homes, directly harm physical and mental health and widen health inequalities related to poverty.
- The affordability of housing and increasing costs of housing cause stress and anxiety negatively impacting our mental wellbeing which is significant given the cost of living crisis.
- Living in housing which is appropriate and suits our needs impacts positively on our health and wellbeing, as well as promoting and enabling greater independence for longer for older people and those with physical or learning disabilities.
- People who experience homelessness commonly suffer from poor physical and mental health and they often face chronic and multiple health needs which go untreated. This is a key issue for people who have serious mental health problems or who suffer addiction and those who are refugees or asylum seekers.

Local picture

The Council's Housing Solutions Team offered advice and support in 2022-23 to the following:

- **148 people** who had been rough sleeping;

- **173 people** with a history of mental health issues;
- **113 people** with a physical health or disability;
- **92 people** who were experiencing domestic abuse.

What engagement tell us

"If you've got a good quality home, then health, employment, educational achievement and a happy family life are often much easier to obtain."

"We wish we had moved much sooner."

Mr and Mrs S both have a learning disability and prior to their move to extra care housing they had struggled to cope with their stairs and had little independence or contact with the other residents. Now successfully re-settled, they feel part of a real community and much happier, their care package is reduced and they are embracing the new social opportunities.

Delivering the priority

Telford & Wrekin Housing Strategy 2020-2025 aims to:

- create sustainable, accessible, affordable and integrated communities;

- make the best use of our existing homes;
- provide homes to support and empower our most vulnerable people.

The Telford & Wrekin's Specialist and Supported Accommodation Strategy 2020-2025 aims to:

- make the best use of existing accommodation;
- develop a range of new build specialist and supported accommodation over the next 10 years;
- ensure that support and care services, are delivered by registered providers as well as the community.

This the strategy will focus on: older people, those people with learning disabilities and autism, mental health needs, physical disabilities or complex needs, at risk of homelessness and young vulnerable people, including care leavers..

Telford & Wrekin's strategy to address homelessness and rough sleeping 2022 includes four objectives:

- prevention through early intervention;
- accommodation to support and empower;
- addressing rough sleeping;
- collaboration delivering services that are responsive, targeted and maximise impact.

Improving outcomes

The Health & Wellbeing Board will continue to have an outcomes focus and an outcomes framework will be developed to track progress of the strategy. Each Delivery Partnership will also have a performance framework to monitor progress.

We will monitor progress across the different domains of Population Health – wider determinants, healthy lifestyle behaviours and integrated health and care system. A clear focus of the Board is to reduce inequalities so wherever possible we will monitor progress using this lens.

- Improve life expectancy and healthy life expectancy – at birth and 65+ years.
- Narrow the gaps in life expectancy and healthy life expectancy.

- Narrow the gap in employment rates and improve the uptake of benefits.
- Narrow the gap in education outcomes focussing on those receiving free school meals.
- Reduce homelessness within the borough.
- Increase the number of residents using active travel and public transport.
- Reduce the impact of domestic abuse.
- Improve infant and maternal health outcomes.
- Reduce preventable mortality.

- Improve self-reported wellbeing.
- Narrow the gap in health outcomes for those with serious mental illness.
- Reduce smoking prevalence in routine & manual groups.
- Reduce unhealthy weight in adults and children.
- Improve reach and outcomes of alcohol and drug treatment.
- Increase the proportion of residents who report their health and care needs are supported through joined up services as close to home as possible.