

Public Document Pack

THE HAMPSHIRE PARTNERSHIP

Tuesday, 23rd September, 2014
10.30 am
Ashburton Hall, Elizabeth II Court
Hampshire County Council

Contact: members.services@hants.gov.uk

A G E N D A

1	Welcome and Announcements - Councillor Roy Perry, Leader of Hampshire County Council
2	Flooding in Hampshire: Outcomes Report and Lessons Learned – John Bonney, Chief Officer, Hampshire Fire and Rescue Service (Pages 3 - 40) Following the flooding experienced in Hampshire earlier in the year, John Bonney was asked to lead a multi-agency task force to collate the outcomes and lessons from the recovery exercise. John will present an outcomes report which will be supported by a brief presentation to help inform the discussion.
3	Better Care – making integrated care work for local people – Gill Duncan, Director of Adult Social Care, Hampshire County Council and Dr Hugh Freeman, CCG Lead (Pages 41 - 52) The Better Care Fund is the driver for the integration of health and social care services for the future. Gill Duncan will give a presentation which will cover the national context, the Better Care Fund and lead a discussion on the local opportunities and challenges.
4	Any other business
5	Closing remarks - Councillor Roy Perry
6	Future meetings of The Hampshire Partnership

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Report to the Hampshire Partnership

Date considered:	23 September 2014	Item:	2
Title:	A report on the wide area flooding of Feb / March 2014 and the subsequent multi-agency debrief		
Contact name:	ACO Andy Bowers Hampshire Fire and Rescue Service		
Tel:	023 8062 2000 Extn.3224	Email:	andy.bowers@hantsfire.gov.uk

1. Executive Summary

1.1 Between December 2013 and March 2014 Hampshire suffered an unprecedented amount of rainfall resulting in protracted flooding across wide areas of the county. The multi-agency response was coordinated by the Hampshire and Isle of Wight Local Resilience Forum and saw activity across all the partner agencies for over a month.

1.2 Hampshire Fire and Rescue Service undertook to arrange and run the multi-agency debrief process on behalf of the Local Resilience Forum and did so during June and July 2014, involving all agencies and communities in a very wide ranging information gathering and performance analysis exercise. This process was assisted by the University of Portsmouth providing external expertise and scrutiny.

1.3 Overall the response to the flooding was seen as well managed and with successful outcomes for the county. A key element of the success of the operation was multi-agency working as coordinated through the Local Resilience Forum (LRF) arrangements. The significant finding has been that communities believe the response was good, but if a similar event was to occur again their expectations will be greater in the future. The LRF needs to ensure good planning with finite resources, as well as taking account of the changes in society, such as the use of social media and the access to information.

2. Issues

2.1 Introduction

The scale and duration of the flooding was unique for Hampshire. The rainfall in England was the heaviest since 1766, and the winter was the wettest since national records began in 1910. December and January alone gave 6 months rainfall. Additionally January, February and March also gave record high spring tides.

The Strategic Coordination Group was established to manage the situation and met 12 times in total, the Response Working Group was also set up and sat continuously from 6th February to 5th March coordinating logistics and relief efforts on the ground.

Across the county almost 5000 homes were protected by various means with just over 200 being flooded despite the relief efforts. No deaths or serious injuries occurred throughout the period with the most significant single event being the storm surge high-tide event affecting Lymington on the 14th February.

Some 211,000 sandbags were utilised, Military Aid was invoked and 630 military personnel were deployed. As an example of the huge effort involved 71 million litres of ground flood water were tankered away from the Buckskin area of Basingstoke alone.

2.2 Safer Communities

The multi-agency effort touched almost every part of the community and used staff from all of the LRF partner agencies in a significant coordinated relief effort.

The Local Resilience Forum's response to the adverse weather in 2014 was the longest response to an incident in Hampshire since the Civil Contingency Act established LRFs in 2004.

In terms of the debrief process it is incumbent on all agencies to ensure that we learn any possible lessons in order to improve the response and increase safety for our communities.

By ensuring that all partners and affected communities were involved in the post-event debrief process, and gathering as wide arrange of evidence as possible on the period of adverse weather, the following emerged as the key areas to consider for the future:

- Pre-planning;
- Roles and responsibilities;
- Communications and quality of information;
- Training and exercising.

As this was a multi-agency debrief process the recommendations were presented to the Hampshire and Isle of Wight Local Resilience Forum Executive Group on July the 15th 2014. The recommendations were accepted and passed to the LRF Delivery Group to implement.

2.3 Accountable to Communities

The Local Resilience Forum is charged with managing response to catastrophic events under the terms of the Civil Contingencies Act 2004. The

LRF includes representation from every statutorily named agency including:

Hampshire County Council
Portsmouth City Council
Southampton City Council
Isle of Wight County Council
Hampshire Police
Hampshire Fire and Rescue Service
Isle of Wight Fire and Rescue Service
South Central Ambulance Service
Public Health England
Environment Agency
Maritime Coastguard Agency
Department for Communities and Local Government – Resilience and
Emergencies Directorate
Military – Joint Regional Liaison Officer
Utility companies

Additionally the debrief process included community groups, as well as Parish, District and County Councillors.

2.4 Assurance

As this was such a wide area and protracted event there were many agencies and communities involved which lead to a huge amount of evidence to gather. The key to learning from this event depended on how we captured the experiences of people involved or affected. This was done via a multiple view approach, survey questions, and face to face debriefs.

The debrief was divided into groups for clarity and ease of process. The groups were:-

Strategic Co-ordinating Group (SCG)
Response Working Group (RWG)
Tactical Co-coordinating Group (TCG)

- Test Valley
- Basingstoke and Deane
- Winchester
- New Forest
- Isle of Wight
- Havant and East Hampshire

Flood Action Groups
Parish Councils
Hampshire County Council (HCC) Members
LRF Warning and Informing Group

Each group was given the opportunity to complete an electronic survey with a comprehensive range of questions covering the whole of the adverse weather events. Over 120 responses were received. Physical site specific debriefs were held for the Response Working Group (RWG), Test Valley, Basingstoke, New Forest, Havant and East Hampshire Tactical Co-ordinating Groups, and the

Warning and Informing Group. Winchester and Isle of Wight conducted their own debriefs and shared the outcomes with us.

One of the key themes that emerged which contributed to the perceived success of the relief efforts was the pre-existing relationships that existed within the members of the Local Resilience Forum. Because key players knew each other they were able to be flexible, adapt to each other's requirements and provide mutual support across various issues that could otherwise have been considered to be the domain of just one. The fact that many lead officers from across the agencies knew one another meant that barriers could be broken down easily, and that mutual priorities could be readily agreed.

Another key issue in Hampshire was the innovation used as part of the approach. The use of barriers to 'choke' the flow in various rivers and divert water to less populated areas had not been seen before and was considered to be particularly effective. Additionally agencies were willing to operate outside of what was considered to be their normal role. HFRS for example supported community action groups by sending mechanics to service their own personal flood pumps as keeping these running would obviate the need for fire service pumps to be deployed.

Where community flood action groups were in place these were considered to be extremely effective in connecting the views and needs of local residents with those of the LRF partner agencies. An exemplar of this is the Hambledon flood action group who were very active for an even longer period than the rest of the county with their floods starting in late December.

3. Timelines

- 3.1 The floods took place over a three month period beginning in December and finishing in most areas in March. In some extreme cases floods continued even longer with Buckskin in Basingstoke still flooded into April. Evacuated residents were not able to return home, in some cases for months.
- 3.2 The multi-agency debrief process took place over three months from April through to June with the findings and recommendations presented to the LRF Strategic Group on the 15th July. The Strategic Group accepted the recommendations and have passed them to the LRF Delivery Group for implementation. A detailed implementation plan will be developed to track progress against the recommendations.

4. Conclusion

- 4.1 The flooding in Hampshire was well managed with lots of hard work, commitment and dedication from all of the statutory partner agencies. Pre-existing LRF plans and relationships formed the basis of a response that was seen as a good example of a multi-agency flood response at a time when many areas of the country were also affected. The quick response from the military in committing resources from around the county was significant.

In some areas the connection with the utility companies could be improved and work is underway to do so. The key areas that went well and were strengths in the Hampshire approach are:

- Multi agency working – built on pre-existing relationships
- Response Working Group & District Tactical Coordination Groups
- Logistics cell at Response Working Group
- River management schemes
- Co-ordination of resources
- Community groups
- Mutual aid
- Virtual media warning and informing and use of social media

4.2 The areas for improvement have been identified as:

- The need for flexibility of approach
- Greater multi-agency involvement in pre-planning
- Communications and decision logging
- Resilience in depth
- The scale of the event highlighted the need for suitability trained and experienced leaders at all levels.
- The need for expansion of the Inter-Agency Liaison Officers
- Wider and earlier engagement of community groups

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THE HAMPSHIRE PARTNERSHIP

23 September 2014

Hampshire County Council's Role As Lead Local Flood Authority

Briefing Note

1. Background – Legal Framework

1.1 The Flood & Water Management Act 2010 (FWMA) created a new role for County and unitary authorities as “Lead Local Flood Authorities” (LLFA). The Act placed five significant new duties on LLFAs:

- a duty to prepare a Local Flood Risk Management Strategy (LFRMS);
- a duty to investigate flood incidents;
- a duty to establish and maintain a register of structures that affect flood risk;
- a duty to designate third party assets that affect flood risk and give notice to owners that they have been so designated; and finally, and perhaps most significantly of all
- a new role for LLFAs as SuDS Approval Body (SAB) and, along with that, a requirement to approve, adopt and maintain SuDS.

1.2 All of these aspects of the Act are in force with the exception of the SAB which has been continually delayed. Government is currently consulting on a proposal which would see SuDS delivered by Local Planning Authorities through the use of planning conditions rather than by an SAB with the hope of introducing these new requirements in Spring 2015.

1.3 It is important to note that the role the FWMA creates for Hampshire County Council is a ‘flood risk management’ (FRM) role. It does not make the County Council responsible for all aspects of flooding. Managing risk is very different to responding to flood incidents in emergency situations. The FWMA does not alter any of the other legislation dealing with emergency response, nor does it alter the responsibilities of those bodies involved in performing this vital role other than in requiring co-operation between all parties. Considering the five new duties it is clear that the LLFA role is primarily concerned with looking forward to identify, manage and mitigate potential flood problems and working in partnership with other FRM authorities and other relevant organisations to prevent problems occurring in the future and seeking to ensure all bodies adopt a consistent, co-ordinated and mutually beneficial approach.

1.4 The LLFA responsibilities only apply to flooding from surface water, ground water and ‘ordinary water courses’ (OWCs). Managing flood risk from ‘main rivers’ (which are designated as such based on their degree of potential flood risk by the

Environment Agency (EA)) from large reservoirs and coastal flooding are the responsibility of the EA. The water companies are responsible for managing risks associated with sewer flooding. District Councils retain some flood risk management powers under 1991 Land Drainage Act. Given these various responsibilities, that flooding is rarely attributable to one single cause and that flooding is often caused by an interaction of factors which overlap these responsibilities and administrative boundaries, working in partnership is essential.

2. What Is The County Council Doing To Implement These Duties?

2.1 The County Council adopted its LFRMS in July 2013. It was prepared over an 18 month period with input from a wide range of partner organisations including most of the bodies involved in this Hampshire Partnership including District Councils and the Emergency Services. It was subject to public consultation during November and December 2012. The LFRMS includes an assessment of the highest flood risk areas across the County and includes action plans to address the highest risk areas.

2.2 The LFRMS is also accompanied by a series of more detailed Surface Water Management Plans (SWMPs) and a Preliminary Flood Risk Assessment. In view of the seriousness of the floods which occurred last winter the County Council is currently reviewing elements of the LFRMS and the draft SWMPs to ensure they are focused on a co-ordinated sub-catchment based approach rather than merely reflecting what is purely our responsibility as LLFA.

2.3 The County Council has carried out a number of what are termed “section 19 investigations” (as they relate to s19 of the FWMA) into significant flood events such as those recently experienced in Romsey, Hambledon and Buckskin. Its officers are also investigating many hundreds of smaller scale flooding incidents and providing advice to home owners on actions they might take to reduce the level of flood risk at their property (178 of these smaller-scale investigations have been carried out so far this year).

2.4 The County Council has established its ‘register and record’. In common with most other LLFAs HCC has not ‘designated’ any flood risk features. The ‘designation’ power is a rather onerous, blunt and bureaucratic tool and the County Council is focussing its efforts on working proactively with landowners rather than use the ‘designation’ power.

2.5 Even though the Sustainable Drainage Systems (SuDS) responsibilities have not yet come in to force, HCC and District Council staff have spent considerable time and effort to work up a way of ensuring a seamless approach to managing SuDS applications alongside the planning application process should the SAB role be introduced. Officers have also been working with developers on a number of large sites to trial and monitor different SuDS solutions.

2.6 In addition to fulfilling its obligations under these main duties of the FWMA the County Council has also been working in a lot of other areas to deliver related requirements of the FWMA. The County Council’s Economy Transport & Environment Select Committee has scrutinised the County Council’s flood risk management activity and made recommendations on how this might be improved. A number of conferences and briefing events have been held to publicise and increase understanding of the LLFA role. The County Council is now consenting authority for

works to OWCs (this was previously the responsibility of the EA). Around 100 consents have been processed to date.

2.7 Riparian landowners are being contacted and reminded of their legal responsibilities regarding water courses on their land – not least to keep ditches and streams clear of obstruction to prevent localised flooding. Leaflets and guidance notes have been prepared on these matters and are being distributed widely. Officers are currently in discussion with around 90 riparian owners regarding maintenance of their water courses.

2.8 County Council Members and officers are proactively engaging with the three Regional Flood & Coastal Committees (RFCCs) that cover Hampshire. RFCCs have a significant role in determining the allocation of Government's funding for flood prevention projects and schemes. Considerable effort has been invested in bidding for funding to address some of the most significant flood risks faced in the county. HCC has submitted a total of 15 bids to the three Environment Agency Regions for Flood Defence Grant in Aid (FDGiA) funding from the 6 year Flood Defence Capital Programme (2015/16 – 2020/21) together with a further 18 for inclusion into its 7 year plus pipeline programme to develop schemes for flood defence alleviation measures. A total of 33 bids in all.

2.9 The County Council has established and chairs the Hampshire Strategic Flood & Water Management Group which comprises a high level board and a technical delivery group. The group has been in existence in some form since the FWMA was introduced. The group directs, manages and monitors the work undertaken by the County Council to deliver its LLFA duties. It comprises representatives from the Environment Agency, water companies, district and local / parish councils, national park authorities, neighbouring LLFAs, the emergency services (Police & Fire) and the various departments of the County Council involved in flood risk management (including highways, emergency planning and the recently established flood risk management team). The board is chaired by the Council's Director of Economy, Transport & Environment.

2.10 Officers have accepted a large number of invitations to brief district, parish and local council officers and members and local community and flood groups about our LLFA activity and continue to do so.

2.11 Finally a comprehensive website which sets out a wealth of information regarding the County Council's LLFA role including links to all of the reports, strategies and guidance referred to in this note and much more has been created. This can be found at www.hants.gov.uk/flooding.

3. Summary

3.1. In seeking to deliver the requirements of the FWMA the County Council has worked closely with other FRM bodies and partner organisations to deliver a proportionate and effective response to these new duties and powers. All of this is additional to, separate from, but complimentary to, the County Council's work as an emergency planning authority and the work of the emergency services. The two areas of work are mandated by different legislation and have different aims and objectives. However, the widespread flooding experience last winter has shown that HCC needs to build on and enhance its capabilities, continue to improve its working

relationship internally and with partners and to better communicate and clarify its LLFA role. The creation of the FRM team will help drive this forward and provide a single point of contact and a co-ordinated outlet for the County Council's FRM activity.

*Stuart Jarvis
Director of Economy, Transport & Environment
Hampshire County Council
12 September 2014*

*E: stuart.jarvis@hants.gov.uk
T: 01962 845260*

The Hampshire Partnership

23rd September 2014

**A report from Hampshire Fire and Rescue Service on
behalf of the Hampshire & Isle of Wight Local
Resilience Forum**

2014 Flooding and Debrief Report

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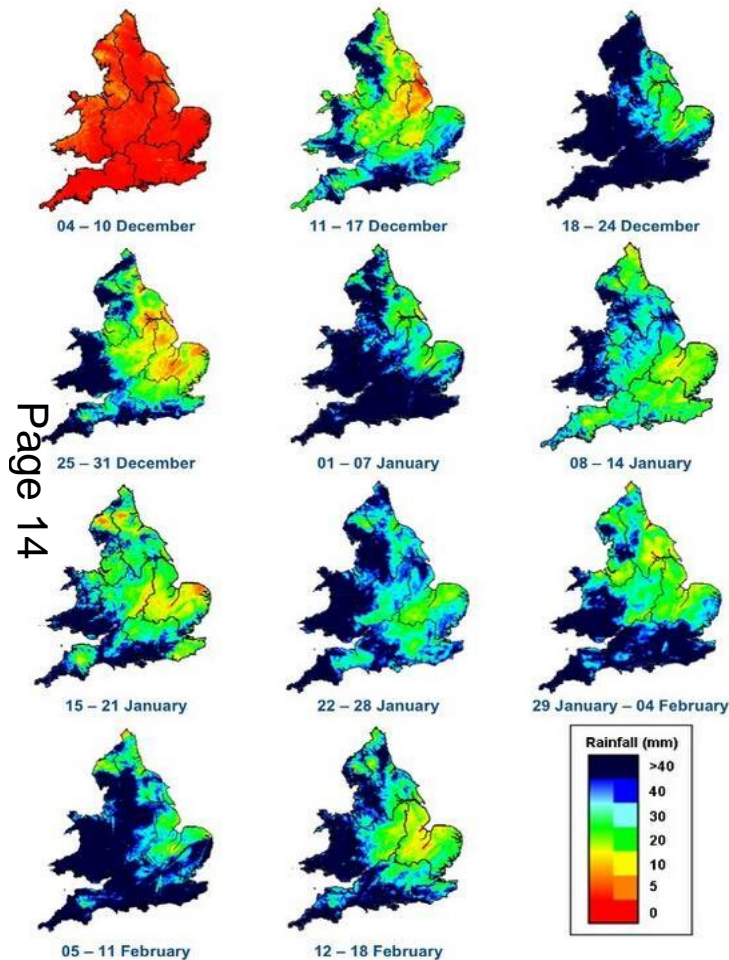


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Rain, rain, rain and more rain

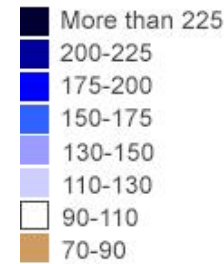
➔ (left) Week by week
(Blue = more rain)



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Record wettest winter

Rainfall 1 Dec - 25 Feb
% of 1981-2010 average



➔ Right = Whole event

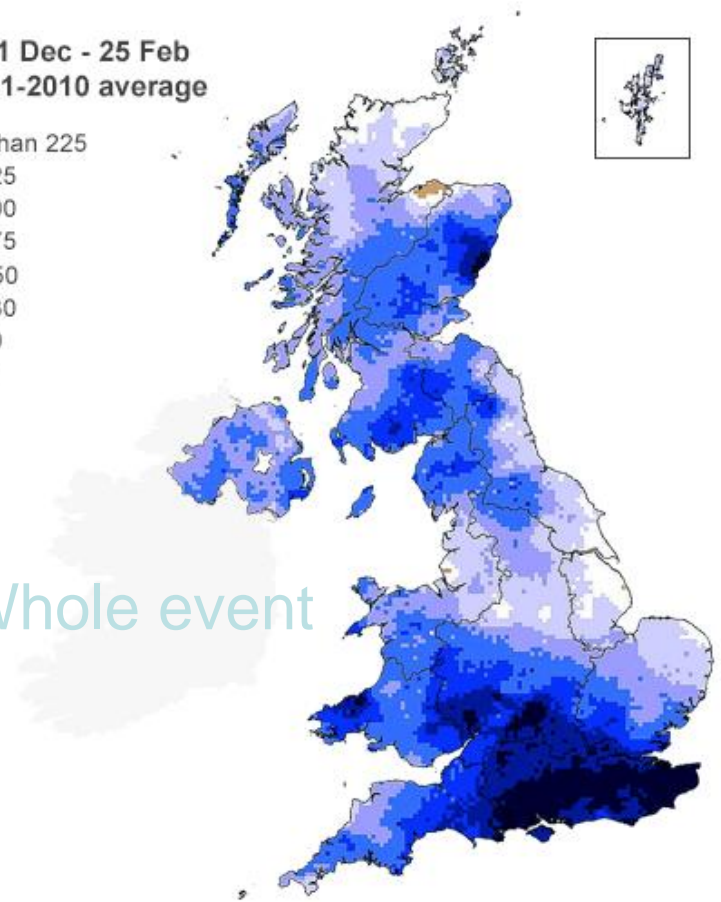


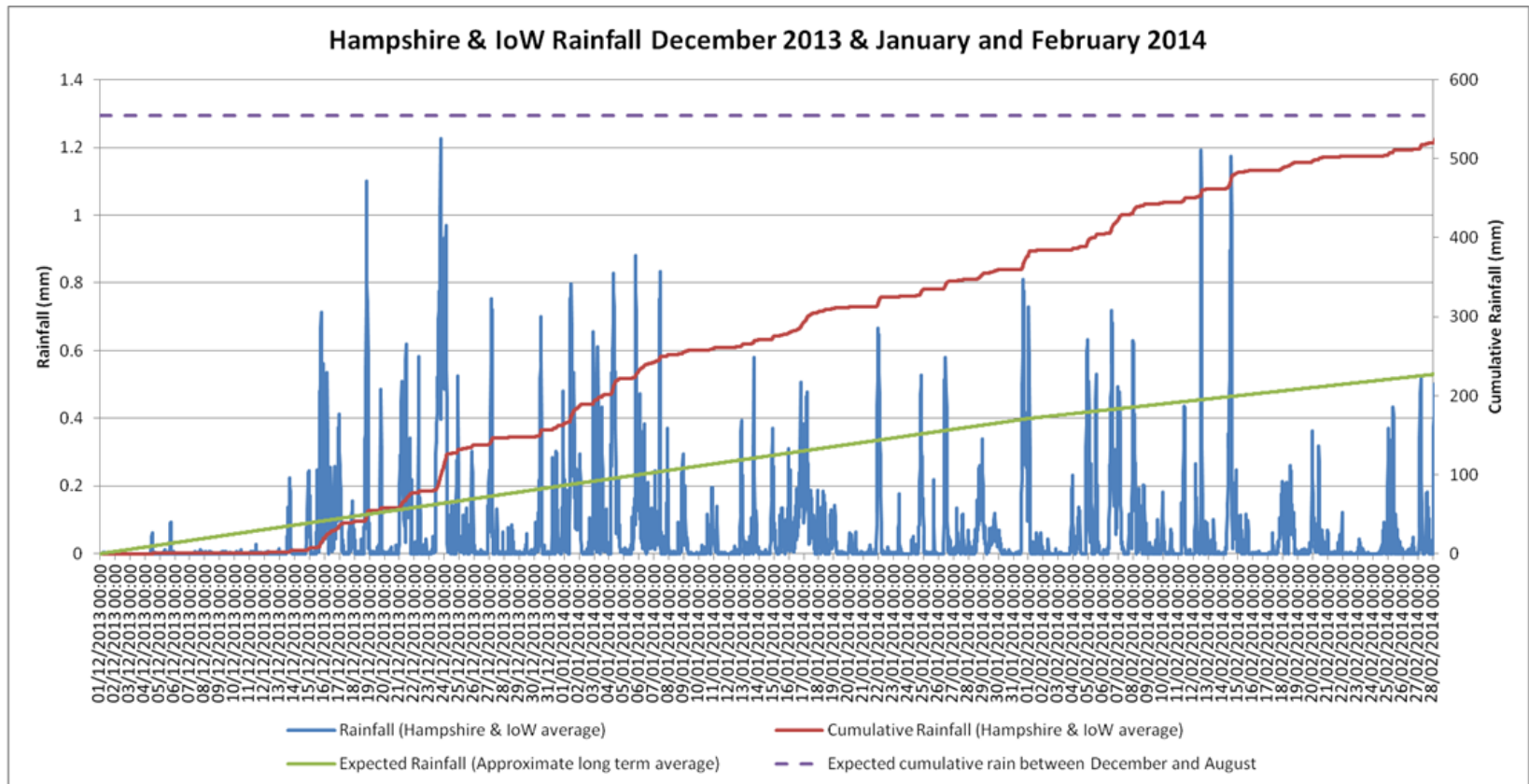
Figure 1: Weekly precipitation across England and Wales for the past eleven weeks. UKPP radar data (Source: Met Office © Crown Copyright, 2014). Note: Radar beam blockages in some regions may give anomalous totals in some areas.



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Cumulative rainfall

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Flood Warnings issued

Severe

1



Warnings

70



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Alerts

65



Groundwater

17



Background

- Longest duration multi agency response since LRF established in 2004
- More than 5000 properties protected
- Estimated property flooded
 - 200 properties suffered from Groundwater flooding
 - 180 from Fluvial
 - 35 from coastal
 - (Environment Agency 2014)

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Facts and figures

- Wettest winter since national records began in 1910
- Heaviest rainfall in England since 1766
- Dec and Jan gave 6 months rainfall
- Record spring tides in Dec / Jan / Feb
- 211,000 sand bags across the county
- 71 million litres of water tankered away from Buckskin alone
- 630 military personnel deployed
- 12 SCG meetings
- RWG ran continuously from 6th Feb to 5th March

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Extent of the flooding

- Most of the county affected to varying degrees
- Worst affected areas in Romsey, Winchester, Fordingbridge, Basingstoke and Hambledon
- Multi-agency response invoking the Local Resilience Forum arrangements
- Strategic Coordination Group
- Response Working Group
- Tactical Coordination Groups.

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Not just wide area but protracted duration

- Response phase
- Overlapping with Recovery phase
- Multiple homes evacuated
- Large numbers of road closures
- Community facilities affected.

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Multi-agency response

- Police
- Fire and Rescue
- County Council
- District Councils
- Military
- Environment Agency
- Utility providers
- Community groups – flood action groups.

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Command and control structure

- Strategic Coordination Group at Netley
- Response Working Group at Netley
- Local Tactical Coordination Groups where activity was highest – Winchester, Test Valley, Basingstoke, New Forest, East Hants
- Logistics at RWG

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Multi-agency coordination

- Activities included:
- Direct pumping of water
- Sandbagging
- River diversion or choking
- Protection of infrastructure
- Support and reassurance to residents.

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Romsey



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Romsey

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Protection of Romsey - River diversion plans



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Aerial view of Romsey

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Military assistance



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Winchester city centre



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Protection of Winchester – EA barriers



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New Forest



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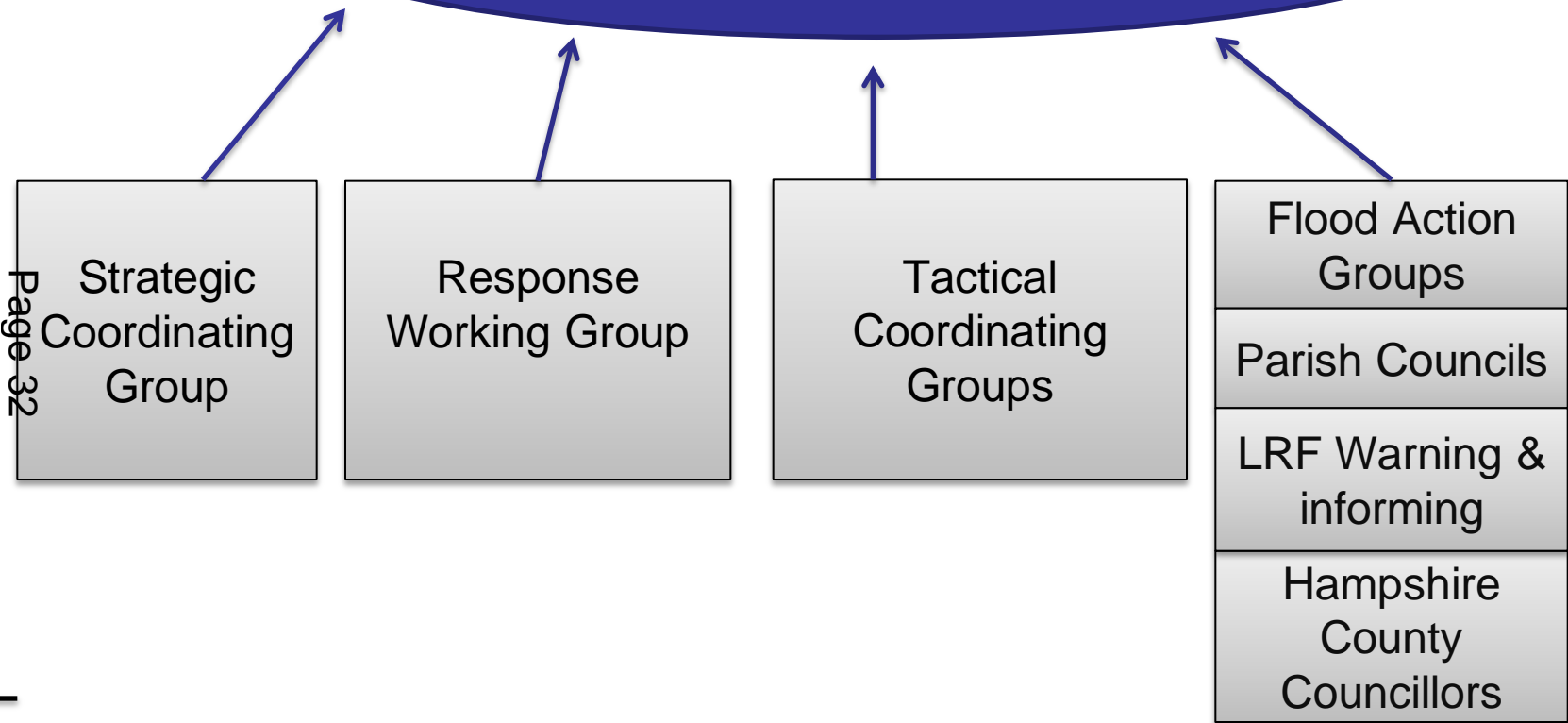
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Multi-agency debrief

- Managed by HFRS
- Significant logistical task in itself
- Questionnaires and physical debriefs across all the locations
- Multi-agency involvement
- Parish, District and County Councillors
- Feeding into national debrief process



LRF Multi Agency Debrief



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What went well?

- Multi agency working – built on pre-existing relationships
- RWG & District TCG's
- Logistics cell at RWG
- River management schemes

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What Went Well?

- Co-ordination of resources
- Community groups
- Mutual aid
- Virtual media warning and informing
- Informing via social media

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What can be improved?

- The need for flexibility of approach
 - Greater multi-agency involvement in pre-planning
 - Communications and decision logging
 - Resilience in depth
- The scale of the event highlighted the need for suitability trained and experienced leaders at all levels.
- The need for expansion of the Inter-Agency Liaison Officers
 - Wider engagement of community groups

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Summary

- The overall response to the flooding was successful and well managed. Co-operation and co-ordination was identified as being the most successful element of the multi agency response.
- Communities believe the response was good.
HLOW LRF needs to ensure good planning in austerity not prosperity, and take account of the changes in society like social media and access to information.
- The main areas for improvement are, pre-planning, roles and responsibilities, communications and quality of information, and training and exercising.



Questions?



Recommendations

- ***Form a multi agency task and finish group to review the Hampshire County Multi Agency Flood Response Plan.***
- ***Expand, develop and integrate Community Resilience Groups into the LRF.***

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Terms of reference for the RWG to include the determination and maintenance of a suitable and flexible structure to respond to an event.

- ***The RWG to determine and maintain roles and responsibilities of RWG, TCGs, ECCs and supporting cells.***
- ***RWG to ensure suitable aims and objectives are maintained throughout the response structure.***



Recommendations

- ***Identify and implement a suitable system for the sharing of live, accurate, timely and rich information. Information quality within the system should be managed as part of the event response.***
- ***Develop and implement best practice incident logs and decision logs.***
- ***Establish codes of conduct for teleconference and information sharing.***
- ***Review of current training to ensure it is fit for purpose in the light of new information.***
- ***Develop a team of personnel capable of participating or leading in a prolonged multi agency response event.***
- ***Establish a program of exercises to practice and confirm the suitability of the response capability developed***

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Better care –making integrated care work for local people

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**Gill Duncan Director Adult Social Care
Dr Hugh Freeman CCG lead**

Agenda Item 3

Integration and the Better Care Fund

- The Better Care Fund was announced by the Government in June 2013.
- Its purpose is to ensure a transformation in integrated health and social care.
- The Better Care Fund (BCF) is a single pooled budget to support health and social care services to work more closely together in local areas.
- The pooled fund will be used locally to provide integrated health and social care services.
- Joint plans have been developed and agreed by the Hampshire Health and Wellbeing Board and approved by the CCGs and Hampshire County Council.
- Plans must satisfy national conditions and performance measures.

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Better Care Fund Aims

- Support and accelerate local integration of health and care services through joint commissioning & partnership working.
- Facilitate the provision of:
 - more joined up care for patients with complex needs through service transformation
 - increased care in the community
- Help address demographic pressures in adult social care.
- Realisation of improvements across health and social care and benefits including reduced demand on health services, improved outcomes for patients, increased efficiencies.

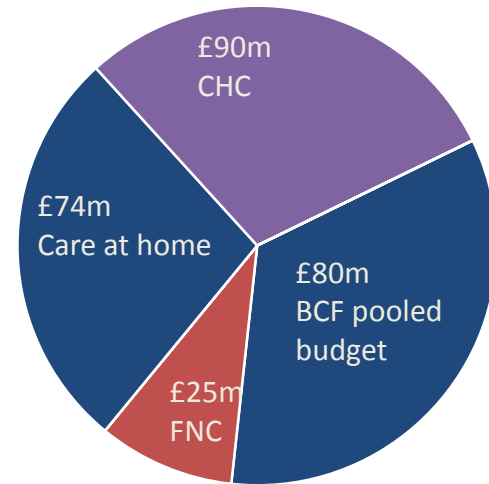
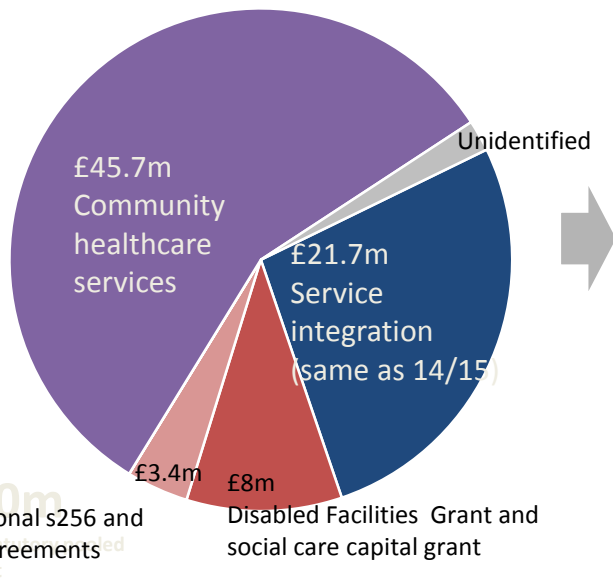
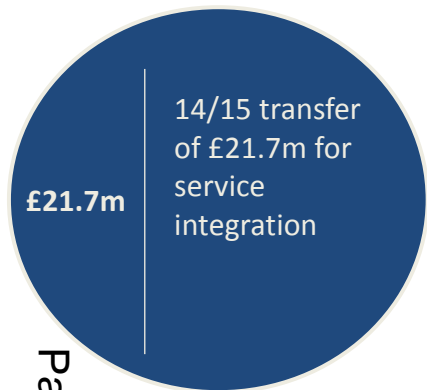
Funding the BCF in Hampshire

Source of funds

14/15 **BCF statutory** transfer of existing s256 -service integration from health to social care for the benefit of health

15/16 **BCF statutory requirement** of pooled budgets totaling £80m to be spent on delivering integrated care to realise efficiency savings

BCF 'Plus'15/16 total funding of c.£280m from ASC and CCGs on activities where health and care interface directly

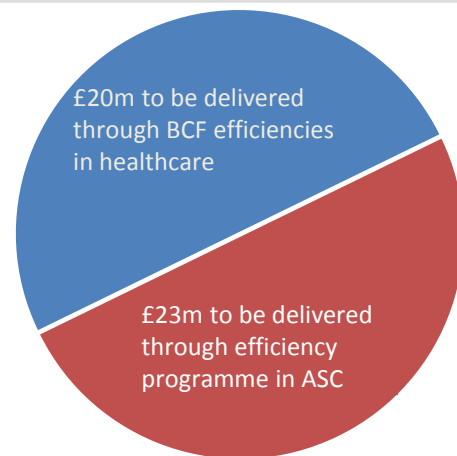


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System wide budgetary pressures & efficiency plans

Additional challenges to be mindful of -CCG QIPP efficiency plans and provider CIP plans

HCC ASC efficiency saving target for 15/16 is £43m



NHS Outcomes Framework

The NHS Outcomes Framework describes the five main categories of better outcomes required:

- Prevent people from dying prematurely, with an increase in life expectancy for all sections of society.
- Ensure that those people with long term conditions including those with mental illness get the best possible quality of life.
- Ensure patients are able to recover quickly and successfully from episodes of ill health or following an injury.
- Ensure patients have a great experience of all their care.
- Ensure that patients in our care are kept safe and protected from all avoidable harm.

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Aligning with the Health and Wellbeing Strategy

- **Starting well** : work in partnership with health visitors, children's centres and the voluntary sector to improve breastfeeding support for new mothers in first few weeks.
- **Living well** : ensure people with long term conditions and their carers and care providers have up to date information that helps them manage their condition; relevant, up to date and comprehensive information that supports healthy lifestyle choices is available to all.
- **Ageing well** : integrated care teams are covering natural localities with a core team of health and social care professionals and a wider network of specialist services.
- **Healthier communities** : contribute to and influence the work of the Health and Wellbeing Board to address the wider issues around community health inequalities.

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Integration and the wider partnership

- Managing a changing health and social care market including workforce.
- Working together to manage demand and expectations.
- Housing and adaptations.
- The vital role of the voluntary and community sector.
- Keeping people safe, close partnership working with HFRS and Hampshire constabulary.

Disabled Facilities Grant (DFG)

- Agreed in principle to keep current distribution of DFG funding in BCF in place of first year (from April 2015). Beyond that looking at options to ensure matched to need.
- Over 2000 adaptations carried out a year c.70% for shower alone 90% for shower plus something else.
- Objectives agreed so far for adaptations under BCF are:
 - Facilitating hospital discharge
 - Reduction in admission to residential care home
 - Reducing domiciliary care costs
 - General prevention – hospital admissions and improvements in wellbeing
- Working with districts to ensure more efficient use of OT, reduce duplication of work and unnecessary visits – working to establish a joint working protocol.
- Common reporting standards agreed across all districts with aim of focussing on start to finish process for client (i.e. referral to job completed).

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What does success look like?

- Improved health, wellbeing and quality of life for people in Hampshire.
- Increased proportion of people with complex and long term health/social care needs receiving planned and co-ordinated care in, or close to, home.
- Right care delivered seamlessly in the right place at the right time.
- Increased proportion of people benefitting from evidence based prevention and early intervention.
- Avoiding unnecessary cost in the system, moving to lower cost solutions.
- Reduction in emergency admissions.
- Maximised effectiveness of service delivery, operating and commissioning model.
- Maximised use of the partners collective bargaining power to achieve financial savings from the market.

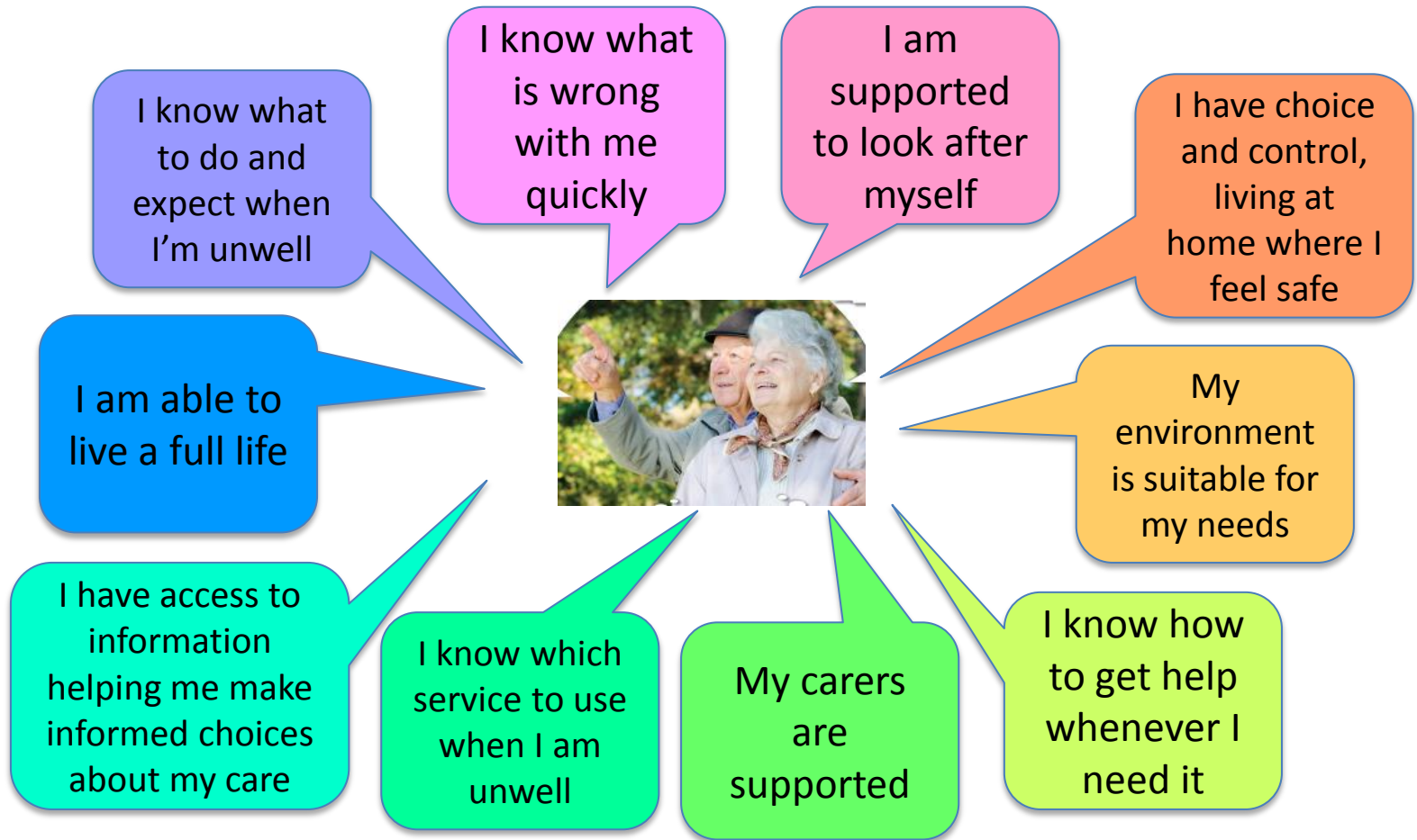
What impact will the BCF have on local communities?

Putting the right integrated services in place will mean we will need to change the capacity as there will be:

- A different range of services available in the community.
- Not all the people who currently need to go to hospital for care will need to be admitted.
- People with the most complex medical need will need to go to hospital and some specialised services will be concentrated in centres of excellence.
- Where people do need hospital care, they will have a shorter length of stay.
- Community services that reach into hospital settings to ensure smooth transfers of care.

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Our integrated offer to local people



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