

# Health & Wellbeing Board Supplementary Agenda



**2. Minutes of the Previous Meeting (Pages 3 - 8)**

To approve the minutes of the meeting held on 18 January 2023, 21 March 2023 and 28 June 2023 as an accurate record.

Minutes of June attached.

**7. Update on South West London ICS Strategy (Pages 9 - 14)**

The South West London system-wide plan 'the Integrated Care Partnership Strategy' and an NHS plan 'the Joint Forward Plan' is attached.

**8. NHS Joint Forward Plan**

The South West London system-wide plan 'the Integrated Care Partnership Strategy' and an NHS plan 'the Joint Forward Plan' is attached.

This item is part of Agenda Item 7 to be heard together.

Katherine Kerswell  
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## Health & Wellbeing Board

Meeting of the Health and Wellbeing Board held on Wednesday, 28 June 2023 at 2.00 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

### MINUTES

**Present:** Councillor Yvette Hopley (Chair);  
Councillor Margaret Bird (Vice-Chair);  
Councillor Tamar Barrett  
Councillor Janet Campbell  
Councillor Humayun Kabir  
Councillor Joseph Lee  
Rachel Flowers, Director of Public Health - Non-voting  
Edwina Morris, Chair of Healthwatch Croydon  
Jonathan Northfield, SLaM  
Yemisi Gibbons, Croydon Health Services NHS Trust - non voting  
Steve Phaure, Croydon Voluntary Action - Non Voting  
Matthew Kershaw, Chief Executive and Place Based Leader for Health  
Debbie Jones, Corporate Director for Children, Young People and Education

**Also**

**Present:** Jack Bedeman, Public Consultant Lead  
Daniele Serdoz, Acting Deputy Director of Primary and Community Care Transformation  
Jane Brown, Senior Business Development Manager, Adult Social Care  
Sharon Hemley, Lead Commissioner Early Year and Early Help  
Simon Robson, Director of Adult Social Care (Deputy DASS)  
Yusef Osman, Resident Representative  
Louise Coughlan, Joint Chief Pharmacist for Croydon Health Services  
John Lawfield  
Richard Eyre, Head of Improvement  
Mike Simmonds, Public Care Lead

**Apologies:** Annette McPartland, Corporate Director for Adults Social Care and Health (DASS)

### PART A

47/23 **Minutes of the Previous Meeting**

**RESOLVED** that the minutes of the meeting held on Wednesday 18 January 2023 and Tuesday 21 March 2023 were to be deferred until the next meeting.

48/23 **Disclosure of Interests**

There were no disclosures at this meeting.

49/23 **Urgent Business (if any)**

There was none.

50/23 **Public Questions**

There were none.

51/23 **Better Care Fund Plan 2022-23 Year End Submission**

The Health and Wellbeing Board considered the Better Care Fund Plan 2022-23 Year End Submission report, which ensured that both the national and local governance was completed correctly.

The Deputy Director for Primary and Community Care, Daniele Serdoz presented to the Board a summary of the Better Care Fund which was a national vehicle to drive integration between health and social care, consisting of pulling funds with the council and NHS with wider partners agree a plan on how to spend the funds. After every year a report was required to be submitted for the plan which was delivered in year 2022-2023.

The key things he highlighted in the year end were:

- The plan has built on previous years plan increasing on the emphasis of maximising independence.
- Strengthening frailty services.
- Additional funding was provided to support winter discharge from hospital.
- Challenged faced included: residential and nursing care home market; and continued struggle with IT in sharing information. This was an area to be improved.

The Chair noted the duplication of data sharing and isolated areas within the systems where systems were not working together and data sharing was not shared for specific reasons and addressed that having better efficiency would provide better outcomes.

In response to a question from the Board relating to a clarification in the report that residents of Croydon may not receive the support needed as there were many out of borough patients placed in Croydon, the Board heard that there were pressures within the market as there was a growing number of outside patients, though there were patients who had to be placed outside of borough particularly those patients with complex issues. This worked out to be a third of patients. There was no capacity problem within the market.

In response to a question from the Board relating to the clarity of the process of transferring patients in and out of borough; and the impact of patients unable to be placed, the Board heard that patients were placed locally within

the borough and endeavoured to respect people's choice. The service ensured that the process views were considered and given value, and in rare cases patients were placed outside of borough.

The Board **RESOLVED** to sign off the BCF Year End submission for 2022/23 to NHS England.

## 52/23 **Better Care Fund Plan 2023-25 Submission**

The Health and Wellbeing Board considered the Better Care Fund Plan 2023-2025 Submission report, which ensured that both the national and local governance was completed correctly.

The Deputy Director for Primary and Community Care, Daniele Serdoz presented to the Board a summary of the planning of the two-year Better Care Fund (BCF) 2023-2025.

At a glance:

- The policy framework and planning requirement included a two-year spending plan, a one-year plan for a number of metrics linked to the BCF. There was an NHS minimum of funding allocations and contribution to the BCF and the discharge fund.
- In terms of outputs and capacity, there was an additional metric including BCF which related to emergency admissions due to falls.
- The BCF National Conditions included two policy objectives delivery and maintaining the NHS contributions to the adult social care and out of hospital services.
- The funding streams and allocations were currently in draft from year two onwards, and the service had maintained the minimum spend on out-of-hospital services.
- The ethos was to build on the integration work that was implemented since 2017 through the One Croydon Alliance of health and care. Schemes had been reviewed, renamed and aligned to reflect current programmes of transformation.

The Chair welcomed the work that had gone into the report and the onerous of its monitoring particularly with the frontrunner. The Chair was looking forward to assistive technology working which innovated opportunities, additionally welcomed the falls work and the key aspects noted within the report.

In response to the question raised from the Board relating to the advantages of having a two-year plan, the Board heard that though there was a lot more work, with the One Croydon infrastructure it had enabled quicker discussions and decisions for delivery. In finalising the plans for the next year, the service would revisit the plans and review any changes which may arise.

In response to the question raised from the Board relating to the margin costs

of equipment and salaries rising and how the service would cope within the next one or two years, the Board heard that the growth element within the plan, enabled every scheme to have an allocated growth of 5.66% which was the only buffer for growth and inflation.

In response to the question relating to a clarification of what was meant by common mental health illness within the report, the Board heard that this was in relation to healthcare and the term was shorthand for a range of clinical mental health conditions (such as anxiety and depression and many more).

In response to the question relating to workforce, recruitment and retention for 2023/24, the Board heard that this was linked to the Adult Social Care discharge funding which was a scheme of additional support for step down beds and thus was categorised as workforce for the next year.

In response to the question relating to whether changes could be made to the plans to involve the voluntary sector, the Board heard that the plan entailed that the care plan scheme would be reviewed to reinvest with other neighbourhood services with earmarked schemes for agreement. The process had not been invested, though the idea was within the plan.

Further comments from the Board included the importance of the healthy communities together programme which highlighted real tangible results from the new way of operating within the community, though the funding was to end in 2024, and with more funding, more could be done, and thus for a sustainable model the plan needed to be reviewed.

In response to the question relating to the clarification to the metric data in Appendix 1 of the report (page 8 of 28) –in the planning template and the residential admissions for long term support for 65+ years, the Board was to receive feedback on this clarification from officers.

The Board **RESOLVED** to sign off the 2023-25 Better Care Fund planning submission to NHS England.

## 53/23 **Pharmaceutical Needs Assessment: Supplementary Statement**

The Health and Wellbeing Board considered the Pharmaceutical Needs Assessment: Supplementary Statement report which provided an update and summarised the process to explain changes to the availability of pharmaceutical services in Croydon.

The Public Consultant Jack Bedeman summarised that the Pharmaceutical Needs Assessment (PNA) was published in November 2022, which was a statutory obligation of the Board. The Board heard that three pharmaceutical closures were scheduled to close as Sainsbury's were removing Lloyd Pharmacy from its stores across the country. The report had laid out the process to create supplementary statement, further to ensure that NHS England were able to review the PNA should anyone want to open a pharmacy and whether there was a need.

Louise Coughlan, Joint Chief Pharmacist for Croydon Health Services, further added that Boots had also announced that over 200 pharmacies would soon be closed. The service continued to work with community pharmacy colleagues across Croydon to minimise impact on patients and to also support colleagues.

The Chair was concerned at the number of pharmacies closed, closing and scheduled to close with little control, and queried on what was happening across boundaries.

In response to the question relating to the three providers no longer providing services, the Board heard that Sainsbury's nationwide had made the decision end pharmacy services with Lloyd and had started to communicate by signposting new pharmacy locations for pharmacy support.

The Board discussed that many independences were cutting provision on services, and this was to be reviewed.

The Board **RESOLVED**:

- 1.1. To explain the changes to the availability in pharmaceutical services in Croydon.
- 1.2. Producing a new PNA for this purpose would be disproportionate. Therefore, the Board is recommended to publish a supplementary statement.

#### 54/23 **Verbal update on the Workshop**

The Health and Wellbeing Board received a verbal update in relation to the Workshop that focused on the operation and statutory role of the Board, and Health and Wellbeing Strategy.

The Chair shared with the Board that:

- There was agreement that the Board was still an important functioning and operational component of the system.
- Important to map and align the Board with other Boards.
- Health and Wellbeing Strategy development was an opportunity to get the Croydon narrative across and provide a strong basis with future engagement with South West London, particularly around the health and Wellbeing Strategy which would provide the basis for future intentions on joint forward plans, and the Croydon health and care plans.
- There was a strong agreement for the need to focus on engagement and resident voice.

For strategical operational points:

- The Board discussed receiving less priorities and clearer outcomes.
- Older system of priorities was still relevant to the Board.
- Utilise existing community structures and supporting health care in the community including mental health first aid care.

Next steps:

- Dates for steering group to develop joint health and care Board.
- To address actions into priorities from the mental health summit.

There were comments from the Board which included a request for a multi-agency partnership welcoming different organisation to be a part of making a difference. Other comments had welcomed the workshop that had taken place and looking forward to the future direction of the Board. Members were keen to see how the health and community together fits in the future, sustainability, and the opportunity to harness with the Mental Health First Aiders in the community. Further comments highlighted that the Croydon Citizens were a big part of the engagement around the Mental Health Summit. Though the collaborations were happening, the Board was to ensure they were involved in the steering group and aligning the work within the mental health spaces were reflected in the creation of the strategy.

55/23 **Exclusion of the Press and Public**

This is not required.

The meeting ended at 3.12 pm

**Signed:**

**Date:**

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# Agenda Item 7

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	Health and Wellbeing Board	
<b>DATE OF DECISION</b>	18 <sup>th</sup> October 2023	
<b>REPORT TITLE:</b>	South West London Integrated Care Partnership Strategy and Joint Forward Plan	
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	Matthew Kershaw, Place Based Leader for Health	
<b>LEAD OFFICER:</b>	Hilary Williams, Interim Joint Director of Transformation and Commissioning, South West London Integrated Care Board (Croydon) and Croydon Health Services NHS Trust	
<b>LEAD MEMBER:</b>	Councillor Yvette Hopley	
<b>DECISION TAKER:</b>	Health and Wellbeing Board	
<b>AUTHORITY TO TAKE DECISION:</b>	Constitution of the London Borough of Croydon - Part 4.L It is a function of the Health and Wellbeing board to encourage, for the purpose of advancing the health and wellbeing of people in Croydon, persons who arrange for the provision of any health or social care services in Croydon	
<b>KEY DECISION?</b> [Insert Ref. Number if a Key Decision]  <i>Guidance: A Key Decision reference number will be allocated upon submission of a forward plan entry to Democratic Services.</i>	No	N/A
<b>CONTAINS EXEMPT INFORMATION?</b>  <i>(* See guidance)</i>	No	Public
<b>WARDS AFFECTED:</b>	All	

# 1 SUMMARY OF REPORT

- 1.1 South West London is required to produce two plans, a system-wide plan 'the Integrated Care Partnership Strategy' and an NHS plan 'the Joint Forward Plan (JFP)'
- 1.2 The Integrated Care Partnership (ICP) Strategy draft document was discussed previously at the One Croydon Health and Care Board and a One Croydon Alliance response for Croydon Place was submitted
- 1.3 Following considerable engagement with the community and strategic partners, the South West London Integrated Care Partnership has co-produced an Integrated Care Partnership Strategy.
- 1.4 This included participation in the ICP strategy development workshop in May 2023, where there was good representation from Croydon system leads and key stakeholders.
- 1.5 It has been endorsed by all SWL Health and Wellbeing Chairs, including the Chair of the Croydon Health and Wellbeing Board.
- 1.6 The final version of the ICP strategy was approved by the South West London ICP Board on 20 July 2023. It includes shared key strategic priorities for system-level action and shared outcomes are being developed.
- 1.7 The final document be found here:  
<https://www.southwestlondonics.org.uk/publications/south-west-london-integrated-care-partnership-strategy/>
- 1.8 The Joint Forward Plan (JFP) is a five-year delivery plan for the NHS and describes how ICBs and their partner NHS trusts intend to meet the health needs of their population through arranging or providing NHS services.
- 1.9 It includes delivery plans for the integrated care strategy and aligns with joint local health and wellbeing strategies (JLHWSs).
- 1.10 In preparing or revising their JFPs, ICBs and their partner trusts are subject to a general legal duty to involve each HWB whose area coincides with that of the ICB.
- 1.11 In March 2023, Croydon Health and Wellbeing Board were asked to describe the priorities in its Health and Wellbeing Strategy that it would wish to see reflected in the Joint Forward Plan. The ICB place team were also asked to produce an up to date summary of the Health and Care Plan for Croydon.
- 1.12 These were submitted and included within the Joint Forward Plan.

- 1.13** The final document can be found here:  
<https://www.southwestlondon.icb.nhs.uk/publications/joint-forward-plan/>
- 1.14** South West London ICB have launched an Investment Fund, with funding available for local projects to benefit local people.
- 1.15** The fund, which is open for applications, closes on 10<sup>th</sup> November, 2023
- 1.16** Trialled in 2022-2023, it aims to support the work of local community and voluntary organisations, as well as drive innovation within the NHS and local authorities.
- 1.17** Last year saw 80 different projects awarded funding with a focus on tackling health inequalities and supporting with winter pressures.
- 1.18** This year the focus on health inequalities remains key with a dedicated health inequalities fund; the ICP Priorities Fund is to support with our workforce challenges across the system and the ICP's other shared priorities.
- 1.19** All organisations, big and small, have the opportunity to bid for funding for innovative projects that could have a big impact on health and wellbeing in South West London.
- 1.20** This year the Investment Fund has two parts: £5m allocated for the Integrated Care Partnership Priorities Fund and £4.3m for the Health Inequalities Fund.
- 1.21** There is commitment to work collectively at Croydon Place to submit applications which address priorities in the borough, and where possible working in collaboration with other SWL Places to optimise opportunities to innovate locally.

## **2 RECOMMENDATIONS**

The Health and Wellbeing Board is recommended:

- 2.1** To note the publication of the Integrated Care Partnership Strategy for South West London and the process for agreeing the Croydon place response to the draft.
- 2.2** To note the publication of the NHS Joint Forward Plan for SWL including the Croydon Health and Wellbeing Strategy priorities reflected.
- 2.3** To note the launch of the SWL Investment funding and the commitment for Croydon system partners to work collaboratively to identify and progress applications to address key priorities for Croydon Place.

## **3 REASONS FOR RECOMMENDATIONS**

- 3.1 The involvement of the Health and Wellbeing Board in the development of the NHS Joint Forward Plan is a requirement set out in the guidance underpinning the National Health Service Act 2006 (as amended by the Health and Care Act 2022).
- 3.2 Croydon's approach to integration across health and social care means that we continue to work in aligning our strategic objectives for the benefit of the residents we serve.
- 3.3 There is commitment to optimise the SWL Investment funding opportunity to support services locally for Croydon residents and emphasises the importance of working together on these issues at borough level, with enablers supported by the SWL system.

## **4 BACKGROUND AND DETAILS**

### **The SWL Integrated Care Partnership Strategy**

- 4.1 The Integrated Care Partnership is made up of all parts of the health and care system across the six boroughs.
- 4.2 The system-wide Integrated Care Partnership Strategy influenced the NHS Joint Forward Plan considerably, in terms of setting the strategic direction and so both of these strategic plans are developing together.
- 4.3 The priorities for the SWL ICP Strategy are:
  - Tackling and reducing health inequalities
  - Preventing ill-health, promoting self care and supporting people to manage their long term conditions
  - Supporting the health and care needs of children and young people
  - Targeting mental health
  - Community based support for older and frail people
- 4.4 The following cross cutting themes underpin the above priorities:
  - Equality, diversity and inclusion
  - Championing the Green agenda
  - Elevating patient, carers and community voices
- 4.5 The agreed focus for the first year of the strategy is 'tackling our system wide workforce challenges'.

### **The NHS Joint Forward Plan (JFP)**

- 4.6 The JFP describes how the ICB and its partner trusts will arrange and/or provide NHS services to meet their population's physical and mental health needs. It includes the delivery of universal NHS commitments, address ICSs' four core purposes and meet legal requirements.

**4.7** Systems have significant flexibility to determine their JFP's scope as well as how it is developed and structured. Legal responsibility for developing the JFP lies with the ICB and its partner trusts. However, systems are encouraged to use the JFP to develop a shared delivery plan for the integrated care strategy (developed by the ICP) and the Joint Local Health and Wellbeing Strategies, that is supported by the whole system, including local authorities and voluntary, community and social enterprise partners.

**4.8** The plan was published in June 2023.

### **Alignment between the SWL Integrated Care Strategy, the NHS Joint Forward Plan and Croydon's Health and Wellbeing Strategy**

**4.9** There is a clear synergy between the priorities set out in the SWL Integrated Care Strategy and the vision of the current Croydon Health and Wellbeing Strategy i.e. 'Croydon will be a healthy and caring borough where good health is the default not the exception and those that experience the worst health improve their health the fastest' underpinned by three key principles:

- Reducing inequalities
- Focusing on prevention, and
- Increased integration.

**4.10** The Health and Wellbeing Board contributed the priorities in its existing strategy with the ICB and asked the ICB to note that the Croydon Health and Wellbeing Strategy is being reviewed this year, so refreshed priorities may need to inform next year's NHS JFP. .

## **5. CONTRIBUTION TO COUNCIL PRIORITIES**

There is particular relevance to a number of outcomes and priorities in the Mayor's Business Plan (2022-26), including:

- People can lead healthier and independent lives for longer
  - Work with partners and the VCFS to promote independence, health and wellbeing and keep vulnerable adults safe.
  - Work closely with health services and the VCFS to improve resident health and reduce health inequalities.
- Children and young people in Croydon have the chance to thrive, learn and fulfil their potential
- Croydon is a cleaner, safer and healthier place, a borough we are proud to call home.

## **6. IMPLICATIONS**

### **6.1 FINANCIAL IMPLICATIONS**

**6.1.1** There are no direct financial implications as a result of this report.

## **6.2 LEGAL IMPLICATIONS**

**6.2.1** As set out in Section 3.1.

## **6.3 EQUALITIES IMPLICATIONS**

**8.3.1** Reducing health inequalities is a key aim of the SWL Integrated Care Partnership Strategy and plans to deliver on this aim will be described in the NHS Joint Forward Plan.