

For general release

REPORT TO:	HEALTH & SOCIAL CARE SUB-COMMITTEE 28 January 2020
SUBJECT:	HEALTH AND WELLBEING BOARD
LEAD OFFICER:	Guy Van Dichele, Executive Director Health, Wellbeing and Adults
CABINET MEMBER:	Cllr Louisa Woodley, Chair of Health and Wellbeing Board
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Cllr Louisa Woodley, Chair of Health and Wellbeing Board

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

The Health and Wellbeing Strategy (HWBS) ambition is to work in partnership to make Croydon a great place to live, work and play for all its residents through creating rapid improvements in the health and wellbeing of our communities.

The HWBS aligns to a number of the council's priorities as follows:

- People live long, healthy, happy and independent lives
- Our Children and young people thrive and reach their full potential
- Good decent homes, affordable to all
- Everyone feels safer in the street, neighbourhood and home
- A cleaner and more sustainable environment
- Everybody has the opportunity to work and build their career

The HWBS also has a priority focused on prevention which aligns to the Council's operating model and aims to prevent avoidable physical and mental harm.

The Board has a role in ensuring the development of the Joint Strategic Needs Assessment which supports the Council to use evidence of need in its planning of services and strategies.

[Corporate Plan for Croydon 2018-2022](#)

ORIGIN OF ITEM:	Scrutiny of the Health & Wellbeing Board was included in the Sub-Committee's Work Programme for 2019-20
BRIEF FOR THE COMMITTEE:	The Health and Social Care Sub-Committee is asked to: <ul style="list-style-type: none">- Note the achievements of the Health and Wellbeing Board against its statutory obligations

	<ul style="list-style-type: none"> - Note the achievements of the Health and Wellbeing Board in driving non-statutory programmes - Discuss the strengths and opportunities for further development
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1. EXECUTIVE SUMMARY

- 1.1 The Health and Wellbeing Board is a statutory partnership Board under the Health and Social Care Act 2012.
- 1.2 The Board has a number of statutory functions including being responsible for preparing a Health and Wellbeing Strategy which meets local need.
- 1.3 Over the last 12 months the Board has directly championed a number of programmes of work to improve health and wellbeing in Croydon including being the lead on behalf of the Local Strategic Partnership for Mental Health and the implementation of the Healthy Weight Programme.
- 1.4 The Board has also championed the integration agenda through its support to the One Croydon Health and Care Plan and to the integrated locality approach and fulfilled its statutory role to review the CCG commissioning intentions.
- 1.5 This report provides an overview of the statutory and non-statutory achievements of the Board and an analysis of the strengths of the Board and further opportunities for development.

2. HEALTH AND WELLBEING BOARD

2.1 Context

- 2.2 The health and social care system is a complex system with a large number of organisations that are involved within Croydon, from national, regional and local levels. Since the creation of the current structures through the Health and Social Care Act 2012 the Health and Care sector has been going through a continuous program of transformation. A useful oversight of how the system works is outlined in an animated video by the King's Fund [here](#).

2.3 Functions of the Health and Wellbeing Board

- 2.3.1 The Health and Social Care Act 2012 created statutory health and wellbeing boards as committees of the local authority. Their purpose, as set out in the Act, is 'to secure better health and wellbeing outcomes for the whole population, better quality of care for all patients and care users, and better value for the taxpayer'. The Board acts as a forum in which leaders from across Croydon can work together to improve health outcomes for their population through improved integration.

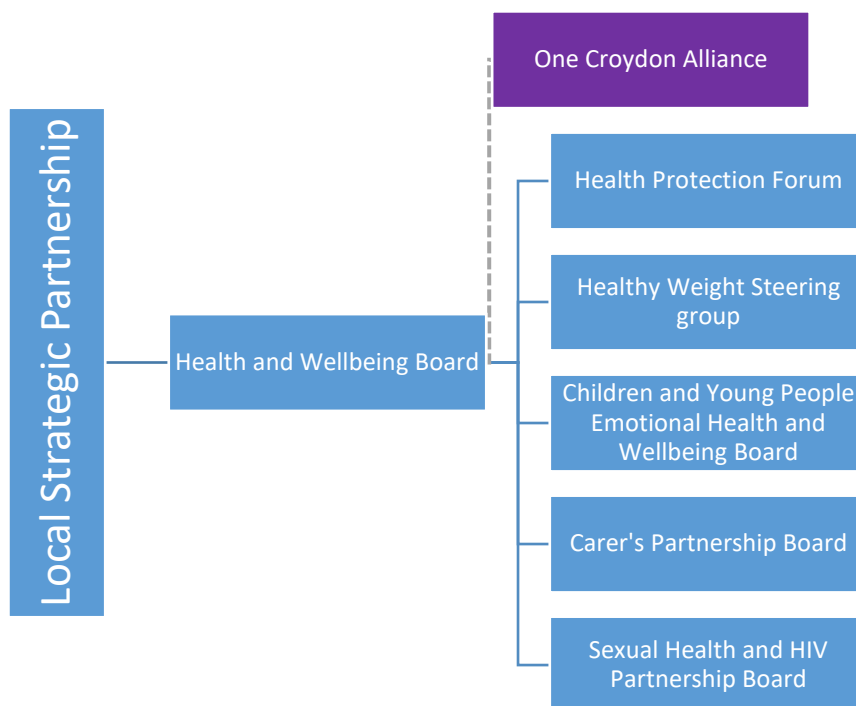
- 2.3.2 The functions of the Board are:

- 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 to work in an integrated manner.
- To provide such advice, assistance or other support as appropriate for the purpose of encouraging partnership arrangements under section 75 of the National Health Service Act 2006 between the Council and NHS bodies in connection with the provision of health and social care services.
- To encourage persons who arrange for the provision of health-related services (i.e. services which are not health or social care services but which may have an effect on the health of individuals) to work closely with the Board and with persons providing health and social care services.
- To exercise the functions of the Council and its partner Clinical Commissioning Groups in preparing a joint strategic needs assessment under section 116 of the Local Government and Public Involvement in Health Act 2007 and a joint health and wellbeing strategy under section 116A of that Act.
- To give the Council the opinion of the Board on whether the Council is discharging its duty to have regard to the joint strategic needs assessment and joint health and wellbeing strategy in discharging the Council's functions.
- To exercise such other Council functions which are delegated to the Board under the Constitution

2.4 Membership of the Board

2.4.1 In line with the majority of Health and Wellbeing Boards, Croydon's Board is chaired by a Member of the Council. Cllr Louisa Woodley took over the Chair with the first meeting of the present Board on 20th June 2018. Dr Agnelo Fernandes, Chair of Croydon Clinical Commissioning group is the Vice Chair. The full membership of the Board is outlined in the [terms of reference](#).

2.5 Governance of the board



2.6 Executive Group

The Executive group is made up the statutory members of the Board. Its purpose is to support agenda setting and to support partners to ensure their reports meet the needs of the Board.

2.5 Meetings of the Board

2.5.1 The Board meets four times a year and holds annual workshops on specific areas of interest. The Executive group of the Board meets before and following each board meeting to review the agenda and draft papers.

2.5.2 Over the last 12 months the Board has met on the following dates:

- 27 February 2019
- 10 April 2019
- 19 June 2019
- 30 October 2019

3 DELIVERY OF STATUTORY FUNCTIONS OF THE BOARD

3.1 Joint Health and Wellbeing Strategy

3.1.1 During 2018/19 the Health and Wellbeing Board developed and signed off the [Croydon Health and Wellbeing Strategy](#) to set the strategic direction for improving health outcomes in Croydon. The Board developed the strategy around three overarching goals aligned to the key functions of the board:

- Reducing inequalities
- Focusing on prevention
- Increased integration

3.1.2 The Strategy recognises the fundamental shifts occurring within health and wellbeing, with multiple partners within the Board shifting their focus towards the prevention of ill health rather than just focusing on treatment.

3.1.3 The Strategy builds on the considerable work already going on across the borough bringing it together into a coherent strategic whole. The priorities stretch beyond traditional health and care boundaries, recognising and tackling the wider causes of ill health affecting people's lives.

3.1.4 The Strategy was developed alongside the Croydon Health and Care Plan which outlines the plan for delivering key aspects of the Croydon Health and Wellbeing Strategy from within the health and care system. To support the development of the strategy and plan, an engagement event took place on the 20th November 2018. The day was opened by The Health and Wellbeing Chair and Vice Chair and was attended by over 160 people made up of residents, staff from frontline services across the sector, and community and stakeholder group representatives (see figure 2 and [here](#)).

3.1.5 The outcomes from the strategy were developed with the One Croydon Alliance Strategic Development Board allowing for shared outcomes across the Health and Wellbeing Strategy, One Croydon Alliance and the Croydon Health and Care Transformation Plan.

3.2 Croydon Joint Strategic Needs Assessment

3.2.1 The purpose of the Joint Strategic Needs Assessment (JSNA) is to assess the current and future health and social care needs of the local community and make recommendations on how to improve health and wellbeing and reduce inequalities for all ages.

3.2.2 JSNAs are produced jointly by Croydon Council and other major local partner organisations and recommendations contained within them can be used to help determine what actions any or all of the local partners working across Croydon could do to meet health and social care needs and address the wider determinants that impact on health and wellbeing.

3.2.3 The Croydon JSNA is made up of three parts. An annual key dataset, a number of detailed needs assessments on key topic areas and some less detailed statistical bulletins. It is hosted on Croydon Observatory.

3.2.4 The Health and Wellbeing Board has a statutory responsibility to publish and keep up to date a statement of the needs for pharmaceutical services of the population in its area, referred to as a pharmaceutical needs assessment (PNA). Every area is required to publish a refreshed PNA document within 3 years. Croydon, in accordance with national regulations, published its first PNA by 1st April 2015 and the second in March 2018. PNAs enable health and care partners to identify unmet pharmaceutical needs. PNAs are used by NHS England to make decisions on applications to open new pharmacies and

dispensing appliance contractor premises; or applications from current pharmaceutical providers to change their existing regulatory requirements. The latest PNA was signed off by the board in June 2018, with the next iteration due in 2021.

3.3 Review of commissioning intentions and plans 2019/2020

3.3.1 Clinical Commissioning Groups, NHS England and local authorities have a duty under the Health and Social Care Act 2012 to have regard to relevant joint strategic needs assessments (JSNAs) and joint health and wellbeing strategies (JHWSs) in the exercise of relevant functions, including commissioning. In terms of the alignment of commissioning plans with the joint health and wellbeing strategy, the health and wellbeing board has the power to give its opinion to the local authority which established it on whether the authority is discharging its duty to have regard to relevant JSNAs and JHWSs. Furthermore, CCGs have a duty to involve the Board in preparing or significantly revising their commissioning plan – including consulting it on whether the plan has taken proper account of the JHWS. The Health and Wellbeing Board has a duty to provide opinion on whether the CCG's commissioning plan has taken proper account of JHWS and has the power to provide NHS England with that opinion on the commissioning plan.

3.3.2 Croydon has gone one step further, demonstrating integration through action, bringing the commissioning intentions of health and care together. On 24th October 2018 the Board considered reports detailing how the commissioning intentions for the CCG and Council (both on a single and joint basis) address the priorities identified in the joint Health and Wellbeing strategy 2013-18.

3.4 Health and Care Integration in Croydon

3.4.1 The One Croydon Alliance integrates health and social care with the double aim of helping people to live the life they want and achieving a sustainable health and social care system. The Health and Wellbeing Board and its members are integral to the work of the Alliance and have regular Board discussions to inform its development.

3.4.2 In 2019, The One Croydon Alliance published its five year Health and Care Plan¹ setting out the system wide, whole population approach to integrating services and how it will deliver against the Health and Wellbeing Board priorities. The four priorities outlined in the plan are to:

- Improve Quality of Life
- Enable a better start in life
- Improve wider determinants of health and wellbeing
- Integrate Health and Social Care

¹ The Croydon's Health and Care Plan can be found online <https://www.croydonccg.nhs.uk/get-involved/Pages/Croydon-Health-and-Care-Plan.aspx>

3.4.3 The local Health and Care plan reflects the priorities of the NHS Long Term Plan which was published in January 2019. This document set out how the NHS landscape is required to change with the mergers of Clinical Commissioning Groups and the formation of sub-regional Integrated Care Systems (ICS) by April 2021. Croydon is part of the South West London sub-regional footprint and the system has applied to NHS England to receive ICS status in the first round in 2020.

3.4.4 The underlying function of the Health and Wellbeing Board is to facilitate integrated working across the health and care sector within Croydon. The Board, and Board members have been working tirelessly to achieve this as can be seen by recent advances within Croydon. The Board and its members have recognised that in order to provide seamless, integrated services for the local population, they needed to remove the organisational barriers that have historically slowed service integration progress. As part of this journey the CCG and Croydon Health Services NHS Trust have appointed a single place-based leader and a single executive team across the two organisations and have a joint financial control total. In addition, the continuing development and evolution of the One Croydon Alliance demonstrates the vision and long term commitment within Croydon to create new integrated ways of working.

3.4.5 Health and care in Croydon have been on a journey to sustainably transform health and care services in Croydon for several years. The One Croydon Alliance, formed in April 2017, created a step change in how partners work together to achieve this. The initial focus of the One Croydon Alliance was people aged over 65; however, in April 2018 the Alliance agreed to build on the approach and extend the One Croydon Alliance Agreement for a further nine years and extend its scope to the whole population. This is the foundation for an integrated care system for Croydon and sets a context for changes in what and how services are commissioned and delivered.

3.4.6 The Alliance enables Croydon Council to fulfil its duties in the Care Act 2014 to promote the integration of care and support services with health services. As a member of the Alliance the Council is promoting strategic integration, modelling the behaviours needed to achieve integration, and with fellow members of the Alliance has successfully implemented new integrated service models delivering more seamless care through integrated community networks and effective reablement services.

3.4.7 The Health and Wellbeing Board and its members have also worked through the One Croydon Alliance to help develop the new Integrated Care Network plus model (ICN+) which is built around localities and utilises the wider opportunities to improve people's health and wellbeing such as through the utilisation of Social Prescribing.

3.5 **Beyond Croydon**

3.5.1 The Chair of the Board is an active member of the London Health and Wellbeing Board Chairs Network held by London Councils. The Chair of the Board regularly attends the annual London Health Board conference.

3.5.2 On 10th October 2019 The Chair and Vice Chair presented on tackling inequalities through close collaboration across health, housing, education and

social care at the Inside Government's Working in Partnership to Address Health Inequalities Conference.

4 NON STATUTORY HEALTH AND WELLBEING BOARD PROGRAMMES

4.1 Local Strategic Partnership Children's Priorities

4.1.1 In 2017, following the first of two Croydon Youth Congresses, Croydon's Local Strategic Partnership (LSP) identified children and young people as their key priority over the next two years and agreed to develop a Youth Plan in conjunction with the following strategic boards:

- The Health and Wellbeing Board
- The Safer Croydon Partnership
- The Children and Families Board
- The Future Place Board

4.1.2 The Health and Wellbeing Board identified three children's priorities together with a process for developing key actions for each priority. The priorities were presented at the October 2018 board meeting. All three help to deliver at least two of the eight priority areas in Croydon's joint Health and Wellbeing strategy 2018-2023 of "Giving children and young people a better start in life" and "a stronger focus on prevention". They are:

- **First 1,000 days** – to focus on the first 1,000 days from conception to 2 years, including improving childhood immunisations
- **Mental Wellbeing** – To improve services for children and young people across the whole pathway from promoting resilience and prevention through crisis support, including a strong focus on vulnerable adolescents.
- **Healthy Weight** – To create an environment that enables children and families to reach and maintain a healthy weight.

4.2 Mental Wellbeing

4.2.1 The Health and Wellbeing Board (HWB) held a workshop in December 2018 about improving the mental health and wellbeing of children and young people. The workshop identified key priorities and actions for mental health. These priorities were incorporated into Croydon's five year Local Transformation Plan (LTP) to improve the emotional wellbeing and mental health of children and young people:

- **Engagement** with children, young people, their families, carers and communities.
- **Supporting schools and colleges** to promote the emotional health and wellbeing of all their pupils.
- **Clinical Pathways:** navigating through the system with the right access at the right time in the right place.

- **Strategic join up and wider work:** maximising the resilience of the population through working with wider services and approaches

4.2.2 The annual refresh of the LTP is signed off by the health and wellbeing board prior to submission to NHS England. The next iteration comes to the board in January 2020.

4.2.3 The implementation of the LTP and the priorities identified by the board is overseen by the Children and Young People's Emotional Wellbeing and Mental Health partnership board.

4.3 **First 1000 days**

4.3.1 The Director of Public Health 2018 Annual Report for Croydon focused on the first 1000 days from conception to the age of 2. The report highlighted that working together to ensure that children experience the best possible first 1000 days is a vital prevention activity that will enable us to change the future health of Croydon residents.

4.3.2 The Director of Public Health presented report to the board in February 2019 and the board agreed to take responsibility for championing the 34 recommendations made within the report. An update on progress in implementing the recommendations comes to the board in January 2020. Progress and achievements are grouped into 4 themes:

- Adverse Childhood Experiences (ACES) - Developing a Trauma Informed Approach across the borough
- Perinatal mental health
- Pre-pregnancy health and planning pregnancy
- Healthy Behaviours

4.3.3 Progress has been made in all four themes and ownership of recommendations now sits within several cross borough, multiagency partnerships.

Healthy Weight

4.3.4 The all age Healthy Weight Steering Group is a partnership of statutory and voluntary agencies whose aim is to enable communities and families to eat well, be active, have lower levels of overweight and obesity and reduced incidence of long term conditions, cancer and reduce inequalities.

4.3.5 Over the past year the steering group has provided strategic leadership and partnership oversight to the Borough's healthy weight and wider food and food poverty strategies. The majority of the actions from the borough's three year healthy weight action plan (2017 – 2020) have been achieved and a strategic partnership healthy weight and obesity workshop took place on the 4th December 19 to help create a borough that is conducive to a healthy weight and develop the new action plan for 2020 onwards. The workshop had over 70 attendees and smaller working groups are helping to develop the new all ages action plan.

4.3.6 The steering group has developed an all age's healthy weight pathway to guide health professionals in signposting to appropriate support and services. Practitioners across Croydon are now utilising this pathway.

4.3.7 The steering group has overseen the considerable work that has taken place to tackle food poverty, leading to Croydon being ranked second place out of all London boroughs for making progress towards tackling food poverty.

4.3.8 The membership of the steering group is due to expand in 2020 to include town planning, transport, and housing and other departments that have an impact on the wider determinants of healthy weight.

4.4 Dementia friendly

4.4.1 Following a Health and Wellbeing Board workshop on dementia in 2017, the Board agreed to actively support the development of the local Croydon Dementia Action Alliance (CDAA), established in 2016, through member support and the development of a council role to help facilitate the CDAA and establish wider social inclusion work.

4.4.2 The CDAA has recently been awarded 'Working towards Dementia Friendly 19/20' status for the second year, the highest accolade awarded by the Alzheimer's Society.

4.4.3 With a wide range of organisations spanning the borough including the council, emergency services, health, private sector and charities, the Croydon Dementia Action Alliance is very active. Over 2,000 residents, Council staff, NHS, Police and Voluntary Sector staff have been trained as Dementia Friends. The work has been recognised nationally by being shortlisted for an LGC award and cited in the Mayor of London guides on health inequalities and best practice.

4.5 Health Protection

4.5.1 The Health and Wellbeing Board receives quarterly updates from the Health Protection Forum and additional updates when requested.

4.5.2 The primary role of the Health Protection Forum is to support the Director of Public Health in her statutory role around health protection by providing oversight of current and emerging health protection issues and reviewing plans and arrangements for Croydon as well as making recommendations for action. Areas of health protection include communicable diseases, environmental hazards as well as children and adult immunisation and screening programmes. A sub-group of the Croydon Health Protection Forum is the Immunisation steering board, which co-ordinates joint actions to improve local immunisation rates.

5 STRENGTHS AND OPPORTUNITIES FOR DEVELOPMENT

5.1 The table below and following paragraphs outline a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for the Board.

<p>STRENGTHS</p> <ul style="list-style-type: none"> - Statutory committee <ul style="list-style-type: none"> - Public Forum for Health and Social Care Integration - Clear Strategy and shared vision - Commitment from senior health and care leaders - Alignment with One Croydon and the Health and Care Plan 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Lack of Board budget - Limited by being a Committee of the council - Membership limited to health and care sector – wider determinants missing
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Collaborative working with Scrutiny and LSP boards - Public Forum with Councillors and Health and Care Leadership 	<p>THREATS</p> <ul style="list-style-type: none"> - Limited funding <ul style="list-style-type: none"> - Short term funding - Unclear role in new regional/sub-regional health and care structures

- 5.2 The value of the Health and Wellbeing Board is clearly demonstrated through its statutory roles and the uniqueness of its position to bring together partners across the NHS, Local Government and the voluntary sector to work together on delivering against shared priorities to improve population health and integrate health and care. The priorities, as set out in the Health and Wellbeing strategy, have been agreed and signed up to by all members of the Board demonstrating a strong commitment to joint working.
- 5.3 Board meetings provide a valuable forum for driving forward action on integration and enabling dialogue between partners on how to achieve the necessary transformation. The combination of elected member as Chair and CCG Clinical Chair as Vice Chair of the Health and wellbeing Board is beneficial for partnership working and in bringing the work of health and local government closer together. The Chair and Vice Chair of the Board have also played a role in putting Croydon on the map, by presenting the work of the Board at regional and national forums.
- 5.4 The Executive group provides a vital role in supporting the Board to set a meaningful agenda, providing context in a rapidly changing system and in scrutinising papers prior to Board meetings to ensure they provide relevant information and make clear and actionable recommendations. This facilitates the smooth running of the Board.
- 5.5 The engagement of NHS Providers, who are non-statutory members, on the Board is a key strength and sets the scene for truly integrated working.
- 5.6 The Board operates in an open and transparent way with the meetings held in public and to date no Part 2 agenda items
- 5.7 The work of the Board is hindered by national cuts to funding and the short-term nature of some national funding streams. Local ambitions to move to a joint

system control total would facilitate a place-based approach to improving population health within limited available resources.

- 5.8 There has been a lack of national guidance on the role of Health and Wellbeing Boards in the new health and care structures and no mention of the role of the Boards in the delivery of the NHS Long term plan. However, the important role Health and Wellbeing Boards play has been recognised in the creation of the South West London Health and Care Partnership². A South West London Governance Design Group has been established and is working to understand the best way to utilise the Health and Wellbeing Boards in this new structure. The Health and wellbeing Board is in a unique position to advocate for efforts across all factors that impact on health thus shifting the focus from health services and ill health to addressing the wider determinants of health such as employment, housing and the public realm. Closer working across South West London also provides potential opportunities for collaboration between Boards and joint Board development.
- 5.9 There is no identified budget for Board coordination and development which limits the ability of the Board to function as effectively as it could. Support such as away days and development sessions would give Board members the opportunity to reflect on how they wield their influence to best effect. However, despite this lack of identified funding, the board has been able to function well with support provided by the public health team and the executive group.
- 5.10 There is an opportunity to further the role of the Board in influencing the work of other partnership boards to explore opportunities to enhance and support each other's agendas. For example there are plans to hold a workshop with the Future Place Board on employment and health.
- 5.11 The Health and Wellbeing Board is a committee of the Council, however it has a remit that is broader than the functions of the council and therefore needs to respond to the interests of the health system as a whole. Being a committee of the council has the potential to inhibit the Boards wider role in shaping the future integrated health and care environment. The South West London Governance review will help define the future role of Health and Wellbeing Boards and consideration will be given as to whether new Terms of Reference for the Board need to be developed and agreed at Full Council.

6 Recommendations

That the Health and Social Care Sub-Committee:

- Note the achievements of the Health and Wellbeing Board against its statutory obligations
- Note the achievements of the Health and Wellbeing Board in driving non-statutory programmes
- Discuss the strengths and opportunities for further development

² The NHS long term plan requires CCG's to merge across the sub-regional footprints. Local agreement to progress this by all six South West London (SWL) areas has now concluded and therefore Croydon CCG will merge with the other five SWL CCG's from April 2020.

Appendices

<https://www.kingsfund.org.uk/audio-video/how-does-nhs-in-england-work>

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BACKGROUND DOCUMENTS: None