

Croydon Council

For General Release

REPORT TO:	FULL COUNCIL 20 April 2015
AGENDA ITEM:	12
SUBJECT:	Annual report of the Health and Wellbeing Board 2014/15
LEAD OFFICER:	Paul Greenhalgh Executive Director, People
LEAD MEMBER:	Councillor Maggie Mansell Chair, Croydon Health and Wellbeing Board
WARDS	All
CORPORATE PRIORITY / POLICY CONTEXT	The constitutional requirement that Council receive and consider the annual report of the Health and Wellbeing Board.
AMBITIOUS FOR CROYDON	The Council is committed to work with its partners to improve the health and wellbeing of residents and visitors to Croydon in order to reduce inequality, contribute to community cohesion, and make Croydon a better place to live work and play.

RECOMMENDATION
1.1 Council is asked to receive and consider the annual report of the Health and Wellbeing Board 2014/15

2 EXECUTIVE SUMMARY

- 2.1 This report summarises the work undertaken by Croydon Health and Wellbeing Board during the second year of its operation. The board was established on 1 April 2013 as a committee of Croydon Council. It is the successor body to the Shadow Health and Wellbeing Board which had been operating for the two preceding years.
- 2.2 The report below sets out the core functions of the board and gives examples of how the board has discharged those functions. It also describes how board development has been taken forward.
- 2.3 Examples of key successes of the board are described, including the promotion of greater integration and partnership working through the Integrated Commissioning Unit established between the council and Croydon Clinical Commissioning Group and the development and agreement of proposals for use of approximately £20 million of pooled funding within the Better Care Fund to help prevent avoidable admissions to hospital.
- 2.4 The board work programme for 2014/15 is at appendix 1.

3 DETAIL

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'. As stated in section 3 of the *Constitution of the London Borough of Croydon: rules of procedure of the Croydon Health and Wellbeing Board* the purpose of the board is to 'advance the health and wellbeing of the people in its area'.¹ The core functions of the board are set out in section 4 of the rules of procedure. These are to:

- *Advance and improve the health and wellbeing of the people of Croydon by promoting integration and partnership working between the NHS, social care, children's services, public health, independent, voluntary and community sector and any other local health and social care providers and commissioners.*
- *Provide such advice, assistance or other support as it thinks appropriate for the purpose of encouraging the making of arrangements under section 75 of the National Health Service Act 2006 in connection with the provision of health and social care services.*
- *Exercise the functions of a local authority and its partner commissioning consortia under sections 116 and 116A of the Local Government and Public*

1 The Constitution of the London Borough of Croydon: rules of procedure of the Croydon Health and Wellbeing Board is at appendix 3

Involvement in Health Act 2007 (“the 2007 Act”) [Note these refer to the duties to prepare a Joint Strategic Needs Assessment and a Joint Health and Wellbeing Strategy].

- *Give the Council its opinion on whether the Council is discharging its duty under section 116B of the 2007 Act (“in exercising any function the council is to have regard to the Health and Wellbeing Strategy” –[Note the role of the Board is to consider whether to give the Council an opinion on whether the Council has had regard to the strategy in exercising its functions]*
- *Any other functions of the authority as the Council may arrange (excluding the functions of the Council by virtue of section 244 of the National Health Service Act 2006 – note; Health scrutiny is excluded from the functions of the Board).*

1 Promotion of integration and partnership working

Examples of how the board has taken forward its role in promoting integration and partnership working are set out below:

Better Care Fund

3.2.1. Building on earlier work on reablement, the board has shaped local plans for integrated care resulting in the recent approval of Croydon’s Better Care Fund proposal by NHS England. This sets out a plan for the use of over £20 million of existing funding to be pooled through a section 75 agreement.

3.2.2 The Better Care Fund will support integration between health and social care to provide a whole system approach to improving outcomes through investing in community based services and by doing so reduce demand on acute services. Specifically it seeks to achieve the following goals:

- Reduce avoidable emergency admissions to hospital
- Reduce delayed transfers of care from hospital
- Demonstrate the effectiveness of reablement
- Reduce permanent admissions to residential and nursing homes
- Improve patient and service user experience

Heart Town and Food Flagship

3.2.3 Tackling obesity in children and adults is a priority for the board. In April 2013 the board agreed a proposal for Croydon to become a Heart Town. The plans included raising awareness of heart disease through a range of initiatives including schools activities, workplace health schemes and health and lifestyle information resources. A significant achievement of the Heart Town has been the development of proposals and a successful bid to the GLA for Croydon to become one of two Food Flagship boroughs. The aim is to transform Croydon’s food culture beginning with children, families and schools. The commitment to reducing obesity was reconfirmed by the board in its review of priorities for 2015/16 and beyond. The board will consider a new action plan to increase physical activity and reduce obesity at its meeting on 10 June 2015.

Dignity and safety in care

3.2.4 In early 2014, the Health and Wellbeing Board held a seminar on dignity and safety following national reviews into significant failures of the health and care system. The board received reports on the implementation of key recommendations. The two reviews that the board considered initially were the public inquiry chaired by Robert Francis QC on Mid Staffordshire NHS Foundation Trust and Transforming Care, the Government's final report on Winterbourne View. While the nature of these reviews and the failures involved were different, the Health and Wellbeing Board agreed to consider the implications of them together.

3.2.5 The board was updated on local work to implement recommendations from the Winterbourne View enquiry at its meeting on 25 March 2015. The board is due to receive updates on progress from Croydon Clinical Commissioning Group, Croydon Health Services NHS Trust, South London and Maudsley NHS Foundation Trust and Croydon Council at its meeting on 10 June 2015. The board will also consider deprivation of liberty safeguards at this meeting.

3.2.6 The Health and Wellbeing Board receives the annual reports of the children's and adults and safeguarding boards for information.

Partnership groups

3.2.7 The rules of procedure for the Health and Wellbeing Board state that:

As far as is allowed by law the Board may arrange for any of its functions to be discharged by a Sub-Committee or by an Officer of one of the statutory Board members, provided that any such arrangements do not include delegation of any decision which creates a contractual commitment which responsibility shall remain the sole responsibility of the full Board. The Board may appoint working groups of Members and/ or Officers to consider specific matters and report back to the Board with recommendations.

3.2.8 Following a review the Health and Wellbeing Board agreed on 12 June 2013 that the following partnership groups should be accountable to the board and would take forward elements of its work including delivery of the joint health and wellbeing strategy:.

- i. joint strategic needs assessment steering group
- ii. carers partnership group
- iii. drug and alcohol action team (DAAT)
- iv. learning disability partnership group
- v. mental health partnership group
- vi. maternity services liaison committee
- vii. sexual health & HIV partnership group
- viii. the healthy behaviours alliance
- ix. older people and people with physical disabilities and sensory impairment

3.2.9 Key areas of work undertaken by partnership groups are reported to the board. For example, the board contributed to the development of the **joint mental health**

strategy through discussion of a draft strategy at its meeting on 16 July 2014. Plans relating to the implementation of the strategy were considered and commented on by the board on 11 February 2015. Importantly, the strategy was jointly agreed by the council and the clinical commissioning group. The main feature is to provide earlier assessment, diagnosis and initiate community treatment in order to reduce the need for inpatient treatment. The board also received a report from MIND on a survey of mental health service users. This report identified the importance of health and social practitioners identifying the need for advice on housing, debt and benefits at an early stage and to refer for advice in order to reduce stress which can exacerbate mental health problems. The report also identified the need for a place to go for social interaction linked with such advice.

3.2.10 The board has contributed to the development of work to improve outcomes by **integrating service provision for older people**. It considered and commented on a paper setting out proposals for outcomes based commissioning for the over 65s at its meeting on 22 October 2015.

3.2.11 The children and families partnership – ‘Be Healthy’ sub-group retains its existing accountability to the children and families partnership board. This group provides reports as appropriate to the Health and Wellbeing Board. The DAAT also provides reports to Safer Croydon and the children and families partnership board.

3.2.12 The board has considered a number of issues related to children over the past year:

- Overarching commissioning priorities for children’s services for the year, consistent with the Children and Families Plan.
- Reporting progress on statutory changes arising from the Children and Families Act to the provision and integration of services for children subject to education, care and health plans.
- The presentation of a new primary prevention plan for children.
- Following the publication of a JSNA chapter on children and young people’s emotional and mental wellbeing a new strategy was developed and presented to the board.
- The Local Safeguarding Children’s Board Annual Review has also been considered by the board.

2 Use of National Health Service Act 2006 flexibilities

3.3.1 The council and CCG have negotiated and agreed, by way of a Section 75 Agreement under the National Health Services Act 2006, the establishment of an Integrated Commissioning Unit (ICU) for health and social care, with a single line of management within the council, but dual accountability to the Clinical Commissioning Group (CCG) for health services, and to the council for adults’ social care services. This agreement has enabled the integration of arrangements for significant areas of children’s and adults commissioning.

3.3.2 The Better Care Fund involves an integrated approach in transforming health and social care services delivered in the community using pooled funds transferred from Croydon CCG’s revenue allocation and the council’s capital allocation. This involves use of NHS Act 2006 flexibilities to enable the pooling of funding streams through a section 75 agreement.

3.4 Joint strategic needs assessment and the joint health and wellbeing strategy

3.4.1 The Health and Social Care Act 2012 amended section 116 of the Local Government and Public Involvement in Health Act 2007 to require local authorities and their partner CCGs to prepare joint strategic needs assessments (JSNAs). The Act also inserted new sections, 116A and 116B, into the 2007 Act. New section 116A requires that local authorities and their partner CCGs develop joint health and wellbeing strategies (JHWSs) for meeting the needs identified in JSNAs. New section 116B requires local authorities, NHS England (in relation to its local commissioning responsibilities) and CCGs to have regard to relevant JSNAs and JHWSs when carrying out their functions.

3.4.2 The JSNA is the means by which the Health and Wellbeing Board comes to understand the needs of the local population. The Croydon JSNA involves an annual cycle. Each year the JSNA programme involves an update of a key dataset, (which shows how Croydon compares with London and England across a wide range of indicators related to health and wellbeing), with a small number of detailed chapters on key topic areas. In Croydon, the key topics for each annual JSNA cycle are decided by the Health and Wellbeing Board after a prioritisation process to produce a shortlist of proposed topics.

3.4.3 In 2014/15 detailed needs assessment work is being undertaken on maternal health, smoking and young people and service provision for the over 65s. Commissioners' response to the JSNA recommendations are incorporated within each chapter.

3.4.4 Evidence from the JSNA formed the basis for selecting priorities for Croydon's joint health and wellbeing strategy 2013-18. This was developed by the shadow Health and Wellbeing Board and published in early 2013. Under its vision statement the strategy details a number of outcomes the board will work towards achieving. In order to realise these outcomes the Health and Wellbeing Board identified six areas for improvement:

1. giving our children a good start in life
2. preventing illness and injury and helping people recover
3. preventing premature death and long term health conditions
4. supporting people to be resilient and independent
5. providing integrated, safe, high quality services
6. improving people's experience of care

3.4.5 For each of the improvement areas the strategy document sets out a small number of priorities for action and indicators to measure progress. Performance against the priority indicators is reported to the board on a quarterly basis.

3.4.6 The board has undertaken work on the review and refresh of the joint health and wellbeing strategy, with a revised strategy document planned for publication in spring 2015. The process has involved a number of consultation and engagement events with stakeholders and the public. The board has agreed to retain the vision, priority outcomes and areas for improvement. It has also agreed to focus on a smaller number of priority actions whilst retaining a watching brief on others. The strategy

document has been simplified to improve its accessibility.

3.5 Exercise of functions having regard to the JSNA and joint health and wellbeing strategy

Review of commissioning intentions and plans 2015/16

3.5.1 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.

3.5.2 On 10 December 2014 the board considered reports detailing how the draft 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. Board members were asked to note that priorities have also been informed by national priorities set by NHS England, and needs identified through the updating of the JSNA,, needs and issues identified by stakeholders and engagement with partners, service users, patients and the wider public. The CCGs final commissioning intentions, set out in its operating plan, were presented to the board for review and comment on 25 March 2015.

3.6 Other functions

Pharmaceutical needs assessment

3.6.1 From 1 April 2013, Croydon's Health and Wellbeing Board became responsible for the pharmaceutical needs assessment (PNA). The NHS (Pharmaceutical and Local Pharmaceutical Services) Regulations 2013, which came into force on 1 April 2013, require each Health and Wellbeing Board to make a revised assessment as soon as reasonably practicable after identifying changes to the need for pharmaceutical services which are of a significant extent; and publish its first full PNA by 1 April 2015. The PNA informs NHS England's decisions on commissioning pharmaceutical services for the area.

3.6.2 Following a process of development and public consultation, the board agreed to the publication of new PNA for Croydon at its meeting on 25 March 2015.

3.7 Board development

3.7.1 Collectively, Health and Wellbeing Board members need to be confident in their system wide strategic leadership role, have the capability to deliver transformational change through the development of effective strategies to drive the successful commissioning and provision of services and be able to create improvements in the

health and wellbeing of the local community.

3.7.2 The executive group appointed by Croydon's board has overseen a programme of board development, which builds on earlier work to develop the shadow Health and Wellbeing Board. Developmental priorities for the board are set out in a strategic risk register for the board and with the identification of six board development areas. The development areas identified were:

1. Stakeholder and community engagement
2. External and self-assessment
3. Strategic alignment of board work plan
4. Performance improvement
5. Promoting integration
6. Governance

3.7.3 The executive group obtained support from the Local Government Association to take forward the review and refresh of the joint health and wellbeing strategy in 2014/15. This has supported board members with a number of the developmental areas above, including stakeholder and community engagement in the strategy review and refresh, better alignment of the work of the board to strategic priorities, and strengthening the strategic focus on integration.

3.7.4 The board's work plan has been developed, and is reviewed regularly, by members of the Health and Wellbeing Board. It is shaped by the priorities set out in the joint health and wellbeing strategy. Consultation activity for the development of this document and other pieces of work led by the board are set out in the relevant board papers.

3.7.5 The board, as a committee of the council, has a statutory duty to promote equality as set out in the Equality Act 2010. As with other council committees, proposals coming to the board require equality analysis if these involve a big change to a service or a small change that affects a lot of people. Guidance on equality analysis has been provided by the council's equalities team.

4 CONSULTATION

Not relevant for the purposes of this report

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Not relevant for the purposes of this report

6 COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

Not relevant for the purposes of this report

7 HUMAN RESOURCES IMPACT/ EQUALITIES IMPACT/ ENVIRONMENTAL IMPACT/ CRIME AND DISORDER REDUCTION IMPACT

Not relevant for the purposes of this report

CONTACT OFFICER:

Steve Morton, Head of health and wellbeing
steve.morton@croydon.gov.uk
 020 8726 6000 x61600

APPENDICES

Appendix 1 Board work plan 2014/15

BACKGROUND DOCUMENTS:

The joint strategic needs assessment can be accessed [here](#)

The joint health and wellbeing strategy 2013-18 can be accessed [here](#)

Date	Item	Purpose	Boa
27 March 2014	Board engagement event: review of progress against joint health and wellbeing strategy		
16 July 2014	Board induction session		
16 July 2014	Appointment of chair	Decision	n/a
	Annual report of the director of public health	Discussion	Mik
	Focus on outcomes: Pressure ulcers in the community	Discussion	Paul Har
	JSNA 2013/14 healthy weight chapter final draft	Decision	Mik
	JSNA 2014/15 key chapter topics	Decision	Mik
	SW London collaborative commissioning strategy	Information	Paul
	Joint mental health strategy	Discussion	Paul Har
	Children's primary prevention plan	Discussion	Paul
	Reform of services for children who will be subject to education, care and health plans	Information	Paul
	Report of the chair of the executive group <ul style="list-style-type: none"> • Work plan • Performance against health and wellbeing strategy indicators (quarterly standing item) • Risk register 	Discussion & decision	Har
11 September 2014	Better Care Fund	Decision	Har Paul
	Adults safeguarding board annual report	Information	Har
	Children's safeguarding board annual report	Information	Paul
	Report of the chair of the executive group	Discussion & decision	Har

Date	Item	Purpose	Boa
	<ul style="list-style-type: none"> • Work plan • Risk register 		
	Somewhere to go, something to do: a survey of the views of people using mental health day services in Croydon	Information	Ma
1 October 2014	Board public engagement event: joint health and wellbeing strategy review		
22 October 2014	Focus on outcomes: primary care : general practice	Information and discussion	Dr J
	JSNA key dataset 2014/15	Discussion & decision	Mik
	Outcomes based commissioning for over 65s	Information & discussion	Pau Har
	Partnership groups report <ul style="list-style-type: none"> • Summary report from all partnerships • Update on adults with learning disabilities (from April 2013) 	Information & discussion Information & discussion	Har Har Pau
	Adult social care commissioning plan 2014/15	Information	Har
	Report of the chair of the executive group <ul style="list-style-type: none"> • Work plan • Performance against health and wellbeing strategy indicators (quarterly standing item) • Risk 	Decision	Har
7 November 2014	Board half awayday on the review of the joint health and wellbeing strategy, to disc event on 1 October		
10 December 2014	Commissioning intentions 2015/16	The board has a duty to satisfy itself that commissioning intentions are aligned with the joint health and wellbeing strategy	Pau Swa Mill Gre Rob Fry
	Health protection update	To inform the board of key health protection issues for the borough including uptake of immunisations & vaccinations	Mik
	Croydon Food Flagship	To inform the board on progress with the Food	Mik

Date	Item	Purpose	Boa
		Flagship programme	
	Report of the chair of the executive group <ul style="list-style-type: none"> • Work plan • Risk 	Discussion & decision	Har
11 February 2015	Strategic items		
	Mental health strategy action plan (Partnership: Mental Health)	To inform the board of key actions to be undertaken to deliver the mental health strategy	Pau Gre
	Primary care co-commissioning	To inform the board of local plans for primary care co-commissioning and enable board members to comment on those plans	Pau Fry
	Care Act implementation and market position statement	To consult the HWBB on the draft statement before the new statutory requirement to publish such a statement is finalised	Pau
	Business items		
	Proposal to establish a borough health protection forum	To consider and agree the proposal.	Mik
	Progress report on work undertaken to determine the scale and nature of the illicit tobacco problem	Information	Mik
	Report of the chair of the executive group <ul style="list-style-type: none"> • Work plan • Performance against health and wellbeing strategy indicators (quarterly standing item) • Risk 	Discussion & decision	Pau
25 March 2015	Strategic items		
	Health and wellbeing of offenders & their families	To enable the board to consider issues affecting the health and wellbeing of offenders and their families	Liss Ken
	Joint health and wellbeing strategy 2015-18	To agree amendments to	Mer

Date	Item	Purpose	Boa
		the joint health and wellbeing strategy	exe
	CCG commissioning plans 2015/16	The board has a statutory duty to provide opinion on whether the CCGs final commissioning plan has taken proper account of JHWS.	Pa
	Business items		
	Mental health crisis care concordat (Partnership: Mental Health)	To endorse the principles of the concordat and to provide assurance that plans are in place to deliver it	Pa Gre
	Winterbourne View action plan (Partnership group: Learning Disability)	To assure the board that the Winterbourne view action plan reported to board in February 2014 has been progressed.	Pa
	Drug and alcohol recommissioning (Partnership group: Drugs & Alcohol)	To inform the board of progress with recommissioning of drug and alcohol services	Pa
	Pharmaceutical needs assessment final draft for agreement	The board has a statutory duty to publish a PNA by 31 March 2015	Mik
	Report of the chair of the executive group <ul style="list-style-type: none"> • Work plan • Risk 	To inform the board of work undertaken by the executive group and consider the board risk register	Pa