

Croydon Council

For General Release

REPORT TO:	FULL COUNCIL 18 April 2016
AGENDA ITEM:	17
SUBJECT:	Annual report of the Health and Wellbeing Board 2015/16
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.

1. RECOMMENDATION

- 1.1 Council is asked to receive and consider the annual report of the Croydon Health and Wellbeing Board 2015/16

2 EXECUTIVE SUMMARY

- 2.1 This report summarises the work undertaken by Croydon Health and Wellbeing Board during the third year of its operation. The board was established on 1 April 2013 as a committee of Croydon Council. A shadow health and wellbeing board had been operating for the two preceding years.
- 2.2 The report 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 achievements of the board are described, including the promotion of greater integration and partnership working through the oversight of just over £23 million of pooled funding within the Better Care Fund to help

prevent avoidable admissions to hospital. It has also contributed to the development of the Outcomes Based Commissioning programme which aims to integrate a wide range of services for older adults.

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 health and wellbeing board is to ‘advance the health and wellbeing of the people in its area’.¹The core statutory functions of the board are set out in section 4 of the rules of procedure. These are to:

- A. *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.*
- B. *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.*
- C. *Exercise the functions of a local authority and its partner commissioning consortia under sections 116 and 116A of the Local Government and Public 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].*
- D. *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]*
- E. *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).*

A. Promotion of integration and partnership working

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

A (i) Better Care Fund

3.3 Building on earlier work on reablement, the health and wellbeing board has overseen the delivery of integrated care through Croydon’s Better Care Fund. This is a programme of activity for the use of just over £23 million of existing

¹ The Constitution of the London Borough of Croydon: rules of procedure of the Croydon health and wellbeing board
C20160418 AR17 HWB

funding pooled through a section 75 agreement.

- 3.4 The Better Care Fund supports 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. Through the Better Care Fund, the CCG and the council jointly manage a programme which seeks to achieve the following outcomes:
- Improved self-management by providing individuals the support they need to stay at home.
 - Improved primary and secondary prevention through better co-ordination of care for people with long term conditions through MDTs and access to a single point of assessment.
 - Better management for people with ambulatory care sensitive conditions with rapid response services available.
 - Increased integration and care co-ordination through both the single point of assessment and MDT meetings.

Reducing emergency activity by better management of care and directing patients to the best available services.

A (ii) Outcomes based commissioning

3.5 With the support of the board, Croydon Clinical Commissioning Group and Croydon Council have worked collaboratively to develop a transformation programme to enable improvements to be achieved through a whole systems approach to health and social care for older people. The vision is that people experience well coordinated care and support in the most appropriate setting, which is truly person centred and helps them to maintain their independence into later life. With an ageing population, the focus of the programme is on services for the over 65s and the outcomes that local residents have said are important to them – those factors that make a genuine difference to their health, well-being and quality of life. There will be ongoing work aimed at early identification of need and intervention to reduce early loss of capacity. We aim to spend more on prevention and community based services and less on acute and high dependency long term care.

3.6 The Outcomes Based Commissioning programme aligns with the aims of the Better Care Fund which are that health and social care services must work together to meet individual needs, to improve outcomes for the public, provide better value for money and be more sustainable. The programme builds on a long history of joint work in Croydon, including recent developments in delivering whole person integrated care through Transforming Adult Community Services. Five organisations have been chosen as the most capable providers and have formed an Accountable Provider Alliance (APA). These are Croydon Health Services NHS Trust, Croydon Council, South London and Maudsley NHS Foundation Trust, Croydon GP Federation and Age UK Croydon. The APA continues to prepare its proposals and it is expected that the CCG and the council, as joint commissioners, will make a decision about readiness to award a contract in the next few months.

A (iii) Public protection

3.7 The health and wellbeing board has considered dignity and safety following C20160418 AR17 HWB

national reviews into significant failures of the health and care system. On 25 March 2015 the board received a report on progress with the implementation of key recommendations from 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. The board also considered deprivation of liberty safeguarding at this meeting to consider the implications of the Supreme Court judgement in the case of Cheshire West.

- 3.8 The health and wellbeing board receives the annual reports of the children's and adults safeguarding boards for information. The board also agreed to the establishment of a health protection forum to advise the Director of Public Health on threats to the health of the population. The Acting Director of Public Health presented the forum's annual report to the board in December 2015.

A (iv) Partnership groups

- 3.9 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.

- 3.10 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

- 3.11 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.

- 3.12 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.
- An item on maximising household income, relating to the board priority of reducing child poverty

- A joint strategic needs assessment chapter on maternal health and wellbeing.
- The Local Children's Safeguarding Board Annual Review has also been considered by the board.

3.13 The board is currently reviewing board governance, including the configuration of partnership groups. The board is expected to consider recommendations at its meeting in June 2016.

B. Use of National Health Service Act 2006 flexibilities

3.14 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. With the support of the board, this will be developed through use of NHS Act 2006 flexibilities to enable the pooling of funding streams through a section 75 agreement.

3.15 With the support of the board, the council has agreed to use a section 75 agreement with Croydon Health Services to ensure the delivery of child and sexual health services funded through the public health grant. Since January 2015, a programme of sexual health service redesign has been underway that places a greater emphasis on targeted prevention work with communities most at risk, and on the integration of previously separate elements of sexual health provision. Responsibility for commissioning health visiting and the Family Nurse Partnership transferred on the 1st October 2015 from NHS England to Croydon Council. School aged nursing services have been commissioned by the council since April 2013. Immunisations services have been commissioned by NHS England but will be co-commissioned by the council and NHS England from April 2016.

C. Joint strategic needs assessment and the joint health and wellbeing strategy

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.

C (i) Joint strategic needs assessment

3.16 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.

3.17 In 2015 needs assessment work was 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. The board agreed the JSNA work programme for 2016 at its meeting on 9 February 2016. This will include a needs assessment on social isolation as recommended by the Opportunity and Fairness Commission in its final report.

C (ii) Joint health and wellbeing strategy

3.18 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

- 3.19 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. Performance and risk are reviewed at each meeting of the board executive group (see paragraph 3.30).
- 3.20 Following an in depth JSNA chapter on children's emotional health and wellbeing being in 2014/15, the board agreed that improving Child Adolescent Mental Health Services (CAMHS) would significantly impact outcomes for children and young people. The board considered the Local Transformation Plan for CAMHS services in Croydon following a successful bid for additional funding at its meeting in September 2015. Significant initial progress has been achieved against this programme of work including improved access with reducing waiting lists.
- 3.21 Improving people's experience of maternity services is another example of a key outcome that the board had agreed to focus on. A report to the board on 13 April 2016 highlighted significant progress across the maternity pathway. Improvements include refurbishment of Croydon University Hospital's post natal ward and improved facilities at the birth centre. Over the year the Friends and Families Test scores for the services have all improved (with the exception of the post natal ward which was undergoing refurbishment).
- 3.22 The board refreshed the joint health and wellbeing strategy in 2015 and agreed to focus on a smaller number of priorities over 2015/16. The board will review its priorities in spring 2016 alongside the planned update of Croydon's community strategy.

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

D (i) Review of commissioning intentions and plans 2016/17

- 3.23 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.
- 3.24 On 10 December 2015 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. Final commissioning intentions, including the CCG operating plan, were considered by the board on 13 April 2016.

E. Other functions

E (i) Pharmaceutical needs assessment

3.25 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.

3.26 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. Applications for new pharmaceutical services and changes of ownership are notified to the board by NHS England.

E (ii) Heart Town and Food Flagship

3.27 In April 2013 the health and wellbeing 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 has been the implementation of the Food Flagship programme. Work is ongoing to transform Croydon's food culture beginning with children, families and schools.

E (ii) Primary care commissioning

3.28 South west London health and wellbeing board representatives, including the chair of Croydon's board, have contributed to work on the co-commissioning of general practice between NHS England (London) and local clinical commissioning groups. This arrangement has been agreed from 1st April 2016 in Sutton, Merton, Wandsworth and Kingston. Croydon has asked for another year to plan for the governance and management of these contracts. The clinical commissioning groups and health and wellbeing boards will continue to work in partnership to share skills and experience on some agreed priorities including digitalisation, diabetes services, and dementia services.

Board development

3.29 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.

- 3.30 The work of the board is supported by a small executive group appointed by the board. Membership of the executive group comprises the chair and vice chair of the board, the council's Executive Director of People, Croydon Clinical Commissioning Group's Chief Operating Officer, the Director of Public Health, and the chief executive of Healthwatch Croydon.
- 3.31 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 the strategic risk register for the board and with the identification of six board development areas. The development areas are:
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
- 3.32 The executive group obtained support from the Local Government Association to work on better alignment of the work of the board to strategic priorities, and strengthening the strategic focus of the board on integration.
- 3.33 The board has sought input and engagement from members of the public in its meetings and broader work, including within the partnership groups accountable to the board. Board meetings have dedicated time for public questions. In recent meeting members of the public present have been invited to join table discussions on strategic agenda items.
- 3.34 The board chair has also participated in the London network of health and wellbeing board chairs convened by London Councils.
- 3.35 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.
- 3.36 The health and wellbeing 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

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APPENDICES

Appendix 1 Board work plan 2015/16

BACKGROUND DOCUMENTS:

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

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

Appendix 1 HWB work plan 2015/16

Date	Items	Purpose	Board sponsor	Lead officer / report author
10 June 2015	Strategic items			
	Croydon Council commissioning plans 2015/16	The board has the power to give its opinion to the council on whether the council is discharging its duty to have regard to relevant JSNA and JHWS.	Paul Greenhalgh	Brenda Scanlan
	Household income and health	Household income is a key determinant of health. This item relates to the JHWS priority of child poverty.	Paul Greenhalgh	Mark Fowler / Amanda Tuke
	JSNA 2013/14 homeless households in temporary accommodation chapter final draft	To consider the findings of the chapter and agree to its publication.	Mike Robinson	Jenny Hacker / Dave Morris
	Healthy weight strategic action plan	To agree local plan to address overweight and obesity.	Mike Robinson	Sarah Nicholls/ Anna Kitt
	Deprivation of liberty safeguards	To provide the board with assurance that appropriate safeguards are in place to protect vulnerable adults from arbitrary detention.	Paul Greenhalgh /	Edwina Morris / Kay Murray

Date	Items	Purpose	Board sponsor	Lead officer / report author
	Sexual health procurement strategy	To provide the board with a briefing on the wider issues relating to the procurement strategy for sexual health services	Paul Greenhalgh / Mike Robinson / Paula Swann / Jane Fryer	Lisa Burn / Ellen Schwartz
Business items				
	Francis Review action plans	To assure the board that the Francis Review action plans reported to board in February 2014 has been progressed and that plans are in place in each of these areas	Paula Swann / John Goulston / Steve Davidson	Sean Morgan / Zoe Packman / Alison Beck
	Local alcohol action area (Partnership group: Drugs & alcohol (DAAT); Healthy Behaviours)	To inform the board of achievements of the programme and to note future recommendations	Mike Robinson	Bernadette Alves / Matt Phelan
	Local Government Declaration on Tobacco Control	To ask the board to sign up to the Local Government Declaration on Tobacco Control	Mike Robinson	Bernadette Alves / Jimmy Burke
	Carers partnership group report (Partnership group: Carers)	To inform the board of the work of the carers partnership group in delivering board priorities.	Paul Greenhalgh	Amanda Lloyd / Harsha Ganatra

Date	Items	Purpose	Board sponsor	Lead officer / report author
	Heart Town annual report	To inform the board of progress in the delivery of Croydon Heart Town	Mike Robinson	Steve Morton
	Report of the chair of the executive group <ul style="list-style-type: none"> • Performance report • Work plan • Risk 	To inform the board of work undertaken by the executive group, to consider performance and review the board risk register	Paul Greenhalgh	Steve Morton
24 July 2015	Board seminar – developing the system leadership role of the HWB			
9 September 2015	Strategic items			
	End of life strategy	To agree the joint end of life strategy	Paul Greenhalgh / Paula Swann	Brenda Scanlan / Lucky Hossain
	Annual report of the director of public health	To discuss the content of the director of public health’s annual report and agree any actions for the board arising from it	Mike Robinson	Mike Robinson
	Business items			
	Appointment of chair, vice chair and executive group Appointment of board representative on SW London co-commissioning joint committee	To agree key appointments for the board and any changes to the terms of reference	n/a	Solomon Agutu

Date	Items	Purpose	Board sponsor	Lead officer / report author
	JSNA 2015/16 key chapter topics	To agree the needs assessments to be carried out as part of the JSNA for 2015/16	Mike Robinson / Paula Swann / Paul Greenhalgh	Steve Morton
	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	Paul Greenhalgh	Steve Morton

Date	Item	Purpose	JHWS priority	Board sponsor	Lead officer / report author
21 October 2015	Strategic items				
	JSNA key dataset 2015/16	Discussion & decision	n/a	Mike Robinson	David Osborne
	Business items				
	Implementing the national autism strategy	To inform the board of progress with the local implementation of the Autism Act 2009	Not a JHWS priority	Paul Greenhalgh	Simon Wadsworth
	Safeguarding adults annual report	To inform the board of the work of the Safeguarding Adults Board	n/a	Paul Greenhalgh	Kay Murray
	Safeguarding children annual report	To inform the board of the work of the Safeguarding	n/a	Paul Greenhalgh	Gavin Swann

Date	Item	Purpose	JHWS priority	Board sponsor	Lead officer / report author
		Children Board			
	Health and social care integration: Better Care Fund	To inform the board of progress on the work schedule of the Better Care Fund	n/a	Paul Greenhalgh / Paula Swann	Paul Young / Ivan Okyere-Boakye
	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, to consider performance and review the board risk register	n/a	Paul Greenhalgh	Steve Morton
23 October 2015	Joint workshop with Opportunity and Fairness Commission				
9 December 2015	Strategic items				
	Commissioning intentions 2015/16	The board has a duty to give an opinion on the alignment of the CCG's commissioning plan to the JHWS and the power to give its opinion to the council on whether the council is discharging its duty to have regard to the JSNA and JHWS.	n/a	Paula Swann/Paul Greenhalgh	Stephen Warren / Brenda Scanlan
	Urgent care transformation	To inform the board of work to transform urgent	Redesign urgent care	Paula Swann	Stephen Warren

Date	Item	Purpose	JHWS priority	Board sponsor	Lead officer / report author
		care	pathways		
	Business items				
	Health protection update	To inform the board of key health protection issues for the borough including uptake of immunisations & vaccinations	Improve the uptake of childhood immunisations	Director of public health	Ellen Schwartz
	JSNA maternal health chapter final draft	To consider the findings of the chapter and agree to its publication	Giving children a good start in life	Director of public health	Sarah Nicholls / Dawn Cox
	Patient transport	To receive a report on improvements to patient transport in response to patient and carer feedback	Improving people's experience of care	John Goulston	Allan Morley
	Report of the chair of the executive group <ul style="list-style-type: none"> • Work plan • Risk • Performance 	To inform the board of work undertaken by the executive group and consider the board performance report, risk register and work plan	n/a	Paul Greenhalgh	Steve Morton
10 February 2016	Strategic items				
	Health and social care integration: outcomes based commissioning for over 65s	To update the board on progress since the last report	Prevent illness and injury and promote	Paula Swann / Paul Greenhalgh	Martin Ellis

Date	Item	Purpose	JHWS priority	Board sponsor	Lead officer / report author
			recovery in the over 65s		
	JSNA community based services for over 65s chapter final draft	To consider the findings of the chapter and agree to its publication.	Prevent illness and injury and promote recovery in the over 65s	Steve Morton / Ellen Schwartz	Nerissa Santimano
Business items					
	South West London Commissioning Collaborative	To update the board on progress	n/a	Paula Swann	Paula Swann
	JSNA programme for 2016	To agree the JSNA programme for 2016	n/a	Director of public health	Steve Morton
	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, to consider performance and review the board risk register	n/a	Paul Greenhalgh	Steve Morton