



Health and Wellbeing Board

Date: **Wednesday 22 October 2014**
Time: **9.30am**
Venue: **Room 16, Abbey Conference Centre, Norwich**

SUPPLEMENTARY AGENDA

Please find attached the reports marked to follow.

2. Minutes of the last meeting **(A2)**

13. Central Norfolk Systems Leadership Group **(A11)**
• To approve TOR and Membership of Task and Finish Group

Chris Walton
Head of Democratic Services
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Martineau Lane
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Health and Wellbeing Board

**Minutes of the meeting held on Wednesday 16 July 2014
at 9.30am in Room 16, Abbey Conference Centre, Norwich**

Present:

Mr D Roper, Norfolk County Council – Chairman

William Armstrong	Healthwatch Norfolk
Yvonne Bendle	South Norfolk Council
James Joyce	Cabinet Member, Safeguarding Children, NCC
Catherine Underwood	Director of Integrated Commissioning
Dr Jon Bryson	South Norfolk Clinical Commissioning Group
Dan Mobbs	Voluntary Sector representative
Dr Anoop Dhesi	North Norfolk Clinical Commissioning Group
Tracy Dowling	NHS England, East Anglia Area Team
Richard Draper	Voluntary Sector Representative
Phil Shreeve	Norwich City Council
Anne Gibson	Chief Executive (Acting) NCC
Joyce Hopwood	Voluntary Sector Representative
Cllr James Joyce	Chair, Children's Services Service Committee
Cllr Penny Linden	Great Yarmouth Borough Council
Michael Rosen	Interim Assistant Director of Children's Services (Early Help), NCC
Dr Ian Mack	West Norfolk Clinical Commissioning Group
Lucy Macleod	Interim Director of Public Health
Dr Chris Price	Norwich Clinical Commissioning Group
Cllr Andrew Proctor	Broadland District Council
Dr John Stammers	Great Yarmouth & Waveney Clinical Commissioning Group
Cllr Lynda Turner	Breckland District Council

Others present:

Debbie Bartlett, Head of Planning, Performance and Partnerships, NCC

1 Election of Chair

Cllr Dan Roper, Norfolk County Council was elected Chairman of the Health and Wellbeing Board.

2 Election of Vice-Chair

Cllr Yvonne Bendle; South Norfolk District Council, and Dr Ian Mack; West Norfolk Clinical Commissioning Group were elected Vice-Chairmen of the Health and Wellbeing Board.

3 Apologies

Apologies were received from Cllr Brenda Arthur (Phil Shreeve substituted); Cllr Elizabeth Nockolds, King's Lynn and West Norfolk Borough Council; Stephen Bett, Norfolk Police and Crime Commissioner; T/ACC Nick Dean, Norfolk Constabulary; Harold Bodmer (Catherine Underwood substituted); Pip Coke (Dan Mobbs substituted); Andy Evans, Great Yarmouth and Waveney Clinical Commissioning Group; Cllr John Lee, North Norfolk District Council; Sheila Lock (Michael Rosen substituted); Sue Whitaker.

4 Minutes of the Health and Wellbeing Board on 6th May 2014

The minutes of the Health and Wellbeing Board (H&WB) meeting held on 6th May 2014 were agreed as a correct record and signed by the Chairman.

5 Members to declare any interest

Richard Draper declared an interest as the Chief Executive of the Benjamin Foundation.

6 To receive any items of urgent business

There were no items of urgent business.

7 Services for Adults with a Learning Disability: Outcomes of the Winterbourne View Inquiry

7.1 The Board received a report on progress in Norfolk that has been made in responding to the recommendations of the Winterbourne View Inquiry Report into abuse in a private sector assessment and treatment facility for adults with a learning disability.

7.2 As part of the report, the Board heard from Sabrina, a service user, who expressed her views to the Board through a presentation about her experiences and resources she has had access to.

7.3 RESOLVED

- To note the report
- To approve the Joint strategic Plan for Norfolk and asked for an update on progress on its implementation in a year's time

8 Director of Public Health – Annual Report

8.1 The Board received a presentation from the Interim Director of Public Health which gave the headlines of her Annual Report 2013/14. Based on the most recent published national data, the presentation set out the context for the Board's work.

- 8.2 During the discussion, the following key points were noted;
- Councils nationally were working hard to prevent homelessness, and therefore reduce the cost of this to organisations.
 - The targets used in the presentation were derived from the population forecast; however the targets could be changed to reflect Norfolk's priorities.
 - There were accurate information studies being carried out which identified areas with the greatest need. Improvements had been made around identifying those areas.
 - A workshop on early help had been set up by the Board, which included a need to compare against other Western European data in the same areas as well as their approaches.
- 8.3 **RESOLVED**
- To note the report.

9 Norfolk's Child Poverty Strategy

- 9.1 The Board received the report which focused on Norfolk's Child Poverty Strategy. The multi-agency strategy had been developed during the end of 2013/2014 with the involvement of members of the Health and Wellbeing Board and wider partners.
- 9.2 During the discussion, the following points were noted;
- It would be useful to focus on targets which would impact the greatest. There were already areas of deprivation identified by Children's Services which would mean a targeted approach.
 - Norfolk young people had the same aspirations as young people nationally. However Norfolk needed to allow them to achieve these aspirations and to provide the opportunities to do so.
 - There was a need for access to an advice centre as one of the biggest issues in social care was debt. A bigger focus on helping people with debt was needed. District Councils were already encouraging the use of credit unions, but it was noted that the public do not always realise what resources there are available to use.
- 9.3 **RESOLVED** that a small working group should be set up to develop the 'economy' workstream further to narrow down what partners could do and develop the detail of how it could be carried out. Some of that work from the working group would be brought to a workshop.

10 Children's Services Improvement – Update

- 10.1 James Joyce, Chairman, NCC's Children's Services Committee and Michael Rosen, Interim Assistant Director, Early Help, gave a verbal update about the external reviews of Children's Services, the improvement planning and the progress being made.
- 10.2 During the discussion the following points were made;
- There had recently been an Ofsted inspection into the Looked After Children. Initial feelings suggested the department had performed well, but there had been no official feedback as this was due early August.
 - Officers were confident that schools and social services were moving forwards strongly. Ambition had improved and it had been identified that not enough was being done for the outcomes of children.
 - An external review from colleagues across the region from other Local Authorities had proven that there had been an improvement in front line practice. There had been significant improvement in Norfolk but there was a strong capacity to improve, and it was recognised that there was still a long way to go.
 - The Children's Services system would change in consultation with partners, Headteachers and various agencies.

11 Joint Strategic Needs Assessment – 2013/14 Review

- 11.1 Judy Lomas, JSNA Manager, gave a presentation on the 2013/14 review of the JSNA and outlined recent developments and activities, including the work of the JSNA Officer Group.
- 11.2 **RESOLVED**
- To note the presentation

12 JH&WBS 2014-17 - Implementation

- 12.1 The Board considered progress being made with implementation including the proposed delivery model for the dementia priority and the early work on developing a communications strategy. The Board reviewed and refreshed the JH&WB Strategy Group to ensure it was well positioned to drive implementation of the Strategy and agreed three 'priority champions' who will act as change agents, helping drive improvement across the priority areas and holding the H&WB to account.
- 12.2 **RESOLVED**
- To appoint Priority Champions as follows;
- Promoting the social and emotional wellbeing of pre-school children –

Richard Draper

- Reducing obesity – **Cllr Yvonne Bendle**
- Making Norfolk a better place for people with dementia and their carers – **Joyce Hopwood**

13a Community-based Health Improvement; Healthy Communities Update

13a.1 The Board received the report which updated them on the progress of the Healthy Communities Project, summarised key activity to date, updated on evaluation and governance and made recommendations for further development. It was agreed that the work should look to explore community-led health improvement in rural areas in Norfolk. NCC's Public Health team would work in partnership with Norfolk Rural Community Council, the relevant District Councils and Voluntary Norfolk to develop this linked in to the H&WB's strategic priorities

13a.2 RESOLVED

- To note the progress on the current community led health improvement project 'Healthy Communities'
- To continue to support Community led Health Improvement through the adaption of Asset Based Community Health Development in Rural areas in Norfolk.
- That Public Health works in partnership with Norfolk Rural Community Council, the relevant District Council and Voluntary Norfolk to develop a project initiation document and action plan linked in to the H&WB priorities of Obesity, Dementia, 0-5 and Mental Health in some of Norfolk's most rural areas.

13b Community – based Health Improvement; Locally-led health Improvement Updates

13b.1 The Board received the reports from each of the district, city and borough councils in Norfolk on their locally-led health improvement activity which the Board had supported in 2013/14.

13b.2 It was **NOTED** that the funding had been used in a wide variety of ways and for a wide range of projects, many of which were already having an impact.

13c Community – based health improvement; Allocation of funding 2014/15

13c.1 The Board received the report which outlined the Health and Wellbeing Board's unallocated funding for 2014/15 together with proposals for its use.

RESOLVED

- That £200k be used for a further year of locally-led health improvement, using a similar mechanism to last year with the funding

distributed via district/city/borough councils who are asked to work with the DPH and local partners to commission activities that will result in a demonstrable improvement in one or more of the Board's strategic priorities.

14 Better Care Fund Update Report

- 14.1 The Board received and discussed a report which updated them on the Norfolk Better Care Fund Plan which the Board had approved in April for submission to NHS England. The final, formal approval of plans was subject to further assurance processes from NHS England and therefore no plans had yet been approved. Letters which had been received were tabled at the meeting.
- 14.2 During the discussion, the following points were noted;
- There was ongoing work by Officers on the Better Care Fund submission to reflect the new guidance and templates received from the Department of Health and the revisions would be brought to a later meeting of the H&WB. Due to the changes of the submission of the plan, there were changes to the timescales.
 - There was local and national anxiety about achieving the planned levels of hospital admissions. The funding would now be rolled out on the delivery of performance in relation to admissions. A proportion of that funding would be directed to the CCGs. The new template of the plan would indicate the shifts and changes of the funding, and therefore the impact on the finances.
- 14.3 The Board **RESOLVED** to note the report.

15 Healthwatch Norfolk Minutes

- 15.1 The H&WB received and **noted** the Healthwatch Norfolk minutes of the meeting held on 17 March 2014 and 19 May 2014.

16 NHS England verbal update

- 16.1 Tracy Dowling, Director of Operations & Delivery, East Anglia Area Team, NHS England gave a verbal update outlining the outcome of the recent round of annual assurance with the 5 CCGs in Norfolk and confirmed that there were high standards of management and clinical quality in all. Members were also updated on the activity of the East Anglia Quality Surveillance Group and how it was now starting to focus on thematic elements across Norfolk.
- 16.2 It was reported that the East Anglia Quality Surveillance Group had met and had a focus on care homes and the quality of the provision of care. Two providers (Norfolk and Suffolk Mental Health Foundation Trust and the

Queen Elizabeth Hospital at King's Lynn) were under close surveillance.

16.3 During the discussion the following points were made;

- The recent process of deregistering of patients at the Watton General Practice (GP) was regarded as unsatisfactory. The patients were taken on at neighbouring practices, which had been provided with extra funding for doing so.
- There was a general sense that there was a lot of instability in Norfolk relating to primary care. CCG Managers were working closely with practice managers, and a workshop had been set up to look at the future of primary care in Norfolk. There were now good opportunities to involve the CCGs, who have the local knowledge to be able to help do things differently.

17 Norfolk Health Overview and Scrutiny

- 17.1 The H&WB received and **noted** the minutes of the Norfolk Health and Overview Scrutiny Committee meetings held on 17 April 2014 and 29 May 2014.

The next meeting would take place on **Wednesday 22 October 2014** at 9.30am.
The venue would be confirmed.

The meeting closed at 13.10pm

Chairman

Health and Wellbeing Board

**Minutes of the meeting held on Wednesday 10 September 2014
at 9.30am in The Green Room, Archive Centre, County Hall Site Norwich**

Present:

Mr D Roper, Norfolk County Council – Chairman

William Armstrong	Healthwatch Norfolk
Cllr Brenda Arthur	Norwich City Council
Harold Bodmer	Director of Community Services, NCC
Yvonne Bendle	South Norfolk Council
Andy Evans	Great Yarmouth & Waveney Clinical Commissioning Group
Cllr Roger Foulger	Broadland District Council
Joyce Hopwood	Voluntary Sector Representative
Cllr Penny Linden	Great Yarmouth Borough Council
Sheila Lock	Interim Director of Children's Services, NCC
Dr Ian Mack	West Norfolk Clinical Commissioning Group
Lucy Macleod	Interim Director of Public Health
Cllr Elizabeth Morgan	Vice-Chair, Adult Social Care Committee, NCC
Cllr Elizabeth Nockolds	King's Lynn and West Norfolk Borough Council
Dr Chris Price	Norwich Clinical Commissioning Group
Wendy Thomson	Managing Director, Norfolk County Council
Catherine Underwood	Director of Integrated Commissioning, NCC

Others present:

Debbie Bartlett, Head of Planning, Performance and Partnerships, NCC

The Chair welcomed Dr Wendy Thomson, Managing Director of Norfolk County Council to her first meeting of the Health and Wellbeing Board.

1 Apologies

Apologies were received from Dr Jon Bryson, Ann Donkin, Tracy Dowling, Cllr Sue Whitaker, Cllr Lynda Turner (substituted by Steve James), Richard Draper, Cllr Penny Linden, Cllr Andrew Proctor (substituted by Cllr Roger Foulger), T/Acc Nick Dean, James Joyce, Pip Coker and Anoop Dhesi.

2 Declarations of Interest

There were no declarations of interest.

3 To receive any items of urgent business

There were no items of urgent business.

4 Better Care Fund Update Report

- 4.1** The Board received the report which set out changes in guidance to the Better Care Fund plan (BCF), progress on the resubmission and noted that the Council and the Clinical Commissioning Groups had not yet been able to clarify how the BCF fund would be apportioned.

4.2 During the discussion the following points were made:

- Engagement had taken place with acute providers. However, some clarification was needed about what role they would have to play. It was confirmed that the James Paget hospital had signed off the plan.
- Assurance was given to the Board regarding the meetings that were diarised in order to reach a conclusion with all stakeholders involved in the plan. There was engagement planned with all the relevant CCG's with the aim of making sure that the plan fitted for Norfolk.
- It was vital that Norfolk presented the plan within the deadline, and it was shared with and owned by all members of the Board.
- The plan would benefit all areas of working not just in reducing emergency (non-elective) admissions. It would be a better way of working for all those involved in it.
- An increase in Council Tax would, in theory, help increase the amount of funding available to NCC adult social care. However, any possible changes to Council Tax would have to be agreed by NCC Full Council at their budget meeting in February 2015. Any increase above 1.99% would result in a referendum being held, at an estimated cost of £1million.

The Board **RESOLVED**;

- That the positive progress on developing the resubmission of the Better Care Fund plan for Norfolk and the issues which remained outstanding be noted.
- To delegate the authority to approve the Better Care Fund plan for Norfolk to the Chair and Vice Chairs of the Board.

The next meeting would take place on **Wednesday 22 October 2014** at 9.30m. The venue would be confirmed.

The meeting closed at 10.05am

Chairman

Central Norfolk Systems Leadership Group

Cover Sheet

What is the role of the H&WB in relation to this paper?

- The Health and Well Being Board has a duty to encourage integrated working between commissioners of health and social care services.

Key questions for discussion

This paper sets out terms of reference for a health and social care system leadership group in the central health and social care system in Norfolk – including North Norfolk CCG, Norwich CCG and South CCG. Are the roles and responsibilities, as set out in the terms of reference, likely to help progress integrated working in central Norfolk?

Actions/Decisions needed

The Board needs to:

- Consider the draft terms of reference and to endorse them.
- Agree that the systems leadership group be a sub-group of the Board and consider how they would want to receive feedback from the group.

Central Norfolk Central Systems Leadership Group

Report of the Director of Community Services

Summary

The central Norfolk health and social care system is complex, including three clinical commissioning groups, the Norfolk and Norwich University Hospital, Norfolk and Suffolk Foundation Trust, Norfolk Community Health and Care, and the County Council's Children's Services, Adult Social Care and Public Health.

Chief Executives and Chairs of the NHS organisations, and Directors from the County Council have set up a systems leadership group to provide a forum for strategic discussion.

Action

The Health and Wellbeing Board is asked to:

- Consider the draft terms of reference and to endorse them.
- Agree that the systems leadership group be a sub-group of the Board and consider how they would want to receive feedback from the group.

1. Background

- 1.1 The Health and Well Being Board is aware of the significant pressure on the central NHS and social care system in Norfolk. In order to manage this and ensure that there is a forum exists for strategic discussion between NHS and social care leaders, Chairs of the North Norfolk, south Norfolk and Norwich CCG's, along with their Chief Officers, Chief Executives of the NHS provider organisations and Directors of Children's Services, Community Services and Public Health set up a central Norfolk health and social care systems leadership forum.
- 1.2 The group has held an initial meeting and has agreed to meet every two months. Given the legal responsibility of the Health and Well Being Board, the leadership forum believes that it should act as a formal sub-group of the Board. This would ensure that appropriate issues could be escalated to the Board for resolution.

2. Draft terms of reference

- 2.1 The draft terms of reference of the Central Norfolk Systems Leadership Group are attached at Appendix 1.

3. Action

- 3.1 The Health and Wellbeing Board is asked to:
 - Consider the draft terms of reference and to endorse them.
 - Agree that the systems leadership group be a sub-group of the Board and consider how they would want to receive feedback from the group.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

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Draft Terms of Reference of the Central Norfolk Systems Leadership Group

Purpose

1. To oversee the strategic direction of the health and social care system in central Norfolk on behalf of the Norfolk Health and Wellbeing Board.
2. To oversee the transformation and integration of the health and social care systems in central Norfolk.
3. To facilitate discussions between leaders of the health and social care system outside of any contract negotiation processes, and unblock difficult issues.
4. To ensure that the system benefits from best practice in system design from elsewhere.
5. To ensure a shared understanding of risk within the health and social care system and to use an agreed set of metrics to measure performance and risk.
6. To act as a forum for discussion about incentives and disincentives to transformation and to make recommendations for new approaches
7. To ensure that the Better Care Fund is used to best effect to support this transformation in central Norfolk.

Membership

- Chairs and Chief Executives of North Norfolk CCG, Norwich CCG, South Norfolk CCG,
- Chief Executives of NNUH, NCHC, NSFT.
- Directors of Community Services, Children's Services, and Public Health, Norfolk County Council.
- Director of the East of England Ambulance Trust
- Chair of Norfolk Independent Care.

Governance

- The forum will not in itself be a decision making body and will therefore not compromise the governance arrangements for individual organisations.
- Substitute members may attend on an exceptional basis but will need to have sufficient delegated authority to represent their organisation at this level.
- The forum is not part of the decision making process of individual commissioning organisations and does not have a role in resolution of issues in commissioning which will follow their normal route.
- The forum will report as necessary to the Health and Well Being Board
- The forum would appoint an independent chair in order that its discussions will be separate from the normal operational and commissioning arrangements of the system.

Meetings

The forum will meet on a bimonthly basis.