

Health and Wellbeing Board
Minutes of the meeting held on 28 April 2022 at 09:30am
in Council Chamber, County Hall Martineau Lane Norwich

Present:

Representing:

Cllr Bill Borrett	Cabinet member for Adult Social Care, Public Health and Prevention, Norfolk County Council
Debbie Bartlett	Director, Transformation and Strategy, Adult Social Services, Norfolk County Council
Cllr John Fisher	Cabinet Member for Children's Services and Education, Norfolk County Council
Cllr Alison Webb	Breckland District Council
Cllr Sam Sandell	Borough Council of King's Lynn & West Norfolk
Cllr Fran Whymark	Broadland District Council
Sara Tough	Executive Director of Children's Services, Norfolk County Council
Chris Butwright	Assistant Director, Prevention & Policy, Public Health, Norfolk County Council
Anna Gill	Cambridgeshire Community Services NHS Trust
David Allen	East of England Ambulance Trust
Cllr Emma Flaxman-Taylor	Great Yarmouth Borough Council
Alex Stewart	Healthwatch Norfolk
Cllr Lana Hemsall	Leader of Norfolk County Council (nominee)
Tracy Williams	NHS Norfolk & Waveney CCG
John Ingham	NHS Norfolk & Waveney CCG
Oli Matthews	Norfolk & Suffolk NHS Foundation Trust
Rt Hon Patricia Hewitt	Norfolk & Waveney Health & Care Partnership (Chair) and NHS Norfolk & Waveney Integrated Care Board (Chair Designate)
Cllr Alison Thomas	South Norfolk District Council
Graham Ward	Queen Elizabeth Hospital NHS Trust
Alan Hopley	Voluntary Sector Representative
Emma Ratzer	Voluntary Sector Representative
Cllr Beccy Hopfensperger	Suffolk County Council

Officers Present:

Stephanie Butcher	Policy Manager Public Health
Rachael Grant	Policy Manager Public Health
Stephanie Guy	Advanced Public Health Officer
Jonathan Hall	Committee Officer
Kat Hulatt	Head of Legal Services

Speakers:

Tim Eyres (Item 10)	Assistant Director, Children Services
Ellie Phillips (item 12)	Analyst, Adult Social Care

Also in attendance:

Cllr Michael Chenery of Horsburgh Norfolk County Council

1. Apologies

- 1.1 Apologies were received from Jane Segasby, ACC Nick Davison, Cllr Gay, James Bullion, (Debbie Bartlett substituting) Dr Louise Smith, (Chris Butwright substituting) Tracey Bleakley, (John Ingham substituting) Patrick Peal (Alex Stewart substituting) and Stuart Richardson (Oli Matthews substituting)

- 1.2 Also absent was Dr Sanjoy Kaushal, Dr Anoop Dhesi, Sue Cook, Cllr Rudd, Ian Hutchison Geraldine Broderick, Giles Orpen-Smellie, Cllr Jones and Dan Mobbs.

2. Chair's Opening Remarks

- 2.1 The Chair opened the meeting and welcomed those present and advised that the meeting would be held in three segments as Health and Wellbeing Board (HWB) matters, joint matters for both HWB and Shadow Integrated Care Partnership (ICP) and then finally Shadow (ICP) only.

3. Minutes

- 3.1 The minutes of the meeting held on 1st December 2021 were agreed as a true and accurate record and were signed by the Chair.

4. Actions arising from minutes

- 4.1 None

5. Declarations of Interest

- 5.1 None

6. Public Questions

- 6.1 No questions were received.

7. Urgent Arising Matters

- 7.1 The Chair raised the serious issue of the announcement by the CQC of the Inadequate Rating for NHS Norfolk & Suffolk Mental Health Trust (NSFT). The Chair therefore invited Oli Matthews from the Trust to comment. Mr Matthews responded that the Trust fully accepted the report and its findings on the failure to provide the services residents of Norfolk and Suffolk would expect and the Trust are committed to making improvements. Progress had not been made in key areas that had been expected and an action plan to improve these was already in place. There were some good areas within the report from CQC concerning care for patients and both learning disabilities and children's services had also made improvements. This reflected the hard work of the front-line staff involved within the Trust. However, these improvements did not deflect from the overall concerns and seriousness of the report. A key priority was to recruit more doctors and nurses to help improve services as well as focus on the root causes of issues highlighted in the report to ensure a sustainable recovery within the improvement plan.

The Chair then invited Rt Hon. Patricia Hewitt, Norfolk & Waveney Health & Care Partnership (Chair) and NHS Norfolk & Waveney Integrated Care Board (Chair Designate) to comment. She stated that she shared in the disappointment of everyone concerned regarding the report but wished to highlight that the frontline staff involved in the caring aspects had been rated as 'Good' and it was important to acknowledge their hard work and determination to provide quality services, despite the difficult work circumstances during the pandemic. In addition, Patricia Hewitt concluded that there must be an acknowledgement that care for mental health patients was the responsibility of all partners within the health sector and should not be left solely to the Trust. Demand for services had increased significantly because of the pandemic and this was a challenge for everyone involved to meet and was a top priority for the new Integrated Care Board.

8. Amendments to the Health and Wellbeing Board Terms of Reference

- 8.1 The HWB received the report which was introduced by Debbie Bartlett, Director of Transformation and Strategy, Norfolk County Council Adult Social Services.
- 8.2 Due to the legislative changes being brought about by the Health and Care Act 2021 there was a need to refresh the HWB Terms of Reference to remove mention of Clinical Commissioning Groups and replace them with Integrated Care Boards from 1 July 2022.
- 8.3 The HWB **agreed to:** the changes to the Health and Wellbeing Boards Terms of Reference required by the change in legislation.

9. Clinical Commissioning Group (CCG) Annual Reports

- 9.1 The HWB received the annexed report (9) which was introduced by John Ingham of Norfolk & Waveney CCG.
- 9.2 The annual report of the CCG must include a narrative about how they have contributed to the delivery of the priorities of their local Health and Wellbeing Board. The Board was being consulted on the proposed narrative.

Tracy Williams (Vice Chair) endorsed the narrative and added that during the pandemic many inequalities had been exposed and there would be many opportunities at 'Place Level' to address these.

- 9.3 The HWB **agreed to:** the proposed narrative within the report.

10. Flourishing in Norfolk, Children's and Young People's (CYP) partnership strategy

- 10.1 The HWB received the report, which was introduced by Sara Tough Executive Director for Children's Services.
- 10.2 The HWB was asked to formally adopt the shared ambition of Norfolk's Children and Young People Strategic Alliance that Norfolk is a place where all children and young people can flourish, and to endorse the progress made through the Strategic Alliance to develop a children and young people's partnership strategy 'Flourishing in Norfolk', in line with the HWB's strategic priorities. The report outlined the development of the Children and Young People Strategic Alliance as the strategic partnership governance arrangements for the children and young people system in the county and how the work of the Strategic Alliance feeds into and supports the priorities of Norfolk's HWB to prioritise prevention, tackle inequality in communities, and develop integrated ways of working.

- 10.3 The following points were discussed and noted:

- The impact of the 'If Norfolk had 100 Children' on page 11 of the strategy brought home the challenges and actions required for all stakeholders, with 1 in 6 children having a mental health need.
- The approach had been welcomed and well received from the voluntary sector.
- Leadership teams of all stakeholders were encouraged to use the document to help shape and support their own strategies and policies on how they can support children and young people.
- Engagement with children was an important part of the overall prevention strategy as they develop into young adults and further on into their lives.
- Work is being undertaken to envisage how children and young people's needs will fit in to the priorities of ICP and ICB moving forward and how the Flourish strategy can be reinforced and made more visible at leadership level and at every part of the system.
- Tim Eyres joined the meeting and advised that on 11 May 2022 Flourish will be formally launched, hosted by Community Sports Foundation at The Nest. It will be a

high profile event and organisations attending will be asked to pledge just one new thing they will do over the next 12 months that shares part of the Flourish ambition.

10.4 The HWB **agreed to**:

- Formally commit to adopt the Children and Young People Strategic Alliance's shared ambition that Norfolk is a place where all children and young people can flourish.
- Endorse the progress made through the Children and Young People Strategic Alliance to develop a children and young people's partnership strategy: Flourishing in Norfolk.

11 Joint Health and Wellbeing Strategy update and next steps

11.1 The HWB received the report which was introduced by Debbie Bartlett, Director of Transformation and Strategy, Adult Social Services, Norfolk County Council. The Board has a statutory duty to produce a Joint Health and Wellbeing Strategy. At the previous meeting the HWB had recognised the need to refresh its strategy and had started the process. Adjacent to this, guidance had been received about the ICS and the requirement to have an Integrated Care Strategy. These two processes had been taking place concurrently and the Board was asked to consider bringing these two processes together and the report provided details on how this could happen.

The strategy had looked at how Board members had perceived the previous strategy by undertaking 1 to 1 interviews, as well as commissioning research into how the public understands prevention which included the involvement of Healthwatch Norfolk. A workshop was undertaken on how all the elements (including input from Suffolk's HWB and Strategy) could be brought together into one over-arching strategy. It was proposed that the Board consider a small group within the membership to form some firm proposals and to return to the Board in the July 2022.

11.2 The following was discussed and noted:

- South Norfolk Council were due to refresh their own strategy, which shall dovetail with the Board strategy. Great Yarmouth Borough Council had already endorsed the new strategy.
- It was acknowledged that there needs to be common language used to ensure all definitions and understandings are the same.
- There needs to be an acknowledgment within the strategy about what outcomes wish to be pursued and how these are achieved. There needed to be a focus on the areas that a difference needs to be seen in.
- Once the building blocks were in place an over-arching strategy can be produced to engage all stakeholders.

11.3 The HWB **agreed to**:

- Support bringing together the Norfolk and Waveney Integrated Care Strategy with the Norfolk and Suffolk JHWBS, to include the Waveney population.
- Receive a proposal at the inaugural ICP meeting, outlining initial priorities and plans for the Integrated Care Strategy. This proposal is to be developed collaboratively with partners.

12. Prevention Research: Feedback from BritainThinks

- 12.1 The HWB received the report which was introduced by Debbie Bartlett, Director of Transformation and Strategy, Adult Social Care, Norfolk County Council. As part of the refresh of the HWB's strategy, to include the guidance regarding ICS / ICP the Board had previously identified that prevention was a key priority. The report updated the Board on the progress of the prevention workstream.

Ellie Phillips undertook a presentation on the Feedback from BritainThinks (BT) which can be found on the [Board's website pages](#).

- 12.2 The following was discussed and noted:

- The sample of 60 people was considered sufficient given the depth of the questions and capturing the experiences. In addition, data from commissioned research from Healthwatch Norfolk is expected in June 2022. Whilst this is not as in depth, it sampled a wider range of people.
- It was felt the feedback and data collected from BT was extremely interesting and it would be desirable to have a separate session with them to scrutinise the feedback more closely.
- Whilst a participant demographic breakdown was not available, BT were asked to include at least 5 people from each of the 8 District areas. Ellie Phillips committed to returning to the committee with the detailed data.
- The report was considered an important platform to build on to engage with the work that had developed during the pandemic.
- The use of a common language was again suggested as a key priority.
- It was acknowledged that all partners have a role to play in promoting prevention services and helping the public to help themselves to access services and make better health choices.

- 12.3 The HWB **agreed to:**

- Discuss the report and endorse the findings.
- Revise the HWB's definition of 'prevention'.
- Create an action plan for incorporating findings into the Strategy refresh.
- Review terminology in existing communication materials.

The Chair formally closed the Health and Wellbeing Board meeting at 10.52am

The meeting moved on to Integrated Care Partnership (ICP) matters only, and the Chair-Designate advised the members that the ICP was currently being held in shadow form only and all recommendations agreed to would require ratification at the first inaugural meeting once the legislation was in place from 1st July 2022.

13 Formation and Development of the Norfolk & Waveney Integrated Care Partnership (ICP)

- 13.1 The Shadow ICP received the report which was introduced by Debbie Bartlett. There was a need to endorse the terms of reference and membership of the Integrated Care Partnership. These items had been considered previously at a workshop and had been brought to the meeting for formal approval.
- 13.2 The following points were discussed and noted:
- The ICS and ICP will be two statutory bodies that will need to work closely together, which will be critical in delivering the key services. It was proposed that the Chair of the ICP will be a member of the ICB.
- 13.3 The Shadow ICP **agreed to**:
- Note the progress so far and agreed the recommendations made at the ICP Development session on 23 February 2022 in preparation for their ratification after 1 July 2022. These are:
 - 1) The proposed Terms of Reference, which includes membership.
 - 2) The purpose, functions, and guiding principles.
 - 3) Secretariat and the development of a Forward Plan for the ICP.
 - 4) Coordinate place-based plans across Norfolk and Waveney in order to further progress the delivery of the integrated care strategy and the existing functions of the Health and Wellbeing Board.
 - 5) Appointment of Chair.

14 Developing our Integrated Care System Partnership

- 14.1 The Shadow ICP received the report which was introduced by Rt Hon. Patricia Hewitt and John Ingham. There was good progress being made with the ICB and it will be up and running on 1st July 2022. There will be a smooth transition between the Board and the CCG. The transition Oversight Group was playing a valuable role in the process. John Ingham from Norfolk and Waveney CCG added that guidance was being received constantly from NHS England regarding the formation and direction of ICBs and that all executive positions on the Board had now been identified and recruited to.
- 14.2 The following points were discussed and noted:
- The role of District Council representation on the ICB was queried as no direct place on the ICB could be seen from the diagram on page 155 of the report. It was acknowledged that both the ICB and ICP would need to work closely and that the majority of the work to shape and deliver services would be done by the ICP/Health and Wellbeing Partnerships and at 'Place Level'. The Chair of the ICB and representation from both Norfolk and Suffolk County Councils would be on both the ICB and ICP, so the ICP would have involvement in the ICB.
 - The role of the VCSE member of the ICB was also queried. It was explained that there was overlapping but also distinct responsibilities of both ICP and ICB and it was decided that as the voluntary sector provides direct health care services in partnership with the NHS to residents, a place on the ICB for the sector was required.

The Shadow ICP **agreed to**:

- Support the continued development of the Norfolk and Waveney Integrated Care System.

15 VCSE Assembly Update

- 15.1 The Shadow ICP received the report which was introduced by Emma Ratzer, Voluntary Sector Representative. The report provided the shadow ICP with an update on the progress being made to support the Norfolk and Waveney (N&W) Voluntary Community

and Social Enterprise (VCSE) Assembly model. Emma Ratzer delivered a presentation that can be found on the [Board's website pages](#).

15.2 The following points were discussed and noted:

- It was suggested in line with strategies for the HWB and ICP that the model needed to use common language and definitions.
- Connections with 'Place Partnerships' would be crucial for the sector and there was some work to do to understand what will work well. It was hoped to have a simple approach given the diversity of the sector. There was a desire to avoid duplication and to add value.
- It was acknowledged that demand for services from the voluntary sector was in great demand and the sector provided enormous help and support to the health care sector.

15.3 The Shadow ICP **agreed to**:

Support the ambitions of the N&W VCSE Assembly model and ensure connectivity of the VCSE Place Networks into the emerging N&W place-based arrangements. There will be 5 VCSE Place Network leads, in funded roles and in post by end of June who will be well placed to represent VCSE voice in our place-based arrangements.

16 Health & Social Care Integration White Paper

16.1 The Shadow ICP received the report that was introduced by Debbie Bartlett, Director of Transformation and Strategy, Adult Social Services. The report provided an update on social care reforms with regard to the Health and Social Care Integration white paper. This white paper sets out plans to bring together the NHS and local government to jointly deliver integrated health and social care across England.

16.2 The following points were discussed and noted:

- The white paper does not reference children but in late-2022 more white papers will be published which focus on children and young people. Once all the legislation is in place, the ICP will need to consider how it links all these pieces of legislation together within the Integrated Care Strategy.
- Both the bill and white paper offer a degree of flexibility, as each ICB will be different, and this will help with the delivery of services in each area. There is also a recognition that this is work in progress and more detail will be forthcoming later in the year.
- The joining of digital data was welcomed, which should improve all aspect of delivering services.

16.3 The Shadow ICP **agreed to**:

- Note the implications of the white paper in the context of Norfolk and Waveney and note the ICS response to the open consultation.

Meeting Concluded at 11.47am

**Bill Borrett, Chair,
Health and Wellbeing
Board and Shadow
Integrated Care
Partnership**

