

Suffolk Health and Wellbeing Board

A committee of Suffolk County Council

Minutes of the meeting of the **Suffolk Health and Wellbeing Board** held on 21 July 2016 at 9:30 am in the Elisabeth Room, Endeavour House, Ipswich

Present:

Suffolk County Council (SCC):

Councillor Tony Goldson, Cabinet Member for Health **(Chairman)**

Councillor Beccy Hopfensperger, Cabinet Member for Adult Care

Councillor Gordon Jones, Cabinet Member for Children's Services

Dr Amanda Jones, Acting Director of Public Health
Sue Cook, Corporate Director for Children and Adult Services

Deborah Cadman, Chief Executive

NHS Great Yarmouth and Waveney Clinical Commissioning Group (CCG)

Fran O'Driscoll, Director of Partnership and Delivery

NHS West Suffolk Clinical Commissioning Groups (CCG)

Dr Christopher Browning, CCG Chairman

NHS Ipswich and East Suffolk Clinical Commissioning Group (CCG)

Dr Mark Shenton, CCG Chairman

NHS Ipswich and East and West Suffolk Clinical Commissioning Groups (CCGs)

Dr Ed Garratt, CCGs Chief Officer

Ipswich Borough Council

Councillor John Cook

Suffolk Coastal District Council and Waveney District Council

Councillor Mary Rudd

Babergh and Mid Suffolk District Councils

Councillor Diana Kearsley

Forest Heath District and St Edmundsbury Borough Councils

Councillor Robin Millar

Healthwatch Suffolk

Dr Tony Rollo

Deputy Chief Constable

Steve Jupp

Suffolk's Voluntary and Community Sector Congress

Kirsten Alderson

Suffolk's Chief Officers Leadership Team

Charlie Adan

NHS England (East Anglia Area)

Carole Theobald

The Chairman welcomed members, representatives of 'providers', guests and observers as follows:

Alison Armstrong, Norfolk and Suffolk Foundation Trust

Jane Day, Head of Health Studies, University Campus Suffolk

Stephen Dunn, Chief Executive of West Suffolk Hospital Trust

Emma Hardwick, Ipswich Hospital Trust

*Councillor Michael Ladd, Chairman of the Health Scrutiny Committee
Mark Sanderson, Deputy Chief Fire Officer
David White, Chairman of Ipswich Hospital Trust*

Members noted that this would be Charlie Adan's last Board meeting as she would shortly be taking up a new appointment as Chief Executive to the Royal Borough of Kingston. The Chairman paid tribute to her achievements as Chief Executive of Babergh and Mid Suffolk District Councils and thanked her for her contribution to the work of the Board.

Members also noted that this would be Ann Reynolds' last Board meeting, as she had accepted the post of Director of Care at Norse Care. Ann was currently Head of Health and Wellbeing in Adult and Community Services and a member of the Programme Office. The Chairman thanked her for her contribution to the Board's work, particularly in her role as Lead for Outcome 3 "older people in Suffolk have a good quality of life".

1. **Public Participation Session**

There were no applications to speak in the Public Participation Session.

2. **Apologies for Absence and Substitutions**

Apologies for absence were received from: Nicola Bradford (substituted by Kirsten Alderson); Andy Evans (substituted by Fran O'Driscoll); Councillor Neil MacDonald (substituted by Councillor John Cook); Tim Passmore; and Chief Constable Gareth Wilson (substituted by Deputy Chief Constable Steve Jupp).

3. **Declarations of Interest and Dispensations**

There were no declarations of interest or dispensations.

4. **Minutes of the Previous Meeting**

The minutes of the meeting held on 12 May 2016 were confirmed as a correct record and signed by the Chairman, subject to the addition of Carole Theobald to the list of members present at the meeting.

With the agreement of the Board, the Chairman altered the order of business as set out below.

5. **Suffolk Volunteering Strategy Action Plan 2016 - 2021**

a) Kirsten Alderson introduced a report at Agenda Item 6, setting out a proposed action plan for the implementation of the Suffolk Volunteering Strategy (which had been adopted by the Board at its meeting on 19 November 2015 - Minute No. 31 refers). Members watched a short video clip about the benefits of volunteering, after which the Plan was presented by Christine Abraham, Director of Community Services, and Carolyn Shaw, Volunteering Field Officer, both of Community Action Suffolk (CAS).

b) A paper was tabled describing the St Nicholas Hospice "hospice neighbours" scheme.

c) In the ensuing discussion the following were among the points noted:

- Members acknowledged the work done by the voluntary and community sector, as they recognised that many volunteers gave generously of their time to enhance the health and wellbeing of the people of Suffolk.
- Whilst Community Action Suffolk had taken the lead in developing the Action Plan, it belonged to the whole system, not to CAS. It had been developed after lengthy consultations, and was intended to cover one year. Rather than setting specific targets for increasing the number of volunteers, the focus would be on ensuring that the necessary foundations were in place to create a strong framework whereby volunteering could be supported and promoted effectively across all sectors in Suffolk.
- The Board understood that building capacity and community resilience was crucial to the success of the Board's Prevention Strategy and of the NHS Sustainability and Transformation Plans. It was suggested that there might be a need to provide additional resources in order to quicken the pace at which community resilience could be strengthened through volunteering.
- Members accepted that some of the resources needed were skills based, rather than financial. Partners would need to consider the extent to which they were willing and able to release some of their own capacity. It was expected that the government would introduce a policy whereby employees of larger organisations would be eligible to take three days' paid volunteering leave per year, and members considered it important to ensure that these days had a beneficial impact on the county's health and wellbeing. It was suggested that this should be a topic for discussion by the Suffolk Chief Officers Leadership Team.
- Money from the Transformation Challenge Award had been used to create a bespoke Suffolk online volunteering portal. It was suggested that this funding could be used as leverage to attract new money from other sources.
- The intention was that the Action Plan would be driven and supported by a Steering Group, the proposed membership of which was set out in the Appendix to the report. It was envisaged that this Group would also be responsible for evaluating the impact of the actions in the Plan. Members were aware that within the county there was already considerable knowledge about the tools for measuring the impact of volunteering, therefore it would be useful for the Group to draw on existing local expertise.
- A distinction was drawn between "enabling people" and "enabling people to volunteer". Members recognised the need to encourage people to act on the things that they themselves thought were important.
- Part of the Action Plan involved working with schools and pupil referral units to map existing volunteering provision for young people and to identify gaps. The Board anticipated that it might be difficult to engage with some schools, in view of the changes taking

place in the education system. Nevertheless, members supported efforts to gather information about volunteering opportunities for children and young people.

Decision: The Board agreed:

- i) To adopt the Action Plan as set out in Appendix A to the report at Agenda Item 6.
- ii) To acknowledge that volunteering was an integral part of the Board's strategies and priorities.
- iii) To endorse the proposed membership structure of the Suffolk Volunteering Strategy Steering Group which would drive the Action Plan, as set out in Appendix A to the report.
- iv) Health and Wellbeing Board members' commitment to integrate volunteering across their own and partner organisations, and nominate a member of staff to be part of the Suffolk Volunteering Strategy Steering Group.
- v) To recognise the need for additional external resources to drive new activities in the Action Plan which were not currently resourced.
- vi) To receive an update on the Volunteering Strategy and Action Plan in six months' time.

Reason for Decision:

The Board recognised that the Strategy would support its objective of building community resilience, and would create the opportunity to build strong neighbourhood networks in Suffolk, contributing to the vision for people in Suffolk to live healthier, happier lives. Members anticipated that the strategy and action plan would bring together a partnership of key agencies to maximise volunteering opportunities and the resources that enabled volunteering, to enhance the benefits for residents and the services that they needed.

The Board wished to be updated on progress in implementing the Strategy and Action Plan.

Alternative options: None considered.

Declarations of interest: None declared.

Dispensations: None noted.

6. **Update on Sustainability and Transformation Plans (STPs): Norfolk and Waveney**

- a) Fran O'Driscoll, Director of Partnership and Delivery for Great Yarmouth and Waveney Clinical Commissioning Group, presented a report at Agenda Item 5a, providing an update on the development of the STP for Norfolk and Waveney (N&W STP), and a summary of the key priority areas identified within it. She confirmed that those involved in drawing up the N&W STP were working closely with the officers who were developing the Suffolk and North East Essex STP.
- b) The following were among the points noted:

- The draft N&W STP had been submitted to NHS England by 30 June 2016. It identified the key priorities as being: “keep me at home”; addressing the financial gap of £540 million; addressing the prevention and wellbeing agenda; and developing new models of care in Primary and Community Care.
- Feedback from NHS England had been reasonably positive but had made clear that there was a great deal more work to be done before the financial submission on 16 September 2016. The STP needed to state more clearly: how services would be delivered over the next five years; what changes would be made and when; and where savings would be made. There was a need to quicken the pace in developing the Plan. The STP was to be finalised by no later than October 2016.
- The STP executive group had met on 20 July 2016 and decided to change the structure of the Plan to make it more delivery-focussed, including stating explicitly how mental health needs would be met within the STP.
- It was suggested that there needed to be more engagement with the voluntary and community sector and with district councils, although it was recognised that this was difficult in view of the tight timescales involved.

Decision: The Board agreed:

- i) That assurance would be gained by the Health and Wellbeing Board receiving regular updates from the Great Yarmouth and Waveney CCG.
- ii) To continue to delegate responsibility to the Great Yarmouth and Waveney CCG to ensure that the Waveney population was reflected in the Norfolk and Waveney Sustainability and Transformation Plan.

Reason for Decision: From the information received the Board was satisfied that the Norfolk and Waveney STP reflected the needs of Waveney, as well as reflecting the overarching Suffolk STP. Members were content for the Great Yarmouth and Waveney CCG to represent the Waveney population on behalf of the Suffolk Health and Wellbeing Board, provided that the CCG continued to update the Board regularly about the STP.

Alternative options: None considered.

Declarations of interest: None declared.

Dispensations: None noted.

7. **Update on Sustainability and Transformation Plans (STPs): Suffolk and North East Essex**

- a) Ed Garratt presented a report at Agenda Item 5b, providing an update on the Suffolk and North East Essex (Suffolk & NEE) STP and the emerging priorities.
- b) The following were among the points noted:

- The Suffolk & NEE STP took a place-based approach, with a focus on understanding: the health and wellbeing gap; the care and quality gap; and the finance and efficiency gap. The system had a deficit of £89 million in 2015/16 with a projected gap of £422 million over the next five years. The STP was organised around three areas: developing resilient communities; managing demand; and reconfiguration of acute services.
- NHS England had indicated that further work needed to be done to bridge the financial gap and detail the transformation schemes. They were very supportive of the single partnership work being pioneered by the Suffolk GP Federation.
- Nick Hulme had been chairing the STP steering group, but had recently become Chief Executive of Colchester Hospital in addition to his role as Chief Executive of Ipswich Hospital. In view of this increased workload, he would be stepping down as chair of the steering group, and to replace him an independent chair would be sought.
- The Health Scrutiny Committee had met on 20 July 2016 and received a report on the Suffolk & NEE STP. Members had highlighted the need to start debating the Plan with the public and with the voluntary and community sector. These comments were welcomed by the Board, as it was recognised that some very difficult decisions would need to be taken, and there was a need to be honest and open with members of the public.
- The Board heard that the Suffolk Chief Officers Leadership Team had emphasised that local councillors needed to be involved in the planning. The STP acknowledged that no single partner or locality could deliver the scale of transformation and become financially sustainable on its own, therefore the steering group was urged to involve district and borough councillors, who could have a significant impact on health and wellbeing, as highlighted by a recent King's Fund report.
- In terms of governance, the STPs presented some difficult issues, since their footprints were not the same as those of the relevant health and wellbeing boards and health scrutiny committees. It was suggested that, whilst the Suffolk Health and Wellbeing Board would continue to hold the ring for Suffolk, further discussions should take place about governance arrangements.
- Concerns were expressed about how the objective of building resilient communities would be resourced. It was noted that in some cases a small amount of funding could encourage new ways of working, as had been the case with the implementation of the Children and Young People's Emotional Wellbeing Transformation Plan. It was suggested that in view of the huge financial challenge, there would be pressure to take a short term approach, but this must be resisted as it would be counter to the Prevention Strategy. Instead, innovative thinking was required.

- The Board welcomed the focus on the integration of health and care. Members also recognised the importance of maintaining the quality and delivery of services whilst achieving very demanding financial targets.
- The Board wanted the STP to be seen as part of the mechanism for implementing the Joint Health and Wellbeing Strategy. Members supported the management of demand by focussing on the prevention of ill health, and agreed that sectional interests must not be allowed to impede this wider objective.

Decision: The Board agreed:

- To note progress to date and support the further development of the Sustainability and Transformation Plan towards finalisation of the plan by September 2016.
- To receive an update on the STP at its next meeting on 8 September 2016.

Reason for Decision:

The Board supported the thrust of the STP for Suffolk and North East Essex, recognising that it was in broad alignment with Suffolk's Joint Health and Wellbeing Strategy and that it reflected the need for health and care integration, resilient communities and greater emphasis on prevention, as well as the considerable financial challenge faced by Suffolk and North East Essex.

Nevertheless, members were aware that a great deal more work was required, including further discussions about governance arrangements and engagement with local councillors, the voluntary and community sector and members of the public. The Board wished to be kept informed of progress.

Alternative options: None considered.

Declarations of interest: None declared.

Dispensations: None noted.

8. **Children and Young People's Emotional Wellbeing Transformation Plan (EWB 2020)**

- Sue Cook introduced a report at Agenda Item 7, which provided an update on progress in delivering the Children and Young People's (CYP's) Emotional Wellbeing Transformation Plan (EWB 2020). The report was presented by Eugene Staunton (AD Redesign and Lead for Children, Young People and Mental Health, West Suffolk Clinical Commissioning Group) and Richard Selwyn (Assistant Director Commissioning, Children and Young People's Services, Suffolk County Council).
- In the ensuing discussion, the following were among the points noted:

- Members heard that as part of EWB 2020, a funded programme of learning and development resources had been put in place to reflect the broad needs of the workforce, families/carers and children and young people.
- It was intended that there would be a Single Point of Access and Assessment (SPAA), co-located with the Multi-Agency Safeguarding Hub in Landmark House. The purpose of the SPAA would be to ensure that no child, young person or their family/carer would be turned away without being offered appropriate help, information or advice.
- The Board heard that the Norfolk and Suffolk Foundation Trust welcomed the progress made, but had some concerns relating to: clarity of the timeline; resources; where responsibility lay; and the need to build confidence in the new arrangements. It was acknowledged that there was further work to be done on these issues.
- Members were aware that under the EWB 2020 Programme, grants had been awarded to 22 local projects in the voluntary and community sector. The Board heard that the Voluntary Sector Congress (VSC) welcomed these grants, as well as the opportunity to develop its workforce. However, the VSC warned that there could be confusion about the term “single point of access”. It was intended to mean that there was “no wrong door”, but it could be interpreted as meaning the opposite.

Decision: The Board agreed to encourage staff who worked closely with young people to take part in the funded learning and development being made available as part of the programme, as set out in Sections 9 to 11 of the report at Agenda Item 7, on workforce development.

Reason for Decision:

The Board was pleased with progress in developing a single point of access and assessment for the emotional wellbeing of children and young people, which was a key priority of the Family 2020 Strategy. Members recognised the importance of having a skilled and confident workforce and they wished to see all partner organisations encourage appropriate staff to take advantage of the new development opportunities.

Alternative options: None considered.

Declarations of interest: None declared.

Dispensations: None noted.

9. **Norfolk and Waveney Digital Roadmap**

- a) Fran O’Driscoll, presented a report at Agenda Item 8, providing an update on the development of a Local Digital Roadmap for Norfolk and Waveney.
- b) The following were among the points noted:

- The Norfolk and Waveney System had completed a Digital Maturity Self-Assessment which showed that it had some significant gaps compared to the national system, so it was clear that a considerable amount of work would need to be done in order to deliver the transformational change envisaged.
- A submission had been made to NHS England by 30 June 2016. The feedback indicated that the Roadmap needed to contain a clearer definition of the goals and be more explicit about how the plans would be resourced and implemented. The Board heard that the Chief Executive of the Queen Elizabeth Hospital, Kings Lynn would now lead on this work.
- The Board was informed that the Suffolk Local Digital Roadmap was considered one of the best in the country and had been given 'exemplar' status.

Decision: The Board agreed to authorise the Chairman to approve the Norfolk and Waveney Local Digital Roadmap on its behalf before final submission to NHS England.

Reason for Decision: Members were reminded that on its behalf the Chairman of the Suffolk Health and Wellbeing Board (SHWB) had approved the final submission of the Suffolk Local Digital Roadmap. In view of the tight timescales involved, the Board considered that it would be appropriate to delegate to the SHWB Chairman authority to approve the final submission of the Norfolk and Waveney Local Digital Roadmap.

Alternative options: None considered.

Declarations of interest: None declared.

Dispensations: None noted.

10. Reports from Scrutiny Committees and other Partnership Groups

- a) At its meeting on 9 June 2016 the Education and Children's Services Scrutiny Committee had recommended that the Health and Wellbeing Board should be made aware of:
 - (i) the challenges regarding effective collaborative sharing of multi-agency data relating to Suffolk Family Focus, in particular NHS data, and to ensure regular progress reporting of Suffolk Family Focus to public sector leaders;
 - (ii) with regard to early partnership intervention in the mental health of young people – the perception that there was insufficient capacity in the system for those viewed to be 'not yet at crisis' or who did not meet current thresholds.

At the suggestion of the Cabinet Member for Education and Children's Services, the Board agreed to request a report on the data sharing issues relating to Suffolk Family Focus.

- b) The Chairman of the Great Yarmouth and Waveney Joint Health Scrutiny Committee reported that that Committee had met on 15 July 2016. The topics considered had included: the Greyfriars Walk-In

Centre; and services for children who had an Autistic Spectrum Disorder (ASD). With regard to the latter, the Committee wished to highlight the need for improved resourcing of services for children with an autistic spectrum disorder, particularly in respect of early intervention.

- c) The Chairman of the Health Scrutiny Committee gave a verbal update on a meeting of that Committee which had been held on 20 July 2016. The topics considered had included: provision of GP services in Hopton and Stanton; progress with the development of the Sustainability and Transformation Plan for Suffolk and North East Essex; the current financial position of Ipswich & East and West Suffolk Clinical Commissioning Groups; and the recruitment and retention of nursing staff in the Suffolk health and care industry.
- d) Carole Theobald gave a verbal update on the work of the Local Health Resilience Group. On 29 June 2016 there had been a mass casualty exercise. On 23 September and 27 October 2016 Exercise Prometheus would take place, and from 18 to 20 October 2016 there would be an exercise testing pan flu arrangements. At its next meeting in October the Group would be undertaking an audit of core Emergency Preparedness, Resilience and Response (EPRR) standards. The last meeting had also considered learning from the recent industrial action by junior doctors.

11. **Information Bulletin**

The Board received an Information Bulletin at Agenda Item 10.

12. **Urgent Business**

There was no urgent business.

13. **Dates and Topics for Future Meetings**

The Board noted:

- a) the dates, venues and topics for future meetings as set out on the agenda sheet; and
- b) that the next Board meeting would take place on Thursday, 8 September 2016 at Riverside, Lowestoft;
- c) that the Board's Annual Conference would take place on 6 October 2016 at Trinity Park, Ipswich, and that the topic would be suicide prevention.

The meeting closed at 11:08 am.

Chairman