

Health and Wellbeing Board

Monday 21 December 2020

5.00 pm

This will be a virtual meeting. A meeting link will be circulated in advance.

Membership

Councillor Kieron Williams (Chair)
Dr Nancy Kuchemann (Vice-Chair)

Councillor Evelyn Akoto

Councillor Jasmine Ali

Sarah Austin

David Bradley

Cassie Buchanan
Councillor Helen Dennis

Sam Hepplewhite

Clive Kay

Eleanor Kelly
Jin Lim

Chris Mikata-Pralat
Catherine Negus
Councillor David Noakes
David Quirke-Thornton

Reserves

Leader of the Council
GP and NHS South East London CCG
Clinical Lead

Cabinet Member for Public Health and
Community Safety
Deputy Leader and Cabinet Member for
Children, Young People and Schools
Director Integrated Care for Guy's and St
Thomas' NHS Foundation Trust

Chief Executive of South London and
Maudsley NHS Foundation Trust
Southwark Headteachers Representative
Cabinet Member for Social Support and
Homelessness

Place Based Director (Southwark), NHS
South East London Clinical Commissioning
Group

Chief Executive, King's College Hospital NHS
Foundation Trust

Chief Executive Officer of Southwark Council
Director of Public Health, Children's and
Adults' Services

Chief Executive of Community Southwark
Healthwatch Southwark

Opposition spokesperson for Health
Strategic Director of Children's and Adults'
Services

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Contact

on via MSTeams or email: Poonam.Patel@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Eleanor Kelly

Chief Executive

Date: 11 December 2020



Health and Wellbeing Board

Monday 21 December 2020

5.00 pm

This will be a virtual meeting. A meeting link will be circulated in advance.

Order of Business

Item No.	Title	Page No.
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	CONFIRMATION OF VOTING MEMBERS	
	Voting members of the committee to be confirmed at this point in the meeting.	
3.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear days of the meeting.	
4.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members of the committee to declare any interests and dispensation in respect of any item of business to be considered at this meeting.	
5.	MINUTES	1 - 10
	To agree as a correct record of the minutes of the meeting held on 11 November 2020.	

Item No.	Title	Page No.
6.	COVID-19 UPDATE	TO FOLLOW
	To receive an update on the following areas:	
	(a) Surveillance	
	(b) Testing	
	(c) Vaccination	
7.	PUBLIC QUESTION TIME	
	To receive any question from members of the public which have been submitted in advance of the meeting in accordance with the (cabinet) procedure rules. The deadline for the receipt of a public question is midnight Tuesday, 15 December 2020.	
8.	AIR QUALITY ANNUAL STATUS REPORT 2019	TO FOLLOW
	To receive a report and presentation.	
9.	JOINT MENTAL HEALTH AND WELLBEING STRATEGY UPDATE	11 - 13
	To agree the proposed approach to refreshing the Joint Health and Wellbeing Strategy.	
10.	NHS ENGLAND NEXT STEPS FOR INTEGRATED CARE SYSTEMS	14 - 16
	To note the report and the timelines for engagement feedback.	
11.	HEALTH AND WELLBEING BOARD WORK PLAN	TO FOLLOW
	To receive and consider the proposed work plan.	

Date: 11 December 2020



Health and Wellbeing Board

MINUTES section of the Health and Wellbeing Board held on Wednesday 11 November 2020 at 1.00 pm this was a virtual meeting.

PRESENT: Councillor Kieron Williams (Chair)
 Dr Nancy Kuchemann (Vice-Chair)
 Councillor Evelyn Akoto
 Councillor Jasmine Ali
 Sarah Austin
 Cassie Buchanan
 Councillor Helen Dennis
 Sam Hepplewhite
 Jin Lim
 Chris Mikata-Pralat
 Catherine Negus
 Councillor David Noakes

OFFICER PRESENT: Lynn Bjerke, Christina Cackett, Lucy Canning, Clare Crumpler, Layla Davidson, Clizia Deidda, Russell Don, Linda Drake, Emily Finch, Stephen Gaskell, Heather Gilmour, Laura Gurney, Farrah Hart, Ranjeet Kaile, Nicola Kingston, Genette Laws, Kat MacCann, Louise Neilan, Richard Pinder, Kirsten Watters and Chris Williamson

OTHER(S) PRESENT: Elizabeth Rylance-Watson

OFFICER SUPPORT: Poonam Patel, (Constitutional Officer, Secondment)

1. WELCOME AND INTRODUCTION

The Chair welcomed everyone to the meeting.

2. APOLOGIES

Advance apologies for absence were received from Eleanor Kelly; David Quirke-Thornton; Jill Lockett and Clive Kay. The Board noted that Heather Gilmour was in attendance on Clive's behalf.

3. CONFIRMATION OF VOTING MEMBERS

Those listed as present were confirmed as the voting members of the meeting.

4. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no late items for consideration.

5. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were none.

6. MINUTES

That the minutes of the meeting held on 24 September 2020, be approved as a correct record of the meeting.

7. COVID-19 OVERSIGHT

Chris Williamson, Head of Public Health Intelligence delivered a presentation on COVID-19 monitoring report as part of Southwark's Outbreak Prevention and Control Plan. The presentation covered data on the following areas:

- i. Test and Trace;
- ii. Community testing to date;
- iii. Impacts of local contact tracing and Test and Trace case completion;
- iv. Incidence rates and daily cases;
- v. Case demographics;
- vi. Geographical view of the cases in the borough;
- vii. Hospital admissions; and
- viii. Horizon scan view of the current position from the national alert level to NHS demand.

Jin Lim introduced the covering report as read and the Board noted the following points made:

- Close surveillance of the incidence data would continue along with the rise of incidences for those in the age group 40 to 59.

- Three strands remain in focus in the plan:
 - i. **Prevent:**
 - The Community Health Ambassadors programme was launched and open for registration. Please to contact Community Southwark to register. The programme is open to all residents of Southwark and volunteers linked with Southwark's Voluntary Community Sector.
 - A weekly schedule of proactive deployment and reactive enforcement via the enforcement team was in place.
 - There has been extensive work with the communications team, key partners and communities to reach targeted groups via a diverse range of communication methods; from online forums to leaflets sent by post.
 - ii. **Identify:**
 - Local contact tracing services had been live for five weeks.
 - The Peckham Pulse site was now restored and up and running. Residents no longer need to travel to Milton Keynes for their test.
 - The Department of Health and Social Care confirmed that mass testing via the rapid lateral flow tests approach would occur. The council were looking at this approach very carefully prior to local adoption and learn from existing pilots.
 - iii. **Control:**
 - There was on going work with the Acute Response Team and Public Health England (PHE) to manage local incidences and the consultant-led service runs seven days a week, 9am to 5pm.
- The four detailed appendices included in the report covered:
 - i. Key actions from the last 7 – 14 days around outbreak prevention plan and control;
 - ii. A communications brief about the health ambassadors programme;
 - iii. The emerging lessons and the experience of setting up the contact tracing service; and
 - iv. The three tiers and the escalation framework. Southwark were

at medium before the second lockdown and now at the high-level tier.

The Chair thanked Chris and Jin for their presentations and reports and welcomed all points made.

In response, to a question and answer session the Board noted the following points:

- Important not to rush into the rapid lateral flow tests and to be as efficient and effective as possible in the deployment of mass testing.
- The time lag of data flow from national to local level was due to the national system in place. The difficulties in tracking down cases were being worked through from local knowledge and data intelligence although efforts are being made to resolve matters at operational level with the national team.
- The local percentage of test sites reported a 10 – 11% vs. 5% nationally. This was due to the different elements that contributed to the local percentage for instance it included the data from testing people in care homes.
- The environmental health team were engaging with local businesses in the borough about the exposure (potential transmission) sites and deploying their enforcement and regulatory services to protect local communities.
- The data had shown that rate of transmission in local business sites and schools were relatively low.
- The Charles Dickens Primary School had been selected as part of the HSC pilot to have a full health and safety inspection related to COVID-19 prior to a national roll-out.
- The Deputy Leader of the council had sent a letter to the Secretary of State in response to schools remaining open during the second lockdown and the associated costs from the impacts of COVID-19. The letter had reflected upon the pressures of maintaining children's mental health wellbeing, keeping schools sanitised, retaining and sustaining a workforce, and providing key resources. The letter had asked for more funds to support schools in these areas.
- The public health team receive notifications from PHE and universities of any reported incidents (rates of transmissions) or issues that the council should be made aware of. The team have direct contact with the universities

and the operators of halls of residence to enable a collaborative approach in handling the reported incidents. The universities and the halls of residences have their own outbreak prevention and control plans, which are reviewed when the team are notified of reported incidents. Additionally, there was a hope to rollout the community ambassadors scheme to some of the students so they can communicate and cascade key messages internally within their own student platforms and forums.

- The rates were not high in universities. Although, there are a high number of students self-isolating, consequently their mental health was of a concern. There are intentions to move to a risk based approach and to trail this at LSE. The public health team will be hosting a virtual Town Hall event for the universities and their student representatives to offer public health guidance and a Q/A session.
- When reviewing the rollout of the rapid lateral flow tests, the universities could be considered a priority.

The Chair thanked everyone for their contributions to this Item, all internal and external stakeholders, partners, schools and the people of Southwark for their commitment to following the public health rules and abiding to the national restrictions in place to keep everyone safe.

RESOLVED:

1. That the Health and Wellbeing Board received and noted the update from the Outbreak Prevention and Control Executive on the actions taken to implement the Southwark Outbreak Prevention and Control Plan (OPCP) and to prevent, identify and control the novel coronavirus pandemic in Southwark (Appendix 1).
2. That the Health and Wellbeing Board noted the increased testing in Southwark and noted the increased capacity with the launch of an additional local test site at Peckham Pulse.
3. That the Health and Wellbeing Board noted the launch of, and to promote with partners the Community Health Ambassadors Programme (Appendix 2).

8. MENTAL HEALTH AND WELLBEING

Farrah Hart, Public Health Consultant presented an abridged presentation of Appendix 1 of the report, COVID-19: Mental Health Rapid Impact Assessment, Southwark's Joint Strategic Needs Assessment. The abridged presentation covered the following slides:

- i. The COVID-19 pandemic has exacerbated the risk factors for poor mental health and weakened the protective ones.
- ii. The COVID-19 pandemic impacts on mental health and wellbeing across the life-course: summary of concerns.
- iii. Thrive LDN is a London wide initiative to improve the mental health and wellbeing of the all Londoners.

Sam Hepplewhite, Place Based Director (Southwark), NHS Southwark East London CCG presented pages 75 to 81 from Supplemental Agenda Pack No. 1; NHS SEL CCG and Southwark Council Joint Mental Health and Wellbeing Strategy 2018 – 2021.

Dr Nancy Kuchenmann (Vice-Chair) introduced pages 1 to 9 from Supplemental Agenda Pack No. 2; Reshaping our Mental Health Services Across South East London. Emily Finch, Clinical Director of South London and Maudsley, NHS Foundation Trust presented the Southwark Community Transformation – current focus areas from the same presentation pack.

Ranjeet Kaile, Interim Director of Communications of South London and Maudsley, NHS Foundation Trust presented the COVID-19: Preventing a mental ill-health crisis across south London from Supplemental Agenda Pack No. 3, page 1.

The Chair thanked everyone for their presentation and the accompanying report. It was noted that the Board welcomed the points made in each of the presentations and all opportunities to refresh the Joint Mental Health and Wellbeing Strategy.

In response to a question and answer session the Board noted the following points:

Presentation: NHS SEL CCG and Southwark Council Joint Mental Health and Wellbeing Strategy 2018 – 2021

- Immediate priorities as part of the refresh strategy would include looking at wellbeing, in terms of responding to a large population that were not generally feeling good. Additionally, in response to the new models of care there was an opportunity to look at the workforce being flexible about considering different ways of working.
- The refreshed strategy to be done without delay to reflect the current times and build upon it. For example, to include a refresh of the 'Talking Therapies' section and to draw upon the positives from the community offer.
- Include in the strategy how services like the Nest and the Wellbeing Hub were delivering their services during the second lock down to advocate the mental health prevention agenda.

- To be mindful about the unpaid carers when thinking about the workforce and reaching those on the frontline.
- Supporting families that had been unable to visit care homes. There are over 400 people in the care homes, which was affecting over 400 families in the borough.

Presentation: Reshaping our Mental Health Services Across South East London presentation

- 2021/22 the projected funds are for the integrated care system and £121m will be distributed across six south London boroughs and the amounts for allocation were still being assessed to consider borough need. The funds are expected to be in the region of £366m for 2023/24.
- Immediate priorities include, how services were delivered, supporting the workforce and being open, so people could bring their problems to the services.
- In response to the waiting lists for Talking Therapies, a review going on a South East London level to look at the pressures and try and identify new ways of working and/or solutions like new ways of investment.
- Need to think about families and the impacts of family breakdowns due to stress during the first lockdown. A demand in services in the Children and Families Directorate had occurred. Need to consider a more targeted approach to identify what immediate support could be offered in going forward.

It was noted, that Chris Mikata-Pralat, Chief Executive of Community Southwark welcomed the opportunity to link Farrah, Ranjeet and Emily with the mental health networks and local VCS groups.

The Chair concluded the discussion by highlighting the common themes for inclusion in the refreshed strategy:

- i. Open and accessible services;
- ii. Striking a balance between the focus on mental health and wellbeing;
- iii. Workforce;
- iv. Effective Community engagement; and
- v. Tracking progress to delivery.

It was noted that there was scope for the Joint Mental Health and Wellbeing strategy to be as creative and integrated as possible. And, be further enriched from including the key outcomes from the listening events held during the summer with

the local communities, partners and stakeholders.

RESOLVED:

1. That the Health and Wellbeing Board noted the report and its contents being that the report provides an update on the mental health impacts of the coronavirus pandemic, as well as the local response across Southwark.
2. That the Health and Wellbeing Board requested a report back on the Partnership's actions to implement the local priorities identified in paragraphs 15 – 26.
3. That the Health and Wellbeing Board requested that the issues identified by communities as set out in paragraph 11 were considered in the implementation plans for the NHS and Council recovery plans.
4. That the Health and Wellbeing Board receive at the next meeting a report setting out the proposed approach to refresh the Joint Mental Health and Wellbeing Strategy.

9. SOUTHWARK STANDS TOGETHER

The following points were noted in response to the verbal update:

- The council accepted the Southwark Stands Together (SST) recommendations and work was going on to achieve them right across the council with an oversight group in place.
- In response to the public health strand, there is direct liaison with the CCG, NHS, VCS and with the communities following the listening and round table events during the summer.
- The internal and external stakeholders and partners were all involved to help deliver upon the action plan, which they helped to establish.
- Funding is in place to shape the health inequalities framework and action plan.
- The Borough Based Board accepted at their last meeting the SST recommendations and the Health strand findings.
- Some of the key recommendations put before the Borough Based Board were addressing:

- i. The lower uptake on prevention i.e. screening;
 - ii. The lower uptake on health improvement services i.e. weight management and smoking cessation; and
 - iii. The variation of detection and management of hypertension and diabetes.
- Worked closely with CCG, NHS and VCS on developing recovery plans.
 - A report back to the Guy's and St. Thomas' Governing Board was scheduled.

The outcomes to date could reach beyond Southwark and be considered for implementation more widely.

10. PUBLIC QUESTION TIME

Public question 1 from Mrs Elizabeth Rylance-Watson

“South London and Maudsley Board Assurance Framework September 2020 below reports the highest level of risk consistently since June 2018 against workforce. So, how does the HWB intend to assure itself that any of today's papers on Mental Health are either realistic or achievable?”

In response, Councillor Dennis gave assurances that she had recently been appointed to re-join the Council of Governors Board at SLaM within her new capacity as Cabinet Member for Social Support and Homelessness. Questions relating to workforce was a regular topic for the Board at SLaM and the reports would continue to be closely examined for this Board.

Public question 2 from Mr Tom White

“King's A&E remains the WRONG DOOR for people in Mental Health crisis. July, no out of hours psychiatrist. October, no bed for an adolescent. Does this Board accept that it is time to call time on NHS total refusal to allow the Maudsley its own ED in collaboration with Kings?”

In response, Councillor Akoto emphasised the need to know the specific details, if the performance and monitoring reports were not presenting problems that may exist. It was noted, in Mr White's absence that he should be advised to provide specific details of the matters he had raised with the Vice-Chair, Dr Nancy Kuchemann.

11. FUTURE MEETING DATES

The future meeting dates were noted. The next meeting will be held on 21

December 2020 and the Air Quality status annual report 2019 would be presented.

It was noted that an updated performance report on all other health matters would be taken by the Board in 2021.

Meeting ended at 3.00pm.

CHAIR:

DATED:

Item No. 9.	Classification: Open	Date: 21 December 2020	Meeting Name: Southwark Health and Wellbeing Board
Report title:		Joint Mental Health and Wellbeing Strategy Update	
Ward(s) or groups affected:		Good mental Health and Wellbeing is essential for all residents of Southwark	
From:		Genette Laws, Director of Commissioning, Children and Adults Services, Southwark Council and Sam Hepplewhite, Place Based Director (Southwark), NHS South East London CCG	
Author:		Sam Hepplewhite, Place Based Director (Southwark), NHS South East London CCG and Genette Laws, Director of Commissioning, Children and Adult Services, Southwark Council	
Recommendations:		<p>It is recommended that the Southwark Health and Wellbeing Board:</p> <ol style="list-style-type: none"> 1. Agree the outlined approach to the refresh of the Mental Health and Wellbeing Strategy 2. Agree that an update on progress would be appropriate in the Spring of 2021 	
Key risks & mitigations:		There is a risk that unless the strategy is refreshed in light of the experiences and outcomes of local residents during covid it will not reflect the current situation. The mitigation for this is to refresh the strategy.	
Equality impact:		<p>The strategy is based on local intelligence and the Joint Strategic Needs Assessments undertaken by Southwark Public Health.</p> <p>Any further Equality Impact Assessment will be undertaken on the refresh of the strategy.</p>	
Financial impact:		<p>This has been considered and planned for as part of the original strategy development.</p> <p>A refreshed strategy will support decision-making about the additional funding that is being invested central government in mental health and mental wellbeing services.</p>	

Public Engagement:	There was extensive public engagement during the development of the Mental health and wellbeing strategy.
Appendices:	Joint Mental Health and Wellbeing Strategy presentation

Background

The Joint Mental Health and Wellbeing Strategy was approved by the Health and Wellbeing Board in 2018 and was a three-year strategy.

It was co-produced with significant input from the diverse communities that make up Southwark and set out a framework for the transformation of mental health services to ensure that no one is left behind.

A key component of the strategy was to ensure individuals who experience mental health problems were not stigmatised or marginalised and experience health and social care services that treat the mind and body in the same way.

The strategy can be found here:

<http://moderngov.southwark.gov.uk/documents/s73442/Appendix%20%20Southwark%20Joint%20Mental%20Health%20and%20Wellbeing%20Strategy%202018-2021.pdf>

Since the strategy was agreed there have been a number of significant events, including the global COVID-19 pandemic and frameworks published which would need to be considered as part of the refresh process.

These include nationally the NHS Long Term Plan and Modernising the Mental Health Act: Increasing choice, reducing compulsion. There was also a national survey conducted before the coronavirus pandemic revealed that one in six adults in England experienced symptoms of a common mental health problem every week, such as anxiety or depression, and one in five adults had considered taking their own life at some point. Nearly half of adults believed that, in their lifetime, they had had a diagnosable mental health problem, yet only a third had received a diagnosis.

More locally there have been Southwark Stands Together recommendations, South London Listens Programme, the Southwark Health Inequalities Framework, and the formation of the South London Covid-19 Preventing Mental Ill Health Taskforce.

As agreed at the last Health and Wellbeing Board a refresh of our strategy is needed to reflect the current situation and to review the priorities whilst retaining the significant amount of good work and recommendations that still hold true.

Approach

The proposed approach to the refresh is to have a partnership arrangement between the Council – both commissioning and public health teams - and the CCG.

Leads:

Southwark Council – commissioning
Southwark Council – Public Health
SEL CCG (Southwark)

Genette Laws
Farrah Hart
Sam Hepplewhite and
Nancy Kuchemann

Katherine Kavanagh, Healthy Populations lead in the Partnership Southwark Commissioning Team (a team that is joint funded by the CCG and the council) will lead the development of the strategy.

Our approach will incorporate the following:

- Promote population mental health and wellbeing
- Tackle the health inequalities of those with mental health needs
- Improve the range of, and access to, mental health and wellbeing services
- Tackle the inequity of access, and over-representation of BAME communities, in relation to some mental health services
- Reduce stigma amongst communities and build confidence in services
- Deliver good outcomes and improved value for money
- Achieve national and local policy imperatives

Timetable

Action	Lead	Date
Approach agreed	Health and Wellbeing Board	15.12.20
Leads meet to agree implementation plan outline	Genette Laws Sam Hepplewhite Kate Kavanagh Farrah Hart	30.12.20
Task and finish group established	Kate Kavanagh	4.1.21
Scope of task and finish group agreed	Genette Laws Sam Hepplewhite Kate Kavanagh Farrah Hart	15.1.21
Engagement and refresh starts	Kate Kavanagh	15.1.21
First draft of refreshed Strategy	Kate Kavanagh	Spring 2021

Item No. 10.	Classification: Open	Date: 21 December 2020	Meeting Name: Southwark Health and Wellbeing Board
Report title:		NHS England Next Steps for Integrated Care Systems	
Ward(s) or groups affected:		The proposals will affect all groups and wards	
From:		Sam Hepplewhite, Place Based Director (Southwark), NHS South East London CCG	
Author:		Sam Hepplewhite, Place Based Director (Southwark), NHS South East London CCG	
Recommendations:		<p>It is recommended that the Southwark Health and Wellbeing Board:</p> <ol style="list-style-type: none"> Note the contents of the report and the timelines for engagement feedback. 	
Key risks & mitigations:		There is a risk that, due to the pandemic and winter pressures within the current Southwark system, partners may miss the engagement process that NHS England have outlined.	
Equality impact:		There is an assumption that once the proposal has been finalized an equality impact would be undertaken by NHS England at a national level and a subsequent assessment at borough level.	
Financial impact:		None identified at this stage	
Public Engagement:		NHS England have outlined a process of engagement with public and stakeholder that would run until 8 th January 2021.	
Appendices:		https://www.england.nhs.uk/wp-content/uploads/2020/11/261120-item-5-integrating-care-next-steps-for-integrated-care-systems.pdf	

Background

The development of Integrated Care Systems (ICSs) since 2018 has enabled NHS organisations, local councils, frontline professionals and others to join forces to plan and provide around residents' needs as locally as possible.

The NHS Long Term Plan (2019) set out a widely supported routemap to tackle the greatest health challenges, with the development of ICSs integral to this ambition. This was further supported through practical guidance to ICSs in *Breaking Down Barriers to Better Health and Care* (2019) and *Designing ICSs in England* (2019).

In September 2019, NHSEI made a number of recommendations for an NHS Bill that included a firmer foundation for system working than the existing legislation (the National Health Service Act 2006 and the Health and Social Care Act 2012). These recommendations to Government and Parliament for legislative change (2019) aimed to remove current legislative barriers to integration across health and social care bodies, foster collaboration, and more formally join up national leadership in support of the Long Term Plan ambitions

Considerations

In appendix A there is a link to the full document which builds on the routemap set out in the NHS Long Term Plan, for health and care joined up locally around people's needs. It signals a renewed ambition for how there can support greater collaboration between partners in health and care systems to help accelerate progress in meeting the most critical health and care challenges.

It details how systems and their constituent organisations will accelerate collaborative ways of working in future, considering the key components of an effective integrated care system (ICS) and reflecting what a range of local leaders have told NHSEI about their experiences during the past two years, including the immediate and long-term challenges presented by the COVID-19 pandemic.

It sets out ambition for how all parts of the health and care system can work differently, in particular:

- Stronger partnerships in local places between the NHS, local government and others with a more central role for primary care in providing joined-up care
- Provider organisations being asked to step forward in formal collaborative arrangements that allow them to operate at scale
- Developing strategic commissioning through systems with a focus on population health outcomes

It also describes options for giving ICSs a firmer footing in legislation, which sits alongside other recommendations aimed at removing legislative barriers to integration across health bodies and with social care, to help deliver better care and outcomes for patients through collaboration, and to join up national leadership more formally.

The document invites views on these proposed options from all interested individuals and organisations.

Systems across the country have a significant degree of variation in maturity and readiness to develop proposed ways of working. NHSEI will work with systems to ensure that they have arrangements in place so that as previously decided, ICSs are live by April 2021. However, in South East London the work has already commenced and this document aligns with the vision that has been developed.

NHSEI will set out a roadmap for this transition that gives assurance over system readiness for new functions as these become statutory.

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		Dated: 11 December 2020	