

## Health and Wellbeing Board

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### MINUTES OF THE HEALTH AND WELLBEING BOARD MEETING HELD ON 30 MARCH 2023 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

#### Present:

Cllr Laura Mayes (Chair), Alan, Cllr Jane Davies, Cllr Gordon King and Marc House (DWFRS), Gina Sargeant (ICB), Alison Ryan (RUH), Clare O'Farrell (RUH), Stephen Ladyman (WHC), and Sarah Cardy (VCS).

#### Also Present:

Rachel Kent, David Bowater, Emma Legg, Cllr Tony Jackson, Cate Mullen, Kai Muxlow and Rhys Schell (WC), William Pett (BSW ICB), David Jobbins (BSW ICB), and Colonel Ricky Bhabutta (DPH).

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#### 14 Chairman's Welcome, Introduction and Announcements

Cllr Laura Mayes, acting Chair of the Board, welcomed all attendees to the meeting.

Before the meeting began, each Member of the Board, other Councillors and officers who would be contributing to the meeting were given the opportunity to introduce themselves.

Cllr Mayes provided the following Chairman's Announcement; that the roles of Healthcare Clinical Professional Director, Deputy Chief Operating Officer for the Avon and Wiltshire Mental Health Partnership, and a new representative for Wiltshire Health and Care had been filled by Gina Sargeant, Sarah Branton, and Shirley-Ann Carvill respectively. Additionally, Colonel Ricky Bhabutta OBE, the Regional Clinical Director for Central and Wessex Region – Defence Primary Healthcare, was also in attendance. Cllr Mayes welcomed them to the Board and looked forward to working with them in the future.

#### 15 Apologies for Absence

Apologies for absence were received from:

- Cllr Richard Clewer
- Kevin McNamara - GWH
- Clare Thompson - GWH
- Dr Edd Rendell - WLMC
- Dr Andy Purbick - WLMC
- Maggie Arnold – SWAC

- Kate Blackburn - Wiltshire Council
- Terence Herbert - Wiltshire Council
- PCC Philip Wilkinson - OPCC
- Naji Darwish - OPCC
- Fiona Slevin-Brown – BSW ICB
- Sarah Branton - AWMHP
- Val Scrase – (HCRG)
- Stacey Hunter - NHS
- Cllr Ian Blair-Pilling

16 **Minutes**

The minutes of the previous meeting of the Board held on 26 January 2023 were presented for considered. After which, it was:

**Decision - The Board approved and signed the minutes of the previous meeting of the Health and Wellbeing Board held on 26 January 2023 as a true and correct record.**

17 **Declarations of Interest**

There were no declarations of interest.

18 **Public Participation**

The Chair announced that two questions had been submitted in time for verbal responses at the meeting and had been circulated within Agenda Supplement 1.

As apologies from Fiona Slevin-Brown had been received, David Bowater, Senior Corporate Manager, provided verbal answers for both questions and it was confirmed that full written responses would be provided to the questioners within 5 working days after the meeting.

Q23-01 – It was explained that the Integrated Care Alliance had committed to identifying opportunities to link with all local Health and Wellbeing Groups to identify further hyper local opportunities. Furthermore, Alan Mitchell, Chair of Healthwatch Wiltshire, agreed to attend the Warminster Health and Wellbeing Fair on 22 April 2023, as a representative from the Board.

Q23-02 – It was explained that an update on the Primary Care Network Estate Strategy would be provided at a future meeting of the Board and that a written response would be provided for the Calne Town Council within the week following the meeting.

19 **Final Integrated Care Strategy**

William Pett, Associate Director of Policy & Strategy for the Bath and North East Somerset, Swindon and Wiltshire (BSW) Integrated Care Board (ICB),

presented the final Integrated Care Strategy (ICS) to the Board. The item covered the following matters:

- It was confirmed that the document included within the Agenda Pack had been slightly amended and subsequently approved and published by the ICB on the day of the meeting. However, it was emphasised that the structure and fundamentals of the ICS remained the same.
- An overview of the ICS was given, reminding Members of the details of the vision, 3 objectives and Care Model. It was emphasised that the ICS would not go into specific details, those would instead be covered in the ICS implementation plan which officers were intending on publishing in June 2023.
- It was explained that the ICS was not prescriptive and did not dictate how each of the populations in BSW should deliver the strategy over the next 5 years, but instead provided a guide for how partners should work together and the ICB's expectations.
- It was explained that the Integrated Care Partnership (ICP) would monitor the ICS over time and would respond and make improvements or changes where necessary to ensure the delivery of a high quality service that targeted action and resources on those most vulnerable.
- The aim was to provide more integrated services, responsive local specialist services, and would prioritise mental health support as much as physical health.
- It was reiterated that the ICP first met in October 2022, and as such the ICS had been developed in a relatively short time frame. However, the ICB had mitigated such a constraint by engaging with the public and partners such as the BSW Health and Wellbeing Boards and Integrated Care Alliance (ICA), as much as possible during that time.
- Members were informed that the intention of the ICS was that it would evolve each year based on feedback and performance monitoring and as such, it was not a finalised document.

During the discussion, points included:

- The scope of the ICS was highlighted, and Members asked how people with complex disabilities would be supported within the strategy. It was emphasised that the ICS was broad in nature to reduce the complexity and length of the document and that the specificities would be addressed in the implementation plan. However, Members were reassured that across the BSW there would be particular focus areas targeting those in excluded groups, and that over time, feedback and updates on specific groups could be given at future meetings.
- The importance of prevention and intervention was highlighted, and it was noted that the shift around funding was a challenging but crucial area of focus.

- The proposed publication date of June 2023 for the implementation plan was raised alongside the aspirational and logistical challenges in delivering both the ICS and implementation plan documents in the short time frame.
- The importance of continued and innovative engagement methods and making the documents as accessible and clear as possible was emphasised, to ensure that the public and partners understood the plan, how it will affect them and what it will look like on a community level.
- Members were informed that the ICS would have 4 different forms: the full document, an easy-to-read version, an executive summary version, and a one-page document with just the basic overview graphic. All of which were expected to be used extensively across the partner system. Furthermore, the record of engagement would be published to show progress to date alongside a broader, more interactive communications approach.
- It was noted that the ICS would promote positive language and encouragements to support individuals in taking responsibility for their own health.
- It was further reiterated that performance measures would be included in the implementation plan.

**Decision – The Wiltshire Health and Wellbeing Board accepted the following recommended proposals:**

- i) The Board discussed the report, noting its implications.**
- ii) The Board considered the report's alignment with the Wiltshire Joint Local Health and Wellbeing Strategy.**

## 20 **BSW ICS 5 Year Joint Forward Plan Update**

David Jobbins, Interim Deputy Director of Planning and Programmes for the BSW ICB, presented an update on the BSW ICS 5 Year Joint Forward Implementation Plan to the Board. The item covered the following matters:

- An introduction and brief explanation of the plan was provided to Members whereby it was noted that the plan would help to address questions and present a guide for partners.
- It was further explained that although there was a relative focus on how NHS organisations implement the ICS, the ICB were striving towards further setting out details for how all local partners would work collaboratively.
- The three principles under which the plan was being developed in line with were described, which would work together to clarify and differentiate between place and system levels, the relationships between the levels, and outline the responsibilities of both.

- It was reiterated that it would be a working document and would be refreshed annually, with this iteration predominantly focussing on 2023/24.
- The short timescale until the proposed publication date in June 2023 was raised, and it was emphasised that the level of detail and specificity would change/grow as the document evolved year-on-year.
- The structure of the plan was explored, and Members were encouraged to provide feedback, as other partners had been. It was explained that the structure was aligned to the 3 strategic objectives within the ICS.
- The importance of place and people were emphasised, as they were the key to delivering a successful plan and strategy.
- Appendices to the plan were noted as providing further detail as to its proposed delivery.
- The topic of engagement was explored, and it was noted that engagement undertaken with partners would align together to ensure that there was no duplication and would be one of the main drivers of growth and change within the plan across the 5 years.
- Members were informed of the Statement of Compliance process which needed to be completed by June 2023 by each of the Health and Wellbeing Boards across BSW to meet national timescales and requirements.
- A table outlining the timeline of the plan to publication was displayed.

During the discussion, points included:

- Further information was sought as to the ICB's plans for resource allocation once the ICS and plan came into force, to which it was reiterated that further work was needed to finalise details and that these would become clearer and more specific as the ICS was internalised and developed in each annual review and refresh.
- The short timeframe ahead of the proposed publication date.
- Questions were asked as to how the plan would be driven as some areas/departments worked well alongside the ICB and ICA, and some were less integrated. It was further noted that conversations about how areas would deliver the aspirations of the ICS were important and needed to be focussed on, particularly on how to best utilise relationships with the ICA.
- It was noted that although the plan wasn't completely fleshed out, it did raise the immediate questions of how it would be delivered and by who, thus lending weight to having more effective conversations between partners.
- It was confirmed that regular updates would be brought to the Board who would have the opportunity to give feedback.
- The date of the next meeting was raised, and it was noted that in the context of the timescale for the plan, a delegated sign off for the

Statement of Compliance may be required, but that officers would liaise with Members outside of the meeting.

**Decision** – The Wiltshire Health and Wellbeing Board accepted the following recommended proposal:

i) The Board noted the update provided.

## 21 **Final Wiltshire JLHWS**

David Bowater, Senior Corporate Manager, presented the final Wiltshire Joint Local Health and Wellbeing Strategy (JLHWS) to the Board. The item covered the following matters:

- Members were reminded of the Joint Strategic Needs Assessment, which was published in Autumn 2022 and followed by a workshop in December 2022, the results of which were taken through the steering group to aid in the development of the JLHWS which Members agreed to put out for consultation in the previous meeting.
- The responses gleaned during the consultation period were summarised in Appendix 1 of the report and provided useful feedback which officers used to make minor adjustments to the JLHWS. However, Members were informed that the structure of the strategy with regard to the 4 themes remained unchanged, and it was highlighted that they aligned well with Wiltshire Council's Business Plan and the ICS' objectives and vision.
- It was explained that the JLHWS would inform commissioning plans for partners. Furthermore, the Statement of Compliance, as aforementioned for the ICS, and the ICA's Work Programme, would be linked to and informed by this document and the commitments set out within it.
- It was noted that the document would provide a further safeguard in ensuring accountability across the system, with the opportunity to incorporate the ICB Annual Report and to receive ICA progress reports against the commitments.
- Members were informed that it was a medium-term strategy and allowed for the ability to respond to any changes made to the ICS, with the metrics being outcomes based. Furthermore, reviews and subsequent changes were being made across the system and processes which meant that there was a lot of flux at present, but with time they would settle and become embedded.
- Thanks were given to those Members who had provided feedback and had aided in the development of the strategy.

During the discussion, points included:

- The complexity of simultaneously running multiple strategies which were all interlinked. Members therefore noted the importance of ensuring that all progress reports/updates were as accessible as possible to ensure full understanding and engagement with the information.
- It was suggested that the JLHWS was referenced within the ICS implementation plan to show the integration between the two.
- The challenges of external political pressures on the ability to achieve the visions of the ICS, its implementation plan, and the JLHWS were noted, and the importance of focussing on the integration between services themselves as opposed to the strategy and related documents was emphasised.
- The importance of supporting partners in having those conversations around changing cultures and implementing the strategies was stressed.

**Decision – The Wiltshire Health and Wellbeing Board accepted the following recommended proposal:**

- i) The Board noted the feedback summarised in Appendix 1 and thanked all Boards, organisations and individual respondents for their input.**
- ii) The Board approved the Wiltshire Joint Local Health and Wellbeing Strategy at Appendix 2 for publication.**

## 22 **Wiltshire ICA Work Programme Update**

Clare O’Farrell, Deputy Chief Operating Officer at Royal United Hospitals Bath (RUH), gave an update on the Wiltshire Integrated Care Alliance (ICA) Work Programme. The update focussed on 2 key workstreams, namely: Neighbourhood Collaboratives, and Connecting with Our Communities. It was noted that these would both be refreshed to ensure that they aligned with the ICS, its implementation plan, and the JLHWS upon their publications. The following matters were then covered:

### **Neighbourhood Collaboratives:**

- The model of the workstream including its vision, purpose and membership, was briefly discussed and it was emphasised that there was a focus on using as little medical jargon as possible to increase engagement and understanding.
- It was explained that the aim of the collaboratives was to help deliver the work of the ICA and other strategies to bring positive change, in order to develop and build vibrant neighbourhoods through strong engagement.
- The features of a Neighbourhood Collaborative were then discussed, with emphasis placed on the importance of creating an inclusive and

data driven approach that listened and responded to local and diverse voices and ensured continuity across services.

- An update on the March 2023 steering group meeting was given, and it was highlighted that the group allowed for good and productive conversations.
- It was noted that the ICA were striving to initiate conversations, and where possible, creating collaboratives across Wiltshire by the end of 2023, using existing sites/teams' feedback to outline a more general approach that could be applied across the County.
- Progress against the objectives was shown, with 3 highlighted for improvement/actions needed. It was highlighted that the ICA were at a point in which communications and an engagement plan could be started to help residents understand the strategies and see examples of existing collaboratives.

### *Connecting with Our Communities (CWOC)*

- The purpose of the CWOC group was outlined, namely, developing a 'helicopter view' of a good, strong approach and framework for supporting ICA staff in engagement with local communities and determining implementation details.
- It was emphasised that the groups were not about starting afresh, but rather a more asset-based approach, listening and learning to local voices and building on what already exists.
- It was noted that a large-scale workshop had been undertaken alongside a membership refresh, and the challenge of ensuring the right partners were included was highlighted.
- A progress overview was given and the Engagement Advice Framework, colloquially called the 'Otter's Den', was discussed and it was noted that it was a challenging forum that provided constructive feedback and support.
- The next steps of the group were then outlined, and it was explained that it was a parallel programme of work that would underpin the collaborative programme of work, and was a place where partners could go to further understand any specifics and provide feedback where appropriate.

During the discussion, points included:

- Members highlighted the importance of the group in improving residents' quality of life, and it was noted that it would be the right place to discuss piloting different ideas and how to engage with different cohorts of people.
- It was explained that the ICA were aiming to keep each group focussed on 1-2 areas of work from inception to review, to glean actions and lessons for future projects to create a more sustainable model that would



introduce small changes at a local neighbourhood level to then feed into the overarching ICS and JLHWS.

- Questions around resource allocation and capacity were asked, with Members noting that the current system relied on members of staff going above and beyond their duties to deliver and fulfil the purpose of the CWOC groups and strategies in general.
- It was explained that the ICA were keeping the groups relatively closed to allow them the space to establish themselves, grow, evolve, and demonstrate their worth before being fully rolled out across the County, as it was a new and different way of working.
- It was emphasised that as the ICS was working to a 5-year vision, major changes were not to be expected immediately as it was an incremental process of reviewing, change and growth.
- It was noted that conversations were being had with the ICP to consider if further pressure was needed to be applied to budget holders with regard to future funding.
- It was suggested that the Defence Primary Healthcare be involved in any conversations/groups due to the different challenges and logistical details inherent within the community they support.
- The importance of including broad and diverse voices and ensuring the groups were as inclusive as possible was emphasised.
- Further importance was given on the need to focus on prevention and intervention with local communities.

**Decision** – The Wiltshire Health and Wellbeing Board accepted the following recommended proposal:

- i) **The Board noted the update provided.**

### 23 **Children's Community Health Services Update**

The Chair informed attendees that since the publication of the agenda, officers had stated that they were unable to feasibly give a full update, therefore the agenda item would be brought forward to a future meeting of the Board.

### 24 **SEND Strategy Update**

Cate Mullen, Head of SEND and Inclusion, and Kai Muxlow, Commissioning Manager – Specialist Services, provided an update on the Special Educational Needs and Disabilities (SEND) and Inclusion Strategy. It was explained that the update would cover the progress made against the 6 priority areas and the plans for the next iteration of the strategy. The following matters were then discussed:

- The vision of the strategy was outlined, and Members were informed that it was a local area strategy, not just a Council led strategy, therefore partners and stakeholder services were involved in its development.
- It was explained that feedback had been gathered from young people, families and other interested parties in Wiltshire such as schools, and the Public Health Department, with particular emphasis on the Wiltshire Parent Carer Council (WPCC) who were noted as having the ability to share and gather information from a large reach of families.
- The 6 priorities that were coproduced for the existing strategy were then outlined and explained and officers provided further details and progress updates on each.
- It was noted that progress against each of the priorities was discussed within each bimonthly SEND Board meeting.
- The development of the 'Growing Up and Moving On' guides were particularly highlighted as a big piece of work under Priority 6: Well Planned Transitions, whereby feedback was gained through a variety of methods, such as an event held in October 2022 for young people aged approximately 14+, alongside a planned employment engagement event for Spring 2023.
- The different areas for development were then outlined, with Members informed that each priority was subject to both internal officer and SEND Board level scrutiny.
- It was highlighted that there was a very broad scope and level of need across children and young people with SEND and therefore, it was a constant challenge to understand how to seek and capture all of their voices.
- Members were informed that a waiting list initiative was underway in Wiltshire with regard to the high demand experienced nationally for neurodivergent assessment processes. Furthermore, it was highlighted that the continued monitoring and support for parents and children/young people during the Education Health Care Plan (EHCP) process was a significant amount of work which presented resource challenges.
- It was explained that as SEND was a complex area, the strategy would help to guide and build the confidence of all schools across Wiltshire in understanding local and national drivers and expectations.
- It was further explained that it was important for the strategy to align with other plans across the Council, such as ensuring that officers built and maintained solid relationships with housing developers when considering new housing estates to ensure that there were adequate SEND provisions in place.
- As the strategy was initially launched on the brink of the first national lockdown in Spring 2020, inevitable delays impacted on the ability for officers to drive forward certain areas of work.
- It was explained that significant progress had been made with regard to Central Government SEND plans, such as the recent announcement on the Local Inclusion Plan Initiative, and therefore in order to understand

new requirements and meet some of the expectations fed down, officers had decided to revisit the existing strategy. Furthermore, it allowed officers to ensure that the development of the new strategy had the ability to address delayed progress due to COVID, report on all performance areas, and be in line with other Council and Central Government plans.

- A timeline of the SEND Inclusion Strategy Planning was displayed, and it was confirmed that a finalised draft would be presented to the SEND and Health and Wellbeing Boards before sign-off.

During the discussion, points included:

- It was noted that officers were unsure as to whether the strategy would be working to a 3 or 5 year vision but that it would form part of the consultation work to understand what would best meet people's needs.
- Further details as to the types of transitions children and young people would encounter within their childhood to adolescence and then adulthood were explained.
- It was confirmed that the 'Military Schools Network' as detailed under Priority 6 referred to schools that had high numbers of children from military communities on roll, thus additional resources were provided to support them.
- It was suggested that officers consult with the voluntary sector capture their voices, and to ensure that any volunteers engaging with children/young people with SEND understood and could support their needs.
- A more accessible version of the document upon finalisation that could be promoted to Members, officers, and the public alike, was suggested.
- The importance of focussing on the transition into adulthood of those children/young people with SEND was emphasised, as their needs would still need to be met within the wider healthcare system and it was asked whether additional training for partners such as police, fire services, and housing officers, could be provided to help support and understand adults with additional needs.
- Officers were commended on liaising with the Leisure and Libraries Department on supporting children/young people with SEND but it was highlighted that although there were lots of interactive videos produced by the teams during the lockdown periods, they were relatively loud and visually busy, which could be overstimulating for those with SEND.
- It was confirmed that new roles focussing on supporting the EHCP process were being recruited for, but national challenges in recruiting and retaining other professionals within the industry was highlighted, such as speech and language, and occupational health therapists, educational psychologists and paediatricians. Members were reassured that officers were creating and developing roles to attract the right people, such as amending job descriptions, thinking creatively about how

to retain staff, and allowing for on-the-job training/shadowing while in further education.

- The reforms as proposed within the recently published SEND and Alternative Provision Improvement Plan from Central Government were highlighted, and it was confirmed by officers that they were being discussed within the SEND Board and an Executive Board Member lead accountable for SEND had been nominated.
- Alternative schooling provisions were explained in response to a question, and it was noted that personalised alternative settings could be implemented to each child/young person depending on their needs and strengths.

**Decision** – The Wiltshire Health and Wellbeing Board accepted the following recommended proposal:

- i) The Board noted the update provided.

25 **Date of Next Meeting**

The date of the next meeting was confirmed as 25 May 2023, starting at 10.00am.

The likely agenda items for the next meeting were detailed and Members were informed that as part of the next, or a future meeting's agenda, officers were intending to bring workshop items to the Board. Members were asked to contact David Bowater with any comments or suggestions for topics that Members would find helpful.

26 **Urgent Items**

There were no urgent items.

(Duration of meeting: 9.30 - 11.50 am)

The Officer who has produced these minutes is Ellen Ghey - Democratic Services  
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**Wiltshire Council**

**Health and Wellbeing Board**

**30 March 2023**

## **Agenda Item 5 – Public Participation**

**Question from: David Reeves - Warminster Area Health and Wellbeing Forum**

### **Question (23-01)**

Recognising the strategic focus of the Health and Wellbeing Board, it would be good if, occasionally, Board members engaged and communicated with organisations in the community that make vital contributions towards its aims. As volunteer Secretary of the Warminster Area Health and Wellbeing Forum, I am disappointed to discover the seemingly little interest in how - and by whom - your objectives will be delivered. I invite Board members to our Health and Wellbeing Fair on 22nd April and to acknowledge the excellent work being carried out by us, our Forum members and many other umbrella bodies including the Children and Families Voluntary Sector Forum.

### **Response**

The Wiltshire Integrated Care Alliance has this week committed to identifying opportunities for its members to link with all health and wellbeing groups that report to community area boards, to identify further hyper local opportunities for working. At the Health and Wellbeing Board meeting on 30 March, Alan Mitchell from Healthwatch Wiltshire committed to attending the Warminster Forum meeting on behalf of the Wiltshire Health and Wellbeing Board.

**Wiltshire Council**

**Health and Wellbeing Board**

**30 March 2023**

### **Agenda Item 5 – Public Participation**

**Question from: Mark Edwards – Calne Town Council**

#### **Question (23-02)**

We have received contact from residents about a requirement for a new Primary Care Network Estate strategy. Please can information be shared as to the timetable and progress of the development of the strategy for the Calne area.

#### **Response**

The Primary Care Network (PCN) Service and Estate Toolkit has been developed nationally to inform the primary care section of the ICS Infrastructure Plan, so that a costed analysis of the primary care estates requirements and ambitions over the next 10 years can be submitted to inform and support future Spending Review submissions to the Department of Health and Social Care (DHSC) and His Majesty's Treasury (HMT). The outcome of the programme will enable a shared understanding of the clinical strategy and workforce plans with each PCN and the ICB, and subsequent estates needs moving forward.

To date, the BSW ICB has secured engagement with 66% of its 27 PCNs and will continue to work with the remaining practices to achieve 100% engagement. Whilst the aim was to complete this work by end of March 2023, the current programme has been extended till end of May/June 2023 to accommodate various PCNs who have requested the extra time and support, and those that are still to engage. Once this phase of the programme has been completed, we will consider how the PCN estate strategies are prioritised as part of the ICS Infrastructure plan.

The Calne and Yatton Keynell PCN and Patford House Surgery tool kit has not progressed as much as we would have hoped at this stage however both the PCN and Patford House are committed to taking forward discussions about the Integrated Neighbourhood Team / Neighbourhood Collaborative work in the area and what services should be provided across the locality to meet the needs of the population. The outputs of these discussions are critical to enabling the future estates requirements to be better defined.

The ICB is also working with the three Local Authorities to establish their premises plans including use of existing estate where possible which will help support some PCNs with estate solutions to help deliver their visions.

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