

Bromley Health and Wellbeing Board

DATE: 30 June 2023

Title	South East London Joint Forward Plan incorporating One Bromley 5 Year Strategy
This paper is for decision	
Executive Summary	<p>ICB 5 Year Joint Forward Plan</p> <ul style="list-style-type: none"> ICBs were asked to produce a 5 year Joint Forward Plan (JFP) in this year's planning guidance. National guidance set a range of expectations for the plans, including a medium term focus across the key areas of ICB responsibilities, emphasising the need for links back to borough based Health and Well Being Plans, ICP integrated care strategies, national planning guidance and other ICB responsibilities for arranging services to meet population needs and delivery statutory responsibilities. South East London has taken a 'bottom up' approach to development of the SEL JFP, including: <ul style="list-style-type: none"> SEL integrated care strategy priorities LCP borough-based JFPs (<i>adopted as the One Bromley 5 Year Strategy</i>) ICB care pathway programme board plans ICB enabler programme plans Medium Term Financial Strategy ICB statutory responsibilities <p>The plan amounts to about 250 slides and can be viewed and relatively simply navigated here: Joint Forward Plan - South East London ICS (selondonics.org) Note the One Bromley slides in the SEL JFP will be updated to reflect our updated One Bromley 5 Year Strategy.</p> <p>One Bromley 5 Year Strategy</p> <ul style="list-style-type: none"> Building on work with the King's Fund and through One Bromley Executive and Local Care Partnership Board seminars we have developed our One Bromley 5 Year Strategy. This incorporates the SELICS ask for a borough-based Joint Forward Plan. It links to and builds on Making Bromley Even Better 2021/31, Bromley Health and Wellbeing Strategy, and other work such as the Bromley Mental Health and Wellbeing Strategy 2020-25.

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- The One Bromley Strategy is structured around our population and health outcomes, priorities, programmes and projects to deliver these, a set of enablers, and overarching principles of how we will deliver together.
- The ambition is to improve the wellness of the people of Bromley. We will achieve this by shifting the focus of our work to prevention, focussing on people living with long term conditions, frailty, Core 20Plus5 health inequalities and those at risk of emergency admission for physical or mental health. Our plan therefore takes a population health approach to focus on prevention at scale, continuity of care and more holistic approach to people's needs.
- The strategy sets out three key priorities on this:
 - Improving population health and wellbeing through prevention and personalised care
 - High quality care closer to home delivered through neighbourhoods
 - Good access to urgent and unscheduled care and support to meet people's needs
- The most significant structural change to support the delivery of the ambitions is the development of neighbourhood teams. We have been implementing different neighbourhood models for different goals across Bromley for several years – including Integrated Care Networks for proactive care, Wellbeing Cafés, and more latterly Children's Health Hubs. We also have other successful experience of working collaboratively across agencies, such as in transfer of care, where we bring colleagues together and share information.
- The Fuller review has prompted us to take this further: defining across our borough neighbourhoods for the organisation and delivery of health and care services to meet the specific needs of the local population. The aim is to work across health, social care and third sector colleagues to deliver more co-ordinated and proactive services relevant to the local population to mitigate demand on the health and care system, develop community resilience, and support staff recruitment and retention through new models of care.

Role of Health and Wellbeing Board in approval of plans

Each Health and Wellbeing Board in South East London is asked by national guidance to provide a statement on the plan ahead of its publication in July. Through correspondence committee members were invited to provide comments on the plans ahead of this meeting. Formal replies (attached) were received from Healthwatch Bromley and Community Links and amendments made to the Bromley section of the plans in response. In consort with the Chair and Portfolio Holder the HWBB's feedback has been provided to SELICS in the form of the following statement:

Statement from Bromley Health and Wellbeing Board on the South East London ICS Joint Forward Plan

The Bromley Health and Wellbeing Board endorses the South East London Integrated Care System Joint Forward Plan (JFP) as taking proper account of the current Bromley Health and Wellbeing Strategy published by this Board. The Board notes the plan is in line with our strategy for the people of Bromley to live an independent, healthy and happy life for longer. Bromley Health and Wellbeing priorities include cancer, long-term conditions, and mental health, across all age ranges. In delivering the JFP we must see investment and working together to bring these plans to life in the borough. The Board strongly supports the aim of preventing illness and promoting health through local place-based initiatives. The borough section of the SEL plan pays particular attention to what we will develop locally to better identify poor health earlier and deliver services as locally to residents as possible. The Board is particularly keen that the establishment of neighbourhood teams sees a step-change in the prevention agenda and in bringing together health, social care, and voluntary and third sector organisations to achieve this for all the people of Bromley.

The Board notes it is important that in moving plans to reality there is continued engagement with the population and working with our vibrant local authority and voluntary, community and social enterprises (VCSE) as strategic partners and enablers of improvement. We recommend that moving into delivery the plans include further consideration on resourcing and harnessing VCSE partners. We also note that the current trajectory of new community services is unlikely to flatten acute demand growth sufficiently in the short term to deliver the recurrent savings outlined in the plan, and that this poses a material risk. Similarly, it is essential that the ambitions of the programmes are met with responsive and fast-paced delivery by enabler workstreams such as workforce, IT and estates.

We welcome the emphasis on subsidiarity and the recognition that Place is best positioned to understand the needs of our residents and we look forward to working with partners across the ICS in ensuring resources are deployed effectively where people live, work and thrive. We wish to give added support to the Place-based approach and expect over time that further delegation to Place will be considered and occur, and that the current management cost review provides the opportunity to further enhance Place working.

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Recommended action for the Committee	The committee is asked to endorse the statement and approve the plans.	
Potential Conflicts of Interest	All partners were asked to work in the interests of the population of Bromley in supporting the development of the One Bromley Five Year Strategy.	
Impacts of this proposal	Key risks & mitigations	<p>Risk: There is a risk that expansion of prevention and community based care is insufficient to dampen acute demand in the short term, leading to financial pressures.</p> <p>Mitigation: This will be monitored at ICS level and locally, which a key aspect of the plans is to move acute care into the community where clinical expertise can have greater impact in many chronic specialties.</p> <p>Risk: There is a risk that the plans require too much change simultaneously resulting in fatigue, a lack of focus on top priorities and partial delivery of the plans.</p> <p>Mitigation: Utilise business as usual avenues where possible to facilitate delivery. Operating plan includes a mix of business as usual and change initiatives. Change initiatives monitored in year through One Bromley Executive for decision making on continued delivery or plan amendment.</p>
	Equality impact	Reducing health inequalities is threaded through the plans, with particular focus on health inequalities through neighbourhood working and anticipatory care.
	Financial impact	The plans themselves are not costed, but are to be delivered within agreed financial envelopes and transformational funding inline with the SEL medium term financial strategy.
Wider support for this proposal	Public Engagement	<ul style="list-style-type: none"> Public engagement in Bromley across the preceding two – three years has been taken into account in the drafting of the One Bromley Strategy. A public engagement event took place in Bromley 22 May 2023 – focussing on sharing the plans and

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		<p>discussing how best to work with local communities in achieving our ambitions.</p> <ul style="list-style-type: none"> • SEL colleagues arranged two SEL-wide online events to promote the SEL JFP.
	Other Committee Discussion/ Internal Engagement	<ul style="list-style-type: none"> • 2022-23 King's Fund Workshops with One Bromley Executive • 05/07/22 Local Care Partnership Board • 25/07/22 and 06/10/22 One Bromley Executive • 28/02/23 One Bromley Executive strategy workshop • 23/03/23 One Bromley CPAG • 18/04/23 One Bromley LCP Seminar Session • 11/05/23 Bromley Primary Care Group • 11/05/2023 One Bromley Executive • 16/05/2023 Bromley Local Care Partnership Board
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