

ICP Priorities Highlight Reports

By workstream area:

- Q3 24/25 Highlight Reports
- Q2 24/25 Highlight Reports
- 2024/25 Delivery Plan



Children, Young People and Maternity

- Q3 24/25 Highlight Report
- Q2 24/25 Highlight Report
- 2024/25 Delivery Plan



ICP Priority	Children, Young People (CYP) and Maternity	
Senior Responsible Officers	Elaine Clancy, Chief Nurse, Integrated Care Board (ICB) / Jonathan Williams, Director of Children’s Services, London Borough of Sutton	
Workstream Leads	Maureen Fitzgerald-Hopkins, South West London ICB / Sarah Awobiyi, South London Partnership	
ICP Board Sponsors	Dr Sayanthan Ganesaratnam, GP Place Rep Merton / Cllr Sabah Hamad, Chair of Kingston Health and Wellbeing Board	
Date of report	14 February 2025	
Progress		
Highlights and accomplishments in last quarter	<ul style="list-style-type: none"> • Provision of therapies: There is significant variation around commissioning arrangements for Therapies across SWL. Head of SEND is working with the Chief Allied Health Professional (AHP) for London to ensure the CYP voice is represented within London workforce discussions and within the SWL AHP Council. Review of all community service specifications is underway by SWL ICB. • Improving transition: Transition arrangements between children and adult services identified at Place. A pilot project to support transition for children with complex needs between Children and Adult health services has been approved by NHS England Babies, Children and Young People Programme. This has been developed in partnership with Kingston Hospital, the Learning Disability Liaison Service. As part of the pilot, a youth worker started at Kingston Hospital in early November. The youth worker has been reaching out to young people and different teams in the trust to introduce the service and identify service needs. • Designated Clinical/Medical Officers (DCO/DMO): Positive recruitment to Richmond (DCO) and Wandsworth DMO and positive impact of ongoing professional development including SWL-wide legal training on Children and Families Act for Health. • SEND governance: DCOs delivering consistent quarterly reporting to Place to highlight performance, risks and mitigation. • CYP voice: Wandsworth CYP Participation team have developed a video with key messages for health practitioners. • Looked after children: Merton and Croydon Providers have submitted Q1 to Q3 health needs identified data at 6 monthly or annual review health assessments. This data is a snapshot of the comprehensive data collated. Other data not included in this report but collated includes children with hearing loss, speech and language difficulties, sleep disorder, enuresis and encopresis. 	
Area of focus for this quarter	<ul style="list-style-type: none"> • SWL SEND data dashboard: This is a detailed project which has implications for both performance data and data flow. This requires cross system work around service specifications, contract monitoring and data flow between Providers, Local Authorities, ICS and ICB. Regular meetings with SWL Business Intelligence (BI) team and Performance and Oversight team set up at a 2-weekly basis. 27 out of 65 metrics identified as priority for phase 1 and BI team to develop the proof of concept. SWL BI have joined the Head of SEND and SEND Policy and Project Officer for an introduction to the Manchester ICB SEND dashboard. Further liaison with health providers, Children’s Continuing Care / Continuing Health Care teams and Learning disability & autism Programme team required to collate related metrics for SEND data dashboard developments and for inspection preparation. • Looked after children: The remaining SWL children looked after care Providers have not commenced routine data collection due to electronic record system issues. 	
Next area of focus	<p>SEND – SWL BI to develop the proof of concept and discussion on data pulling for SWL ICB SEND data dashboard with BI.</p> <p>Designated Nurses for Looked after children to continue working, with related health providers to support collation of the requested health needs data within their electronic record systems.</p> <p>The Designated Nurses across South West London will submit a report based on the data available alongside the findings of a review health assessment audit activity in each borough, identifying specific health needs across the SWL Looked after children cohort in Quarter 1 2025-26.</p>	

Key risks and/or issues	Mitigating actions	RAG
Additional resources will be required to support the development of the SWL ICB SEND data dashboard. Performance metrics to be included in service specifications so that metrics can be pulled for the SWL SEND	Liaised with System Oversight and Assurance.	Amber

Q3 24/25 - Children, Young People and Maternity (2 of 2)

ICP Priority	Children, Young People and Maternity
Senior Responsible Officers	Elaine Clancy, Chief Nurse, Integrated Care Board (ICB) / Jonathan Williams, Director of Children’s Services, London Borough of Sutton
Workstream Leads	Maureen Fitzgerald-Hopkins, South West London ICB / Sarah Awobiyi, South London Partnership
ICP Board Sponsors	Dr Sayanthan Ganesaratnam, GP Place Rep Merton / Cllr Sabah Hamad, Chair of Kingston Health and Wellbeing Board
Date of report	14 February 2025

Progress	
Highlights and accomplishments in last quarter	<ul style="list-style-type: none"> Continued engagement by Maternity Core Connectors to improve awareness of the maternity services and signposting to services available within the community. Coffee morning are being set up in children’s centres in Croydon. Maternity Pelvic Health Services: Services are provided at all the SWL Local Maternity and Neonatal Service (LMNS) trusts and service users are using the Get You Better app for information and referral pathways. Recruitment process is ongoing for Pelvic Health Physiotherapy lead to oversee services and provide assurance report for the project for South West London. Postnatal Care: All maternity trusts completed the National Postnatal care assessment tool to benchmark with current postnatal care provided across SWL. The LMNS will continue supporting the ongoing work of improving communication on transfer of care from maternity to health visitors, information on the 6 weeks check-up and improving the experience and outcomes of mothers and babies during the postnatal period to align with The Three-Year Delivery plan. SWL Complex Needs Project: The final project report was presented to the South West London Children, Young People and Maternity System Board Meeting on Monday 14 October 2024. The SWL ICB is developing a joint statement on the report’s recommendations before the next stages can proceed. Brite Box: They now have 2 partners and their own location delivering 373 BRITE Boxes (377 from Jan vs original plan of 300) each week into 9 primary schools across Croydon, Wandsworth & Merton.
Area of focus for this quarter	<p>SWL Complex Needs Project: Restarting the project steering group, to have overall oversight of the project workstreams</p> <ul style="list-style-type: none"> To hold the first workstream working group meeting. The membership and aims have been drafted in a terms of reference and buy-in and commitment in November was high.
Next area of focus	<ul style="list-style-type: none"> SWL Complex Needs Project: Several project workstreams will be launched to roll out the next phases of the project, guided by smaller project teams and working groups. These workstreams will focus on progressing the recommendations efficiently, including collaborating with other related London projects and ensuring the voices of young people with complex needs are central to the process. Brite Box: With the project now at scale in 3 areas and running successfully, the focus for the final project quarter will be on ‘business as usual’ & the following activities: ensuring continued engagement and feedback from families and schools, developing an effective evaluation and research tool to gain evidence from the project to support future funding, fine tuning the budget and cost base and identifying & applying for potential sources of sustainable funding for the future in all areas.

Key risks and/or issues	Mitigating actions	RAG
Maternity Core Connect lead fixed - term contact due to end of March 2025	Discussion ongoing - will require senior input from Deputy Director, Nursing and Quality	Amber

ICP Priority	Children, Young People and Maternity
Senior Responsible Officers	Elaine Clancy, Chief Nurse, Integrated Care Board (ICB) / Jonathan Williams, Director of Children’s Services, London Borough of Sutton
Workstream Leads	Maureen Fitzgerald-Hopkins, South West London ICB / Sarah Awobiyi, South London Partnership
ICP Board Sponsors	Dr Sayanthan Ganesaratnam, GP Place Rep Merton / Cllr Sabah Hamad, Chair of Kingston Health and Wellbeing Board
Date of report	1 November 2024
Progress	
Highlights and accomplishments in last quarter	<ul style="list-style-type: none"> • Provision of therapies: There is significant variation around commissioning arrangements for Therapies across SWL. Head of SEND is co-chairing an event with NHSE London Region Chief AHP on therapies workforce challenges • Improving transition: A pilot project to support transition for children with complex needs between Children and Adult health services has been approved by NHSE, Babies, Children and Young People Programme. This has been developed in partnership with Kingston Hospital, the Learning Disability Liaison Service. Interviews completed and a candidate appointed for the youth worker role. SWL consistent message on Transition in health agreed for Local Offer • Physical Health: Supported Trusts in terms of the compliance framework for professional’s training and development in managing and diagnosing asthma. • Maternity: Continued engagement by Maternity Core Connectors to improve awareness of the maternity services and signposting to services available within the community. • SWL ICB/LB Sutton’s Children with Complex Needs: The project report for stages 1 and 2 of the project has now been completed and signed off by the project steering group on 30 July and presented to the CYP and Maternity System Board on 14 October. The final report, with added data tables and visualisations of the key findings, was well-received by both groups. The project has now entered stage 3, implementation. • Oral Health: There was an oral and dental health conference across SWL in early October, looking at oral health, dental health, primary dental and specialist dental
Area of focus for this quarter	<ul style="list-style-type: none"> • SWL SEND data dashboard: This is a detailed project which has implications for both performance data and data flow. This requires cross system work around service specifications, contract monitoring and data flow between Providers, Local Authorities, ICS and ICB. At present only 2 of the 65 intended metrics can be pulled from existing data streams. The project is now recognised as a priority in SWL BI team. SWL and Local Authority BI teams looked at how data held by the LAs could be collated. Further liaison with health providers, public health team, Children’s Continuing Care / Continuing Health Care teams and LD & A programme team required to collate related metrics. DPIA has been signed off. • Physical Health - Merton Asthma pilot: the project is looking at the relationship between the children’s experience of air pollution and their asthma, tracking the children throughout their day and week, at home and on the way to school. Forty children will be taking part in the programme which will be formally launched this new academic year. • Oral Health: Aiming for the Wandsworth pilot to start next year which will allow enough time to engage with the settings and plan for the work that they will be doing. • SWL ICB/LB Sutton’s Children with Complex Needs: The project is currently on hold, awaiting the SWL ICB’s position on the recommended workstreams, before beginning the first workstream meeting to implement the report’s recommendations. The draft terms of reference for this group has been drafted and circulated for comments from proposed members • The aim of focus for this period is to begin the working groups to take forward recommendations into tangible actions, via the expertise and inputs of the project workstream working groups comprised of SWL ICB and LA representatives from all six Boroughs involved in the project.

Q2 24/25 - Children, Young People and Maternity (2 of 2)

ICP Priority	Children, Young People and Maternity	
Senior Responsible Officers	Elaine Clancy, Chief Nurse, Integrated Care Board (ICB) / Jonathan Williams, Director of Children's Services, London Borough of Sutton	
Workstream Leads	Maureen Fitzgerald-Hopkins, South West London ICB / Sarah Awobiyi, South London Partnership	
ICP Board Sponsors	Dr Sayanthan Ganesaratnam, GP Place Rep Merton / Cllr Sabah Hamad, Chair of Kingston Health and Wellbeing Board	
Date of report	1 November 2024	
Progress		
Highlights and accomplishments in last quarter	<p>Brite Box</p> <ul style="list-style-type: none"> • Croydon – Successful scale up from the summer pilot of 50 families / 1 school to a full-scale BRITE Box delivery of 150 boxes to families across 4 schools with a high rate of Free School Meal children. BB local partner is Good Food Matters. Positive feedback and good engagement from schools. • Wandsworth – providing 77 BRITE Boxes across year 4 classes at 2 schools on Roehampton estate with a high proportion of Free School Meals. Positive feedback and engagement. These boxes being provided from our Kingston base as thorough search and discussions have not yet resulted in a Wandsworth based partnership. 	
Area of focus for this quarter	<p>Brite Box</p> <ul style="list-style-type: none"> • In Croydon (New Addington) the team have focused on scaling up from 50 to 150 families and successfully engaging 3 new schools & KS2 classes and expanding their volunteer base and sourcing network to achieve this. The team have also managed to incorporate a focused SEN school involvement within the project – both in terms of receiving and working on BB. • In 'Wandsworth', the focus is on 1) identifying and engaging participating schools on Roehampton estate (successfully); 2) engaging and identifying local community partners (unsuccessfully) and 3) switching focus to mobilise existing volunteer teams to support Roehampton schools from start of September term (successfully) 	
Next area of Focus	<ul style="list-style-type: none"> • SEND – Discussion on data pulling for SWL ICB SEND data dashboard with BI • SWL ICB/LB Sutton's Children with Complex Needs – Several project workstreams will be launched to roll out the next phases of the project, guided by smaller project teams and working groups. These workstreams will focus on progressing the recommendations efficiently, including collaborating with other related London projects and ensuring the voices of young people with complex needs are central to the process. • Brite Box – Plans to divert attention and remaining allocation of boxes to 4-5 high FSM schools in Merton (Pollards Hill area), where they have been more successful in finding a partner and where need is great. This will ensure a 2nd sustainable partner is in place within the area. 	
Key risks and/or issues	Mitigating actions	RAG
Additional resources will be required to support the development of the SWL ICB SEND data dashboard. Performance metrics to be included in service specifications so that metrics can be pulled for the SWL SEND data dashboard development.	Liaised with System Oversight and Assurance.	Amber
Waiting times for CYP for neurodevelopmental assessment and therapies.	Transformation work on neurodevelopmental pathway.	Amber
Time delay leading to project drift or inertia of implementing the recommendations from the complex needs project	<ul style="list-style-type: none"> • Regular contact for clarification updates from SWL ICB • Flexible terms of reference for new workstream working groups • Strengthen contact with Pan-London project for support and collaboration • Communicate clear project vision and asks in terms of resources 	Amber

South West London ICP Strategy: CYP and maternity workstream

Delivery plan December 2023-March 2025

Year one priority: Special educational needs and disabilities (SEND) System-wide deliverables	Timeframe for delivery	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
<p>Tackle common challenges in improving outcomes for children with SEND, with a focus on provision of therapies.</p> <ul style="list-style-type: none"> • Link with Allied Health Professionals re delivery challenges – Jan 24 • Agree phase 1 plan for CYP therapies focused on special schools – Apr 24 • Develop options for reciprocal arrangements for service delivery – July 24 	Q4 2023/24- Q4 2024/25	ICB Head of SEND & Place SEND leads	SEND consistency of practice/provision across SWL	Reduces inequalities for children with SEND	Increased equity in provision of therapies for CYP with SEND across SWL	Improved outcomes for CYP with SEND in health, social and education domains
<p>Tackle common challenges for children with SEND, with a focus on improving transitions, starting with the most complex young people</p> <ul style="list-style-type: none"> • Improve process for annual reviews of Education, Health and Care Plans for young people in receipt of continuing care • Agree next phase of plan to improve SEND transitions 	Q2 2024/25	ICB Head of SEND & Place SEND leads	SEND consistency of practice/provision across SWL	Reduces inequalities for children with SEND	Parents and carers report improved experience of transition	Improved outcomes for young people transitioning to adulthood
<p>Improve consistency in Place based reporting delivery of SEND services for health</p> <ul style="list-style-type: none"> • Map current performance measures - Mar 24. • Implement quarterly reporting to Place and SWL ICB - Apr 24 . 	Q1 2024/25	Head of SEND and place SEND leads	SEND/Delivery of statutory functions	Allows us to highlight and tackle areas of inequality	Increased understanding of unwarranted variation leading to targeted action to increase consistency	Improved outcomes for CYP with SEND in health, social and education domains
<p>Develop and deliver a South West London ICS SEND dashboard to strengthen approach to quality improvement</p> <ul style="list-style-type: none"> • Secure support from SWL Business Intelligence (BI) Team - Feb 24. • Establish mechanism for drawing data from Council BI - Mar 24 • Review current data sets - Apr 24 • Establish consistency of SEND related current performance measures across all CYP health services - May 24 • Draft data dashboard to be produced - Dec 24. 	Q4 2024/25	Head of SEND and Business Intelligence	SEND/ICS data dashboard	Allows us to highlight and tackle areas of inequality	Increased understanding of unwarranted variation leading to targeted action to increase consistency	Improved outcomes for CYP with SEND in health, social and education domains

South West London ICP Strategy: CYP and maternity workstream

Delivery plan December 2023-March 2025 (1 of 3)

Year one priority: Special educational needs and disabilities (SEND)System-wide deliverables (contd)	Timeframe for delivery	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
Set up an inclusive Park Run for CYP with SEND <ul style="list-style-type: none"> • Inaugural Park Run held in Kingston- Nov 23 • Extend communications to include more CYP with SEND – Q1 2024/25. • Develop easy read resources to support participants' understanding of the event – Q2 2024/25 • Showcase with wider partners and gauge opportunity for expanding to other parts of SWL – Q3 2024/25 	Q4 2024/25	Head of SEND	Physical health/Inclusive park run for CYP with SEND	Reduces inequalities for children with SEND	Increased number of CYP with SEND taking part in Park Run	Improved health and social outcomes
Support delivery of the ICB and Local Authority Complex Children and Young People Project (funded by ICP Priorities Fund) <ul style="list-style-type: none"> • Review how needs and risk are managed across SWL for children with the most complex of needs around mental health, trauma, SEND and autism. • Use findings from the review to inform decisions about how to best utilise spend for high cost placements and possible alternatives across the SWL region to improve outcomes for children with complex needs. 	Q4 2023/24 to Q4 2024/25	Jonathan Williams, DCS in Sutton	Working together to improve outcomes for children and young people with special education needs and disabilities	Reduces inequalities for children with SEND, which are more pronounced for those with the most complex needs	More cost effective solutions for children with complex needs	Improved outcomes for children with complex needs in health, social and education domains

South West London ICP Strategy: CYP and maternity workstream

Delivery plan December 2023-March 2025 (2 of 3)

Physical health, reducing inequalities for children looked after, maternity and early years System-wide deliverables	Timeframe for delivery	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
<p>Develop and implement approach to standardised care plans across SWL starting with asthma.</p> <ul style="list-style-type: none"> Q1: Recruit project manager and establish working group, ToR and Project Plan. Q2: Agree place benchmarking exercise. Establish a hypothesis for the project following data collection and analysis Q3: Establish holistic pathway across all partners, including General Practices, schools and pharmacy. Q4: Sign off the school asthma plan 	Q4 2024/25	Head of CYP, ICB	Physical Health / Standardise care plans for LTCs	Monitoring of EDI data?	<p>Number of children with a school asthma action plan</p> <p>Number of school nursing asthma reviews</p> <p>Increased diagnosis of asthmas</p>	<p>Reduce number of attendances at A&E for asthma management</p> <p>Reduce lost school days for children with asthma</p>
<p>Deliver plan to improve oral health for under 5s</p> <ul style="list-style-type: none"> Q2: establish size of 0-5 cohort at risk of poor dental health, recruit Oral Health Champions, develop resource pack. Q3: implement network briefings with stakeholders and seek commitment, provide kit and roll-out in priority settings as determined during Q2. Q4: Review and analyse change in oral health practice 	Q2 2024/25	Head of CYP, ICB and Head of Early Years, Wandsworth Council	Physical Health/Preventative approach to oral health	Monitoring of EDI data	<p>Number of people from early years settings trained</p> <p>Number of toothbrush packs issued</p> <p>Number of children attending dental appointments</p>	Reduced extractions and emergency dental procedures for children
<p>Improve understanding of the health needs of our children and young people looked after across SWL</p> <p>By Feb 24: Scoping and planning with Named and Designated Nurses for children who are looked after (CLA) to plan and scope. From Feb 24 onwards: Work with public health on how JSNA can dovetail with identification of CLA health needs.</p> <p>Data to be reviewed on a quarterly basis, overview report to include key areas of health need and emerging themes.</p> <p>Overview report of years findings and outcome of JSNA to be completed after Q4, to include gaps in service provision, views and feelings of CYP and identification of any inequalities in service provision.</p>	Q4 2024/25	Designated Nurse for CLA tbc	Reducing health inequalities for children and young people, focusing on safeguarding, and looked after children	Voice of children looked after to influence plans	Identification of gaps in provision and system plan to address them	Reduced health inequalities for Children Looked After

South West London ICP Strategy: CYP and maternity workstream

Delivery plan December 2023-March 2025 (3 of 3)

Physical health, reducing inequalities for children looked after, maternity and early years (cont'd) System-wide deliverables	Timeframe for delivery	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
Deliver equity and equality strategy for maternity <ul style="list-style-type: none"> Improve communication with families & between postnatal services, covering handover of care between secondary and primary care services, and between midwife and health visitor; use of interpreters and communication tools including the Baby Buddy app. Implement learning from Core20 maternity core connectors working with local Maternity Voices Partnership 	Action plan reviewed Q3 2023/24 Delivery ongoing	Head of Maternity	Maternity and Early Years/Work together on national programmes and listen to different voices	Voice of parents from Core20 population	Evidence that service developments have been influenced by voices from Core20 population	Improved outcomes for babies and parents from Core20 population
Improve consistency of approach to infant feeding <ul style="list-style-type: none"> Dec 24 - CYP and maternity System Board to assess the implementation of the South West London Infant Feeding policy across the partnership and plan for improvement 	Q3 2024/25	Head of Maternity	Maternity and Early Years/prevention and early support	Monitoring of EDI data	Evidence of more consistent implementation of the infant feeding policy across ICS	Increased rate of breastfeeding

Health Inequalities

- Q3 24/25 Highlight Report
- Q2 24/25 Highlight Report
- 2024/25 Delivery Plan



Q3 24/25 - Health Inequalities

ICP Priority	Health Inequalities	
Senior Responsible Officers	John Byrne, Chief Medical Officer (South West London Integrated Care Board), and Imran Chaudhury, Director of Public Health (London Borough of Sutton)	
Workstream Leads	Catherine Heffernan, Director of Health Improvement (South West London Integrated Care Board), and Kehinde Adeniji	
ICP Board Sponsors	Peter McCabe and Yemisi Gibbons	
Date of report	4 February 2025	
Progress		
Highlights and accomplishments in last quarter	<ul style="list-style-type: none"> The Health Equity Partnership Group (HEPG) has had 4 quarterly meetings since April and continues to receive reports from the delivery groups – Prevention, Health Inequalities and SWL Health Research Collaborative – that are implementing the ICP delivery plans. The second aim of the HI delivery plan has now been addressed as we have developed a new health equity dashboard based on NHSE minimum dataset that will enable us to better understand inequalities in our population and measure impact or change. We had the 2nd and 3rd quarterly monitoring meeting with Place Leads for the projects funded by the Health Inequalities Investment Fund in November and January where we reviewed progress of the projects. We continue to work with secondary care and primary care on identifying and reducing healthcare inequalities. We did a focus session on inequalities and specialised commissioning and in February we’re looking at London Living Wage in SWL 	
Area of focus for this quarter	<ul style="list-style-type: none"> Writing up the achievements against the outcome indicators of the delivery plan for both HI and prevention workstreams Supporting the recipients of the HI Investment Fund in evaluating their projects, writing up the evaluations and disseminating so that the learning can be shared and evidence created Ensure we’ve completed the actions for “Empowering our communities to improve their health and well-being” 	
Next area of focus	<ul style="list-style-type: none"> Devising the action plan for this workstream for Quarters 1 &2 of 2025/26 Utilising the data platform we’ve created to better inform where we can make the most difference in reducing health and healthcare inequalities Greater focus on inclusion health Greater focus on serving the underserved for vaccinations Implementing the Million Hearts and Minds programme (also a prevention delivery plan aim) 	
Key risks and/or issues	Mitigating actions	RAG
Health Inequalities Investment Fund projects end March 31 st 2025	Support where possible bid writing and write up of evidence	Red

Q2 24/25 - Health Inequalities

ICP Priority	Health Inequalities	
Senior Responsible Officers	John Byrne, Chief Medical Officer (South West London Integrated Care Board), and Imran Chaudhury, Director of Public Health (London Borough of Sutton)	
Workstream Leads	Catherine Heffernan, Director of Health Improvement (South West London Integrated Care Board), and Kehinde Adeniji	
ICP Board Sponsors	Peter McCabe and Yemisi Gibbons	
Date of report	25 October 2024	
Progress		
Highlights and accomplishments from last Quarter	<ul style="list-style-type: none"> The Health Equity Partnership Group (HEPG) has had 3 quarterly meetings since April and continues to receive reports from the delivery groups – Prevention, Health Inequalities and SWL Health Research Collaborative – that are implementing the ICP delivery plans. The second aim of the HI delivery plan has now been addressed as we have developed a new health equity dashboard based on NHSE minimum dataset that will enable us to better understand inequalities in our population and measure impact or change. This was presented to the HEPG in October and will be going live by end of the year on Health Insights. We had the first quarterly monitoring meeting with Place Leads for the projects funded by the Health Inequalities Investment Fund in July and the 2nd due to take place in November. We reviewed the quarter 1 reports from all projects including SWL projects. We continue to work with secondary care and primary care on identifying and reducing healthcare inequalities. We're currently working with Croydon Hospital and Kingston Hospital. We worked with St George's and Epsom & St Helier last year. We continue to work on increasing diversity in research work. We successfully applied for and were awarded REN money to run research cafes to grow public participation in research studies (particularly for under-served communities) and we continue to deliver monthly research network cafes for our SWL Research Support Network to grow research literacy and capability in our communities. 	
Area of focus for this Quarter	<ul style="list-style-type: none"> Focus piece on inequalities and specialised commissioning Focus on London Living Wage in SWL 	
Next area of focus	<ul style="list-style-type: none"> Quarter 3 review of HI Investment fund Projects Review of BeWell Hubs, MECC, reach of personalised care Review of work being done in SWL on the plus 5 for adults of Core20plus5: respiratory, maternity, hypertension, severe mental illness, cancer 	
Key risks and/or issues	Mitigating actions	RAG
Health Inequalities projects are short-term (annual funding).	Projects supported to March 2025.	Amber

Health Inequalities Workstream

Delivery plan October 2023-March 2025 (1/2)

Addressing the wider determinants of health and well-being Systemwide deliverables	Timeframe	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/ resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
Map current and potential adopters, identify stakeholders and partners and work to influence their adoption of London Living Wage	Mar-25	Catherine Heffernan/ Imran Choudhury/ Health Inequalities Delivery Group	We will work together across the system to accelerate the adoption of London Living Wage across our organisations and to create social value in our local economy		Baseline no of organisations with Living Wage and increase in numbers measured 6 monthly. Agreed accelerated timeline for commitment from organisations.	London Living Wage is adapted across boroughs and Trusts by March 2025
The Health Inequalities Delivery Group will use and improve the health equity dashboard, population health management and other public health intelligence to influence and drive improvements across primary care, mental health, secondary care etc. This includes use of health equity audits of services, mapping and embedding relevant NICE guidance to healthcare services (https://www.nice.org.uk/about/what-we-do/nice-and-health-inequalities) and ensuring the evidence is implemented into pathways to reduce healthcare inequalities.	Mar-25	Catherine Heffernan/ Kehinde Adeniji/ Health Inequalities Delivery Group	We will work together to reduce healthcare inequalities in SWL by identifying, understanding and addressing inequities in accessing and uptaking health and care services and being more responsive to needs including those with learning disabilities and who are neurodiverse	The work of the Health Inequalities Delivery Group emphasizes health inequalities and disparities so we will be targeting the groups that need support the most. Our work will include resident voices on their perspectives on improve their health and access to healthcare and this supports EDI as there is a focus on at risk groups e.g. LD, SMI, deprived areas etc. Climate change has a big impact on health inequalities as those who are most disadvantaged are the ones who suffer the impact of climate change more. We will be working closely with those leading on the Green Agenda to ensure that this is covered in all SWL green plans.	<ul style="list-style-type: none"> • Agreed metrics to monitor changes (e.g. screening and immunisation, GP consultations, A&E attendances, hospitalisations etc) • Deep dives into or reports on outputs from healthcare strategies that address Core20plus5 (e.g. mental health strategy, primary care strategy, Trusts' clinical strategies) • Progress report on implementation of anti-racist frameworks to bring about more culturally sensitive services • March 2025 Core20plus5 profile will show improvements from 2022 baseline (as published in the JFP, 2023) although it is expected to see increased diagnoses rates in this population (e.g. increased hypertension case finding) • Report on mapping and embedding NICE guidelines (NICE and health inequalities What we do About NICE) 	By March 2025, we will have a baseline and a means to sensitively measure changes in health and healthcare inequalities. We will also have created an agreed SWL approach to monitor, track and evaluate progress on health inequalities across the partnership.

Health Inequalities Workstream

Delivery plan October 2023-March 2025 (2/2)

Health inequalities area of focus	Systemwide deliverables	Timeframe	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/ resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
Scaling up innovation to improve outcomes for people in our most deprived areas and our most vulnerable people	The Health Inequalities Delivery Group will monitor deliverables and evaluations of projects and review and disseminate case studies of success, thereby applying learning across the system	Sep-24	Catherine Heffernan/ Kehinde Adeniji/ Health Inequalities Delivery Group	We will oversee the use of 2023-25 NHSE healthcare inequalities monies (via the Health Inequalities Investment Fund) to ensure that financed innovation is helping to improve outcomes for our most vulnerable people and deprived areas	Supports the resident voice through greater engagement, listening, trust and building relationships at neighbourhood level	Evaluation reports from all funded SWL and Place based projects outlining success and areas of learning	By March 2025, learning from successful SWL innovations to improve healthcare inequalities (Core20plus5) will be shared and implemented in the system
Empowering our communities to improve their health and well-being	<ul style="list-style-type: none"> The HI delivery group will oversee and evaluate: <ul style="list-style-type: none"> BeWell Hubs Core20plus5 connectors (using asset-based community development model), Brazil Model, Reach of personalised care (social prescribing/health coaches) Making Every Contact Count (MECC) across frontline staff The HI delivery group will review and disseminate case studies of success in community asset based development and examples of best practice of community empowerment, such as South London Listens The HI delivery group will work with Healthwatch and other local voluntary, community and social enterprise (VSCE) organisations to maximise the opportunity to reach deep into communities affected by health inequalities so that they influence positive change 	Mar-25	Catherine Heffernan/Kehinde Adeniji/Thomas Herweijer/Health Inequalities Delivery Group	We will work with people, communities and Voluntary, community and social enterprise (VSCE) organisations so that our communities affected by health inequalities have the skills, resources and support to enable themselves to create solutions for themselves and their communities	Supports the resident voice through greater engagement, listening, trust and building relationships at neighbourhood level	<ul style="list-style-type: none"> Increased uptake of NHS Health Checks (and other health checks) in Core20plus5 groups; Improved achievement of the 5 key metrics for social prescribing (GP appointment reductions etc); Increased evidenced use of MECC across frontline staff (e.g. community pharmacies, general practice etc) using RSPH Impact pathways for everyday interactions and https://www.gov.uk/government/publications/making-every-contact-count-mecc-practical-resources/mecc-evaluation-guide-2020 Increased evidence of use and feedback from BeWell Hubs Reduced preventable /inappropriate GP appointments (Brazilian Model output) 	Increased number of SWL initiatives that help empower communities to improve their health and wellbeing and increase health literacy

Community Based Support for Older and Frail People

- Q3 24/25 Highlight Reports
- Q2 24/25 Highlight Report
- 2024/25 Delivery Plan



Q3 24/25 - Community Based Support for Older and Frail People

ICP Priority	Community Based Support for Older and Frail People
Senior Responsible Officers	Annette McPartland, Director of Adult Social Services (London Borough of Croydon), and Lucie Waters (South West London Integrated Care Board)
Workstream Leads	Lucie Waters (South West London Integrated Care Board), and Sally Khayat (South London Partnership)
ICP Board Sponsors	Councillor Yvette Hopley, Chair of Health and Wellbeing Board (London Borough of Croydon), and Dino Pardhanani, GP Place Lead (London Borough of Sutton)
Date of report	12 February 2025
Progress	
Highlights and accomplishments in last quarter	<ul style="list-style-type: none"> • A communications agency has been commissioned by London Borough of Croydon to work with them, the ICB and other Local Authority partners to deliver the design and implementation of a pilot communications campaign to support increased identification of unpaid carers, in conjunction with the SWL Adult Social Care Accelerating Reform Fund. • Engaging with ICP priority fund projects, Dance 2 Health and Unpaid Carers Training Programme, to ensure effective delivery, alignment, and reporting oversight and plans for capturing and sharing learning. • Working with partners to start refreshing the delivery plan for 25-26 and ensure realistic and achievable deliverables consistent with the agreed workstream priorities
Area of focus for this quarter	<ul style="list-style-type: none"> • Updates on the two Priority Fund projects to Older People Delivery Group and consideration of how learning can be embedded beyond these projects • Finalise and agree the delivery plan for Q1&2 of 25/26 with the ICP Older People Oversight Group • Reviewing and refreshing governance of the Older People Oversight Group meeting • Highlight learnings from the evaluation of the 2 ICP Priority Fund projects.
Next area of focus	<ul style="list-style-type: none"> • Delivery of phase 1 of the comms campaign

Key risks and/or issues	Mitigating actions	RAG
Insufficient engagement, awareness and support from wider partners may lead to reduced collaboration, lack of resources and delays in achieving the strategy's objectives.	The ICP Strategy for Older People Group to enhance communication with stakeholders and provide visibility through regular updates to raise awareness of the OP workstream and increase engagement from partners.	Amber

Q2 24/25 - Community Based Support for Older and Frail People

ICP Priority	Community Based Support for Older and Frail People
Senior Responsible Officers	Annette McPartland, Director of Adult Social Services (London Borough of Croydon), and Lucie Waters (South West London Integrated Care Board)
Workstream Leads	Lucie Waters (South West London Integrated Care Board), and Sally Khayat (South London Partnership)
ICP Board Sponsors	Councillor Yvette Hopley, Chair of Health and Wellbeing Board (London Borough of Croydon), and Dino Pardhanani, GP Place Lead (London Borough of Sutton)
Date of report	28 October 2024
Progress	
Highlights and accomplishments in last quarter	<ul style="list-style-type: none"> • Aims and objectives of unpaid carers communication campaign finalised. Agreement to progress with a pilot in one borough, with Croydon selected as the pilot location as aligns with recent completion and launch of their Carers Strategy. Joint funding from ICP Strategy Older People Workstream and the South West London LAs Accelerating Reform Fund (ARF) programme agreed. • Secured ICP and LA partners' support in promoting Dementia Friends Training among their staff. Some LAs are already actively promoting this training, while the ICB is also advocating for various dementia awareness initiatives. • Engaging with ICP priority fund projects, Dance 2 Health and Unpaid Carers Training Programme, to ensure effective delivery, alignment, and reporting oversight.
Area of focus for this quarter	<ul style="list-style-type: none"> • Finalise design and implement Unpaid Carers Comms Campaign pilot in Croydon linked to the ARF Programme • Updates on the two priority fund projects to Older People Delivery Group • Agree with the ICP Older People Oversight Group members and the SROs the priorities for Q3.
Next area of focus for following quarter	<ul style="list-style-type: none"> • Expand the unpaid carers campaign beyond the pilot borough • Track progress and impact of the Dementia Friends Training promotion • Identifying priorities and planning for 25/26 and refresh delivery plan

Key risks and/or issues	Mitigating actions	RAG
Insufficient engagement, awareness and support from wider partners may lead to reduced collaboration, lack of resources and delays in achieving the strategy's objectives.	The ICP Strategy for OP group to enhance communication with stakeholders and provide visibility through regular updates to raise awareness of the OP workstream and increase engagement from partners.	Amber

South West London ICP Strategy: Older people workstream

Delivery plan December 2023-March 2025

ID	System-wide deliverables	Timeframe for delivery	Lead(s)	Related action / priority area of focus in strategy	How does this support EDI/Green/resident voice	How will we know we've been successful?	How will we know we've been successful?
						Outputs	Outcomes
1	Provide support to the delivery of the ICP Priorities Fund projects that meant the ambitions of the Older People's Workstream	Q4 23/24 - Q4 24/25	Busayo Akinyemi (BA) ICB Programme Director - Integrated Care	2 bids have been supported through the ICP Priorities Fund - one focused on addressing falls and the other to provide support to unpaid carers	Both bids focus on reaching out to population groups who historically have been under represented in these services	<ul style="list-style-type: none"> Both schemes mobilised in the timeframe agreed Regular reporting during the life of both schemes to ensure optimal impact and identifying any further transformation opportunities Learning from both schemes shared across SWL networks 	<ul style="list-style-type: none"> Increased number of people from historically underrepresented groups accessing services in the scheme focus areas Reduction the number of older people falls across SWL Increase in the number of unpaid carers identified and accessing services
2	Desktop review of all 6 borough's dementia transformation plans including, strategies, work programmes, governance, partnership working, and range of services offered. The findings of the review will feed into the delivery plan	Q4 23/24	Sally Khayat (SK) Adult Social Care Policy and Programme Manager SLP Partnership / BA	Making SWL dementia-friendly	An area of focus for the reviews will be identifying each borough's approach to securing the views from population who have historically been under represented in dementia services. The reviews will be supported by population data identify priority areas to support the reduction in inequalities	<p>By the completion of the desk top reviews, we will have a suite of information that will help inform the SWL Dementia Partnership Group workplan. The review will:</p> <ul style="list-style-type: none"> Identify any gaps in service provision, particularly those for population groups under represented in these services. Identify areas of good practice to share across SWL Identify any actions to take forward collectively across SWL. 	<p>We will have developed the 24/25 workplan focused on reducing inequalities for people living with dementia and their carers. By reducing inequalities, we will ensure people can remain at home for longer reducing the demand on services.</p> <p>We will have ensured that our workplans are shared with and where appropriate reflect the priorities of other workstreams in SWL, such as frailty. This will ensure optimal delivery of the outcomes, reducing duplication.</p>
3	Support the mobilisation of the schemes supporting unpaid carers through the Accelerating Reform Fund	Q4 23/24- Q1 24/25	SK/BA/ Annette McPartland (AM) – DASS Croydon	Supporting the wellbeing of unpaid carers	We know that some of our population groups are less likely to identify themselves as unpaid carers. The two projects being funded by the ARF will focus on increasing carer numbers from under represented population groups.	<p>Delivery of the 2 ARF schemes will deliver the following outputs:</p> <ul style="list-style-type: none"> Supporting identification of carers through hospital discharge Running one stop shop sessions for carers Mainstreaming online carers assessments and reviews 	<p>We will achieve the following outcomes:</p> <ul style="list-style-type: none"> Increased number of unpaid carers identified with more people accessing support Identification of the support services most important to carers and the most effective approach to delivery Improved quality of life for carers

South West London ICP Strategy: Older people workstream

Delivery plan December 2023-March 2025



ID	System-wide deliverables	Timeframe for delivery	Lead(s)	Related action / priority area of focus in strategy	How does this support EDI/Green/resident voice	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
4	Desktop review on support for carers in each borough – include respite, assessment models, identifying carers, carers services and services.	Q4 23/24	SK/BA	Supporting the wellbeing of unpaid carers	<p>One areas that the desktop will focus on is each borough's approach to increasing the number of people registered as unpaid carers particularly from under represented groups.</p> <p>This includes reviewing how carers feedback to establish the most effective approach to communication and which support services are most important</p>	<p>By the completion of the desk top reviews, we will have a suite of information that will help inform the SWL Carers Partnership Group workplan. The review will:</p> <ul style="list-style-type: none"> • Increase our understanding of access to and the quality of support services for unpaid carers across SWL. • Identify examples of good practice to share across SWL • Identify any actions to take forward collectively across SWL. 	<p>Using the outputs of the review we will have developed the 24/25 unpaid carers workplan. The workplan will focus on increasing the number of unpaid carers identified with more people accessing support</p> <p>We will have ensured that our workplans are shared with and where appropriate reflect the priorities of other workstreams in SWL, such as frailty. This will ensure optimal delivery of the outcomes, reducing duplication.</p>
5	Develop the scope of ICP Unpaid Carers Champion Role	Q4 23/24	SK/BA/AM	Supporting the wellbeing of unpaid carers	<p>The purpose of the role is to ensure overall that the ICP strategy and workstreams reflect the needs of unpaid carers based on feedback received.</p> <p>The champion role will particularly focus on the needs of carers from under represented population groups.</p>	<p>The following outputs will be achieved:</p> <ul style="list-style-type: none"> • An agreed scope that could be adopted for other ICP champion roles • The ICP strategy and associated workstreams reflects the needs of carers. 	<p>We will achieve the following outcomes by having the champion role:</p> <ul style="list-style-type: none"> • ICP strategy reflects the needs of unpaid carers focusing on the support services most important to carers and the most effective approach to delivery • Improved quality of life for carers
6	Complementing borough's plans for this year's carers week (10-16 th June 2024) develop a a system wide plan for the next annual carers' week to include how we encourage people to identify as carers and raise awareness of the health and wellbeing offer	Q1 24/25	SK/BA	Supporting the wellbeing of unpaid carers	<p>The focus of or approach for designing a range for system wide activities will be to on encouraging people to identify as carers and raise awareness of the health and wellbeing offer, particularly from under represented population groups</p>	<p>We will have a system wide plan that complements the borough plans for carers week which can be built on in future years. We will also be promoting the needs of carers across the SWL ensuring that we make the best opportunity of events such as the annual carers week.</p>	<p>We will achieve the following outcomes:</p> <ul style="list-style-type: none"> • Increased number of unpaid carers identified with more people accessing support • Identification of the support services most important to carers and the most effective approach to delivery • Improved quality of life for carers

South West London ICP Strategy: Older people workstream

Delivery plan December 2023-March 2025 (3 of 3)

ID	System-wide deliverables	Timeframe for delivery	Lead(s)	Related action / priority area of focus in strategy	How does this support EDI/Green/resident voice	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
7	Assess the feasibility of including social isolation as an identifier for people at risk within the proactive care models being rolled out across each of the SWL boroughs	Q4 23/24	Anca Costinas (AC) SWL ICB Lead Transformation Manager for Proactive Care/SK	Reducing and preventing social isolation in SWL communities	The numbers of people experiencing social isolation is generally under reported more so for some population groups than others. Any tools that are developed will ensure that they are able to identify anyone who could be experiencing social isolation	<p>We know that social isolation has a significant impact on a person's health and wellbeing.</p> <p>Developing a standard approach to include social isolation as a risk factor in proactive care models will enable early support to be place such as connection to community activates.</p>	<p>We will achieve the following outcomes:</p> <ul style="list-style-type: none"> An increase in the number of people who report experiencing social isolation Improvements in health and wellbeing of people experiencing social isolation leading to improved quality of life and a reduction in the use of health and care services.
8	Assess the feasibility of the SWL Frailty Network to provide oversight to the delivery of the ICP strategy workplan to prevent falls in older people.	Q4 24/25	BA/ Viccie Nelson (VN) SWL ICB Associate Director of Transformation - Ageing Well	Working together to prevent older people having falls	<p>The ICP workplan is being developed using feedback from residents.</p> <p>One area of focus pf the plan will be increasing access to services from under represented population groups.</p>	<p>Building and complementing borough falls preventions plan the system wide workplan will:</p> <ul style="list-style-type: none"> Identify any gaps in service provision, particularly those for population groups under represented in these services. Identify areas of good practice to share across SWL Identify any actions to take forward collectively across SWL. 	<p>By having a system falls prevention work plan we will be able to:</p> <ul style="list-style-type: none"> Improve the falls prevention service offer across SWL Increase the number of people accessing falls prevention services Reduce the number of people requiring hospital admission and on going support due to experiencing a fall

Positive Mental Wellbeing

- Q3 24/25 Highlight Report
- Q2 24/25 Highlight Report
- 2024/25 Delivery Plan



Q3 24/25 - Positive Mental Wellbeing

ICP Priority		Positive Mental Wellbeing	
Senior Responsible Officers	Amy Scammell – Chief Strategy Officer (South West London and St George’s Mental Health NHS Trust) and Sam Morrison, Director of Adult Social Services (Royal Borough of Kingston upon Thames)		
Workstream Leads	N/A		
ICP Board Sponsors	Ann Beasley – Chair (South West London St George’s), and Piers Allen, Place Convenor and Health and Wellbeing Board Chair (London Borough of Richmond)		
Date of report	31 January 2025		
Progress			
Highlights and accomplishments in last quarter	<ul style="list-style-type: none"> • The ICP board session planned on South London Listens and the Mental Health Strategy took place in December 2024 and work also fed into the Health and Housing workshop that month. • Further progress has been made on discussing a strategic approach around NHS and VCSE ways of working around mental health. A proposed way of working with the SWL Mental Health Provider Collaborative is under development. • A survey to hear from SW Londoners around health and unhealth environments has been developed and this remains under discussion between communication teams. • Work between communications teams continues and mental health campaign and information sharing is underway. This links to development and engagement work at each Trust. • Capacity has been secured within SWLSTG to support some of this work. 		
Area of focus for this quarter	<ul style="list-style-type: none"> • Resolving capacity issues and developing the healthy and unsafe environments exercise. 		
Next area of focus	<ul style="list-style-type: none"> • Finalising and scheduling of mental health campaign. • Completing scoping work on complex care. • Developing VCSE and NHS connection further. • Conducting listening exercise on health and unhealth environments. 		
Key risks and/or issues		Mitigating actions	RAG
Capacity structure and holding the programme of work.		Work to be co-ordinated by South West London Mental Health Strategy leads and Senior Responsible Officers.	Green
Capacity within services to lead workstreams and deliver change.		Additional capacity identified for complex needs and safe/ healthy environments so and this is progressing over 24/25; operational and clinical capacity remains pressured.	Amber

Q2 24/25 - Positive Mental Wellbeing

ICP Priority	Positive Mental Wellbeing	
Senior Responsible Officers	Amy Scammell – Chief Strategy Officer (South West London and St George’s Mental Health NHS Trust) and Sam Morrison, Director of Adult Social Services (Royal Borough of Kingston upon Thames)	
Workstream Leads	N/A	
ICP Board Sponsors	Ann Beasley – Chair (South West London St George’s), and Piers Allen, Place Convenor and Health and Wellbeing Board Chair (London Borough of Richmond)	
Date of report	31 October 2024	
Progress		
Highlights and accomplishments in last quarter	<ul style="list-style-type: none"> • The ICP board session planned on SLL and MH Strategy for July 2024 did not take place and has been reorganised for December 2024. • Further progress has been made on discussing a strategic approach around NHS and VCSE ways of working around mental health. This work is now live and will continue over the rest of 2024/25 and into 2025/26. • A survey to hear from SW Londoners around health and unhealth environments has been developed and is being agreed between communication teams at present. • Work between communications teams is also underway to agree the mental health campaign work for 2024/25. It likely that we will be doing promotional work at each Place. • Scoping work on complex needs is underway. • Capacity has been secured within SWLSTG to support some of this work. 	
Area of focus for this quarter	<ul style="list-style-type: none"> • Resolving capacity issues and developing the healthy and unsafe environments exercise. 	
Next area of focus	<ul style="list-style-type: none"> • Finalising and scheduling of mental health campaign. • Completing scoping work on complex care. • Developing VCSE and NHS connection further. • Conducting listening exercise on health and unhealth environments. 	
Key risks and/or issues	Mitigating actions	RAG
Capacity structure and holding the programme of work.	Work to be co-ordinated by South West London Mental Health Strategy leads and Senior Responsible Officers.	Green
Capacity within services to lead workstreams and deliver change.	Additional capacity identified for complex needs and safe/ healthy environments so this work will progress over 24/25; operational and clinical capacity remains pressured.	Amber

South West London ICP Strategy: Mental health workstream

Delivery plan December 2023-March 2025 (1 of 2)

System-wide deliverables	Timeframe for delivery	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
1. Review outlining what is effective in preventing mental ill-health for CYP covering evidence base, service user, carer and professionals views and innovation/ pilot work.	March 2025	TBC	Increase our understanding of effective mental ill-health prevention for children and young people, by reviewing the evidence base, seeking feedback from service users, carers, and professionals, and measuring outcomes of innovation and pilot work.	Supports resident voice by aiming to increase prevention and early support available	Report on effective mental ill-health prevention for CYP	Clear view on where to invest in additional support
2. Approach to, and proposals for, investment in CYP MH	March 2025	TBC	Increase effective universal mental health and wellbeing support for children and young people in settings such as schools, primary care, and community services by taking a joint commissioning approach to service provision, guided and informed by data and our community voice.	Supports resident voice by aiming to increase prevention and early support available	Agreed list of areas and interventions to fund.	Increased prevention and early support in place for CYP.
3. Report outlining issues with transition and revised transition approach	March 2025	TBC	Improve transition of children and young people from child and adolescent mental health services (CAMHS) to adult mental health services by ensuring the right support is available and through better joined up working.	Supports resident voice by responding to previous feedback that transition from CYP to adult service could be better managed.	Clear transition policy Defined roles, responsibilities and expectations of CYP and adult MH services before, during and after transition	Improved experiences of CYP as they transition to adult services ?Reduced deterioration in adult services
4. System wide listening exercise held on healthy and unsafe environments with report on findings compiled	Sept 2024	TBC	Increase understanding of what makes different environments healthy and positive for mental wellbeing, both from a community and a services perspective.	Supports resident voice and EDI by asking for views from across communities. Supports green by focusing on environments.	Collated findings from engagement	Ability to design healthy environments.

South West London ICP Strategy: Mental health workstream

Delivery plan December 2023-March 2025 (2 of 2)

System-wide deliverables	Timeframe for delivery	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
5. Delivery on SLL pledges and strengthened community networks in place with additional resource available.	March 2025	TBC	Building on the South London Listens programme, increase community co-creation and empower communities to hold us to account by building on existing links, networks, and resources across the partnership.	Champions resident voice and contributes to EDI by valuing and including community groups across SWL.	23/24 and 2425 pledges delivered.	Positive feedback from communities.
6. Two mental health communications campaigns carried out	Sept 2024	TBC	Develop effective and coordinated communications campaigns to support positive mental wellbeing, sharing key messages such as “it’s okay not to be okay” alongside existing mental health and wellbeing support resources.	Supports resident voice and EDI by promoting effective communication across our communities.	3 campaigns by March 2025.	TBC
7. Review completed outlining existing understandings/ definitions/ frameworks and service provision around complex needs. Service user group/s in place to support this work.	March 2025	TBC	Address 3 actions under complex needs theme: <ul style="list-style-type: none"> Improve our understanding of what is ‘complex’ and extend this to co-design a single person- centred framework that describes complex needs using common language across agencies. Review existing services for people with complex needs and develop plans for any improvements. Co-create definitions of outcomes with people with lived experience and ensure they are person-centred. 	Supports resident voice and EDI as people with complex needs have historically not been able to access services easily – a lack of joined up working can pervade providing the right, holistic support. In addition, those with complex needs are often found in the vulnerable groups in our communities – individuals with serious mental illness (SMI), those who are homeless, for example. These groups have worse health outcomes and suffer health in equalities.	Eventual single framework around complex needs that is adopted by SWL agencies. Clear measurement of outcomes, experience and access for those with complex needs to provide a baseline from which to measure improvements. Improved and extended service offers available.	TBC

Prevention

- Q3 24/25 Highlight Report
- Q2 24/25 Highlight Report
- 2024/25 Delivery Plan



Q3 24/25 - Prevention

ICP Priority		Prevention	
Senior Responsible Officers	John Byrne, Chief Medical Officer (South West London Integrated Care Board), and Shannon Katiyo, Director of Public Health (London Boroughs of Richmond & Wandsworth)		
Workstream Leads	Catherine Heffernan, Director for Health Improvement (South West London Integrated Care Board)		
ICP Board Sponsors	Councillor Graeme Henderson and Gillian Norton		
Date of report	4 February 2025		
Progress			
Highlights and accomplishments from last quarter	<ul style="list-style-type: none"> 3 Healthy Weight Task and finish groups have been meeting and delivering on (1) specialist weight management services and weight loss drugs; (2) upgrading book and learn platform to improve access to weight management programmes; (3) improving health care leadership, people’s readiness to change and accessibility in primary care Options paper for the future of community support workers was presented to the Health Equity Partnership Group and to SMT – proposed to consolidate and integrate possibly into Integrated Neighbourhood Teams. However, the lack of funding for delivery of Community Health and Wellbeing Workers (Brazil Model) and Navigators in Sutton puts these projects at risk. University of Roehampton is doing the evaluation of the Brazil Model and Core Connectors in SWL. We have linked in with Regional Research Development Network to link in community support workers as research champions for clinical research studies – this has started in Croydon. We have continued to deliver monthly network cafes for the SWL Research Support Network, which book up fast. These cafes help to grow research capability and address the action of supporting vol sector to secure longer term funding. We reviewed the health check offer in SWL including Sever Mental Illness (SMI) checks. Offer and uptake of health checks has improved across SWL compared to previous years. SWL is currently third in performance among London regions for SMI checks, with NW London being the top performer. We are taking forward the actions from the self-care programme review. These include the need for a collective review of impact measures and governance structures to ensure quality in self-care and further review of joint working for self-care across systems and reaching out to disadvantaged groups to embed inclusiveness. 		
Area of focus for this quarter	<ul style="list-style-type: none"> Continue delivering our healthy weight objectives through the task and finish groups and prepare for the implementation of Tirzepatide Work SWL wide to make the most of the investment in smoking cessation, join things up and share best practice from our areas and beyond Devise a system approach to reducing harms from drugs & alcohol 		
Next area of focus	<ul style="list-style-type: none"> Follow-up tasks for health checks such as aligning IT systems, investigating point of care testing, centralizing training, addressing data integration challenges, developing a quality framework, and securing funding for health and wellness checks beyond March 2025 Health needs assessment for excess weight in children and young people 		
Key risks and/or issues		Mitigating actions	RAG
Prevention work has in the past been affected by cost cuttings and lack of investment.		The Health Equity Partnership will champion the importance of and its commitment to prevention and health inequalities and look at how current resources can be pooled and/or be used more efficiently.	Amber
Health outcomes from prevention are often not immediate outcomes.		The Prevention Delivery Group will utilise shorter term, proxy measures to detect changes.	Amber

Q2 24/25 - Prevention

ICP Priority	Prevention
Senior Responsible Officers	John Byrne, Chief Medical Officer (South West London Integrated Care Board), and Shannon Katiyo, Director of Public Health (London Boroughs of Richmond & Wandsworth)
Workstream Leads	Catherine Heffernan, Director for Health Improvement (South West London Integrated Care Board)
ICP Board Sponsors	Councillor Graeme Henderson and Gillian Norton
Date of report	25 October 2024

Progress	
Highlights and accomplishments	<ul style="list-style-type: none"> The Health Equity Partnership Group (HEPG) has had 3 quarterly meetings since April and continues to receive reports from the delivery groups – Prevention, Health Inequalities and SWL Health Research Collaborative – that are implementing the ICP delivery plans. July meeting focused on a ‘deep dive’ into Healthy Weight, following the completion of the Healthy Weight Needs Assessment for adults (we’ve postponed the CYP until April 2025 due to our focus on implementing the Healthy Weight Action Plan that arose from the HNA and the HEPG discussion. We have 3 task and finish groups leading on 3 different components of the Healthy Weight Action Plan and reporting into the Prevention Delivery Group – primary/early intervention ‘readiness to change’ workstream, extension of the Diabetes Book ‘n Learn and the GLP-1s and specialised weight management centres. These will complete the Healthy Weight actions in the delivery plan by March 2025 Review of current self-care programmes for long term conditions is completed and will be reported at the next Prevention Delivery Group. Review of all community support workers in SWL – presented to the HEPG in October – and subsequent work to consolidate and create sustainability Production of rapid needs assessment around alcohol misuse and dependency in SWL The SWL Health Research Collaborative has devised a SWL Health Research Work Plan 2024-26, which was signed off by the Health Equity Partnership Group and will help us grown SWL as a research environment. We have started scoping out how to embed prevention guidance/ signposting / pathways into clinical pathways e.g. MECC We use a forward planner for the Prevention Delivery Group so that we can ensure that all actions on the ICP delivery plan are covered and completed by March 2025
Area of focus for this period and the next	<ul style="list-style-type: none"> Delivery of the Healthy Weight Task and finish groups Options paper for the future of community support workers & work with RRDN to link in community support workers as research champions for clinical research studies Delivery of the network cafes of the SWL Research Support Network – includes how to write a successful bid and get funding network café (part of the Big South Innovation Summit). These cafes help to grow research capability and address the action of supporting vol sector to secure longer term funding.

Key risks and/or issues	Mitigating actions	RAG
Prevention work has in the past been affected by cost cuttings and lack of investment.	The Health Equity Partnership will champion the importance of and its commitment to prevention and health inequalities and look at how current resources can be pooled and/or be used more efficiently.	Amber
Health outcomes from prevention are often not immediate outcomes.	The Prevention Delivery Group will utilise shorter term, proxy measures to detect changes.	Amber

Systemwide deliverables – Timeframe: March 25	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/ resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
<ul style="list-style-type: none"> • Undertake a Healthy Weight Health Needs Assessment (HNA) building on the work already done at Place level and include review of existing self-care programmes to build a shared understanding of what works to inform future developments. • Devise and execute a business case to commission weight specialist centres based on NICE guidance (formerly Tier 3 & 4 services) to increase capacity and access. • Work across SWL to ensure that anyone who is overweight has access to weight management support using a compassionate approach (including digital options like NHS DWP and strengthening links through social prescribing) • Provide support to people to maintain healthy weight • Ensure that physical activity is routinely encouraged and supported throughout healthcare consultations in 2024/25, so that by 2025/26 physical activity interventions will have been embedded in hospitals ('active hospitals') and in primary care ('active practices'). • Devise a platform/portal that will enable clinicians to support patients to choose and book the appropriate weight loss/support for the patient - with motivational support to activate participation; or rather utilise what is available already. • Build on Place based approaches to improve access to and use of affordable healthy food • Build upon the work of local public health teams, wider local authorities, GLA and London Sport on increasing access and uptake of physical activity to prevent obesity -this includes working more closely with schools. • Develop the making every contact count approach (MECC) to build weight management advice / signposting into consultations in our acute hospitals, mental health trust, community and primary care providers (in SEL they have the vital 5 which includes weight) 	<p>Catherine Heffernan/ Grace Neal/ Prevention Delivery Group</p>	<p>Developing a whole-system approach to healthy weight and reducing obesity : Develop a healthy weight programme across South West London that will help provide affordable options and support to all.</p>	<p>The Healthy Weight HNA has an emphasis on health inequalities and disparities to identify the groups that most need support.</p> <p>Work on improving access to healthy food will take into account use of local produce and carbon footprint. The HNA will include resident voices on their perspectives on how to achieve and maintain healthy weight</p> <p>Will support EDI with a focus on at risk groups</p> <p>Emphasis on the role of walking and cycling as health determinants and 'active travel' to increase exercise levels, reduce air pollution, supports green agenda.</p>	<ul style="list-style-type: none"> • Completed SWL Healthy Weight Health Needs Assessment March 2024 • SWL Weight specialist centres commissioned Dec 2024 • Achievement of DWMP target of 3,680 for 23/24 – at Dec 23 we're 2,438 and increase of 79% of GP practices referring to 100% by Dec 24 • All SWL trusts are 'active hospitals' by March 25 and at least 50% of general practices are 'active practices' by March 25 • Audit March 25 on pathway to community weight management services via general practices, self-referrals and pharmacies 	<ul style="list-style-type: none"> • Every SWL resident is enabled to achieve and/or maintain healthy weight • Proportion of SWL adults in Health Survey estimated with healthy weight has increased - % tbd, with focus on inequalities (range from 45.5% in Richmond to 62.8% in Sutton) and London had 55.9% overweight/obese in 2021/2 • Proportion of children with healthy weight in the National Child Measurement Programme CMP has increased from 80% of reception children and 64.5% of Year 6 in 22/23

Prevention Workstream

Delivery plan October 2023-March 2025 cont'd (2 of 3)

Systemwide deliverables – Timeframe: March 25	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/ resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
<ul style="list-style-type: none"> • Increase access to and uptake of NHS Health Checks and increase uptake of local health improvement offers (LA, NHS, VCS) • Work to support better understanding of the characteristics, demographics, and cultural reasons for children and young people at risk of obesity • Work to prevent people from developing long-term conditions and early identification of people at risk or people who have developed long term conditions such as Type 2 diabetes through health and wellness checks in places of association and social housing estates • Build upon community empowerment approach, train and retain more health coaches, community health and wellbeing workers and link to social prescribers • Reduce barriers to the voluntary sector's ability to play a full role in supporting health and wellbeing, for example by working through issues of data sharing together and demonstrating longer term value for money. • Work together to secure long-term funding arrangements for voluntary sector programmes and services that are effective in connecting with our communities and improving people's health and wellbeing. 	<p>Catherine Heffernan/ Thomas Herweijer/ Kehinde Adeniji /Prevention Delivery Group</p>	<p>Maximising the ability of the voluntary and community sector to support people to lead healthier lifestyles & to build their capacity and funding</p> <p>Build on the work of social prescribing, community health and wellbeing workers and health coaches</p>	<p>Supports the resident voice through greater engagement, listening, trust and building relationships at neighbourhood level</p>	<ul style="list-style-type: none"> • Increased uptake numbers of NHS Health Checks, especially amongst Core20plus5 groups and evidence of impact of interventions • Report on CYP at risk of obesity • Increased uptake of health and wellness checks in places of association and social housing estates compared to 2023 and evidence of follow-up/uptake of interventions • By March 25, every PCN has active connections to social prescribers, health coaches, community connectors and health and well-being community workers 	<p>By March 2025, social prescribers and health coaches will be available in all GP Practices and the work of Core20plus5 connectors and Brazilian model will be widespread and sustainable</p>

Prevention Workstream

Delivery plan October 2023-March 2025 cont'd (3 of 3)

Systemwide deliverables – Timeframe: March 25	Lead	Related action/ area of focus in the strategy	How does this support EDI/Green/ resident voice?	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
<ul style="list-style-type: none"> • Create solutions for self-care which reflect the needs of different communities through meaningful co-production with those communities. • Continue to develop digital support to help people navigate what is available to support them when diagnosed with a long-term condition including the utilisation of social engine marketing to divert people to the right advice and care. • Make available digital care pathways to support all South West London residents through their personal healthcare journeys (by 2026/27). • Increase the use of digital care plans by training health and care staff and considering how more people can be encouraged to use them. • Increase access to training and equipment for people who are currently digitally excluded, where a digital offer is what they want. • Increase equity of access to self-care by improving visibility of what is on offer both digitally and in person, through a broad range of channels, for example, social media, faith and community groups, and sports organisations. • Work with the APC / clinical networks – to ensure embed prevention and weight management guidance/ signposting / pathways are embedded into clinical pathways e.g. MECC (start with those with conditions with highest prevalence / impact of obesity) • Train primary care clinicians to enable personalised care and support planning consultations for patients with LTCs 	<p>Catherine Heffernan/ Kehinde Adeniji /Prevention Delivery Group</p>	<p>Developing personalised self-care for people with long-term conditions</p> <p>Embed prevention in the clinical pathways for all Long term conditions including diabetes, COPD, MSK, CVD and ischaemic disease</p>	<p>Digital self-management will reduce demand on healthcare services, supporting the green agenda through reduced travel time</p>	<ul style="list-style-type: none"> • Review completed by Sept 2024 on existing self-care programmes in South West London, • Report March 2024 on role of community pharmacies in reducing digital exclusion amongst over 65s (NHSE REN funding) and arising plan to expand this work • Communications plan by June 2024 on improving visibility of what is on offer both digitally and in person, through a broad range of channels, for example, social media, faith and community groups, and sports organisations. • Report March 25 on how digital care pathways can support residents 	<p>By March 2025, we have good understanding of what's available across SWL to support people in self-care for LTCs and temperature checks with different patient groups indicate an increase in awareness and health literacy around self-care</p>

Workforce

- Q3 24/25 Highlight Report
- Q2 24/25 Highlight Report
- 2024/25 Delivery Plan



Q3 24/25 - Workforce (1 of 2)

ICP Priority	WORKFORCE
Senior Responsible Officers	Karen Broughton, Deputy Chief Executive Officer and Executive Director of People. (LA SRO tbc)
Workstream Leads	Sam Mason, Health and Care Programme Lead (South London Partnership), Lorissa Page, Chief People Officer (SWL ICB)
ICP Board Sponsors	[new sponsors to be identified following standing down from ICP Board of previous sponsors]
Date of report	11 February 2025
Progress	
Highlights & accomplishments in last quarter	<p>12 Priorities Fund projects have continued to deliver a wide range of innovation and positive outputs and outcomes including:</p> <ul style="list-style-type: none"> • 24 internationally education nurses working in care homes as care workers are being supported to achieve NMC registration • 260 health and care workers in NHS have been supported to complete training courses to aide their retention and career progression • 481 participants accessing a wide range of healthcare upskilling courses, with 96% of these feeling the courses had given them higher confidence in readiness for health and social care roles • 3700 individuals engaged through meaningful interactions in schools, colleges, universities, DWP, jobs fairs, events re opportunities and access to working in NHS • 20 participants undertook project based work experience in primary care with 6 securing permanent employment as a result and 5 having interviews planned • SWLSTGs Community Careers event held with 170 attendees of which 93 recommended for job offers • 31 care leavers supported with a range of activity to enable them to access further training and/or jobs in health and social care • 26 local residents started 3 week paid work placements with social care providers, with 11 of those who have completed to date offered permanent roles • 500 school and college students engaged in 60 employer encounters in health and social care delivered by South London Carers Hub <ul style="list-style-type: none"> • Oversight arrangements for 12 ICP Priorities Fund Projects continuing and working well – six monthly review of all projects completed, focus on join up and helping unblock challenges • Programme level assessment of progress against 24/25 actions in preparation for developing 25/26 action plan
Area of focus for this quarter	<ul style="list-style-type: none"> • Evaluation and sustainability planning for 12 projects and successful ending of projects; planned session with projects leads 22/01, which will include sharing of the evaluation template and follow-up meetings with some projects regarding future plans • 25/26 delivery planning including meetings with Place leads • Understanding how the Government’s new programmes focussed on Getting Britain Working, in particular supporting unemployed and economically inactive with long term health conditions into and to stay in work, fit with this programme and wider work • In focus item at March ICP Board meeting with 4 projects presenting • Understanding and communicating successes • New LA SRO and sponsor arrangements to be put in place

Q3 24/25 - Workforce (2 of 2)

ICP Priority	WORKFORCE	
Senior Responsible Officers	Karen Broughton, Deputy Chief Executive Officer and Executive Director of People. (LA SRO tbc)	
Workstream Leads	Sam Mason, Health and Care Programme Lead (South London Partnership), Lorissa Page, Chief People Officer (SWL ICB)	
ICP Board Sponsors		
Date of report	11 February 2025	
Progress		
Next area of focus	<ul style="list-style-type: none"> Revision of delivery plan with a focus on implementation of actions for 25/26 Collation of information on impact and achievements of 12 projects and effective communication of this Overall evaluation of 12 ICP Priorities Fund projects to continue in to 2025/26 Ensuring learning from 12 projects is effectively captured, shared and used across SWL and beyond, with a focus on sustainability 	
Key risks and/or issues	Mitigating actions	RAG
Lack of access to job and placement / work experience opportunities in NHS is impacting on projects, particularly supporting job readiness and apprenticeships	NHS SRO and Co-Lead escalating with NHS Chief Executives	Red
Lack of project delivery capacity – no dedicated project lead in place; and although temporary support has been provided by the ICB team this does not sufficiently cover all requirements.	Temporary delivery support from ICB, exploring options to secure new programme lead resource as matter of urgency Review of priorities as part of wider ICP Strategy Stocktake	Amber
Insufficient focus on monitoring, evaluation and sustainability planning will limit ongoing impact of positive approaches	Substantial focus on this in Q4 through focussed meetings and project oversight.	Amber
Overlap between projects (and wider work) may lead to lack of coordinated approach to working with communities and partners and impact.	Ensuring alignment and coordinated approaches across projects and wider work continues to be a key focus of the programme with ongoing activity to ensure join up in short and longer term.	Amber
Leadership capacity due to personnel changes and wider work pressures	New NHS co-lead now embedded in post as SWL ICB Chief People Officer working closely with NHS SRO. New LA SRO being identified.	Amber
Insufficient engagement with wider sector and partners	Stakeholder Group met in September and further engagement planned as part of 25/26 planning	Amber
The positive innovation and impact achieved by the 12 projects may be lost as they come to an end and unable to be embedded in existing areas of work or secure further funding	A focus on systematically capturing the learning from all the projects and using this proactively across many areas of SWL will be a priority action in the 25/26 delivery plan	Amber

Q2 24/25 - Workforce (1 of 2)

ICP Priority	WORKFORCE
Senior Responsible Officers	Karen Broughton, Deputy Chief Executive Officer and Executive Director of People and Transformation (South West London Integrated Care Board), [LA SRO - tbc]
Workstream Leads	Sam Mason (South London Partnership), Lorissa Page (SWL ICB)
ICP Board Sponsors	[new sponsors to be identified following standing down from ICP Board of previous sponsors]
Date of report	1 October 2024
Progress	
Highlights and accomplishments in last quarter	<ul style="list-style-type: none"> • Oversight arrangements for 12 ICP Priorities Fund Projects in place and operating well – monthly highlight reports, check in meetings. thematic reviews and escalation • Ongoing focussed activity to ensure join up and collaboration between projects focussing on similar areas and working with same partners • Stakeholder group met 23 September with a focus on join up and collaboration, apprenticeships and sustainability • I-CAN project led by Roehampton University successfully delivered to first cohort of care leavers with 3 participants subsequently enrolling on health courses at Roehampton University • Community Upskilling and Job Readiness project has delivered 6 courses on job readiness training across SWL communities • Work experience programme in primary care has resulted in 63 applications for 20 places and 2 job offers made at the end of the scheme • Meeting with VCSE lead to build engagement and involvement • Delivery plan mapping and refresh
Area of focus for this quarter	<ul style="list-style-type: none"> • Supporting projects to access jobs and placement/work experience opportunities, especially in NHS • Six monthly review of 12 ICP Priorities Fund Projects • Ensure projects focus on monitoring, evaluation and sustainability • Plan and deliver next Stakeholder Group Meetings (between now and end of March) • Sustainability planning, develop 25/26 Priorities and update delivery plan • Collating and communicating evidence of impact and ‘good news’ • Assessing new Government policies and impact/response • New LA SRO and sponsor arrangements to be put in place
Next area of focus for following quarter	<ul style="list-style-type: none"> • Ongoing evaluation and sustainability planning • Finalise Year 2 & 3 Delivery Plan • Successful ending of 12 projects with clear plans on sustainability and learning • Understanding and communicating successes

Q2 24/25 - Workforce (2 of 2)

Key risks and/or issues	Mitigating actions	RAG
Lack of access to job and placement / work experience opportunities in NHS is impacting on projects, particularly supporting job readiness and apprenticeships	NHS SRO and Co-Lead escalating with NHS Chief Executives	Red
Lack of project delivery capacity – no dedicated project lead in place; and although temporary support has been provided by the ICB team this does not sufficiently cover all requirements.	Temporary delivery support from ICB, exploring options to secure new programme lead resource as matter of urgency Review of priorities as part of wider ICP Strategy Stocktake	Amber
Insufficient focus on monitoring, evaluation and sustainability planning will limit ongoing impact of positive approaches	Major programme focus for next two quarters including as part of project oversight and two stakeholder group meetings	Amber
Overlap between projects (and wider work) may lead to lack of coordinated approach to working with communities and partners and impact.	Ensuring alignment and coordinated approaches across projects and wider work is a key focus of the programme with mapping and joint meetings planned for next quarter	Amber
Leadership capacity due to personnel changes and wider work pressures	New NHS co-lead now embedded in post as SWL ICB Chief People Officer working closely with NHS SRO. New LA SRO being identified.	Amber
Insufficient engagement with wider sector and partners	Stakeholder Group reconvened and met in September with further meetings planned for the remainder of the financial year.	Amber

South West London ICP Strategy: Workforce

Workstream Delivery Plan December 2023-March 2025 (1 of 5)

1. Targeting difficult to recruit roles System-wide deliverables	Timeframe for delivery	Lead	Related action / area of focus in strategy	How does this support EDI/Green/resident voice	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
Identify three difficult to recruit roles to focus on	Completed Oct 23	Wendy Majweska	Plan to tackle three difficult to recruit roles	More posts filled will improve access to and quality of services	Projects agreed that focus on the three agreed roles	Increased number of nurses recruited, reduction in agency spend
Promote recruitment of general practice nurses in primary care through significantly increasing placement opportunities for pre registration nurses enabling nurses to consider primary care nursing as a career destination.	April 24 - April 25	Wendy Majweska	Plan to tackle three difficult to recruit roles	More posts filled will improve access to and quality of services	A new rotational placement scheme, based in primary care, for nurses in training with 150 additional placement created.	Increased number of primary care nurses recruited
Engage with general practice nurses in primary care to understand the challenges of working as a GPN and use this insight to inform the recruitment and retention of nurses in the future	April 24 - April 25	Wendy Majweska	Plan to tackle three difficult to recruit roles	More posts filled will improve access to and quality of services	A legacy of information to inform the development of a SWL GP retention strategy	Increased number of primary care nurses recruited and improvement in retention rates
Establish and run a leadership programme (focussed on working in community settings), for community nurses. This programme will incorporate best practice from 'Expectations of Line Managers in relation to people management, published by NHS England in November 2024 (subject to approval)	April 24 - April 25	Wendy Majweska	Plan to tackle three difficult to recruit roles	More posts filled will improve access to and quality of services	Delivery of a leadership programme to support the recruitment of community nurses.	Improved recruitment and retention of community nurses
Establish and run a mentoring programme for 30 community nurses for 2 hours a month over a 12 month period (subject to approval)	April 24 - April 25	Wendy Majweska	Plan to tackle three difficult to recruit roles	More posts filled will improve access to and quality of services	Delivery of a mentoring programme to support the recruitment of community nurses.	Improved recruitment and retention of community nurses
To increase training of Health and Social Care Workers (HSCWs) by 160 places to include 1) Essential skills for newly appointed staff and 2) Advanced training for more experienced staff	April 24 - April 25	Viccie Nelson	Plan to tackle three difficult to recruit roles	More posts filled will improve access to and quality of services	Delivery of eight training programmes (approx. 200 staff) to support the development of HCSW.	Improved recruitment and retention of HSCWs, reduced agency spend
Engage with care home nurses (and care home managers) to understand the challenges of working as a care home nurse and use this insight to inform the recruitment and retention of nurses in the future.	April 24 - April 25	Viccie Nelson	Plan to tackle three difficult to recruit roles	More posts filled will improve access to and quality of services	A legacy of information to inform the future recruitment and retention of Care Home nurses	Improved recruitment and retention of nurses in care home settings
Improve recruitment of care home nurses by supporting overseas care home workers with nursing qualifications to become registered nurses in UK (subject to approval)	April 24 - April 25	Viccie Nelson	Plan to tackle three difficult to recruit roles	More posts filled will improve access to and quality of services	50 new care home nurses registered	Fewer care home nursing posts vacant

South West London ICP Strategy: Workforce Workstream

Delivery Plan December 2023-March 2025 (2 of 5)

2. Making SWL a Great Place to Work System-wide deliverables	Timeframe for delivery	Lead	Related action / area of focus in strategy	How does this support EDI/Green/resident voice	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
Establish London living wage task and finish group and map out current position on LLW across SWL ICS partner organisations and identify next steps	April 2024	Sam Mason/ Imran Choudhury	Mayor's good work standard and London Living wage across the partnership	Focus on LLW to help address poverty and inequalities	T&F group established with mapping completed and key actions identified	More partner organisations paying LLW
Finalise, agree and implement anti racism framework	June 2024 (tbc)	Sarah Blow (SRO); Melissa Berry	Anti-racism framework	Greater equality in workforce	Ensuring the work we are doing aligns clearly to the framework	Anti racist culture and practices established across the ICS
Improved NHS staff health and wellbeing offer with wider range of support including: - Comprehensive women's health offer building on menopause offer - Enhanced men's health offer - Review findings of the commissioned high cost of living survey across acute health providers to better understand staff impact and to identify sustainable interventions that will help and support retention (subject to funding)	by March 2025	Lorissa Page	Review SWL health and wellbeing offer	Addresses health inequalities by providing health and wellbeing offers that facilitate improved access to care, promoting workforce retention.	Retention of staff in the SWL system. Improved absenteeism figures. Reduction in the use of agency staff cover. Participation and engagement of HWB offers	Reduced turnover of staff in SWL system. Improved health and wellbeing of staff. Increased staff satisfaction. Better patient care.
Supporting staff across the ICS to achieve their career aspirations and to improve social mobility by working with partners to bridge any identified skills gap and future workforce needs aligned to the Long Term Workforce Plan.	by March 2025	Lorissa Page	Improve ease of movement between orgs	Ensures that some of the wider determinants of health are supported by supporting staff development offers that support our workforce to have better access to career progression opportunities to ensure they remain in the workplace.	Social Mobility Framework and toolkit & inclusive line managers	Inclusive management practice will improve equity, access and retention to level up the SWL workforce

South West London ICP Strategy: Workforce Workstream

Delivery Plan December 2023-March 2025 (3 of 5)

3. Supporting Local People into Work System-wide deliverables	Timeframe for delivery	Lead	Related action / area of focus in strategy	How does this support EDI/Green/resident voice	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
Establish a SWL Apprenticeship Hub to bring together existing resources in system to: increase number of new apprenticeships available in health and social care, create clear pathways to these and promote vacancies to SWL residents, and work with higher education and training providers to improve the number of applications to apprenticeships for 16-24 year olds	Jan 24 - March 25	Lorissa Page/Polly Persechino	Increase apprenticeships and work experience	Recruitment of a more diverse and locally representative workforce	New apprenticeships created	SWL residents starting new apprenticeships, more key vacancies filled with people with right skills
Develop and deliver a consistent and high quality work experience programme across the ICS, including a focus on underrepresented groups	Jan 24 - March 25	Lorissa Page / Polly Persechino	Increase apprenticeships and work experience	Inclusive approaches are central to this process, thereby ensuring EDI is considered and supports our aim to improve health inequalities.	New high quality work experience placements offered and taken up by under-represented groups	Increased number of people undertaking work experience placements securing permanent jobs in health and social care
Supporting health and care employer encounters and careers advice to secondary school and FE college pupils including; SL Careers Hub being the central point of contact and brokerage between employers and all secondary schools and FE colleges in South London; promoting and strengthening the Jobs That Care programme; and CPD for existing teaching/careers staff and working with managers to support them to develop good employer encounters	By March 25	Polly Persechino	Increase apprenticeships and work experience	Focus on supporting schools with highest numbers of pupils receiving free school meals	100 students having exposure to employers 100 students engaging in activities to understand range of roles in the sector	More younger people taking up jobs and careers in NHS and social care, greater awareness amongst young people and their families of the range of jobs and careers in NHS and social care
Offer paid placements in social care through the social care hub to support recruitment to hard to fill roles	By March 25	Sam Mason	Increase apprenticeships and work experience	Placements will be targeted at unemployed & under-represented groups	50 work placements delivered	Reduced hard to fill vacancies in social care
Support young SWL residents with experience of care to take-up training for nursing apprenticeships by providing support and finance whilst studying and helping their next steps into work	By March 25	Roehampton University	Employ young people in health and social care	Recruitment of a more diverse and locally representative workforce	Care experienced young people starting health and social care training	Care experienced young people completing training and starting work
Working with education partners to create training pathways aligned to job vacancies in the NHS and social care; and ensure engagement with employers to support transition into work from education. Promote the education and training available to local residents to encourage take-up	By March 25	Lorissa Page / Polly Persechino/ Sam Mason	Employ young people in health and social care / Making it easier to get a job in health and care in SWL	Recruitment of a more diverse and locally representative workforce	100 encounters with employers for those in education and training	Improve progression into work from education and training. More vacancies filled with suitably skilled people

South West London ICP Strategy: Workforce Workstream

Delivery Plan December 2023-March 2025 (4 of 5)

3. Supporting local people into work in health and care (continued) System-wide deliverables	Timeframe for delivery	Lead	Related action / area of focus in strategy	How does this support EDI/Green/resident voice	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
Coordinated SWL wide communications campaign to promote jobs and careers in health and social care to local people	Jan 24 - March 25	Lorissa Page/Sam Mason	Making it easier to get a job in health and care in SWL	To include targeted comms and marketing for disadvantaged and underrepresented groups	Increased interest and applications for health and care jobs in SWL	Fewer vacancies, more local people taking up jobs in health and social care
Coordinated outreach into SWL communities, working closely with VCSE partners to support residents into training, job readiness, work experience and jobs in health and social care	By March 25	Lorissa Page / Polly Persechino	Making it easier to get a job in health and care in SWL	Focus on supporting schools with highest numbers of pupils receiving free school meals	Number of people supported starting training	More vacancies filled with suitably qualified people
Provide application support training for partners and applicants	Jan 24 - March 25	Lorissa Page	Making it easier to get a job in health and care in SWL	Inclusive approaches are central to this process, thereby ensuring EDI is considered and supports our aim to improve health inequalities.	Employability support provided	Upskilling and increase in applications for underrepresented groups
Work with employment and skills partners to help them focus effort on filling vacancies in NHS and social care, linked into existing and new programmes and that they understand the application process, jobs & careers in the NHS and social care	Jan 24 - March 25	Lorissa Page / Sam Mason / Polly Persechino	Making it easier to get a job in health and care in SWL	Inclusive approaches are central to this process, thereby ensuring EDI is considered and supports our aim to improve health inequalities.	Number of training session delivered	Employability partners actively support people to obtain jobs and careers in health and social care
Pilot and innovate the application/recruitment /interview process for a specific cohort i.e. HCSW, AHP, Specialist hospital, primary care	Jan 24 - March 25	Lorissa Page	Making it easier to get a job in health and care in SWL	Inclusive approaches are central to this process, thereby ensuring EDI is considered and supports our aim to improve health inequalities.	Streamlined process	Wider efficiencies and savings linked to the overall recruitment process to be identified
Hold an event for providers and employers in the health and social care system to increase understanding of the support available and coordination of the offer to residents and employers	By March 24	Polly Persechino	Making it easier to get a job in health and care in SWL	Focus on communities and groups with highest levels of unemployment, inactivity and disadvantage	50+ partners attending event and building understanding of health and care and skills and employment support activity	Greater awareness and join up of different activity in this area
Develop plans for an integrated health and social care Mayors Skills Academy when current (GLA) funding ends at end of March 25	By March 25	Lorissa Page / Sam Mason	Develop and integrated Health and Care Workforce Academy	Inclusive approaches are central to this process, thereby ensuring EDI is considered and supports our aim to improve health inequalities and social mobility for underrepresented groups.	Shared understanding and alignment to Mayor's skills Academy principles	Closing the health inequalities, social mobility & employment gap for people from under represented groups.

South West London ICP Strategy: Workforce Workstream

Delivery Plan December 2023-March 2025 (5 of 5)

4. Designing our Future Workforce System-wide deliverables	Timeframe for delivery	Lead	Related Action / Area of Focus in Strategy	How does this support EDI/Green/resident voice	How will we know we've been successful? Outputs	How will we know we've been successful? Outcomes
Review the NHS Long Term Workforce Plan and the Social Care Workforce Strategy when published next year, Summer '24 to identify key priorities for SWL	Mar 24 - Dec 24	Lorissa/Sam Mason	Review the vision and workforce requirements to deliver	Will be considered as part of review	Paper identifying key priorities for SWL, where being covered, gaps	
Consider potential for blended roles in SWL where health and care roles are difficult to recruit, looking at the Manchester ICS pilot and local examples of integrated roles	By March 25	Lorissa Page	Review the vision and workforce requirements to deliver	To be considered as part of review	Paper on potential for introducing blended roles in SWL	