

# Health and Wellbeing Board

10 January 2018

<b>Report title</b>	Strengthening Governance and System Leadership	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Health and Wellbeing Board Chair	
<b>Wards affected</b>	All	
<b>Accountable director</b>	David Watts, Director of Adults Services	
<b>Originating service</b>	City Health	
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<b>Report to be/has been considered by</b>	People Leadership Team 18 December 2017 Strategic Executive Board 19 December 2017	

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## Recommendations for action:

The Health and Wellbeing Board is asked to consider a five-step action plan (Appendix) for strengthening the governance and system leadership of the Board, including commencing work to update the Joint Health and Wellbeing Strategy, which is due to expire in 2018.

## 1.0 Purpose

1.1 The purpose of this report is to present the recommendations below, and summarised in the Appendix for consideration by the Health and Wellbeing Board.

## 2.0 Background

2.1 The national context in which local leadership on health is shaped is the NHS Five Year Forward View published in October 2014. The main issues and activity have been:

- Analysis of how the NHS works together – Clinical Commissioning Group, Acute Hospitals, Mental Health and primary care work together.
- Recognition of importance of how the NHS works with partners such as local authorities as part of the system.
- Ideas about new “models of care” such as “Accountable Care Systems” which are seen as solutions to the challenges of meeting need and expectations, ensuring best practice and delivering efficiencies.
- The use of a Sustainability and Transformation Plan / Partnership (STP) process to develop local action planning and delivery. The Black Country STP includes the footprint of the four Local Authorities plus the part of Birmingham which is within the boundary of the Sandwell and West Birmingham Clinical Commissioning Group.

2.2 The City of Wolverhampton’s Health and Wellbeing Board was established under the Health and Social Care Act 2012 and provides strategic leadership focus for city partners. The main responsibilities of the Board include:

- To assess the needs of their local population – children, young people and adults - through a Joint Strategic Needs Assessment.
- To set out how these needs will be addressed through a Joint Health and Wellbeing Strategy as a strategic framework for Clinical Commissioning Groups, local authorities and NHS England to make commissioning decisions.
- Promotion of integration in the care and health system.
- Improvement of the health of the local population.
- Improvement of the quality of health services.
- Sign-off of relevant plans such as the Clinical Commissioning Group Commissioning Strategy.
- Over-seeing effective engagement with local people, etc.

2.3 Other factors influencing Health and Wellbeing Board activity include:

- West Midlands Combined Authorities strategies, including the WM Thrive.
- Statutory requirements such as local safeguarding for adults and children and young people and scrutiny arrangements.
- Transforming Care for adults with learning disabilities or other specific workstreams such as CAMHS transformation for children and young people.

- Decisions within local partner agencies which affect service delivery and its quality e.g. renewed governance arrangements within Wolverhampton Clinical Commissioning Group and the RWT Accountable Care model development.
- The City of Wolverhampton 2030 Vision.
- The developing Public Service Reform agenda.
- The commitment from City of Wolverhampton Council to the creation of a 'Public Health Council'.

2.4 To drive the transformational change required by the NHS Five Year Forward View and deliver sustainable improvements in the health and wellbeing of our local communities the Health and Wellbeing Board is committed to a cycle of continuous improvement.

2.5 New appointments within the Council, the confirmation of an updated Clinical Commissioning Group Board, a re-energised Systems Development Board and the expiry of the current Joint Health and Wellbeing Strategy in 2018, all create a timely opportunity to reflect on current practice and strengthen the system leadership of the Health and Wellbeing Board going forward.

### **3.0 Recommendations**

3.1 Preliminary work has been undertaken to identify regional and national Health and Wellbeing Board best practice and areas for development the Wolverhampton Board may want to take forward. Five recommendations are presented for consideration by the Health and Wellbeing Board detailed below, and summarised in the Appendix with a suggested timeline.

#### **3.2 Recommendation 1: 360-degree review of the board**

Adopting a methodology successfully used by the Children's Trust Board, it is recommended that City Health officers meet with each member of the Health and Wellbeing Board to explore opportunities for strengthening governance and system leadership as part of a 360-degree review of the Board.

3.3 Informed by Board member's feedback a review of the governance documents that support the Health and Wellbeing Board will also be undertaken, including the Terms of Reference. Development of a Board induction pack, conflict resolution agreement and protocol for members of the public attending meetings, and extension of the 'Partnership/Boards Joint Working Protocol' to strengthen how the Health and Wellbeing Board works with Health Scrutiny and Healthwatch as well as its reporting Boards such as the Children's Trust Board or Systems Development Board, will also be considered.

#### **3.4 Recommendation 2: Update Joint Health and Wellbeing Strategy for Board approval July 2018**

In tandem with the Board review, and informed by it, work will be undertaken to update the existing Joint Health and Wellbeing Strategy. The existing strategy was approved by Cabinet on 4 September 2013 and is due for renewal in 2018. The governance structures and priorities articulated in the current Joint Health and Wellbeing Strategy are no longer up to date and do not reflect the significant changes that have taken place in both health

and local government since 2013, or the refreshed priorities discussed by the Board in 2016.

- 3.5 An update of the Joint Health and Wellbeing Strategy also provides an opportunity to further align the Health and Wellbeing Board priorities with the Council's Corporate Plan, those of partner organisations and to further build on our community assets by increasing engagement with the business, voluntary, community and faith sectors.
- 3.6 **Recommendation 3: development of a Health and Wellbeing Board Engagement and Communications Plan, including mapping community stakeholders**  
A cohesive approach to communication and engagement led by the Board and running across the health and wellbeing system would increase the visibility of the Health and Wellbeing Board. It would also provide greater opportunity to meaningfully identify, engage and mobilise our stakeholders and assist with “strengthening the connection between city leadership and community leadership at a neighbourhood level”<sup>1</sup>. The Chair of the Health and Wellbeing Board already publishes a quarterly bulletin and a fully developed engagement and communications plan would support and strengthen this and similar outward facing Board communications.
- 3.7 A Communication and Engagement Plan will also enable the Board to develop a programme of community events related to Joint Health and Wellbeing Strategy priorities and provide residents/ stakeholders with the opportunity to actively help shape and contribute to activity. For example, the Health and Wellbeing Board successfully held a living well, feeling safe engagement event for residents entitled "small good things" on 14 February 2017. A Communication and Engagement Plan would provide a mechanism whereby the learning gained from this and other similar events can be fed back into shaping the Board's priorities going forward.
- 3.8 **Recommendation 4: Develop a Wolverhampton specific Health and Wellbeing Board identity, including branding and web presence**  
This would raise the profile of the Board and enhance shared ownership between partners. Currently the Health and Wellbeing Board papers and on-line presence is as a Council committee. Other Health and Wellbeing Boards in the region have developed their own branding and front facing web pages, which help articulate the focus, priorities and purpose of the Board.
- 3.9 In addition, the City of Wolverhampton Council is investing in an interactive on-line ward portal which will allow interrogation of data on the whole city as well as at a ward level. It is proposed that this portal will include Joint Strategic Needs Assessment data. As part of this recommendation consideration can be given to how the Health and Wellbeing Board can both signpost stakeholders to health data as well as how the Board may wish to use and present such data to pursue and benchmark its own strategic priorities. For example, Warwickshire Health and Wellbeing Board recently launched a Joint Strategic Needs Assessment Place-based Profiler Tool:  
<http://hwb.warwickshire.gov.uk/2017/09/08/warwickshire-joint-strategic-needs-assessment-jsna-profiler-tool/>

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<sup>1</sup> LGA Corporate Peer Review of the City of Wolverhampton Council February 2017 - recommendation

### 3.10 **Recommendation 5: Identify opportunities for learning from others**

City Health officers liaise with regional colleagues through a variety of forums to share good practice. It is therefore recommended that an options paper be drafted for presentation at the first meeting of the Health and Wellbeing Board in the new municipal year to summarise any opportunities for learning identified, as well as formal offers of support available to the Health and Wellbeing Board through the LGA, for example;

- Facilitated integration workshop and/or
- Self-assessment tool
- System-wide care and health peer challenge, etc.

Issues raised by Board members in the 360-degree review will also help inform the options paper.

## 4.0 **Financial Implications**

- 4.1 There are no direct financial implications associated with this report. Any activity arising from the actions detailed in this report will be funded from existing budgets.  
[AS/30112017/W]

## 5.0 **Legal Implications**

- 5.1 The Health and Wellbeing Board is a statutory Board established under the Health and Social Care Act 2012. It has a statutory duty, with clinical commissioning groups to produce a joint strategic needs assessment and a joint health and wellbeing strategy for their local population.  
[TC/30112017/H]

## 6.0 **Equalities Implications**

- 6.1 The proposed update of the Joint Health and Wellbeing Strategy gives the Board the opportunity to extend its commitment to equalities and diversity through the delivery of the strategy.

## 7.0 **Environmental implications**

- 7.1 None arising directly from this report.

## 8.0 **Human resources implications**

- 8.1 None arising directly from this report.

## 9.0 **Corporate landlord implications**

- 9.1 None arising directly from this report.

## 10.0 **Schedule of background papers**

- 10.1 Minutes of previous meetings of the Health and Wellbeing Board.

### Health & Wellbeing Board Recommendations Overview

The Health and Wellbeing Board is asked to consider a five-step action plan for strengthening the governance and system leadership of the Health and Wellbeing Board, including commencing work to update the Joint Health and Wellbeing Strategy, which is due to expire in 2018.

A suggested timeline is presented below based on the assumption of the actions being agreed at the January meeting and work on each commencing shortly afterwards. It is worth noting that the 11th April 2018 will fall inside purdah, the launch of any new Health and Wellbeing Board branding etc. would therefore need to take place in the new municipal year.

