

**Lancashire County Council**

**Health Scrutiny Committee**

**Tuesday, 24 November, 2015 at 10.30 am in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston**

**Supplementary Agenda**

We are now able to enclose, for consideration at the next meeting of the Health Scrutiny Committee to be held on Tuesday, 24th November, 2015, the following information which was unavailable when the agenda was despatched

**Part I (Open to Press and Public)**

**No. Item**

- 4. Health and Wellbeing Board Update** (Pages 1 - 12)  
Report to follow

Jo Turton  
Chief Executive

County Hall  
Preston



## Health Scrutiny Committee

Meeting to be held on 24 November 2015

Electoral Division affected: All
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## Lancashire Health and Wellbeing Board Update

(Appendices A and B refer)

Contact for further information:

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### Executive Summary

The purpose of this report is to provide an update on the progress made by the Health and Wellbeing Board and to highlight future areas of ongoing development

### Recommendation

That the Health Scrutiny Committee:

1. Notes the content of this report, the areas of progress and the future focus
2. Agrees to the development of better working and links with the Health and Wellbeing Board.
3. Considers the areas for future focus of the Health and Wellbeing Board and how this aligns with their future work programme.

### Background and Advice

The Health and Wellbeing Board (HWBB) is a key statutory partnership that is charged with bringing together relevant partners to improve the health and wellbeing of the people in Lancashire, to reduce health inequalities and to promote the integration of services. Whilst there are clear examples of effective collaboration through the Board it is also worth noting that the complexity and scale of Lancashire's health and social care system presents real challenges to this.

### Review of the Lancashire Health and Wellbeing Board

In March 2015 the Board committed to evaluate its approach and effectiveness as the key partnership for developing integrated health and social care delivery. Through the engagement of Board members in a workshop a number of areas of focus were identified that would enhance the approach and effectiveness of the Board. The thinking around these areas was further developed through a one off meeting of partners, which, supported by examples of good practice in other authorities, has informed a refreshed approach in Lancashire.

The report at Appendix A provides a summary of the review process and outcomes and includes the 23 proposals that were subsequently agreed by the Board. Many of these proposals have already been put in place and whilst others will take a little longer to implement, work is already underway to progress these.

## **Recent developments**

***Children and Young People's Emotional Health and Wellbeing*** – at a local level the Lancashire Safeguarding Children Board raised concerns to the Board about equitable access to quality mental health services for children and young people. Recently, national guidance has also been issued through the Department of Health publication, *Future in Mind: Promoting, protecting and improving our children and young people's mental health and wellbeing*.

Key partners from NHS, public health, voluntary and community sector, local authority, education and youth justice sectors have worked together to develop a transformation plan for emotional health and wellbeing services for children and young people. This plan will focus support around the child and their family and on developing systems which ensure children, young people and families are at the centre of prevention, care and recovery.

The Health and Wellbeing Board has now agreed a pan Lancashire strategic plan that will lead to an improved model of delivery for children and young people and will monitor the progress in implementing this plan.

***Transforming Care for people with a learning disability*** – Lancashire has been included in the national Fast Track programme to change the way we support and care for people with learning disabilities. The Health and Wellbeing Board has now agreed the Fast Track plan which includes the development of a new integrated model of care, delivered through community teams which will have a proactive and preventative approach rather than the existing reactionary response.

***Better Care Fund*** – in January 2015 the Better Care Fund Plan was submitted by the Health and Wellbeing Board and agreed by the Department of Health. The aim of the fund is to reduce admissions to residential care and hospitals by pooling health and social care budgets to provide treatment before crisis. In 2015/16 the pooled Better Care Fund budget is £89 million. There are 21 schemes that are focussed around four key themes:

1. Out of hospital care with integrated neighbourhood teams - patient centred co-ordinated community and primary care, working in partnership with the social and voluntary sectors.
2. Reablement services - keeping patients at home independently or through appropriate interventions delivered in the community setting.
3. Intermediate Care Services - community based services 24x7, both step-up and step-down.
4. Supporting Carers - improving the quality of life for people with support needs (particularly frail elderly with long term conditions) and for their carers so they are supported to manage their own health and wellbeing wherever they can and for as long as possible.

**Alignment of Plans** – the Alignment of the Plans Report highlights the range and size of challenges across Lancashire and sets out the financial impact of these, in respect of the health and adult social care expenditure, over the next five years. It also sets out the strategic priority areas for system wide solutions to the existing 53 different strategies and planning documents containing nearly 500 schemes or interventions

The Health and Wellbeing Board has understood the challenges outlined in the report and agreed that it will provide the leadership and governance to enable and drive forward these system wide solutions.

**Health Behaviours Joint Strategic Needs Assessment** – this JSNA was commissioned by the Board and was undertaken to identify the prevalence of multiple health-enabling and health-compromising behaviours of Lancashire's residents. It has also provided an understanding of the relationship between these behaviours and their impact on the health of people in Lancashire.

This final report was agreed by the Health and Wellbeing Board together with the key priorities that the report identified which are listed below:

- Increase people's health-enabling behaviours and health literacy levels to reduce health-compromising behaviours.
- Reduce harmful drinking among identified high-risk groups and promoting sensible drinking.
- Enforcement, advocacy and legislative work around alcohol sales and minimum unit pricing.
- Promote harm reduction and recovery services for substance users.
- Support and develop work around substance misuse, dual diagnosis, and collaborative working between partner organisations.
- Address and reduce levels of obesity in adults and children.
- Increase knowledge, skills and abilities around healthy eating and nutrition.
- Challenge societal attitudes towards mental health, develop opportunities for social inclusion, social capital and mentally healthier communities.
- Increase physical activity levels among children, young people and adults by making physical activity more available/accessible.
- Improve sexual health through increasing testing and screening rates and reduce rates of under-18 conceptions and abortions.
- Reduce smoking rates in the adult population whilst preventing children and young people from smoking (including e-cigarette use).

It has been agreed that the December 2015 meeting of the Board will be delivered as a workshop to develop a Health and Wellbeing Board action plan. The priorities highlighted through the Health Behaviours JSNA will inform the development of this action plan.

### **Future focus for the Board**

**Improved outcomes for people** – progress has been made to ensure that the Board has good systems, governance and engagement in place, but it is important

that we continue to recognise that these are simply the means that allow the Board to deliver improved outcomes for the people of Lancashire.

**Leadership** – the Board, its membership and the organisations and sectors they represent need to understand the significant and future opportunities and challenges across the health and social care sector. They need to provide the leadership and direction to respond to these, making the best use of our collective resources to support vulnerable people.

**Sustainable health and social care system** – Healthier Lancashire has led the work to establish a whole system view of health and social care services and to articulate the scale of the challenge in meeting future demand for services in Lancashire. The Health and Wellbeing Board, working collaboratively with the Boards in Blackpool and Blackburn with Darwen will need to provide leadership and governance to ensure the system wide response is appropriate and effective.

**Health Scrutiny** – to develop better links between Health Scrutiny and the Board to ensure both are effective in delivering their responsibilities but also that there is an alignment in work plans and priorities to enable robust and appropriate challenge.

**Partnership structure** – to continue to strengthen and refine health and wellbeing partnerships structures (see Appendix B) to ensure they are best placed to effectively integrate health and social care services. In particular, arrangements and relationships will be strengthened between the Board and:

- Five local Health and Wellbeing Partnerships
- Blackburn with Darwen Health and Wellbeing Board
- Blackpool Health and Wellbeing Board
- Healthier Lancashire
- Other strategic partnerships including the Community Safety Partnership, Children and Young People's Trust and the Safeguarding Boards (Children's and Adults)

**Better Care Fund** – this model provides numerous possibilities to pool budgets and resources a from across health and local authorities to enable a more joined up, cost effective, outcome focussed delivery

**Consultations - NA**

**Implications: NA**

**Risk management:** There are no risk management implications arising from this report.

**Local Government (Access to Information) Act 1985**

**List of Background Papers**

Paper	Date	Contact/Tel
N/A		







## **Appendix A**

### **Lancashire Health and Wellbeing Board – our future approach**

#### **Purpose**

To consider the current working arrangements and approach of the Health and Wellbeing Board and develop proposals to ensure it is fit for purpose, effective and making a difference to people in Lancashire.

#### **Context**

The Health and Wellbeing Board (HWBB) is a key statutory partnership that is charged with bringing together relevant partners to improve the health and wellbeing of the people in Lancashire, to reduce health inequalities and to promote the integration of services. There is a strong commitment to the HWBB and a will for it to succeed and be effective in improving outcomes. This commitment and engagement has ensured examples of good collaboration that have produced tangible results. An example of this is the joint working, production and agreement of the Better Care Fund plans for Lancashire. However, it is also a fair reflection that a number of challenges presented through the complexity, scale and diversity of Lancashire has meant that pace of development and effectiveness of the HWBB, have not been as expected.

#### **Governance workshop**

On the 25 March members of the HWB Board came together to discuss the progress the Board has made and identify the areas for future focus that would ensure that the Board was fit for purpose and able to deliver improved outcomes for people. It is worth noting that this discussion was robust and challenging, generated good engagement and overall there was a strong sense of enthusiasm for how the Board develops over the next 12 months. The key themes that can be drawn from the workshop are as follows:

- Strategy – now is not the time to be reshaping the strategy (even though there was some consensus that this may be helpful) but rather there is a need to develop the ownership of the strategy, embed the key principles and priorities in organisational strategies/plans and turn the words of the strategy into action
- Communication – develop the mechanisms that provide easy access to information and key messages that are simple, concise and useful
- Intelligence led – ensure that priorities and decisions are driven through a strong understanding of evidence, information and what people in Lancashire are telling us.
- Develop a focus on place – recognise that agreeing the right geography is critical in the successful delivery of priorities. Sometimes the right geography is county wide, but often we will need to consider locality, district or neighbourhood footprints to ensure services are effective and accessible.
- Concentrate on our similarities, rather than differences – the point has already been made about some of the challenges in developing a HWBB in

Lancashire. A stronger starting point was felt to be where we are able to identify similarities across organisations or communities and to build on these.

- Better Care Fund – provides a tangible piece of work that the HWBB need to progress, monitor and ensure effective delivery. Better Care Fund provides an example of where collaboration across HWBB members has been effective and productive.
- Prevention – a clear focus for the HWBB should be how the collective resources of partner organisations and sectors work together to prevent the increasing demands on all our services. Focusing on preventing ill health and health inequalities and promoting wellbeing.
- Links – the HWBB should not sit in isolation from other strategic partnerships in Lancashire, local or countywide. We need to establish a working relationship with local Health and Wellbeing Partnerships. We also need to link better with existing county partnerships who have a similar mandate to improve outcomes for people in Lancashire. A further area for development is the relationship between the HWBB and the Lancashire Enterprise Partnership and also the ongoing discussions for combined authority working.
- Meetings – we must make the best use of the time when Board members come together. Meetings should be engaging and participative, and enable challenging and robust discussion. There should be a focus on outcomes and the HWBB should be a priority for members because it is recognised as the key forum to get things done.
- Clarity – the function, priorities, actions and decisions of the HWBB need to clearer and better understood by Board members but also by the wider health and wellbeing system
- Simplify – there is a need to ensure that we don't overcomplicate the process that supports the HWBB and the language that is used in papers and in meetings
- Examples of good practice – look at what works in other local authorities or other strategic partnership in Lancashire. What can we learn and how might this be applied in Lancashire?
- Leadership – there is a need to develop strong leadership across the health and wellbeing system through the membership of the HWBB and engagement with the organisations and sectors they represent

### **What works in other local authority areas?**

A strong theme from the governance workshop was focussed around understanding the good practice around HWBBs in other authorities and considering the opportunities for how this could be replicated in Lancashire. Broadly speaking, where a HWBB is considered as good and effective the following themes are clearly apparent:

- Strong and effective system leadership is provided through the chair and board members
- Membership is stable, members understand their role and responsibilities and collaborate effectively

- Governance arrangements are clear, decision making is effective and meetings encourage challenging discussion and equal participation
- A genuine commitment to partnership working through streamlined structures and effective links with other partnerships
- A good understanding of local needs enables clear and realistic identification of priorities, programmes of work and strategy
- A focus on outcomes and impact and regular evaluation of the HWBB and the HWB Strategy to demonstrate success including the use of qualitative evidence

## **Task and Finish Group**

Following on from the governance workshop a small group of Board members agreed to come together and begin to develop the detail for the future direction and approach of the Health and Wellbeing Board. This work has informed the development of the following set of proposals.

## **Proposals**

**Clarity of purpose** – we want the members of the Health and Wellbeing Board to be clear about their role and purpose in driving forward the health and wellbeing agenda, collectively and through the organisations they represent.

1. A refreshed terms of reference will be produced and agreed and will be clear and concise in defining the purpose, functions and expectations of the Board and its members
2. Membership of the Board will be under continual review to ensure that the right partners are engaged at the right level to enable meaningful and effective decision making and discussion.
3. Support will be provided, for existing and any newly appointed, Board members so that they are able to fully engage in work relating to the health and wellbeing board.

**Meetings** – we want meetings that are clearly structured, that allow engaging discussion and that support decision making that is focussed on outcomes for people in Lancashire.

1. Time will be built into agenda's to allow Board members to fully understand and discuss key issues
2. Papers will be concise and without jargon, with clear recommendations
3. Meetings will be bi monthly, with every other meeting delivered as a workshop with a thematic focus

**Strategy** – we want the Health and Wellbeing Strategy to define and drive how we will collectively deliver improved outcomes for people in Lancashire.

1. Develop and agree a rolling two year multi agency action plan that the Health and Wellbeing Board is accountable for delivering and includes robust metrics to demonstrate progress and impact.
2. Develop a clear forward plan that frames meetings of the Health and Wellbeing Board around key themes within the Strategy, action plan or local/national developments or intelligence.
3. Develop work and relationships to ensure a better coherence between the county and local health and wellbeing plans

**Synergy and coherence** – we want county and local health and wellbeing structures to work together, enabling the local determination of priorities that are supported through a county wide framework and approach.

1. The Chairs of the local Health and Wellbeing Partnerships will be invited to sit on the Health and Wellbeing Board
2. Develop work and relationships to ensure a better coherence between the county and local health and wellbeing plans
3. Deliver an annual health and wellbeing conference to engage a wider audience in agreeing the priorities and approach of the Health and Wellbeing Board

**Evidence** – we want to know we are making a difference and when we are not, we to know this, so that we can do something about it. We want the decisions we make and the priorities we set to be based on robust data but also on what communities are telling us

1. Develop a simple scorecard that provides the data and the narrative around key performance measures
2. Allow time within meetings to better understand the health and wellbeing of the people in Lancashire.
3. Embed a commitment to listen, and respond, to communities and ensure mechanisms are in place to do this.

**Communication** – we want to provide simple but effective ways of sharing information, practice and key messages so that all parts of health and wellbeing workforce is informed and engaged.

1. After each Health and Wellbeing Board meeting a simple summary of key messages will be produced and shared.
2. To produce a regular e bulletin to provide a mechanism to share information, key messages and practice with the wider health and wellbeing workforce.
3. To develop a health and wellbeing board website that it is an effective and accessible information hub that supports Board members and the wider health and wellbeing agenda.
4. To embed expectations that Board members are responsible for disseminating information, decisions and key messages from the Board through their organisation/sector

**Strategic fit** – we want the Health and Wellbeing Board to engage with, and understand, other strategic partnership structures and priorities to enable a coherence and clear accountability for collaborative working.

1. Develop and agree a working protocol that describes the relationship and accountabilities between HWBB. Lancashire Safeguarding Children Board, Lancashire Adult Safeguarding Board, Children and Young People Trust Board and the Community Safety Partnership
2. Formalise the role of Healthier Lancashire in supporting the work of the HWBB
3. Produce a partnership planning cycle that highlights the key points in the year when priorities are developed and agreed across the different strategic partnership structures and thereby enable cross partnership dialogue, challenge and influence
4. Agree to an annual joint meeting of the partnership board chairs (highlighted in point 1) to provide a space to build a shared understanding and promote coherent and aligned leadership.

**Richard Cooke**  
**Health Equity, Welfare and Partnership Manager**  
**April 2015**

## Appendix B

