

## Lancashire Health and Wellbeing Board

Meeting to be held on 23 July 2019

### Collaboration – Health and Wellbeing Boards

Contact for further information:

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#### Executive Summary

Over recent months there have been a number of discussions highlighting the opportunity for the Health and Wellbeing Boards (HWBs) to work with, and influence, the Lancashire and South Cumbria Integrated Care System (ICS) to promote integration and improve population health outcomes. Recently the Integrated Care System has been reviewing its governance arrangements, and so it is timely to consider the opportunities for a system-wide approach to integrated health and social care, prevention, and tackling health inequalities.

There are a number of examples of such arrangements across the Country, with the Local Government Association (LGA) supporting Health and Wellbeing Boards in developing this approach, and publishing associated [case studies](#). The Local Government Association has offered support in delivering joint arrangements for Lancashire and South Cumbria.

The report identifies learning and best practice in relation to joint working, progress and the governance options available for consideration.

#### Recommendations

The Health and Wellbeing Board is requested to:

- (i) Note the report and agree to progress joint arrangements.
- (ii) Agree that the offer of support from the Local Government Association be accepted.
- (iii) Require an update on progress to the next meeting of the Board.

#### Background

Over recent months there have been a number of discussions between local authority and NHS representatives highlighting the opportunity for the Health and Wellbeing Boards (HWBs) to work with, and influence, the Lancashire and South Cumbria Integrated Care System (ICS) to promote integration and improve population health outcomes. The Health and Wellbeing Boards have particular roles in terms of developing Joint Strategic Needs Assessments (JSNAs), developing Health and Wellbeing Strategies, and promoting integration of services, including joint commissioning. Recently the Integrated Care System has been reviewing its governance arrangements, and so it is timely to consider the opportunities for a system-wide approach to integrated health and social care, prevention, and tackling health inequalities.

Similarly at the meeting of Lancashire Leaders on 4 April 2019, councillors received an update on the health and wellbeing work programme, with the minutes of the meeting reading as follows:

"An update was presented on the work to date, noting the significant complexities in the health and social care system in Lancashire. A set of draft terms of reference for a potential single HWB for Lancashire was circulated for information and comment.

It was suggested that the terms of reference should specify that the Chair should be a portfolio holder for health and wellbeing at one of the member authorities".

So although not explicitly agreed, it is understood that Lancashire Leaders, and also wider NHS and local authority colleagues, are keen to establish working and governance arrangements for health and wellbeing through a joint Lancashire, Blackburn with Darwen and Blackpool approach.

Some work on designing and developing a 'Pan Lancashire' Health and Wellbeing Board was undertaken in 2016, but this did not progress to fruition. However, there is an opportunity to rekindle this work, and in particular, link more closely into the Integrated Care System governance arrangements, so that opportunities for a system-wide approach are maximised. The relationship more locally through the Integrated Care Partnerships (ICPs) will also be an important consideration.

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In summary:

### **Cambridgeshire and Peterborough**

- A formal joint Health and Wellbeing Board sub-committee with delegated authority is being agreed – interim joint arrangements are in place while constitutional issues are worked out.
- A system-wide Joint Strategic Needs Assessment core data set has been established and there is agreement to consider a system-wide joint health and wellbeing strategy.
- A peer challenge of the health and care system resulted in important recommendations for system improvements.

### **Coventry and Warwickshire**

- A Health and Wellbeing Alliance Concordat sets out the vision and principles for how the health, care and wellbeing system will work together.
- A Place Forum, involving both Health and Wellbeing Boards, drives the vision of the Concordat and aims to make prevention and early intervention the 'first chapter' in all change programmes and pathway redesigns.
- The Place Forum is running a 2019 Year of Wellbeing Programme, in which all partners are collaborating on health and wellbeing initiatives.

### **Kent and Medway**

- A formal joint Health and Wellbeing Board was established as an advisory sub-committee to Kent Health and Wellbeing Board and Medway Health and Wellbeing Board to be coterminous with the Sustainability and Transformation Plan's footprint.

- A focus on prevention and deep dives into topics such as smoking, obesity and carers.
- The board is developing a system-wide performance dashboard to increase accountability.

Consequently the Local Government Association has developed guidance for establishing joint Health and Wellbeing Board arrangements:

- Start discussions with other Health and Wellbeing Boards in the Integrated Care Systems about joint working. Informal discussions often start with chairs talking with each other, followed up by exploratory joint board sessions.
- Consider independently chaired development sessions to shape joint arrangements.
- Senior officers responsible for supporting Health and Wellbeing Boards, such as directors of public health, have a vital role in working together to support the joint board, keeping the focus on prevention, and providing a conduit between councils and the NHS.
- In preparing to set up joint arrangements, have honest discussions about configuration, membership and delegated powers, and any concerns about these.
- Ways of establishing equitable arrangements include: parity over membership and voting rights, sharing chairing responsibilities, and joint agenda planning.
- Bring democratic services from both areas together to help develop arrangements.
- Skilled programme management/Health and Wellbeing Board co-ordinators are essential: they need an understanding of health and wellbeing priorities as well as the ability to help keep the board on track, and to manage partner relationships.
- Once a joint board is formed, key activity may include: aligning or producing Joint Strategic Needs Assessments and joint health and wellbeing strategies; developing outcome frameworks to measure progress; establishing concordats for joint working; and preparing for system wide reviews.
- Review progress after a year and consider independently facilitated developmental sessions to keep on track.

## **Progress**

- Chairs of Blackburn with Darwen and Blackpool Health and Wellbeing Boards, together with associated Directors of Public Health, invited to attend Lancashire Health and Wellbeing Board meetings; jointly developing meeting agendas with a focus on prevention and collaboration across the Integrated Care System.
- All Health and Wellbeing Boards to be further engaged about progressing joint arrangements.
- Local Government Association engaged to schedule and deliver development sessions between representatives of current Health and Wellbeing Boards to shape joint arrangements, support progress towards agreed outcomes and prioritise joint action on key issues that affect the wider system through a task and finish approach.

- Opportunities to align Health and Wellbeing Board joint arrangements with Integrated Care System governance arrangements being progressed further to Integrated Care System governance review.
- Local authority democratic services officers engaged in development of joint arrangements.

### **Collaborative Arrangements**

Health and Wellbeing Boards were established with legislation and statutory guidance provides three scenarios for joint arrangements, in that two or more Health and Wellbeing Boards may make arrangements for:

- i) any of their functions to be exercisable jointly
- ii) any of their functions to be exercisable by a joint sub-committee of the boards
- iii) a joint sub-committee of the boards to advise them on any matter related to the exercise of their functions

The guidance states that two or more Health and Wellbeing Boards can produce Joint Strategic Needs Assessments and joint health and wellbeing strategies that cover a combined geographical area and that Health and Wellbeing Boards may find it helpful to collaborate with neighbouring areas where they share common problems, proving more cost effective than working in isolation.

These options can be considered further at the development sessions, although establishing a joint sub-committee may be the most expeditious, possibly in shadow format in the first instance.

It will also be important to ensure connectivity to a local level through the Integrated Care Partnerships and to neighbourhoods.

### **List of background papers**

N/A