

**Lancashire Health and Wellbeing Board**  
Meeting to be held on Tuesday, 24 January 2023

**Corporate Priorities:**  
Delivering better services;

## **Health and Wellbeing Board and Integrated Care System - National Guidance**

Contact for further information:  
Clare Platt, Tel: 01772 532780, Head of Health Equity, Welfare and Partnerships  
[clare.platt@lancashire.gov.uk](mailto:clare.platt@lancashire.gov.uk)

### **Brief Summary**

The report discusses recently published national guidance for Health and Wellbeing Boards in the context of a changed NHS landscape; and identifies some initial implications for further consideration.

### **Recommendations**

The Health and Wellbeing Board is asked to:

- i) Consider whether the membership of the Health and Wellbeing Board requires amendment in the context of a changed NHS landscape.
- ii) Consider the opportunities for future governance further to the introduction of the Place Based Partnership.
- iii) Endorse collaboration with the Integrated Care Partnership on strategy development.
- iv) Endorse the development of an annual timeline to facilitate collaboration, including participation in the Integrated Care Board's forward plan and annual report development/review, and system wide NHS capital resource use planning.
- v) Investigate further the potential role of the Board in relation to the Care Quality Commission reviews of the integrated care system.

### **Detail**

Further to legislation, Health and Wellbeing Boards became operational on 1 April 2013 in all local authorities with social care and public health responsibilities.

Health and Wellbeing Boards:

- Provide a strong focus on establishing a sense of place.
- Provide a mechanism for joint working and improving the wellbeing of their local population.
- Set strategic direction to improve health and wellbeing.



The Health and Care Act 2022 did not change the statutory duties of Health and Wellbeing Boards, but established new NHS bodies, Integrated Care Boards, and required the creation of Integrated Care Partnerships in each local system area, with a view to empower local health and care leaders to join up planning and provision of services, both within the NHS and with local authorities, and help deliver more person-centred and preventative care.

The Health and Wellbeing Board remains a formal statutory committee of the local authority, and will continue to provide a forum where political, clinical, professional and community leaders from across the health and care system come together to improve the health and wellbeing of their local population and reduce health inequalities.

Clinical Commissioning Groups were abolished with effect from 1 July 2022, and the Integrated Care Board has taken on their commissioning functions. The core statutory membership of the Health and Wellbeing Board was revised during 2022, and currently remains unchanged other than now requiring a representative from the Integrated Care Board. As a consequence James Fleet, Chief People Officer, NHS Lancashire and South Cumbria Integrated Care Board has joined the Lancashire Health and Wellbeing Board, currently as Deputy Chair.

The Department of Health and Social Care has recently published [guidance](#) for the Health and Wellbeing Board, given the changed landscape.

## **Guidance**

The guidance recommends that Health and Wellbeing Boards review their membership in light of the changes. It suggests that where the Integrated Care Partnership and the Health and Wellbeing Board are coterminous it may be appropriate for them to have the same membership, with one part of the meeting formally being of the Health and Wellbeing Board and the other part of the Integrated Care Partnership, recognising that both have different statutory functions which each will be required to fulfil.

Although the Integrated Care Partnership covers the whole geography of Lancashire and South Cumbria, the Lancashire Place Based Partnership is coterminous with Lancashire County Council. Hence the discussions at the last Board about alignment at place level and the update report on this agenda.

The guidance recognises that Health and Wellbeing Boards will continue to lead action at place level to improve people's lives and remain responsible for promoting greater integration and partnership between the NHS, public health and local government. This involves working effectively with local leaders, including place-based partnerships. Adopted ways of working should reflect local priorities and circumstances.

The Health and Wellbeing Board continues to be responsible for:

- Assessing the health and wellbeing needs of their population and publishing a joint strategic needs assessment.



- Publishing a joint local health and wellbeing strategy, which sets out the priorities for improving the health and wellbeing of its local population and how the identified needs will be addressed, including addressing health inequalities, and which reflects the evidence of the needs assessment. The strategy should inform the development of joint commissioning arrangements in the place and the co-ordination of NHS and local authority commissioning, including Better Care Fund planning.
- Informing the allocation of local resources, including signing off the Better Care Fund plan and governance of the pooled budget.
- Developing a pharmaceutical needs assessment for the area.

The [statutory guidance](#) explaining the duties and powers in relation to joint strategic needs assessments and health and wellbeing strategies currently remains unchanged.

The guidance suggests that as a minimum all partners (Health and Wellbeing Board, Integrated Care Board and the Integrated Care Partnership) are expected to adopt a set of principles in developing relationships, including:

- building from the bottom up
- following the principles of subsidiarity
- having clear governance, with clarity at all times on which statutory duties are being discharged
- ensuring that leadership is collaborative
- avoiding duplication of existing governance mechanisms
- being led by a focus on population health and health inequalities

Following the principle of subsidiarity, apart from those which are often best approached at system level (for example, workforce planning, or data and intelligence sharing), decisions should continue to be made as close as possible to local communities.

### **Integrated Care Strategy**

The Integrated Care Partnership is a statutory joint committee of the Integrated Care Board and each responsible local authority (upper tier and unitary) within the Lancashire and South Cumbria area. The Integrated Care Partnership can appoint any other members as it sees fit, building on existing partnership arrangements.

Joint strategic needs assessments will be used by the Integrated Care Partnership to develop the integrated care strategy, identifying where the assessed needs can be met by local authorities, Integrated Care Boards or NHS England in exercising their functions.

The Health and Wellbeing Board and Integrated Care Partnership are expected to work collaboratively and iteratively in the preparation of the system-wide integrated care strategy to address those challenges that are best dealt with at a system level (for example, workforce planning, or data and intelligence sharing).



The Lancashire and South Cumbria Integrated Care Partnership was established in September 2022. It is currently chaired by County Councillor Green, representing a positive start in the relationship between the Health and Wellbeing Board and Integrated Care Partnership. Work has been undertaken to develop the Integrated Care Strategy, built upon the relevant Joint Strategic Needs Assessments, and due for approval by statutory bodies in this quarter.

Similarly a review of Lancashire's Health and Wellbeing Strategy has commenced, which will continue to take the integrated care strategy into account (and vice versa) to ensure that they are complementary. This provides opportunity to clarify accountability for strategy development and operational delivery, to ensure better outcomes for the communities of Lancashire.

## **Joint Forward Plans**

Before the start of each financial year, the Integrated Care Board, with its partner NHS trusts and NHS foundation trusts, must prepare a 5-year joint forward plan, to be refreshed each year.

The Integrated Care Board must involve the Health and Wellbeing Board:

- Joint forward plans must set out the steps that the Integrated Care Board proposes to take to implement the health and wellbeing strategy.
- The Health and Wellbeing Board must be involved in the preparation or revision of the forward plan.
- In particular, the Health and Wellbeing Board must be provided with a draft of the forward plan, and the Integrated Care Board must consult with the Health and Wellbeing Board on whether the draft takes proper account of the health and wellbeing strategy.
- Following consultation, the Health and Wellbeing Board has the right to respond to the Integrated Care Board and may give its opinion to NHS England.
- The forward plan must include a statement from the Health and Wellbeing Board as to whether the health and wellbeing strategy has been taken proper account of.

This new approach provides an opportunity to strengthen the Board's influence in prioritising prevention of ill health and ensuring provision of high-quality community services; promoting integrated funding/commissioning to ensure best value and deliver improved outcomes.

## **Annual Reports**

As part of the annual report, the Integrated Care Board is required to review any steps they have taken to implement the health and wellbeing strategy, and as such must consult the Health and Wellbeing Board.

## **Performance Assessments**

As part of the annual performance assessment, NHS England must include an assessment of how well the Integrated Care Board has met the duty to have regard



to the relevant strategic needs assessment and health and wellbeing strategy, further to consultation with the Health and Wellbeing Board.

Again, this provides opportunity for the Board to influence and strengthen ill health prevention and communicate the ambition for further integrated funding/commissioning, learning from and developing the approach promoted by the Better Care Fund.

### **Care Quality Commission Reviews**

The Care Quality Commission's (CQC) reviews of integrated care systems will assess the provision of NHS care, public health and adult social care within the Integrated Care Board's area. They will consider how well the Integrated Care Board, local authorities and Care Quality Commission's (CQC) registered providers discharge their functions in relation to the provision of care, as well as the functioning of the system as a whole, including the role of the Integrated Care Partnership. The Care Quality Commission's (CQC) is required to publish a report, providing an independent assessment of the health and care in the integrated care system.

### **Joint Capital Resource Use Planning**

There is now a requirement for the Integrated Care Board and partner NHS trusts and NHS foundation trusts to share their joint capital resource use plan and any revisions with the Health and Wellbeing Board.

It is intended that in sharing this plan, there will be opportunity to align local priorities and provide consistency with strategic aims and plans in terms of capital projects.

### **List of background papers**

[Health and Wellbeing Boards – Guidance](#); Department of Health and Social Care; Published 22 November 2022

