

## **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.

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## Appendix B

