

## **Lancashire Health and Wellbeing Board**

**Minutes of the Meeting held on Tuesday, 25th January, 2022 at 2.00 pm in  
Committee Room 'A' - The Tudor Room, County Hall, Preston**

### **Present:**

#### **Chair**

County Councillor Michael Green, Lancashire County Council

#### **Committee Members**

Denis Gizzi, Chorley and South Ribble CCG and Greater Preston CCG  
County Councillor Graham Gooch, Lancashire County Council  
County Councillor Phillippa Williamson, Lancashire County Council  
County Councillor Jayne Rear, Lancashire County Council  
County Councillor Mrs Sue Whittam, Lancashire County Council  
Dr Sakthi Karunanithi, Public Health, Lancashire County Council  
Louise Taylor, Adult Services and Health and Wellbeing, Lancashire County Council  
Dave Carr, Policy, Commissioning and Children's Health, Lancashire County Council  
Dr Geoff Jolliffe, Morecambe Bay CCG  
Councillor Matthew Brown, Central, Lancashire Leaders Group  
David Blacklock, Healthwatch  
Clare Platt, Health Equity, Welfare and Partnerships, Lancashire County Council  
Sam Gorton, Democratic Services, Lancashire County Council

#### **Apologies**

Stephen Young	Growth, Environment, Transport and Community Services, Lancashire County Council
Dr Julie Higgins	East Lancashire CCG
Suzanne Lodge	North Lancashire Health & Wellbeing Partnership
Gary Hall	Lancashire Chief Executive Group
Councillor Viv Willder	Fylde Coast, Lancashire Leaders Group
Councillor Mark Hindle	East Lancashire Health and Wellbeing Partnership
Greg Mitten	West Lancashire Health and Wellbeing Partnership
Tammy Bradley	Housing Providers
Jon Charters/Mark Hutton	Lancashire Fire & Rescue Service (LFRS)

#### **1. Welcome, introductions and apologies**

The Chair welcomed all to the meeting.

Apologies were noted as above.

Replacements for the meeting were as follows:

- Denis Gizzi is attending on behalf of Dr Lindsey Dickinson, Chorley and South Ribble CCG and Dr Sumantra Mukerji, Greater Preston CCG

- Dave Carr is attending on behalf of Edwina Grant OBE, Education and Children's Services, Lancashire County Council

Dominic Harrison, Director of Public Health, Blackburn with Darwen Council was also in attendance.

## **2. Constitution, Membership and Terms of Reference of the Committee**

The Board were informed that the Terms of Reference had been amended and approved at the Full Council meeting of the County Council on 16 December 2021 and that County Councillor Michael Green, Cabinet Member for Health and Wellbeing had been confirmed as Chair of the Board.

The Board noted that the Deputy Chair of the Board had previously been a representative from the NHS and going forward the new Terms of Reference remained the same, however as the NHS Reforms were still ongoing, it was agreed that Denis Gizzi, NHS would remain as the interim Deputy Chair of Lancashire Health and Wellbeing Board, until a formal appointment was received from the Integrated Care System Board.

**Resolved:** That the Lancashire Health and Wellbeing Board:

- i) Noted the revised Terms of Reference and membership as set out in Appendix 'A' of the agenda and agreed by Full Council on 16 December 2021.
- ii) Noted the appointment of Chair as agreed at Full Council.
- iii) Agreed the appointment of Deputy Chair.
- iv) A formal note of thanks be sent to the former Chair of the Lancashire Health and Wellbeing Board thanking him for his services.

## **3. Disclosure of Pecuniary and Non-Pecuniary Interests**

There were no disclosures of interest in relation to items appearing on the agenda.

## **4. Minutes of the Last Meeting held 9 March 2021**

**Resolved:** That the Board agreed the minutes of the meeting held on 9 March 2021.

There were no matters arising from the minutes.

## **5. Lancashire Health and Wellbeing Board - SEND Sub-Committee**

Julie Bell, Interim Director of Education, Culture and Skills, Lancashire County Council presented the final report of the Special Educational Needs and Disabilities (SEND) Sub-Committee which was requesting that it be disestablished as it has successfully achieved a good result.

There were five interventions that were in place for the Special Educational Needs and Disabilities (SEND) Service, and it was confirmed that sufficient progress had been made in all five areas in November 2021.

It was noted that there had been a high level of challenge and that colleagues from the NHS had been extremely helpful in the proceedings and that collaboration working between the NHS and the County Council, both with officers and with Elected Members, had worked really well and as a result, positive progress had been achieved.

The Chair formally thanked everyone that had been involved with the Sub-Committee, particularly the excellent work of the officers and the Elected Members both past and present, who had worked hard to ensure that good results were now being achieved. Julie Bell, County Councillor Phillippa Williamson, Leader of Lancashire County Council and County Councillor Jayne Rear, Cabinet Member for Education and Skills also echoed their thanks to all involved.

**Resolved:** That the Lancashire Health and Wellbeing Board:

- i) Noted the report of the Lancashire Health and Wellbeing Board – Special Educational Needs and Disabilities (SEND) Sub-Committee from its meetings on 22 March 2021, 21 June 2021, 13 September 2021 and 30 November 2021.
- ii) Approved that the Lancashire Health and Wellbeing Board – Special Educational Needs and Disabilities (SEND) Sub-Committee be disestablished with immediate effect.

## **6. Lancashire Health and Wellbeing Priorities and Next Steps**

John Morrissy, Director of Organisational Development and Change, Lancashire County Council gave a presentation (attached to the minutes) to the Board following three workshops sessions that had been held during Autumn 2021 where engagement with key stakeholders took place on how the Board could be further developed and strengthened.

The presentation provided an overview of the outcomes from the workshop sessions and further information was provided on:

- Recap and Feedback – Key themes and messages emerging from the workshop discussion.
- Responding to Feedback – Strategic actions and initial continuous improvement priorities.
- Operating differently – Suggestion that the Board should focus on three key elements:
  - i) Better Start in Life
  - ii) Healthy Hearts
  - iii) Healthy MindsAnd in doing so, the Board should encourage all partners to ensure the Board are linking its priorities to all of the available policy levers.
- Moving from ambition to delivery – Key requirements/elements that require resources to support the three key areas:
  - i) Board development
  - ii) System improvement
  - iii) Community engagement
- Draft vision and purpose (based on staff/partners engagement so far)
- Initial priorities for a Better Start in Life, Healthy Hearts and Healthy Minds:

- Achieving the best start in life for all our children and young people.
- Prevention and early detection of long term conditions and their root causes.
- Promoting wellbeing in Lancashire's communities, workplaces and economy.
- Governance and meetings – particularly place-based locations wherever possible, so that the Board can benefit from lived experience and successful examples. Also the format of Board meetings going forward, should look at:
  - Bringing together data and analysis to illustrate an issue.
  - Experiencing examples of successful approaches.
  - Identifying rapid solutions which can be developed and scaled.
- Proposed next steps:
  - Development of implementation plan and ongoing engagement.
  - Identify continuous improvement support capacity.
  - Refresh the Health and Wellbeing Board Strategy using the Joint Strategic Needs Assessment (JSNA) and the Health Equality Commission (HEC).

Following the presentation, comments received from members of the Board, were that in terms of structure and the current COVID pandemic, which has raised further concerns with Long COVID, mental health, loss and grief within communities as well as economy, would this be something the Board could pursue. It was noted that the priorities identified were immediate, whilst still in the pandemic and that there will be a continuous programme of work on understanding how health and wellbeing has been affected over the last two years, in particular the economy and environment and will require a joint action approach of which, this is just the start of it.

County Councillor Sue Whittam, Lead Member for Health commented that it was clear from the workshops that people wanted a fresh approach to the Board and that visiting communities and districts, to witness some of the work in practice and see the outcomes that are going to make a real difference to residents in Lancashire would be beneficial in the Board moving forwards.

David Blacklock, Healthwatch Lancashire indicated that they would be willing and able to support the reaching out to communities and carrying out engagement activities and suggested that Board members could take responsibility and accountability for particular issues or topics and drive an agenda forward. Also, it was reported that Healthwatch has been working with local citizens and the NHS on creating a new model of engaging in the five local areas that the NHS work on and are about to establish some Health and Care Forums which are about having regular ongoing dialogue with local communities about the big issues that matter to them around health and care and that it would be useful to join these up with the Board to avoid duplication.

It was noted that it was crucially important to find more effective ways of working together as partners and as members of the Board moving forwards and being able to focus very much on outcomes whether it be in the short or long term.

Discussion took place about moving Lancashire Health and Wellbeing Board out into the communities and districts of Lancashire and that this was an important aspect of the Board moving forwards in having an opportunity to go to parts of the County where there was some really good practice taking place so that lessons can be learned and replicated elsewhere in Lancashire or where there is a particular issue that needs to be addressed as a collective and allows the Board to take action collectively. As agreed in the Terms of

Reference, it states that "Meetings will be held at County Hall, Preston, unless otherwise agreed by the Board". There were no objections to this taking place.

The Chair also formally noted his thanks to all former members of the Lancashire Health and Wellbeing Board, who have made a difference for the people of Lancashire throughout their time as members on the Board.

**Resolved:** That Lancashire Health and Wellbeing Board:

- i) Noted the update from the workshops held in Autumn 2021.
- ii) Noted the Lancashire Health and Wellbeing priorities and next steps.
- iii) Agreed to hold meetings outside of County Hall as often as possible.

## **7. Annual Report of the Director of Public Health 2021-22**

Dr Sakthi Karunanithi, Director of Public Health, Lancashire County Council presented the Annual Report 2021-22 to the Board. The report (Appendix 'A' in the agenda pack) details an analysis of key indicators of health, outcomes and equalities in Lancashire. It was noted that the Annual Report would also be presented to Lancashire County Council's Cabinet on 3 February 2022 and Full Council on 24 February 2022. Dr Sakthi Karunanithi, Director of Public Health also thanked the Public Health Team for the Annual Report as well as wider partners who had also been involved in the compilation of it.

Directors of Public Health have an annual duty to describe the state of health and wellbeing and highlight challenges and point to areas of collective actions as a society and continue to promote good health and prevent illness and deaths. The Board were informed that how healthy somebody was, is determined by a wide range of factors, ie 20% is influenced by the NHS, health care and clinical services and 80% is determined by the wider/social determinants of health.

It was reported that there are two key measures that are globally recognised to describe the health of society and how it is distributed within communities:

- i) Life expectancy at birth
- ii) Healthy life expectancy at birth

In Lancashire the life expectancy at birth for:

- i) Females is 82 years
- ii) Males is 78.3 years

And for healthy life expectancy for:

- i) Females is 62 years
- ii) Males is 60 years

This highlights that 75% of your life is spent living healthily with 25% not in good health, which is a stark realisation.

The Board were informed that throughout the COVID pandemic it has highlighted how intrinsically health and economy are linked and it is imperative to be prepared for responses to future threats and to reduce inequalities in Lancashire. The immediate priority in Lancashire is school readiness and cuts across shared goals, whilst not losing focus on issues such as overweight and obesity in children. During COVID it was noted that the community effort in Lancashire in communities, voluntary community and faith sector (VCFS), volunteers rose to the challenge to help each other in times of need which recognised the value of the VCFS colleagues that are helping to improve health and wellbeing and will continue to embrace that and support the sector.

It was highlighted that there were three "E's" that were key levers to improving health and wellbeing more than anything else and they are:

- i) Education
- ii) Environment
- iii) Economy

The Board also noted that alliances and partnership working on mental health had already commenced with various programs across Lancashire and also working with employers to address the issues surrounding mental health.

It was outlined to the Board, the key findings detailed in the covering report and the six high level recommendations included in the Annual Report which were:

- i) Adopt a health in all policies approach to reducing health inequalities across Lancashire.
- ii) Work more closely with wider system partners to support and improve how we do things, working alongside the voluntary, community, faith and social enterprise (VCFSE) sector as more equal partners.
- iii) Harness the relationships and ways of working which have developed during the pandemic to improve the health and wellbeing of children and young people and reduce child health inequalities.
- iv) Align health and climate goals, working with partners and our communities to transition away from carbon and build resilient communities that are well adapted to respond to climate change.
- v) Ensure all key interfacing strategies in Lancashire have a healthy ageing focus and to demonstrate commitment to healthy ageing by signing up as a co-signatory to the Public Health England (PHE) Healthy Ageing Consensus statement.
- vi) Address low in-work productivity, as the biggest single contributor to Lancashire's productivity gap, through work-based health programmes, supportive workplace practices and closer working relationships with key agencies such as Department of Work and Pensions (DWP).

Following the presentation, the Chair formally thanked Dr Sakthi Karunanithi and the Public Health Team for the excellent Annual Report and requested that his thanks be passed on to the Team.

It was also suggested that the economy be restructured to tackle inequalities across Lancashire and that groups within communities are set up to tackle the issues of loneliness, particularly with men.

In terms of the what the Lancashire Health and Wellbeing Board can do going forward with regards to the information highlighted in the report is that it needs to link the report with the Board development conversation and its' work programme to ensure the Board moves forwards in a different way and look at members being champions/ambassadors for a particular topic, as well as a commitment from the Public Health Team and wider health and wellbeing teams across Lancashire to support the endeavour in bringing more intelligence on what works and good practice in terms of polices. It was agreed that Dr Sakthi Karunanithi, Director of Public Health would speak further with regards to this in how to move this forward, with individual Board members.

**Resolved:** That the Lancashire Health and Wellbeing Board:

- i) Received the Annual Report of the Director of Public Health 2021-2022.
- ii) Supported the high-level recommendations contained within the Annual Report.
- iii) Agreed that Dr Sakthi Karunanithi, Director of Public Health, Lancashire County Council speaks individually with members of the Board on how the Board can support the Annual Report and be ambassadors/champion issues for better outcomes in Lancashire.

## **8. Strategic Approach to Care, Health and Wellbeing**

Denis Gizzi, Deputy Chair of Lancashire Health and Wellbeing Board, NHS led a strategic discussion on the approach to care, health and wellbeing which is just the start of a much broader conversation engagement with partners and stakeholders.

The Board were informed that discussions have been taking place with different people in various meetings over the last two years as the pandemic was being managed and that there are three parts to those discussions:

- i) Context – what has been learned from the last 18 months – 2 years.
- ii) Consider what can be done better together and move forward.
- iii) What third party essential requirements would be needed to do it and do it well.

It was suggested that as a system it needs to get better at predicting risk by using data and science to ensure there is organised and structured action in the way in which services fit together to ensure better quality and outcomes for residents in Lancashire. There is also the prediction of model of care so that it is structured in such a way that it delivers a better quality of care overall and be much more prescriptive around that system of care and if all those suggestions are balanced, and the resources are available, there would be a more structured, organised, systematic process of care planning.

Following the update, it noted that from a longer term strategic approach there is something about how this links with the broader digital strategy across the Integrated Care System and how it is embedded within that.

As a Board, it was suggested as to whether it should be driving this or using its' influence in the wider partnership. It was felt that the Board should not own this itself, however it

should be setting the scene and setting the strategy and holding the system to account for sticking within that strategy.

The Board noted that having a good understanding in the analysis of different segments of the population and how there needs to be a "prescribed" set of care, one of the things that Lancashire Health and Wellbeing Board is ideally placed is to champion what really matters for someone's health and wellbeing and is captured as part of the care plan such as housing, education and employment.

**Resolved:** That the Lancashire Health and Wellbeing Board engaged in a strategic discussion on recovery from the pandemic and looked at ways of developing a longer term health and wellbeing strategy.

## **9. Urgent Business**

There was no urgent business received.

## **10. Date of Next Meeting**

The next scheduled meeting of the Board will be held on Tuesday, 8 March 2022 at 2pm in Committee Room 'C', County Hall, Preston.

As discussed previously in the meeting, the venue for the next meeting, may be elsewhere in the County and will be confirmed to members as soon as possible.

L Sales  
Director of Corporate Services

County Hall  
Preston



# Recap & feedback

Key themes & messages emerging from the workshop discussions in October & November - the board should:

- set a **compelling vision** for health & wellbeing, & make the case for that vision nationally, regionally & locally. It should be **a voice for Lancashire**.
- adopt a **distinct leadership style** which is all about advocacy, shaping, influencing & holding to account.
- **hold organisations to account** for their role in delivering the vision & should take an interest in resource allocation and distribution.
- be informed by **a shared & deep understanding** of the position in Lancashire. Its intelligence should bring together personal stories, the experience of communities & data.
- **listen** to communities, places, people with lived experience & under-represented voices.
- be confident that everything it does will **make a difference**.
- in order to do this the board must **focus**, in terms of issues and places

# Responding to Feedback

## Strategic actions

- Developing the role of HWBB
- Promoting health in all policies and anchor institutions
- Aligning with other partnerships
  - Integrated Care Partnership
  - Integrated Care Board
  - Place Based Partnerships
  - Lancashire Enterprise Partnership
  - Lancashire Children and Young People Partnership
  - Safeguarding Boards

## Initial continuous improvement priorities

- Better start in life
  - Improving outcomes and reducing inequalities in first 1001 days
- Healthy Hearts
  - Improved early identification of risk factors
  - Achieving healthy weight
  - Promoting physical activity
- Healthy minds
  - Community wellbeing projects
  - Reduction in suicides

# Operating differently

It is suggested that the board should focus on 3 key areas for development to drive a new way of working:

- (a) Develop the role of the board & its members, in relation to systems & leadership – this could include co-designing a system-wide immersive programme to develop the knowledge & behaviours that will support the board and its partners to succeed
- (b) Provide practical support for continuous improvement / iteration against our key priorities - including data & analysis, good practice examples, & improvement resources;
- (c) Strengthen the board's capability to listen & learn; gather lived experience; & reflect community aspirations

In so doing, the board should encourage all partners to ensure we are linking our priorities to all of our available policy levers;

# Moving from ambition to delivery

There are some key requirements / elements:

- Commitment of sufficient resources, and joined-up deployment
- Methodologies – including wide-scale engagement elements (eg Appreciative Inquiry) and improvement activities (eg quality circles, Sprints, Agile, etc)
- Joint data and analytical capacity

Requires resources to support the 3 key areas: board development, system improvement, community engagement

# Our draft vision and purpose (based on staff/partner engagement so far)

- Our vision is to develop thriving communities across Lancashire where people live healthier and happier lives regardless of where they are born, live or work.
- Our purpose is to:
  - support our economy and anchor institutions to improve wider determinants of health and reduce inequalities
  - develop our local voluntary, community, faith and natural assets so that everyone can benefit from them
  - deliver person centred services that put prevention and best value at their core

# Our Initial Priorities

**Better Start; Healthy Hearts;  
Healthy Minds**

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**Achieving the Best  
Start in Life for all our  
Children & Young  
People**

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**Prevention and  
early detection of  
long term conditions  
and their root  
causes**

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**Promoting wellbeing  
in our communities,  
workplaces &  
economy**

# Governance and meetings

- Membership
- Regularity
- Location – place-based wherever possible, so that the board can benefit from lived experience and successful examples
- Format
  - bringing together data & analysis to illustrate an issue;
  - experiencing examples of successful approaches;
  - identifying rapid solutions which can be developed and scaled



# Proposed next steps



Development of implementation plan and ongoing engagement, incl. revised / refreshed ToR



Identify continuous improvement support capacity



Refresh our HWBB Strategy using JSNA and HEC



Formal Board in January 2022