

Health and Wellbeing Board - 19 January 2015

Development Plan

The Board development session on 13 November 2014 included feedback from Anna Brinkhoff of the Local Government Association on her review of the effectiveness of the Board. Anna's brief had been:

- to support the HWB to take stock and reflect on its work so far and how it wants to position itself in going forward.
- To assess how far the board is at the heart of an effective governance system for the health and social care system.

The findings from the review were reported back to the board at its meeting on 8 December when it was agreed that officers would report back with an action plan for how the recommendations are to be acted upon. This report sets out the action plan which has been developed thus far.

Issue	Recommendation
1 - Purpose of the HWB	<i>Produce a definition and table to be discussed and agreed at next development session</i>

Not complete

Issue	Recommendation
2 - Shorter, sharper vision and ambition for the health, care and wellbeing system	<i>Develop and agree shorter, sharper vision and ambition at next development session</i>

Not complete

Issue	Recommendation
3 - Provider engagement	<i>Prepare a proposal for provider engagement (large and small providers) for a future HWB meeting; possibly linked to action for recommendation 7</i>

The recent review of the Walsall Health and Well-being Board has provided the board with an opportunity to further strengthen its remit including restating its core purpose and functions. One aspect of this relates to how the Board engages with key service providers to support the delivery of its joint Health and Social Care strategy for the residents of Walsall. A recent communication from the Secretary of State for

Health (Oct 14) suggests the need for better engagement between the Health and Well-being Board and service providers as a primary means for ensuring the delivery of the Better care Fund and requests all HWB Boards to review the effectiveness of their current arrangements within this context. This view has been supported by the Chief Executive of WHCT who has requested a review of the current arrangements whereby providers are not members of the HWB Board.

The HWB has carefully reviewed its stance on this and has reaffirmed the core purpose of the Board as a 'strategic commissioning vehicle for promoting the development of an integrated health and well-being strategy'. It recognises the need for the Board to:

- Ensure commissioning plans are informed by providers and their needs/priorities
- Ensure future sustainability of services for local people
- Ensure there are effective mechanisms where system leaders can meet , share oversee and agree on future work to overcome challenges
- Act as a system leader for health and social care.

The board also recognises the importance of retaining its focus on strategic commissioning which is driven by population based needs assessment and outcomes and as such seeks to maintain 'clear water' between commissioning and provision.

The Board is asked to consider the above factors, all of which are important to arrive at a decision regarding how it wishes to ensure effective engagement with providers.

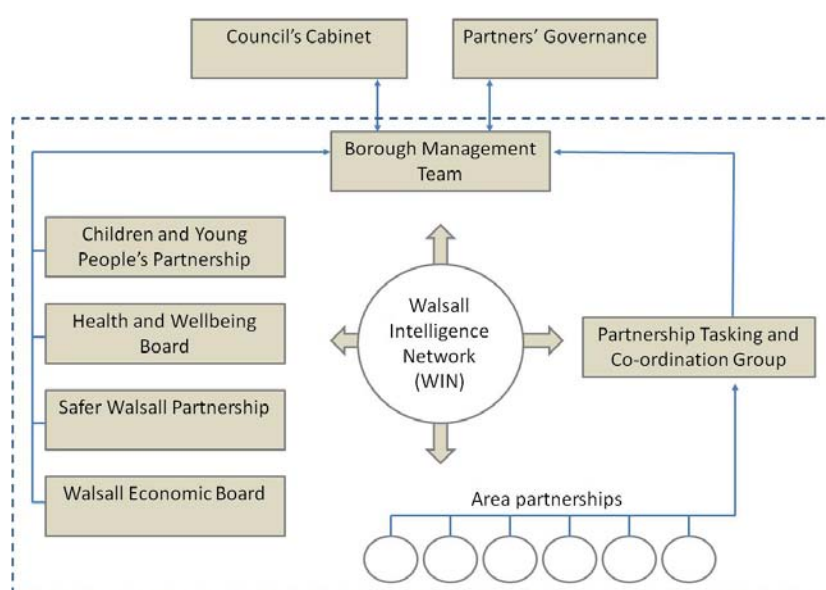
Recommendations:

1. Membership of the Board should reflect the primary purpose of the HWB Board which is to develop and oversee the delivery of an integrated health and wellbeing commissioning strategy for the people of Walsall
2. The HWB will ensure effective engagement of providers in four ways:
 - a. the establishment of a Provider Board as a sub- committee of the HWB Board. The membership of this Board will comprise a sub set of HWB Board members and representation from the main providers across health and social care.
 - b. Task and finish groups will offer practical opportunities for providers to work with the board on some of the more intractable health issues facing Walsall
 - c. Occasional meetings between the management of the WHT and the board (following the successful briefing event in December)
 - d. Where required providers will be invited to attend HWB Board.
3. The HWB will review its arrangements in 12 month time.

Issue	Recommendation
4 - Relationship of Board to wider partnership structures.	<i>Prepare a simple partnership map showing partners and key lines of accountability to present to next development session</i>

The general pattern of partnership structures in Walsall is shown in the diagram below. This was developed in the aftermath of the Local Strategic Partnership which had a more involved and complicated network.

Diagram 1 – Partnership Working in Walsall



In essence there are three groups of partnership activity:

- Thematic partnerships – focusing on key policy areas including health, community safety, children and the economy. The HWB is illustrated as one of these
- Co-ordinating partnerships – principally the Borough Management Team and the Partnership Tasking and Co-ordination Group
- Six area partnerships

The model has at its centre the concept of shared intelligence provided through the Walsall Intelligence Network.

It is recognised that this model of partnership working is organic and constantly evolving. Some aspects of this are better developed than others and some aspects will need refreshing. The intention is to explore with board members, at a development session, who is involved in these partnerships and what are the lines of

accountability. This will also need to cover other more detailed operational partnerships in health and social care.

Issue	Recommendation
5 - Communication in-between Board meetings	<i>Agree a schedule for future HWB development sessions to be incorporated into the work programme.</i>

The next scheduled development session for the board is on 28 January. The focus for this session will be the Better Care Fund and the role of the board in providing strategic direction to this. At this session we will be recommending a regular programme of development sessions in between Board meetings.

Issue	Recommendation
6 - Public engagement	<i>Devise a simple engagement strategy and communication plan for approval by HWB</i>

One of the attributes of a well performing Health and Wellbeing Board (HWB) is that it has effective engagement with all its stakeholders and partners –from the communities it serves to its commissioners and providers.

Each member of the HWB has access to a wide variety of engagement mechanisms already employed by the organisations they represent as well as access to a number of service users and public facing groups through the commissions they hold and roles they play. These include, for example:

HWB Stakeholders	Current mechanisms	Processes currently employed or potential
Public - universal	Healthwatch,	<p>Communication networks: Newsletters, facebook, twitter, display screens, websites, mail, radio, television, newspapers</p> <p>Via group/committee networks: Access to members through group chairs and participation in meetings. Formally through briefing papers, reports for meetings, briefings for Chairs and where gaps are identified, ,</p>
Public - targeted	Healthwatch, Over 60s Forum	
Service users/Client groups	Service user forums related to health conditions, age groups etc	
Carers	CUSP	
Voluntary sector	WVA, Voluntary orgs – CAB Age Concern etc	
Providers	HWB Provider Forum, GPs, Other provider forums, Housing Associations, Patient representative groups.	
Commissioners	JCC, PHPB, CCG commissioners, social care commissioners, children's commissioners	
Schools	Head Teacher Fora, School Councils, Governing Bodies	
Other key partners – police, Fire service, whg	CYPP, SWP, WEB	
Area Partnerships	Area Partnership Managers, Locality meetings, PTCG	

CCG and associated health forums	CCG Locality Groups, Local Medical Committee, Local Pharmaceutical Committee, Local Opticians Forum	Other engagement methods that can be utilised, either in-house or via commissions: Development of specific groups (e.g.: task and finish groups), workshops, focus groups, surveys/questionnaires – either face to face, online, via telephone or postal
WMBC	Council Committees and service areas	
Councillors	Surgeries and public meetings	

Key steps to develop an engagement plan for HWB will be:

1. Complete the table above, mapping the various engagement networks and systems the HWB can already access and identifying how they can be accessed. **(By March HWB)**
2. Identify the topic (s) that the HWB wants to engage about and for what purpose? **(By March HWB)**. Possible examples include:
 - Task and finish group priorities?
 - Other HWS priorities?
 - Better Care Fund issues?
3. Identify who is leading / co-ordinating the agreed engagement projects. **(By March HWB)**
4. **By April HWB**, ensure a workplan is developed for each project that includes:
 - who does HWB want to engage with and why?
 - Turns the aims/objectives / vision into a narrative that stakeholders can relate to and that encourages a two way dialogue, acting as a catalyst for transformation/action
 - identifies what mechanisms and processes the HWB will use to engage with the different stakeholders
 - Ensures that the mechanisms and processes have a built in feedback loop to evidence listening and any resulting actions. - In this way the HWB and its partners can be held to account and show impact.
5. Ensure progress reports, findings and resulting actions of engagement projects are reported at future HWB meetings and disseminated to stakeholders
6. Review engagement plans and assess impact **(annually)**.

Issue	<i>Recommendation</i>
7 - Role of the HWB in implementing the BCF and the required behaviours, structures and support to enable this?	<i>Prepare a proposal/work programme for development of the HWB members for the next HWB</i>

This will be addressed via the BCF workshop as part of the development session for the Board due to take place on 28 January.

Issue	Recommendation
8 - Potential impact of a West Midlands Combined Authority	<i>Include as an agenda item for a future HWB meeting and development session to ensure that the HWB remains sighted on the opportunities and threats this may bring.</i>

Board members will be aware of the debate, nationally and in the West Midlands, about devolution of powers and finance to local authorities in England. It has been mooted that a combined authority might be formed covering the area of the Black Country, Birmingham (and possibly other adjacent local authority areas). If the local authorities are able to put together a strong case for such an authority it is hoped that a negotiation with central government would follow, focusing on the powers and resources currently controlled from central government which could be devolved for more local decision making.

Much of the discussion so far has centred on the potential that a combined authority would have for bringing a more co-ordinated approach to strategic planning across the conurbation, particularly with reference to economic development, transport, housing and the skills agenda. But it is also possible that, in due course, such a combined authority for the West Midlands conurbation might promote more joined up strategy on other issues such as health.

It will be important for the board to remain sighted on these developments and to consider potential implications. A report will be brought to the board later in 2015 when there is a clearer picture about the scope and role of any combined authority.

Authors:

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