

REPORT FOR: HEALTH AND WELLBEING BOARD

Date of Meeting:	14 October 2015
Subject:	Health and Wellbeing Board Development
Responsible Officer:	Carol Yarde - Interim Business Manager Public Health, and Sarah Crouch - Consultant in Public Health
Public:	Yes
Wards affected:	N/A
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out to update the Board on progress with the Health and Wellbeing Board development programme and to seek agreement on future development activity.

Recommendations:

The Board is requested to:

1. Agree to hold a one-hour development session for Board Members, to take place immediately after the Health and Wellbeing Board meeting on 5 November 2015.
2. Note that every other Health and Wellbeing Board meeting may have a reduced number of business items on the agenda, to allow time for a development session to follow immediately after the Board meeting.

Section 2 – Report

Background

In 2014 Harrow successfully secured £7k funding to support the Health and Wellbeing Board's continued development. The funding comes from the HWB Local Development Facilitation Fund which is part of The London Health Improvement Programme - a joint initiative between the LGA, London Councils and the London Social Care Partnership.

An experienced consultant was engaged to undertake a cross section of interviews of Board members to establish key messages and themes about how the Board is working, and some recommendations for discussion. These were fed into the development of a workshop for Board members that was held in May 2015.

The agenda for the workshop included what has worked well so far, themes arising from the interviews, the vision and purpose of the Board, a NW London Mental Health Initiative, the refresh of the Joint Strategic Needs Assessment and the Health and Wellbeing Strategy.

Current situation

Feedback from the event has been positive and indicated a collective intention to get the best from working together as system leaders in Harrow.

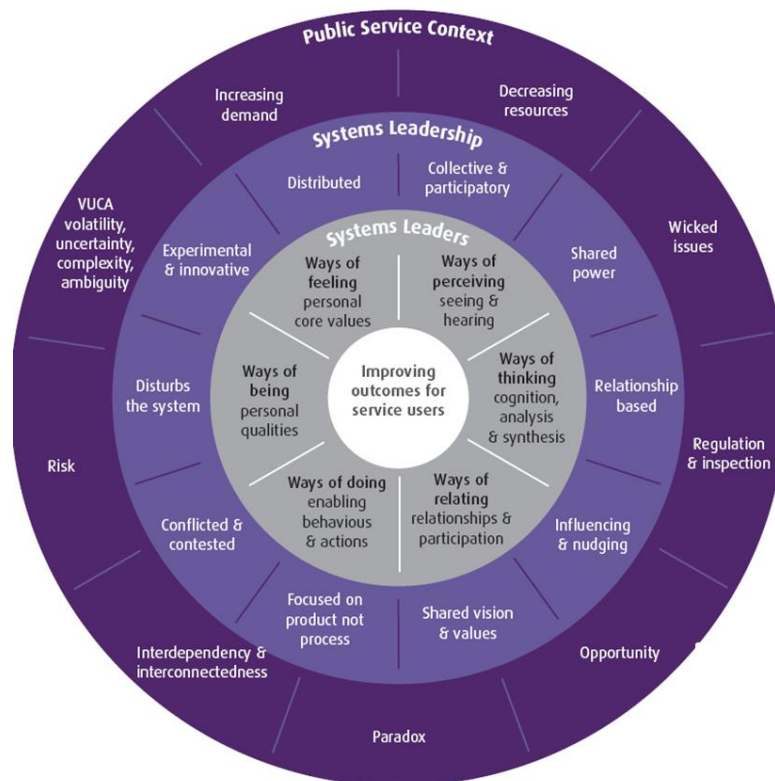
This was a short session, with a wide focus and a rich debate. Unfortunately, a number of Board members were unable to attend, and their contributions were missed. Those present agreed that the Board should sharpen its focus and work more closely with the community to have a real impact, and use small scale experimentation to try new ways of working across the system.

Recommendations from the session are:

- i. **Establish regular Board development time** – It was clear that time spent together, outside the formality of the Board meeting will be the best way to build relationships and develop open and honest dialogue and a shared sense of purpose. Regular times during the annual cycle should be built into the work plan for Board development sessions.
- ii. **Agree and implement a small-scale innovative 'demonstrator' project** – There was a high level of support for the idea of such a piece of work, which would illustrate new ways of working. The criteria for selecting such a project were already broadly outlined, and some potential sources of funds discussed, so moving forward rapidly while there is real impetus, is recommended. Wider benefits include modelling a style of leadership that has the potential to transform the local system if generalised over time. Consideration will need to be given to how actions in Health and Wellbeing Board Strategy could be used in this way.

- iii. **Shape Board processes and procedures** – A number of practical suggestions were made for developing the style of the Board in terms of its routine processes and procedures. These need further work to agree which are to be adopted, and to implement them accordingly.
- iv. **Develop local systems leadership** – What is required of leaders, individually and collectively, in the system to achieve success in Harrow? Some structured conversations to identify what is needed for systems leadership to flourish here, drawing on models of good practice and learning from work carried out locally and elsewhere, is recommended.

Ghate, Lewis and Welbourn (2013)



Health and Wellbeing Strategy

The Joint Health and Wellbeing Strategy (JHWS) for Harrow is due to be refreshed in 2015. The refresh is a key opportunity to consider how we build on good practice and lessons learned both locally and across England.

The JHWS should set out shared priorities and collective action. It is suggested that the Marmot principles could be used as the basis for the Strategy and therefore what every partner does.

The aim is to focus on a smaller range of actions underneath the various priorities and focus only on those areas where a significant difference can be made by working together, and to use the development sessions to agree

how we work together to deliver the Health and Wellbeing Strategy action plan.

To help facilitate the delivery of the JHWS and to continue with the programme of the Board's development, it is recommended that the next HWB development session takes place immediately after the November Health and Wellbeing Board meeting.

Proposal for how the Health and Wellbeing Board will do business in future

1. New development workshops for the Board

At present there are six Health and Wellbeing Board meetings per year. We will continue with these meetings in a similar way to how they are run at present. However, after November 2015 it is proposed that every other meeting will have fewer items of business on the agenda, to allow time for a private facilitated workshop to follow immediately after the Board meeting. This session would be for Board members only (and additional partners as appropriate), to enable them to have open and honest conversations within a confidential setting.

The proposal is that each development session focuses on one of the three priority areas of the HWB strategy. The first development session run in November 2015 could focus on mental wellbeing. The second will be run in March 2016 focusing on health and social care integration, and the third community capacity in July 2016. The development sessions will also consider how all partners can have connected plans for engaging stakeholders.

Reducing the number of items on the agenda at alternate HWB meetings is not expected to have an adverse impact on the work of the Board. It may mean that other HWB agendas are fuller to meet requirements, or that items are referred to scrutiny where appropriate.

2. Themed agendas

Where possible, the agenda will be split according to the start well, live well, work well, age well themes. This would help to provide a focus on delivering the vision of the new HWB strategy for the borough.

3. Clear relationship between the Health and Wellbeing Strategy and questions asked at the Health and Wellbeing Board

Health and Wellbeing Board members will review all papers with consideration to the three priority areas asking 'does this paper demonstrate concern for mental wellbeing, integrated health and social care and building community capacity?'

4. Health and Wellbeing dashboard

This Health and Wellbeing Strategy proposes a dashboard of outcomes which the Health and Wellbeing Board will monitor and report on quarterly in August, November, February and May. It is important to state that this dashboard is not a performance management tool and the outcomes set out are not associated with targets. It is intended to enable the Health and Wellbeing Board to have a snapshot of health

and wellbeing in Harrow and keep abreast of how that might be changing over time. It should help inform future work and focus attention on overall population health and wellbeing and inequalities.

5. Annual report

An annual report will be produced in December each year which will report on the specific annual actions and all partners will report on the extent to which the Health and Wellbeing Strategy has informed their commissioning intentions for the following year.

6. Improved ways of working with the public

We want all residents in Harrow to feel they have a say in the decisions taken by the Health and Wellbeing Board, that they know what the plan for the future is, and they are kept informed about progress. We want to encourage everyone to get involved and to play a part in making Harrow a place where all can start, live, work and age well.

We heard that residents of Harrow want the Health and Wellbeing Board to:

- Consistently engage
- Join up engagement activity related to health and wellbeing across Harrow
- Say and show how the information that is collected is used.

The Health and Wellbeing Board has listened to these requests and have a number of proposals to change the way we do business:

6.1 Facilitate joined up health and wellbeing engagement

At present there are lots of different opportunities for residents to speak with different organisations about particular issues and periodically, Harrow CCG, Healthwatch, Harrow Council host engagement days to bring residents together or to consult on specific service changes or proposals. As a Health and Wellbeing Board, we need to plan more for the future together and consider where it is possible to bring people together once to discuss several issues rather than separately for each organisation. We will endeavour to link all partners together so we each have connected plans for engagement available to all our stakeholders.

6.2 Create networked groups

We will all support the development of networks to connect those interested in 'start well', 'live well', 'work well', 'age well' themes and co-ordinated approaches to connected consultations.

6.3 New ways of communicating with residents

An engaging digital newsletter summarising the work of the Health and Wellbeing Board will be produced every 3 months at the end of March, June, September and December. This will commence in September 2015. We will also explore other new ways of communicating with residents including through social media.

Financial Implications/Comments

The HWB development programme is expected to be funded within the resources secured from London Councils, should this not be possible any costs will be contained within the ring fenced Public Health grant. The DoH are currently consulting on a reduction in the grant of £200m nationally (estimated at £665k for Harrow) and the grant allocations for future years are expected to be announced as part of the comprehensive spending review in the autumn. In Harrow there is an expectation that Public Health outcomes will continue to be contained within the grant financial envelope.

Legal Implications/Comments

None.

Risk Management Implications

The proposal to introduce more HWB development sessions may require fewer items of business to be scheduled for some Health and Wellbeing Board meetings. It should be noted that Scrutiny is another way by which the council can demonstrate transparency in public by calling for reports from various sources.

Whilst recognising that the HWB and Scrutiny have independent and distinct roles, there are nonetheless complementary responsibilities. Both bodies have recently adopted a “protocol for the working relationship between Scrutiny, Health & Wellbeing Board and Healthwatch Harrow” which outlines a set of shared principles for working together to achieve better outcomes. As agreed through the protocol, the work programmes for Scrutiny and the HWB are aligned. This helps ensure that all health and wellbeing issues of importance to the public are discussed.

Equalities implications

Was an Equality Impact Assessment carried out? N/A

Council Priorities

The Council’s vision is ‘Working Together to Make a Difference for Harrow’:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

The development of the Health and Wellbeing Board has been designed to enable Board members to work more collaboratively and effectively as system

leaders, and implementing these proposals will strengthen the Board's position to make a positive difference to the people of Harrow.

Section 3 - Statutory Officer Clearance (Council and Joint Reports)

Name: Donna Edwards	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 14 August 2015		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 August 2015		

Ward Councillors notified:	N/A
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Section 4 - Contact Details and Background Papers

Contact:

Marzuki Haji, Project Manager
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Background Papers:

None.