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Date: 06/09/23

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Dear Member,

## **HEALTH AND WELLBEING BOARD - WEDNESDAY 13TH SEPTEMBER, 2023**

I refer to the agenda for the above meeting and now enclose the following report which was unavailable when the agenda was published.

<b>Agenda No.</b>	<b>Item</b>
5	<b>Board Development (Pages 3 - 10)</b> Report of the Executive Director of Adult Social Care and Health

Yours faithfully,

Amy Dyson

Democratic Services

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# Agenda Item 5

<b>Report to:</b>	Health and Wellbeing Board	<b>Date of Meeting:</b>	Wednesday 13 September 2023
<b>Subject:</b>	Board Development		
<b>Report of:</b>	Executive Director of Adult Social Care and Health	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Health and Wellbeing		
<b>Is this a Key Decision:</b>	No	<b>Included in Forward Plan:</b>	No
<b>Exempt / Confidential Report:</b>	No		

## Summary:

To refresh the board regarding the LGA development work programme and suggest further work as required.

## Recommendation(s):

(1) A refresh of the Health and Wellbeing executive functions to consider delivery and oversight through the partnership as an alternative model with a constituted working group including business intelligence and key commissioning leads across the council and wider Sefton Partnership.

(2) A review of the support mechanisms/structures which support the work of the Board

(3) A refresh and review of performance mechanism in line with place plan

(4) A review of the HWBS at midpoint of delivery once we have the intelligence basis secured.

## Reasons for the Recommendation(s):

To further support the establishment of the Sefton Partnership and the importance of the board

**Alternative Options Considered and Rejected:** (including any Risk Implications)

# Agenda Item 5

## What will it cost and how will it be financed?

### (A) Revenue Costs

The contents of this report do not constitute additional revenue costs

### (B) Capital Costs

The contents of this report do not constitute additional capital costs

## Implications of the Proposals:

<b>Resource Implications (Financial, IT, Staffing and Assets):</b>								
<b>Legal Implications:</b>								
<b>Equality Implications:</b>  There are no equality implications.								
<b>Impact on Children and Young People:</b> No								
<b>Climate Emergency Implications:</b>  The recommendations within this report will <table border="1"><tr><td>Have a positive impact</td><td>No</td></tr><tr><td>Have a neutral impact</td><td>Yes</td></tr><tr><td>Have a negative impact</td><td>No</td></tr><tr><td>The Author has undertaken the Climate Emergency training for report authors</td><td>Yes</td></tr></table> The contents of this report represents a neutral impact on the climate emergency	Have a positive impact	No	Have a neutral impact	Yes	Have a negative impact	No	The Author has undertaken the Climate Emergency training for report authors	Yes
Have a positive impact	No							
Have a neutral impact	Yes							
Have a negative impact	No							
The Author has undertaken the Climate Emergency training for report authors	Yes							

## Contribution to the Council's Core Purpose:

Protect the most vulnerable: Proposals allow a Sefton Health and Care system focus on health inequalities and wider determinants of health
Facilitate confident and resilient communities: Proposals allow greater localised control and focus on the needs of the borough of Sefton in the design, delivery and review of Health and Care Services
Commission, broker and provide core services: Proposals strength the role of Strategic Commission at a Sefton borough level and encourage greater collaboration for better outcomes.
Place – leadership and influencer: proposals allow for greater local control driven by the Health and Wellbeing Board.

Drivers of change and reform: Proposals allow a Sefton Health and Care system focus on health inequalities and wider determinants of health
Facilitate sustainable economic prosperity: Proposals allow for a broader financial focus on the borough of Sefton for Health and Care services
Greater income for social investment: Proposals allow for a broader financial focus on the borough of Sefton for Health and Care services.
Cleaner Greener: Proposals will allow a greater focus on wider determinants of Health

## What consultations have taken place on the proposals and when?

### (A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD.7362/23.....) and the Chief Legal and Democratic Officer (LD5563/23.....) have been consulted and any comments have been incorporated into the report.

### (B) External Consultations

Not applicable

## Implementation Date for the Decision

Immediately following the Board meeting.

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## Appendices:

There are no appendices to this report

## Background Papers:

There are no background papers available for inspection.

## 1. Introduction

- 1.1 In September 2021 a report went to the Health and Wellbeing Board reiterating the importance of the board in line with new developments. It flagged that Health and Wellbeing Boards (HWBs) and the new Integrated Care Systems will be supported to work together to complement each other, with ICS being required to work closely with HWBs and have regard to the local joint strategic needs assessments and health and wellbeing strategies within the ICS footprint. Following discussions with the Local Government Association (LGA), the Sefton

# Agenda Item 5

Health and Wellbeing Board agreed to hold a development session as an opportunity for the Board to consider what it needs to do to become the driver for the “Place” of Sefton. This would position the board as the primary advocate for Sefton with the soon to be established Cheshire and Merseyside ICS. This took place across a series of 3 development sessions with the board facilitated by the LGA over the course of the 2021/22.

- 1.2 Health and Wellbeing Boards are the only statutory bodies where political, commissioning, professional and community representatives are able to come together to find common purpose as equal partners. Through their elected Members, they are democratically accountable to their communities. They are uniquely placed to link with other place-based strategies such as housing, regeneration, planning, community safety, in order to address the wider determinants of health. Importantly, they cover a geographical area that means something to people.
- 1.3 Moving to effective place-based leadership will require the Board to demonstrate, for example:
  - Collaboration between local government and other system players
  - Decisions taken as close to the community as possible.
  - Building on local strategies and evidence to agree and work to shared. activity and action plans
  - Strong co-production and commitment to engage with local people.
  - Focus on preventative population health.
  - Striving for best value
  - Trust, openness to innovation, learning and challenge.
  - An ability to deliver measurable change.
  - Membership that flexes as the Board’s role evolve
- 1.4 The Health and Wellbeing Board must be clear on its priorities and impact of governance and membership changing. Once the priorities and governance are refreshed, the Board must establish how it will ensure its best performance- this should be developed by a focused group to recommend to the Health and Wellbeing Board.

## **2. Terms of reference refresh**

- 2.1 Full Council received on the 17th of November 2022 the first product of this which was a refreshed Terms of Reference for the Health and Wellbeing Board.
- 2.2 The Department of Health and Social Care have released guidance on the 29th of July 2022 relating to the ongoing implementation of Integrated Care Systems nationally which reaffirmed that Health and well-being boards must have a strong focus on establishing a sense of place given the fact they remain a forum of political, clinical, professional and community leaders. The JSNA and health and wellbeing strategy remained unchanged, other than requiring that an ICB Rep is on the health and wellbeing board, not a CCG Rep.
- 2.3 The guidance set out principles of development for the board:
  - Building from the bottom up
  - Subsidiarity

- Clear governance.
- Collaborative leadership
- Avoiding duplication.

2.4 The Health and Wellbeing Executive then oversaw the drafting of a refreshed terms of reference to reflect the principles of working and broader membership agreed through the development sessions.

2.5 Key features of the document are the enshrined principles of working (extracted below) and the membership which now includes representation from Mersey and West Lancashire Teaching Hospital NHS Trust, Mersey Care NHS Trust, and the Independent Chair of the Programme Delivery Group, part of the Sefton Partnership infrastructure.

2.6 Extract of Principles of working:

The Partners will work together in good faith and will:

- Work together to deliver a single vision through a focused set of priorities to reduce the unacceptable gap in health and wellbeing inequalities
- Work to achieve financial sustainability by working to create the conditions to guarantee the most efficient, effective and value for money based use of public resources in Sefton.
- Deliver Person Centred Services informed by the voice of experts by experience through commitment to codesign, coproduction and listening at all levels to our owners – the people that need Care and Support.
- Commit to acting ethically at all times with the ultimate interest of the citizen held at the heart of what we do. This is to be achieved through openness, honesty, transparency and constructive challenge.
- To build on what we learnt during COVID – the power of acting as one, being risk enabled, outcome focused, and solution driven to solve our ‘wicked problems’
- Invest in innovative and creative services that bring best practice to Sefton and offer digital solution that bring maximum impact and solutions to our citizens
- Ensure that all that we do is informed through a population health framework that enables shared, collective data to ensure that residents are getting the best possible care and support – in the right place at the right time.

2.7 A robust forward plan

The Board operate a forward plan that seeks to see a balanced set of papers from across the partnership, overseeing strategy development and fulfilling statutory responsibility of overseeing the annual Better Care fund reports and plans, the board must confirm approval to NHS England in order to release funding. They also have a statutory responsibility for commenting on proposed changes to pharmacy delivery in the borough and must oversee the development of a Pharmacy Needs Assessment led by Public Health. The agenda is set with Democratic services by a steering group made up of the Assistant Director for Integrated whole life commissioning, the Director of Public Health and the Executive Director for Adult Social Care and Health/NHS Place Director. Previously here was an additional role to support the board of the Integrated

# Agenda Item 5

Social Care and Health Manager this role is vacant a present with plans to progress it as a jointly funded post very shortly.

## 2.8 A performance Framework

The board did develop principles for a dashboard to help oversight of the Health and Wellbeing Strategy 2020 – 2025 based on existing sources of information as follows:

However the delivery of this was paused while the Integrated Care Board developed its approach aligned to Marmot the evolving nature of Population Health approaches and whilst the place plan was developed. As well as the right Sefton place based business intelligence capacity needed to deliver to be agreed.

## 3. Health and Wellbeing Executive

### 31. The board currently operates an executive model, the current Terms of Reference read as follows:

The purpose is reflected as to determine and ensure delivery of a Strategy for Integrated Commissioning, to drive forward performance, to own and manage risks relating to Integrated Commissioning, and strategically lead the change programme towards full integration by 2020.

To hold organisations, to account for the delivery of better outcomes for citizens and efficient use of combined/pooled resources.

To provide peer to peer leadership support in order to build resilient relationships between senior leaders and thus organisations.

To enable a consistent and collaborative leadership approach and a presence at local, regional and national NHS and Local Authority initiatives for betterment of the population of Sefton.

In relation to priorities/schemes/projects

- Provide strategic direction on the schemes.
- Receive the financial and activity information.
- Review the operation of this Agreement.
- Review the performance of the Schemes.
- Agree such variations to this Agreement from time to time as it sees fit.
- Review and agree risk assessment on a regular basis. (at every monthly meeting)
- Review and agree annually revised Schedules as necessary.

The Executive reports to the Health and Wellbeing Board progress.

The Executive Group is authorised within the limited of delegated authority for its members which is received through their respective organisation's own financial scheme of delegation to:

- to authorise commitments which exceed or are reasonably likely to lead to exceeding the contributions of the Partners to the aggregate contributions of the Partners to any Pooled Fund; and
- to authorise a Lead Partner to enter into any contract for services necessary for the provision of Services under a Scheme.



All decision making must comply with existing organisational constitutions and permissions and limits of delegation.

3.2 From the 1st July 2022 we have seen the establishment of the Sefton Partnership Board. The role of Sefton Partnership is to act as a consultative forum of partners across the Sefton Borough to agree priorities and to co-design the governance and over see the Place Delivery Plan. A decision by consensus model. The focus at this time will be on strengthening and building on the Section 75 and Better Care Fund to align with the Strategic Vision and Ambition of the Partnership.

3.3 The Sefton Partnership Board was approved as having two functions:

A. A consultative forum: a forum in which partners can debate and agree matters which would otherwise be determined separately. This forum would inform and align decisions by relevant statutory bodies acting in an advisory role. Decisions can be taken within such a forum but only within members' delegated authority from their own organisations.

B. A section 75 committee: a forum for decision making, initially under the Section 75 agreement which sets out the Better Care Fund Plan (BCF), the related performance framework, and financial plan. In addition to receiving quarterly reports, this committee will receive and make recommendations to the statutory bodies in relation to future pooling of the BCF, hosting arrangements for the budget and risk share arrangements. Decisions can be taken within the forum but initially this would be by way of members' delegated authority from their own organisations. For the purposes of the BCF, the organisations will be the Council and the Cheshire and Merseyside ICB. Over time, and by agreement between the partners, the committee could determine a wider range of pooled and aligned budgets and shared resources. This could evolve over time to a joint committee with joint decision-making powers.

3.4 At this time the decision was taken to maintain the Health and Wellbeing Executive, this group provided joint leadership and direct pooled funding under a Section 75 agreement. The Section 75 arrangements between the Council and NHS Cheshire and Merseyside Integrated Care Board – Sefton Place has been expanded and strengthen along with the 3-year Better Care Fund plan to continue to drive integrated delivery and commissioning of health, care and wider determinant services. The proposals mean the functions of oversight of the Section 75 and Better Care Fund can be conducted as part of the Partnership board.

#### **4. The Health and Wellbeing Strategy for Sefton**

The current Health and Wellbeing strategy was developed during 2019 to run from 2020 – 2025 meaning that we are now at the midpoint of delivery. A midpoint review would help us understand with partners the impact to date and realign priorities for the remaining period in line with Marmot principles.

#### **5. Next Steps**

The paper seeks board approval to progress the following.

# Agenda Item 5

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A review of the support mechanisms/structures which support the work of the Board

A refresh and review of performance mechanism in line with place plan

A review of the HWBS at midpoint of delivery once we have the intelligence basis secured.