

Report to:	Cabinet	Date of Meeting:	Thursday 4 February 2016
Subject:	Review of the Health and Wellbeing Board Structure	Wards Affected:	(All Wards);
Report of:	Director of Social Care and Health		
Is this a Key Decision?	No	Is it included in the Forward Plan?	Yes
Exempt/Confidential	No		

Purpose/Summary

To present Members with a proposal on behalf of the Health and Wellbeing Board for a new Board structure for the Health and Wellbeing Board to support taking forward Integration in Sefton.

Recommendation(s)

That **Cabinet** :

- i. Agree the proposed structure for the Health and Wellbeing Board for taking forward integration in Sefton as outlined in section 2 of the report.
- ii. Approve the Memorandum of Understanding for Safeguarding Children and Adults in Sefton which discharges the Children's Trust arrangements through the Health and Wellbeing Board and refer onto the Local Children's Safeguarding Board, the Adults Safeguarding Board, the Community Safety Partnership and the Corporate Parenting Board.
- iii. Agree the proposed Board membership changes, as detailed in paragraph 3 to the report, and make recommendations of the changes to the Council.

How does the decision contribute to the Council's Corporate Objectives?

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community	X		
2	Jobs and Prosperity	X		
3	Environmental Sustainability	X		
4	Health and Well-Being	X		

5	Children and Young People	x		
6	Creating Safe Communities	x		
7	Creating Inclusive Communities	x		
8	Improving the Quality of Council Services and Strengthening Local Democracy	x		

Reasons for the Recommendation:

The communities of Sefton face increasing health inequalities and poor health and wellbeing outcomes. In order to ensure that these outcomes are improved, particularly for the most vulnerable people, we need to ensure that the Health and Wellbeing Board structure is fit for purpose and is financially sustainable. The Health and Wellbeing Board plays a significant systems leadership role in delivering the required improvements and its governance arrangements should enable this role to be undertaken effectively.

Alternative Options Considered and Rejected:

The Council continues to face significant financial reductions and cannot continue to resource the existing Health and Wellbeing Board structure.

What will it cost and how will it be financed?

(A) Revenue Costs - There are no additional revenue costs resulting from the report.

(B) Capital Costs -Not applicable.

Implications:

The following implications of this proposal have been considered and where there are specific implications, these are set out below:

Financial		
Legal – The proposed structure complies with the relevant legislation namely the Health and Social Care Act 2012, The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013		
Human Resources - None		
Equality		
1.	No Equality Implication	<input checked="" type="checkbox"/>
2.	Equality Implications identified and mitigated	<input type="checkbox"/>
3.	Equality Implication identified and risk remains	<input type="checkbox"/>

Impact of the Proposals on Service Delivery:

Positive

What consultations have taken place on the proposals and when?

The Chief Finance Officer(FD3979/16) has been consulted and comments have been incorporate into the report

Head of Regulation and Compliance (LD.3262/16) have been consulted and any comments have been incorporated into the report.

Implementation Date for the Decision

Following the expiry of the “call-in” period for the Minutes of the Cabinet Meeting

Contact Officer: Director of Social Care and Health

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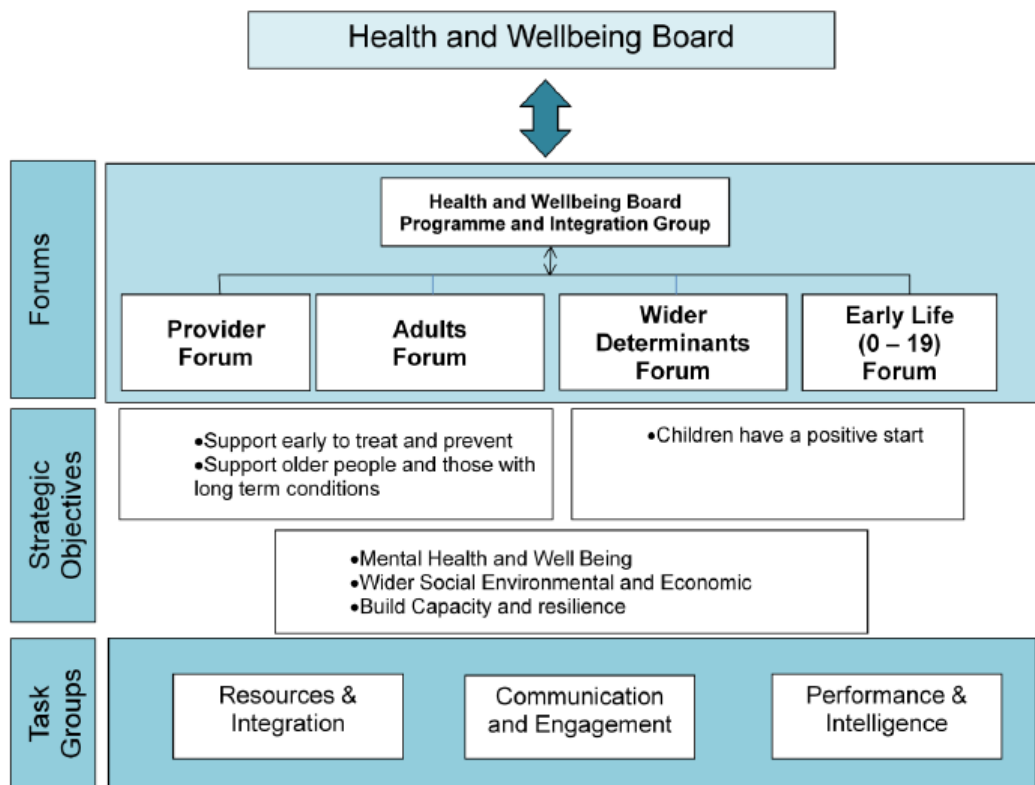
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Background Papers:

None.

1. Introduction/Background

1.1 The Health and Wellbeing Board, and associated sub-structure, was established in April and September 2013 respectively to develop strong and sustainable partnerships and deliver activities associated with the Health and Wellbeing Strategy, a diagram showing the current substructure can be seen below. Since that time the Council and the Clinical Commissioning Groups have continued to experience significant challenges with reductions in public sector funding and exponentially growing demand for health and social care services, compounded by the local demographics of Sefton and the complexity of the acute sector. It is within this changing and challenging context, and the continually reducing capacity across the public health, NHS, social care and voluntary sectors, that informal discussions have been taking place with members across the Health and Wellbeing Board, the Programme and Integration Group, Forums and Task Groups, with a general consensus forming that the current Health and Wellbeing Board structure needs to be reviewed if it is going to successfully deliver change at scale and pace within the capacity available to all organisations.



Health and Wellbeing Board Sub Structure

1.2 It was agreed at the September meeting of the Health and Wellbeing Board to hold an informal Board meeting to discuss options for a new structure for the Health and Wellbeing Board. The discussion also included a dialogue about membership and where the accountability for the delivery of the priorities in Health and Wellbeing Strategy would lie, should a new structure be introduced.

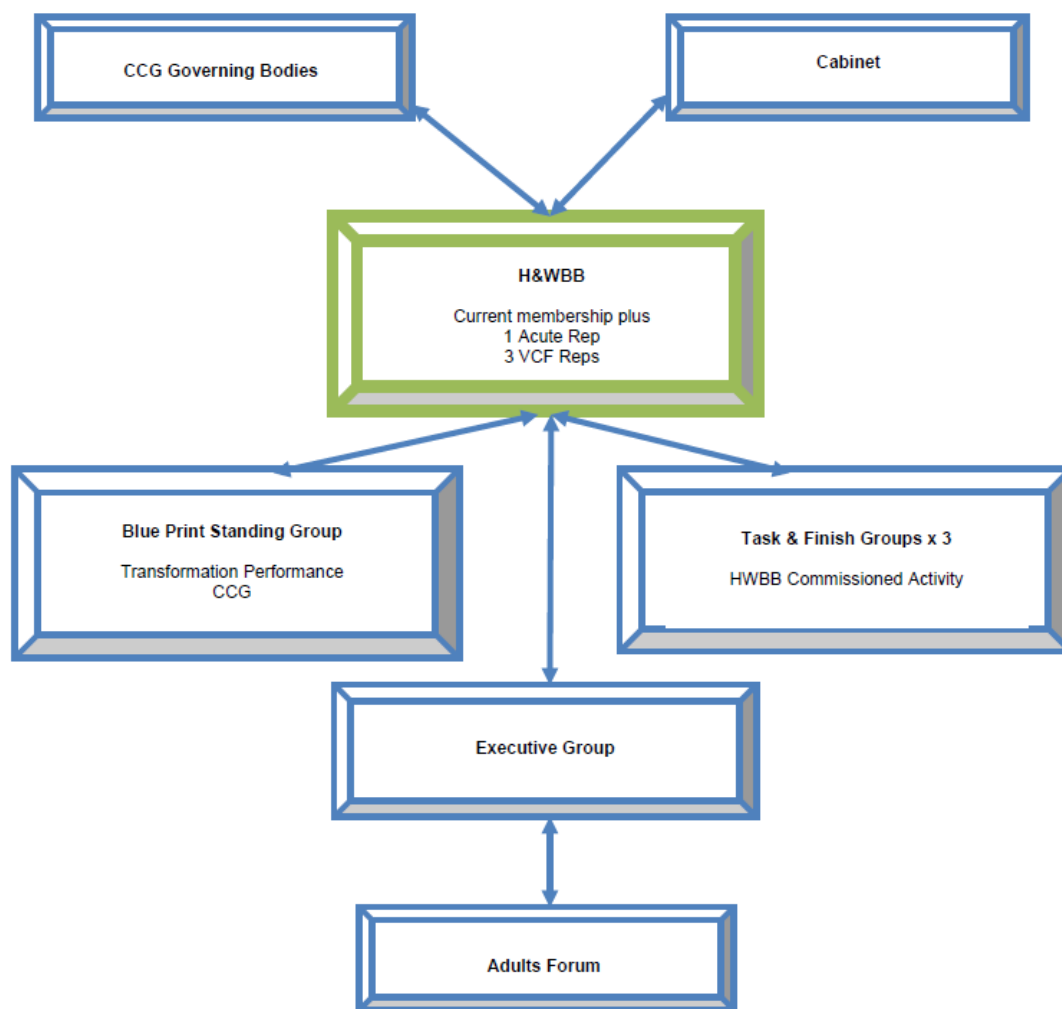
2. Proposed Structure

- 2.1 The informal meeting of the Board took place in October 2015. In considering the most appropriate model for taking things forward there was general consensus that the current structure needed to change, whilst recognising that some activities currently being undertaken, namely those being progressed through the Adults Forum, still required a governance arrangement to assure Board Members that actions will continue to be delivered. As such the following option is proposed for agreement by Cabinet.
- 2.2 An Executive Group, chaired by the Council's Chief Executive, is established to replace the Programme and Integration Group. It is suggested to Members that this group will comprise of the appropriate senior officers of the Council and the Clinical Commissioning Group(s) including the Council's Chief Executive and Director of Social Care and Health as well as the Chief Officer of both of Sefton's CCG with other members to be decided by the Health and Wellbeing Board. This group will be directly accountable to the Health and Wellbeing Board for the development and delivery of an integration plan supported by a pooled budget, delivery of the Better Care Fund Plan and the achievement of priorities specified in the Health and Wellbeing Strategy. It is not being suggested at this stage to formally review the Terms of Reference for the Health and Wellbeing Board other than to request the Council to formally extend the membership, as outlined below. It is proposed that at the first meeting of the Executive Group a draft Terms of Reference for the group be developed for agreement at a future meeting of the Board.
- 2.3 There was broad agreement at the informal meeting that, due to diminishing resources across all agencies and sectors, the case was made to review, and where appropriate cease, the Forums and Task Groups and replace them with a limited number of Task and Finish Groups. It is therefore recommended that the Health and Wellbeing Board commission the establishment of a number of Task and Finish Groups, as and when required, which will undertake specific pieces of development and implementation work to ensure that progress is made on the achievement of the Health and Wellbeing Strategy. It is proposed that the membership of the Groups be flexible to reflect the task in hand.
- 2.4 Discussions at the informal meeting provided Board members with the opportunity to gain more of an understanding of the current workloads of the various Forums and Groups. After much discussion, and to ensure continuity of delivery of the work commenced by the Adults Forum, it is recommended to retain the Adults Forum and commission the current Chair to undertake a review of the Forum, its priorities, terms of reference, membership and associated groups / sub-groups. It is proposed that the Forum report key issues directly through to the proposed Executive Group and for the outcomes of the review to be reported to the next meeting of the Board.
- 2.5 In reviewing the current sub-structure to the Board a wide range of groups, networks, partnerships and boards were also identified and it was agreed that a further gap analysis be progressed by Officers of the Council and the Clinical Commissioning Groups to assist in achieving more efficient ways of working and to negate the need to establish task and finish groups if a fora already exists

which could take it forward. The outcomes of this will be reported to the Health and Wellbeing Board in March 2016.

- 2.6 It was noted that the Early Life Forum currently discharges the Children’s Trust arrangements and it is recommended to Cabinet that they agree that in future these arrangements be discharged through the Health and Wellbeing Board as outlined in the attached Memorandum of Understanding which is presented for approval. This new arrangement will provide a more strategic approach and will discharge the Trust arrangements at a more senior leadership level. In addition it will enable the HWBB to provide more priority on matters relating to children’s services.

Proposed Health and Wellbeing Board Structure



3. Membership and Accountability

- 3.1 Given the proposed changes to the Health and Wellbeing structure, and subject to the approval of such changes, Members are asked to consider recommending to Council an extension to the current membership of the Board. It is suggested to extend the membership to one representative of the NHS Acute Provider sector, one representative from the Every Child Matters Forum, one representative from the Health and Social Care Forum and one Voluntary Community Faith Sector

representative to be agreed through Sefton CVS as the umbrella organisation for the voluntary community and faith sector. This will ensure that the Board remains inclusive and is underpinned by representative structures to effectively engage across the wider health and social care system.

- 3.2 Discussions took place at the informal meeting on the process for ensuring accountability for the delivery of the priorities in the Health and Wellbeing Strategy. It was agreed that the Health and Wellbeing Board needs to maintain its strategic focus on those issues that will deliver integration to improve the population's health and wellbeing. In seeking to ensure this, discussions took place and affirmed the role of Board members as 'leaders' across the health and social care system with the accountability for operational delivery lying with the statutory officers on the Board, and the need for them to discharge the statutory duties and deliver against Health and Wellbeing priorities through the relevant Heads of Service / Senior Officers and existing partnerships and groups.

4. Delivering the priorities of the Health and Wellbeing Strategy

- 4.1 The current Health and Wellbeing Strategy was reviewed and approved at the meeting of the Health and Wellbeing Board in September 2014. Given the rapidly changing landscape at that time, and the focus on delivering a Better Care Fund Plan for Sefton, members of the Board agreed a one year delivery plan, which now needs to be reviewed in the context of integration and the devolution agenda across the city region. Board members have therefore been asked to agree a review of the delivery plan and the draft performance dashboard developed by the Forums, and for this to be brought back to the meeting of the 16th March 2016. Subject to agreement of the proposed Board structure it is recommended that the review forms an agenda item at the first meeting of the Executive Group.

5.0 Conclusion

- 5.1 As stated in the joint strategic needs assessment the communities of Sefton are facing increased health inequalities and poor health outcomes. In addition Government has made it clear that local government funding will continue to reduce sharply and the NHS will have to manage a significant amount on increased demand within existing resources. If the Council and its partners are to maximise the benefits of health and social care resources for our communities, it is vital that commissioning, delivery resources are pooled in an integrated way. In addition the new arrangements for the discharge of the Children's Trust will enable the Board to provide more strategic focus at a more senior level across a range of partner organisations. It is also important that this agenda is taken forward at scale and pace given the government's austerity measures and the demographic challenges in Sefton. To ensure that the right mechanisms and leadership are in place to deliver the required changes Members are asked to consider this report and agree the recommendations outlined therein.