Waltham Forest
Shadow Health & Wellbeing Board Welcome Pack
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Dear Board Member,

I have pleasure in sending you a welcome pack for Waltham Forest’s Shadow Health and Wellbeing Board and I would like to thank you for participating in this new and important partnership. I am sure that you will agree that the Health White Paper ‘Equity and excellence: liberating the NHS’ provides us all with significant challenges and opportunities to improve the health outcomes for residents of our borough.

As Leader of the Council I am committed to working together to ensure that health and social care services in the borough are the very best they can be. I want to see us working together to reduce health inequalities in the borough and to improve our performance against London and England. We have a hugely diverse population, high levels of deprivation and significant population movement in the south of the borough – all of which make our task that bit more challenging.

The Council now has a key role to play in managing public health. I believe that means focusing on prevention and trying to stop people becoming unwell. The Council’s recent effort to reduce the number of fast food takeaways in the borough is evidence of our commitment to make a difference. We control many of the wider determinants of health and are committed to using these levers to improve the health of people in Waltham Forest.

I look forward to my Cabinet and management team working with you to make Waltham Forest a healthy place with healthy people and with first class health and social care services.

Best wishes

Cllr Chris Robbins
Leader Waltham Forest Council
Introduction to Health and Wellbeing Boards

This briefing is targeted at those developing Health and Wellbeing Boards (HWBBs), or who need to understand and work with HWBBs in the future. It is intended to support informed debate as the precise form and role of HWBBs emerge, and to encourage local health and social care economies to lay the foundations for better partnership working. HWBBs will have implications for all concerned with local health and social care services, and we would encourage GPs, and other clinicians, Directors of Public Health, Elected Members, Local Authority officers, LINKs, PCT colleagues, providers, third sector organisations, and public, patient and carers’ advocates to all take an active concern in how their HWBB is being developed.

Health and Wellbeing Boards

HWBBs are a key element of the proposed Health and Social Care Bill, and are the means by which local authorities will deliver their new duties to improve the strategic coordination across local NHS, social care, children’s services and public health. Clinical Commissioning Groups (CCG) will be required to consult with HWBBs when drawing up their annual plan. The proposed Bill states the CCG should liaise with the HWBB “setting out how it proposes to exercise its functions in that year”.

It is proposed that each HWBB should include the following:
- at least one local authority councillor
- the director of adult social services for the local authority
- the director of children’s services for the local authority
- the director of public health for the local authority
- a representative of the local HealthWatch organisation for the area of the local authority
- a representative of each relevant commissioning consortium
- such other persons, or representatives of such other persons, as the local authority thinks appropriate

A representative of the NHS Commissioning Board may also sit on the board when local authorities are drawing up joint strategic needs assessments and related strategies.

The main functions of HWBBs are to:
- Assess the needs of the population through the Joint Strategic Needs Assessment (JSNA)
- Agree and produce a Health and Wellbeing Strategy to address needs, which commissioners will need to have regard of in developing commissioning plans for health care, social care and public health
- Promote joint commissioning
- Promote integrated provision, joining up social care, public health and NHS services with wider local authority services
- Involvement in the development of CCG commissioning plans
- Provide advice to the NHS Commissioning Board in authorising and assuring CCGs

This board assurance prompt has been supported by NHS London, the London Joint Improvement Partnership and London Councils as part of the London Health and
Wellbeing Board Partnership support programme and is one of series developed by the Good Governance Institute. The London programme aims to support the transformational development of HWBBs which focuses on the leadership and culture to support partnership working and the transactional elements which are focused on process and task.

Key success criteria for HWBBs

Rooting change in the needs of the local population, and effectively using Joint Strategic Needs Assessments (the JSNA) and Joint Health and Wellbeing Strategies to drive local change including:

- Shared decision making principles “firmly embedded in priority setting and commissioning decisions
- Service transformation to meet future health and social care needs
- Improving the health outcomes of the local population and reducing health inequalities
- Engendering local ownership of healthcare developments by the local community
- The better use of resources through co-ordinated, integrated commissioning
- Linking HWBBs to wider public services including transport, planning, leisure, environment and education
- Developing productive relationships with commissioners and providers
- Ensuring local health and social care services develop in synergistic tandem
What HWBBs mean to local players in a health and social care economy

**CCGs**
HWBBs will be a resource that CCGs can draw on to better understand the holistic development of local care services. Through HWWB CCG will have the opportunity to integrate service design and delivery, including delegating functions to the board where this makes sense. HWBBs will need to be involved throughout the development of CCG commissioning plans. HWWB will have a role in the authorisation and assurance of CCG

**PCT clusters**
HWBBs will have the potential to ensure that strategy is properly shaped by local and national partners. Engaging the HWBB in the functions that the NHS CB will take responsibility for will support meeting common goals, particularly around integrated care along pathways.

**Providers**
Local providers hold key skills and knowledge that commissioners need in order to successfully transform services. HWBBs have the potential to draw in this specialist knowledge in an organised way to create new pathways that improve outcomes and create a more efficient local system.

**Local Authorities**
Local Authorities have significant experience of commissioning for care services. HWBBs will support transferring better commissioning practice to CCGs, and ensure that health and social care better dovetail to improve opportunities for the local community.

**Health Watch**
Local scrutiny will help ensure the interests of patients and the community. HealthWatch, through the HWBB, will be able to scrutinise service quality and transformation options across the local health and social care economy in an informed and empowered manner.
Background

The DoH paper ‘Liberating the NHS: Local democratic legitimacy in health’ states that the local authority is responsible for establishing a Health and Wellbeing Board\(^1\). The deadline for which is April 2012 with arrangements for a shadow board to be in place by April 2011.

The primary aims of the board are to promote integration and partnership working between the NHS, social care, public health and other local services and improve democratic accountability.

The Government proposes that Health & Wellbeing Boards will have the following main functions:

- Assess the needs of the population through the Joint Strategic Needs Assessment (JSNA)
- Agree and produce a Health and Wellbeing Strategy to address needs, which commissioners will need to have regard of in developing commissioning plans for health care, social care and public health
- Promote joint commissioning
- Promote integrated provision, joining up social care, public health and NHS services with wider local authority services
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Role and Responsibilities

The Board will ensure that:

- LBWF is equipped to meet its new duties and responsibilities in a timely manner;
- A fully functioning Health and Wellbeing Board is in place by April 2012;
- An integrated approach to commissioning is established by April 2012;
- The council has an adequately resourced public health service in place by April 2012;
- A Health Watch service is established by April 2012;
- The implementation action plan is implemented, reviewed and updated;
- Cabinet and the PCT Board are kept informed of progress and that robust governance arrangements are put in place;
- Budget reductions and plans in the NHS and LBWF are coordinated.
- Interim arrangements are robust.
- Where agreed, responsibilities are transferred and new arrangements put in place ahead of the national timescale.

\(^1\) The status of Health & Wellbeing Boards will be statutory.
Membership

- Cllr Chris Robbins, Leader of the Council
- Dr Gabby Ivbijaro, Waltham Forest Federated GP Clinical Consortia
- Cllr Angie Bean, Cabinet Member for Adult Social Care
- Cllr Marie Pye, Cabinet Member for Children &Young People
- Martin Esom, Chief Executive LBWF
- Hazel Fisher, Borough Director Waltham Forest NELC
- Cllr Afzal Akram, Deputy Chair, NHS NELC
- Dr John Samuel, L/L Locality Co-chair
- Dr Abdul Sheikh, W Locality Co-chair
- Dr Chris Britt, C Locality Co-chair
- Alan Adams, Executive Director of CYPS LBWF
- Glynnis Joffe, Executive Director of Adult Social Care LBWF
- Dr Kay Eilbert, Acting Joint Director of Public Health
- Susan Anderson-Carr, Divisional Director of Strategic Commissioning, LBWF
- John Turnbull, Director of Finance LBWF
- Leora Cruddas, Divisional Director, Children and YP Services
- Mark Cubbon, Managing Director, Whipps Cross Hospital
- John Brouder, NELFT Chief Executive
- Terry Huff, Finance Director NELC
- Dr Nihad Fathi, LINK / HealthWatch
- Sheena Dunbar, Voluntary sector providers’ representative

Chair and Vice Chair

The Health & Wellbeing Board will be chaired by the Leader of Waltham Forest Council

The Vice Chair will be: Dr Gabby Ivbijaro

Accountabilities

The shadow board will be accountable to the Council’s Cabinet and the NHS ONEL Board for its actions and decisions.

Frequency and duration of Meetings

Every 2 months for a maximum duration of 90 minutes.

Deputies

In order to maintain consistency named deputies only will be permitted.
Roles & Responsibilities

The following are the proposed roles and responsibilities members of the Shadow Health and Wellbeing Board (SHWB) are expected to adopt.

“There will be a statutory obligation for the local authority and commissioners to participate as members of the board and act in partnership on these functions.” (Liberating the NHS: Local democratic legitimacy in health, p9.)

As a member of the SHWB you will be expected to:

- Represent and speak on behalf of your organisation or sector;
- Be accountable to your organisation or sector for your participation in the SHWB and ensure that you keep them informed of SHWB business and relay information from your organisation / sector to the SHWB;
- Support the agreed majority view when speaking on behalf of the SHWB to other parties;
- Attend SHWB meetings or ensure that your named deputy is briefed when attending on your behalf;
- Declare any conflicts of interest should they arise;
- Read agenda papers prior to meetings so that you are ready to contribute and discuss SHWB business;
- Regularly review the Health & Wellbeing Action / Forward Plan to ensure items are prepared for future boards in good time.
- Uphold and support SHWB decisions;
- Work collectively with other board members in pursuit of SHWB business;
- Ensure that the SHWB adheres to its agreed terms of reference and responsibilities;
- Listen respectfully to the views of fellow board members;
- Be willing to take on special tasks or attend additional meetings or functions;