Report title and challenge question(s):

Health and Wellbeing Board Development Work 2018-19

Priority report relates to (where applicable):

Report to: Health and Wellbeing Board, 20 March 2019

Report author(s):

Wherever possible reports should be co-authored, especially when considering issues that affect more than one organisation

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-Please limit your report to a maximum of five pages.
-At the Board, it is assumed that members have read all papers. Unless your paper is for information, you will have 3 minutes to outline your paper before a Board discussion.
1. Introduction

1.1 What is the ‘wicked issue’?
Providing support and structure for the Health and Wellbeing Board so that it can more effectively deliver change for Waltham Forest residents regarding key health and wellbeing issues.

1.2 What are the existing mechanisms/projects to address this issue?
The Board’s Business Management Group (BMG) has been providing detailed feedback more effectively deliver change for Waltham Forest residents regarding key health

1.3 What more can the partnership do? / What is your ask of the board today?
This report asks the Board to consider how the Board can best implement the recommendations resulting from its development work, including new draft terms of reference and Board member principles for approval.

2. Context
In September 2017, Waltham Forest was awarded a small amount of funding to support Health and Wellbeing Board development work through the London Health and Wellbeing Board System Improvement Programme; a joint initiative between the Local Government Association (LGA), London Councils, NHS England (London) and London ADASS. Given the Board had not had any focused development work since 2014/15, the turnover in board membership since then, and the upcoming changes in relation to integrated commissioning, it was felt to be an ideal time to refresh our shared understanding of Board’s role.

The development work took three key forms:
- An independent, facilitated observation of the Board on 12 September 2018, including a half-an hour session with Board members afterwards, led and written up by an external consultant, including recommendations.
- Member survey: prior to 3) in October 2018 a survey was sent to all Board members exploring areas such as Board agenda items, membership and purpose. Results were fed into 3)
- An externally LGA-facilitated 90-minute focus group on 7 November 2018. The session included Board members and key partners and explored past, present and future Board engagement and purpose.

3. Issue(s)
As laid out in the development action plan (see appendix) some recommendations have already been implemented including 3-6 focused on improving the structure
and focus of Board reports; recommendation 8 restricting people to 3 minutes presenting their Board reports; and 7 and 9 will continue/start today re how the Chair structures time for discussion and to confirm actions.

4. Identification of gaps, themes and challenges
Here are the key decisions and feedback to be made at the Board today:

- **Recommendation 1:** that the BMG will create a statement within or alongside a revised terms of reference for the Health and Wellbeing Board. This will focus on the Board refocusing on a few ‘wicked’ issues to be determined by using data, such as the JSNA, as well as multi-agency meetings organised by strategic partnerships. The terms of reference will be updated to reflect statutory responsibilities but also necessary changes in the agreed practice of the Board since its inception in 2012/13. The BMG will lead on this work and it will be discussed and signed off at the June 2019 Board.

- **Recommendation 2:** that the Board dashboard will be changed to reflect the revised terms of reference and the focus on ‘wicked’ issues decided by the strategic priorities review

- **Recommendation 10:** requires the Board to discuss and agree the revised principles for Board members.

- **Recommendation 11:** the Board approves, in principle, the redevelopment of the BMG structure that will reflect the representation and input required to effectively support the Board

- **Recommendation 12:** there will continue to be contact with the LGA to support change within the Board, including access to good practice.

5. Proposed solutions

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<thead>
<tr>
<th>Recommendations</th>
<th>Lead agency</th>
<th>Evidence base for recommendation</th>
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</thead>
<tbody>
<tr>
<td>1. The Board to agree to the BMG leading on the revision of its terms of reference, based on the focus outlined in this paper and that these will be brought to the June 2019 Board (Recommendation 1)</td>
<td>LBWF</td>
<td>Development work</td>
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<td>2. The Board agrees to the Scorecard being revised to reflect the new terms of reference and that these will be brought to the June 2019 Board</td>
<td>LBWF</td>
<td>Development work</td>
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<td>Recommendation 1&amp;2</td>
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<td><strong>3.</strong> The Board to discuss and agree the revised principles for Board members (Recommendation 10)</td>
<td>LBWF Development work</td>
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<td><strong>4.</strong> The Board approves, in principle, the redevelopment of the BMG structure that will reflect the representation and input required to effectively support the Board (Recommendation 11)</td>
<td>LBWF Development work</td>
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6. **Appendices:** include the development action plan and revised Board principles (see below)