WALTHAM FOREST HEALTH & WELLBEING BOARD:
BOARD DEVELOPMENT ACTION PLAN

Background:
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:

1) 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.

2) 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)

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.

Recommendations for action:
Both the external consultant and the LGA shared a lot of positive feedback about the role and current work of the Board such as having fact-based discussions within an effective and focused agenda underpinned by a passion and commitment to the great good. These recommendations reflect feedback from all the development work and allow for the Board to further improve on its practice and impact.

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<tr>
<th>No.</th>
<th>Recommendation</th>
<th>Lead Officers</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>1</td>
<td>The BMG will develop a draft statement to be signed off at the March 2019 Board meeting. The Board will refocus on prioritising a few ‘wicked issues’ for the borough to be determined as part of the JSNA process. Future dashboard and</td>
<td>Chair</td>
<td>March 2019</td>
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reporting will reflect this change. Taking a long-term view, collective responsibility and reaching clarity about the Board’s relationship with the Committee in Common as it develops. Should connect to – or integrate – recommendation 9)

2. The Board dashboard or ‘scorecard’ will be changed to reflect the new concentration on a few priority ‘wicked’ issues

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<tr>
<th>Improving the structure and focus of Board reports</th>
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<td>3. The current report structure will be changed and split into: Context; Issue; Identifying gap/themes &amp; Proposed solutions</td>
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<td>4. Reports will be co-authored, especially for issues that affect more than one organisation</td>
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<td>5. Continue to prioritise challenge within reports, including questions such as: ‘how can the Board address the situation described?’ and suggestions for change within the health and wellbeing system</td>
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| 6. Introduce a three bullet point summary at the start of all reports:  
  - What is the ‘wicked issue’?  
  - What are the existing mechanisms to address this issue?  
  - What more can the partnership do? / What is the ask of the board today? | BMG / NY | March 2019 |

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<th>Supporting engaged, high value, candid conversations at the Board</th>
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<td>7. Chair to be clear at the start of each discussion about what is wanted from it e.g. by focusing on challenge question(s).</td>
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<td>8. Authors to be restricted to no more than 3 minutes to give upfront context on their report, allowing for more time for dialogue between partners</td>
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<td>9. Protect 5 minutes for every discussion to agree action(s), that are then finalised by the Chair</td>
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<td>10. Board members will agree a new ‘code of behaviours’ that will include email use and commitment to speaking candidly. A quiet work space will be provided at Board meetings for guest speakers, so they can do other work until their allocated agenda item slot.</td>
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<td>Ensure the Board has the right structures and support</td>
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<td>11. The Board will oversee a new Business Management Group (BMG) structure that will reflect the representation and input required to effectively support the Board</td>
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<td>12. Continued, tailored support from the LGA to support the Board’s refresh.</td>
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