

Report to: **East Sussex Health and Wellbeing Board**

Date: **4 December 2018**

By: **Becky Shaw, Chief Executive, East Sussex County Council**

Title: **East Sussex Health and Wellbeing Board Review**

Purpose: **To report on the outcomes of the Health and Wellbeing Board workshop held in November and the recommended changes to the role and membership of the Board.**

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## **RECOMMENDATIONS**

**The Board is recommended to endorse the proposed changes to the Health and Wellbeing Board, its operation and terms of reference set out in paragraphs 2 and 4 below.**

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### **1. Background**

1.1 The HWB has undertaken a review of how it works, as it has been in its current form since 2011 and also to enable it to consider the outcome of the Care Quality Commission (CQC) local system reviews that took place during 2017/18.

1.2 As part of the review, desktop research was carried on other authorities' HWBs. In the light of this work and discussions at the HWB, it was agreed that the future shape of the board should be underpinned by the following principles:

- The Health and Wellbeing Board should provide whole system leadership for the health and wellbeing of the people of East Sussex and the development of sustainable and integrated of health and care services.
- East Sussex is the appropriate geographical building block for priority setting for the health and social care system. Given the variation across the county and the multiplicity of organisations, a smaller geographical focus may well be appropriate for specific work, but the county is the primary planning unit.
- a robust and up-to-date evidence base will be used to agree priorities and devise plans
- there will be strong and effective engagement and communications between residents, communities, commissioners and providers.
- there will be a compelling shared vision for health and social care in East Sussex that clearly explains our joint purpose to residents, communities and staff/volunteers in all organisations.
- plans and accountability for delivery must be clear and robustly exercised.
- the partnerships and bodies involved in the local system must be coherent, well-articulated and connected by strong infrastructure.
- The HWB needs to work effectively both in and outside meetings. The meetings should be timed so that they can deal with relevant issues and all members need to contribute to ensure meetings are effective and relevant.
- The core test must be "does this feel right for East Sussex?"

1.3 A workshop was held on 12 October to develop the changes needed to turn these principles into practice, informed by the outcomes of a questionnaire completed by HWB members over the summer. The workshop addressed two main questions:

- 1) What would Board members say would make the HWB successful in the current landscape?
- 2) What does that mean in practical terms?

1.4 The workshop was attended by 19 HWB members and observers or their representatives. The following main themes were identified from the discussions.

1.5 A successful HWB would:

- Improve outcomes for East Sussex
- Take a leadership role for the whole health and wellbeing system in East Sussex
- Identify and address cross-cutting 'wicked' issues.
- Ensure new HWB members are conversant with the themes and language of health and social care.

1.6 Practically that would mean:

- An enhanced role for NHS providers.
- Ensuring any new member understands the requirements of being a HWB member through an induction that would cover the HWB responsibilities and current issues.
- Meeting structure would allow time for less formal discussion.
- An up-to-date Forward Plan is agreed by the HWB.

## 2. Proposals for the Future of the Health and Wellbeing Board

2.1 Set out below are the proposals for membership; meeting structure; governance; and strategy arising from the review and workshop.

### Membership

2.2 It is proposed that full membership of the Board is extended to include the major current health providers who deliver services in East Sussex. Brighton and Sussex University Hospitals NHS Trust (BSUH) and Maidstone and Tunbridge Wells (MTW) NHS Trust will be invited to be Observers with speaking rights. The Health and Wellbeing Board is recommended to ask the County Council to agree the following membership of the Board:

2.3 *Voting members*

- 4 Members of the County Council\* (appointed by the Leader of the Council) (to avoid conflict of interest this must be different from the Health and Overview Scrutiny Committee Members)
- East Sussex County Council Director of Public Health\*
- East Sussex County Council Director of Adult Social Care and Health\*
- East Sussex County Council Director of Children's Services\*
- One representative from each of the three Clinical Commissioning Groups\*
- One representative of Healthwatch\* (to avoid conflict of interest Healthwatch East Sussex will not be a member of the Health Overview Scrutiny Committee or any other Scrutiny Committees)
- One representative of NHS England\*
- Two representatives of the District and Borough Councils (rotated on an annual basis) (to avoid conflict of interest this must be different from the Health and Overview Scrutiny Committee Member)
- The Chief Executive of East Sussex Healthcare NHS Trust (ESHT)<sup>†</sup>
- The Chief Executive of Sussex Partnership NHS Foundation Trust (SPFT)<sup>†</sup>
- The Chief Executive of Sussex Community NHS Foundation Trust (SCFT)<sup>†</sup>

\*Statutory members (a minimum of one County Council elected member is a statutory requirement)

† Proposed new full members

2.4 *Observers*

- An elected Member from each of the three Borough and District Councils not having full membership (to avoid conflict of interest this must be different from the Health and Overview Scrutiny Committee Member)
- Chief Executive of East Sussex County Council

- Sussex Police and Crime Commissioner
- A representative of the East Sussex Voluntary and Community Sector
- The Chief Executive of Brighton and Sussex University Hospitals NHS Trust (BSUH)
- The Chief Executive of Maidstone and Tunbridge Wells NHS Trust (MTW)
- A representative from East Sussex Fire and Rescue Service

2.5 New HWB members will be provided with an induction to Health and Social Care and the role of the HWB.

### Meeting structure

2.6 To allow meetings to be more focussed and to consider particular issues in greater depth it is suggested that:

- a work programme for the Board's four meetings each year is agreed annually in January and reviewed each meeting.
- meetings focus on agreeing the strategic plan and reporting on progress, in addition, considering those items the Board is required to approve by law.
- time is set aside during at least half the meetings for a workshop on an identified theme, put forward by the members of the Board and agreed by the Chair and Vice Chair.

### HWB strategy

2.7 The current HWB Strategy runs from 2016-2019. It was formulated to support the work of the East Sussex Better Together and the Connecting 4 You programmes. Work will begin in the new-year to review the strategy to ensure that it represents a compelling vision for an integrated health and wellbeing system that reflects current whole population needs and priorities. This will help to provide a focus and strategic direction for members of the Board in relation to their health and wellbeing responsibilities. A new strategy will be agreed by the HWB by the end of 2019.

## **3. Relationship to other bodies**

3.1 It is important that we have an effective and coherent infrastructure, so clarity of responsibilities with other bodies is important.

### East Sussex Better Together Strategic Commissioning Board (ESBT SCB)

3.2 The ESBT SCB was set up as part of the governance arrangements for the test bed year of the ESBT Alliance 2017/18. The alliance arrangement allowed for the collaborative learning and evaluation to take place between the ESBT programme partners and other stakeholders. The work of the Board will be reviewed with the intention of incorporating this into the HWB's remit.

### Sussex and East Surrey Transformation Partnership

3.4 The East Surrey and Sussex Sustainability and Transformation Partnership (STP) aims to improve the way the NHS and social care services across Sussex and East Surrey work together to sustain and improve health and care for patients. The STP is made up of organisations involved in the planning and provision of health and care services across the region. The HWB will work in partnership with the STP to improve outcomes for East Sussex residents and hold the STP accountable for delivery in East Sussex for its parts of the system.

### Scrutiny Committees

3.5 Scrutiny Committees in the County Council and the Borough and District Councils carry out a range of in-depth scrutiny reviews. It is proposed that the option remains that the HWB can ask the Scrutiny Committees to review specific items which it feels would benefit from such work. Maintaining a clear distinction between the roles remains important.

## East Sussex Strategic Partnership

3.6 The review has highlighted some questions about the potential for strengthened joint working between the East Sussex Strategic Partnership and the HWB so it is suggested that the chairs of the two partnerships have further discussions and bring back any proposals to a future meeting.

### **4. Governance**

4.1 It will be necessary to revise the Terms of Reference to capture the proposed purpose, role and function of the HWB and also the role and function of the East Sussex Better Together (ESBT) Strategic Commissioning Board. The revised terms of reference can be found at Appendix 1.

### **5. Communications**

5.1 The HWB is already webcast and meeting agendas and papers can be found on the Council website. There is also a Health and Wellbeing newsletter that is sent out quarterly to over 200 people from internal colleagues, public and voluntary sector organisations as well as interested members of the public. The newsletter contains a link to the HWB page on the Council website. HWB organisations can contribute to the quarterly newsletter.

### **6. Next steps**

6.1 If the proposals above are endorsed, they will be discussed with the relevant NHS bodies prior to consideration by the County Council's relevant committees to approve the changes to the terms of reference and constitution. The timetable for implementing the changes would be as follows:

March 2019	Proposals to go to Governance Committee 5 March 2019 and Full Council 26 March 2019
February 2019	Begin Health and Wellbeing Board Strategy review
23 April 2019	Reviewed HWB meets for the first time to coincide with new financial year and monitoring arrangements.

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BACKGROUND DOCUMENTS None