

Health and Wellbeing Board (HWB) Paper

1. Reference Information

Paper tracking information	
Title:	Findings of the HWB members survey and a review of the Health and Wellbeing Board's Terms of Reference
HWBS Priority populations:	<ul style="list-style-type: none"> All
HWBS Priority - 1, 2 and/or 3:	<ul style="list-style-type: none"> All
Outcomes/System Capabilities:	<ul style="list-style-type: none"> Governance
Principles for Working with Communities:	<ul style="list-style-type: none"> Community capacity building: 'Building trust and relationships'
Interventions for reducing health inequalities:	<ul style="list-style-type: none"> Civic / System Level interventions Service Based interventions Community Led interventions
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Board Sponsor(s):	Cllr Bernie Muir, Chair of the HWB and Member for Epsom West, Surrey County Council
HWB meeting date:	20 September 2023
Related HWB papers:	Surrey Health and Wellbeing Board Membership Review Health and Wellbeing Strategy
Annexes/Appendices:	Annex 1 - Presentation Annex 2a - Surrey Health and Wellbeing Board: Draft Terms of Reference September 2023 (<u>Track changes</u>) Annex 2b - Surrey Health and Wellbeing Board: Draft Terms of Reference September 2023 (<u>Clean version</u>)

2. Executive summary

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This paper shares the findings of the survey that eleven of the thirty-two Health and Wellbeing Board (HWB) members responded to earlier in the year. The online survey sought to understand how the Board feels about its activities and how the Surrey Health and Wellbeing Strategy has progressed in the delivery of system capabilities in order to inform future ways of working.

The Board is also required to review its terms of reference regularly, hence the need to update the Board's Terms of Reference (ToR) given that its membership and purpose have changed since the last review, with the refresh of the HWB Strategy and the Health and Care Act 2022.

This paper proposes recommendations to further develop the activities and operations of the Board based on the current board arrangements, the feedback of the members of Board received and the updated legislation and guidance that relates to Health and Wellbeing Boards.

3. Recommendations

The Health and Wellbeing Board is asked to:

1. Reflect on the findings of the survey and consider whether they are a true reflection of the current position of the board in terms of progress and opportunities to develop.
2. Support, subject to discussion, the proposed changes to Board meetings and activities.
3. Consider and endorse the changes to the Terms of Reference as it relates to the Board's purpose, roles, responsibilities and focus.

4. Reason for Recommendations

The Board has the power to review its Terms of Reference by mutual agreement of the Health and Wellbeing Board members, but this has not been done since the refresh of the HWB Strategy in 2021/22. The feedback from the recent online survey of Members presents a good opportunity to update the activities of the Board based on the current position, including new Government guidance issued alongside the Health and Care Act 2022 which legislated for the creation of Integrated Care Boards and Integrated Care Partnerships.

5. Detail

The Health and Wellbeing Board was set up according to the duties in the Government's Health and Social Care Act 2012, to work across the system to improve the health and wellbeing of people in Surrey with a focus on reducing health inequalities, so no-one is left behind. The Board has the power to decide its own detailed operating procedures, as set out in its Terms of Reference, which are reviewed by mutual agreement of the Health and Wellbeing Board members.

In Spring 2023 members of the Board had the opportunity to share their reflections of the Board in a survey. The aim of the survey was for members to express their views on how the Board feels about its activities and how the HWB Strategy has progressed in its delivery over the previous 15 months. This paper highlights the main findings of the survey.

5.1 About the survey

A total of eleven (11) of the thirty-two (32) members of the Board responded to the survey. The respondents were from Surrey County Council, NHS Surrey Heartlands, Surrey and Borders Partnership NHS Foundation Trust, Borough Councils and the Voluntary Community and Social Enterprise sector.

5.2 Section A: How members felt about Board meetings, activities and procedures

- i. Respondents told us that they felt engaged with the Board, that the HWB Strategy's Priority Populations of identity & geography are enabling a targeted approach, that the Principles for Working with Communities are enacted and that System capabilities are enacted by the work of almost all the organisations of those that responded.
- ii. Respondents also told us that they believe the Vision and Mission of the HWB are clear, well-articulated, has prevention at its core but that the priorities in HWB Strategy have not been well integrated into the work of all directorates / organisations represented on the Board.

5.2.1 Opportunity for development

- iii. Respondents noted that they would like the Board to give more time for informal engagement, more time for discussion in its meetings, more time to engage on priority populations and key neighbourhoods, and for more members to contribute to the forward plans of formal and informal meetings.

5.3 Section B: How members felt about the HWB Strategy and how it has progressed in the delivery of the system capabilities.

- i. Respondents noted that in relation to reducing health inequalities, the system has plans in place that will impact in the short, medium, and long term, also that there is an improvement in effective tracking of changes in health and health inequalities outcomes.

- ii. Most respondents agree that the system, in relation to the use of resources, works well with partners to make the best use of local funding, takes health considerations into account when decisions on resources are made, uses frontline staff and the commissioning of services across the full range of our functions to improve and protect health, communicates key public health messages effectively and has programmes and services on the ground that reflect strategic priorities.
- iii. Most respondents agree that we work effectively with local communities to understand their needs and assets in those communities, work with them to find solutions and have improved in engaging with communities with differing needs.

5.3.1 Opportunity for development

- iv. However, most respondents did not agree that the system has the right balance between investment in service provision and upstream prevention to reduce need or that there is evidence of effectiveness, value for money and return on investment used routinely in decisions making. Respondents, in their own words, said:

“I think our ambition is high and clearly articulated. I do not see a system that has the full capacity and capability to realise this ambition and I think some of the intended outcomes are at risk.”

“Lots of people say that prevention is important, but this is not seen through the focus of attention across the system nor where the funding goes. In reality, most resources go to other activities e.g., hospital admissions.”

‘If we are serious about prevention/early help, we need much more of a focus on children, young people and families.’

- v. Similarly, many respondents felt there was more opportunity for the system to make the most of member organisations’ respective legal/regulatory powers to improve and protect health exert enough influence regionally and nationally on issues that impact the health of Surrey residents.

5.4 Proposed changes to Board activities

Based on the survey findings, it is recommended that the Board considers the following:

- including more time for discussion in its meetings meaning fewer but more focused items particularly relating to its ambition of reducing health inequalities
- utilising informal engagement e.g., through targeted workshops eg. such as the BCF HWB workshop in 2022/23
- encourage all members to contribute and suggest inputs into forward plans for items to discuss in formal and informal meetings / workshops.

- Continue to support a focus on progress being made alongside issues and challenges through the lens of priority populations and key neighbourhoods.

5.5 Proposed changes to ToR based as a result of Survey findings

Based on the survey findings, it is recommended that the Board considers the following:

- In Section 3.3.8: Ensure a focus on prevention and the movement of funding upstream in the system to facilitate this
- In Section 3.3.9: Using/upholding its statutory functions to improve and protect health.
- In Section 3.3.10: Exerting influence regionally and nationally on issues that impact the health of our residents.
- In Section 3.3.11: Ensuring evidence of effectiveness, value for money and return on investment are used routinely in decision making

5.6 Changes to ToR as a result of updated HWB Strategy

Based on the HWB Strategy, it is recommended that the Board considers the following changes to:

- Section 1.3.2: Specifying the functions of the Prevention and Wider Determinants of Health Delivery Board (PWDHDB) and the Mental Health: Prevention Oversight and Delivery Board (MHPODB), to include that the Delivery Boards will:
 - Provide quality assurance to the programmes that sit under the HWB Strategy / auspices of the Health and Wellbeing Board, acting as critical friend to programmes (e.g., have logic model, meet the criteria for inclusion in the HWB Strategy Summary Implementation Plan, and have adopted HWB Strategy's Principles for Working with Communities)
 - Consider new programmes to sit under the HWB Strategy / auspices of the Health and Wellbeing Board
 - Review the production of the HWB Strategy's Highlight Reports
 - Look to mitigate challenges and increase / add value to opportunities of issues in the Highlight Reports
 - Review the HWB Strategy Index regularly to understand direction of travel in terms of the mission to reduce health inequalities.
- The purpose of the HWB
 - The Board will ensure the HWB Strategy drives a focus on reducing health inequalities in the prevention landscape in Surrey

5.7 Changes to ToR as a result of new legislation/guidance

Based on the on the Health and Care Act 2022 and associated guidance, it is recommended that the Board considers the following changes to its roles and responsibilities:

- In Section 3.1.1, that the Board will include working with ICPs and ICBs to determine the most effective integrated approach that will best deliver holistic care and prevention activities, including action on wider determinants in their communities.
- Section 3.1.3: That the Board has a statutory function to assess the current and future needs of the population and prepare a Joint Strategic Needs Assessment (JSNA), consider where there is a lack of such evidence and identify research needs in JSNAs that could be met by ICBs, local authorities and NHS England via the exercise of their research function, and ensure the JSNA is informed by research, evidence, local community insight and intelligence, as well as more detailed local needs assessments such as at a district or ward level. This should look at specific groups (such as those likely to have poor health outcomes).
- In Section 3.1.4: The Board will improve the health and wellbeing of its local population and ensure the identified needs will be addressed, including addressing health inequalities, and reflecting the evidence of the JSNA; in this regard the Health and Wellbeing Board must be cognisant of the ICSs Integrated Care Strategies and the NHS Mandate
- In Section 3.2.7: Be involved in the Surrey Heartlands and Frimley Health and Care Integrated Care Strategies
- In Section 3.2.8: Be consulted on ICSs Joint Forward Plans and their annual reviews before the start of each financial year, ensuring that the Joint Forward Plan includes steps for implementing the Health and Well-being Strategy, and produce a statement of its final opinion for each Joint Forward Plan to include.
- In Section 3.2.9: Be consulted on ICB annual reports and performance assessments to ensure they include delivery against the HWB Strategy.
- In Section 3.2.10: Review the joint capital resource funds of ICBs and their partner NHS trusts and NHS foundation trusts to ensure the opportunity to align local priorities and provide consistency with strategic aims and plans.
- In Section 3.3.2: Monitor the HWB Strategy Index at regular intervals to ensure long term progress and identify risks to that progress.
- In Section 3.3.7: Horizon scan, through the JSNA, for potential future health inequalities

6. Next steps

If approved the new Terms of Reference will be adopted and enacted going forwards and will be used to support the development of the Board's forward plan.

Questions to guide Board discussion:

Do Board members think the result of the survey reflect the feeling of the majority of Board members?

Are there other sections of the ToR that members would like to amend / update?

Are there other Board activities that members would like to make recommendations for change?

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