

APPENDIX A



HEALTH AND WELLBEING BOARD PAPER FORMAL PUBLIC MEETING

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Subject: Health & Wellbeing Board Terms of Reference Review

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Summary:

This paper provides a summary of discussions with a range of members around the Board's development, and makes recommendations for some minor amendments to the Board's Terms of Reference.

Questions for the Health and Wellbeing Board:

- Do the Board wish to make any recommendations for changes to membership, beyond the formal addition of the Executive Director of Place and the Cabinet Member for Neighbourhoods & Community Safety?
- Do the Board wish to discuss the requirements of Board members in more depth, and make further recommendations for change as a consequence?
- Do the Board agree with the other proposals set out in this paper?

Recommendations for the Health and Wellbeing Board:

- The Board are asked to discuss, amend and if appropriate approve the proposed changes to the Terms of Reference
- Following this the Board are asked to agree to submit the resulting revised Terms of Reference for consideration by Full Council at the next opportunity.

Background Papers:

1.0 Health & Wellbeing Board Terms of Reference – July 2017

What outcome(s) of the Joint Health and Wellbeing Strategy does this align with?

This paper relates to the operation of the Health & Wellbeing Board and therefore aligns with all outcomes in the Strategy?

Who have you collaborated with in the writing of this paper?

- Members of the Board's Steering Group
- Members recruited to the Board following the 2017 Review.

HEALTH & WELLBEING BOARD TERMS OF REFERENCE REVIEW

1.0 SUMMARY

- 1.1 The Health & Wellbeing Board's Terms of Reference commit the Board to reviewing them annually. To meet this requirement, and to align with the current review of the Accountable Care Partnership, a series of informal interviews with Board members was carried out during November 2018 to assess the state of the Board. In light of the still fresh comprehensive review of the Board carried out last year, it was decided to keep this light touch, and to focus on the Board's steering group (in their role guiding the development of the Board) and new members recruited through that review (to gain fresh perspective on the Board's operations).
- 1.2 This paper provides a summary of those discussions and makes recommendations for some minor amendments to the Board's Terms of Reference.

2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE?

- 2.1 This seeks to ensure that the Board continues to be fit for purpose in delivering improved health and wellbeing for Sheffield people.

3.0 SUMMARY OF KEY POINTS RAISED IN INTERVIEWS

- 3.1 Broadly, the view from those interviewed was that the measures proposed in the 2017 review are making a difference and that the Board continues to develop in the right direction. Beyond this, there were a number of points raised that worth further consideration:

Board culture

- 3.2 Interviewees broadly agreed that meetings are increasingly more constructive and drawing more clear conclusions. Strong but inclusive chairing plays a part in this and all are keen to see this continue to develop in this way.
- 3.3 A number of new members made a specific point about being exposed to new issues and taking these away into their organisations, emphasising the value of the space for sharing challenges and organisations can be influenced by the perspective gained in HWBB.
- 3.4 Concerns were raised around levels of absence from meetings, with one interviewee describing this as "Health & Wellbeing Board seems like the meeting it's ok to give your apologies to". This may reflect an inevitable tension between partnership working and organisational responsibilities; it is suggested that named deputies could help with this to ensure better balance.
- 3.5 Interviewees reflected recent discussions in Board around the need to be clear that some Board members represent areas of expertise rather than their

organisation, and that it would be helpful to be clearer where this is the case in the Board's arrangements.

Accountability

- 3.6 The importance of the Board's role in holding the system to account was raised repeatedly, in the particular the need to ensure this is balanced with the board's role around developing strategy.
- 3.7 Links were drawn to the discussion of Board culture, with some suggesting that the Board is collectively reluctant to challenge as much as it should, while recognising the need to keep this constructive. This was described by more than one interviewee as the need to "look people in the eye and ask: what have you done, and what difference has it made?".
- 3.8 It was noted by more than one person that the Board's statutory powers are limited, but that the Board itself has moral authority beyond this due to its position in the system and its statutory role, added to the organisational authority of those round the table.
 - 3.9 It was also noted that the Board could do more to utilise its statutory powers as provided under the Health & Social Care Act 2012, for example by challenging the CCG and Council more directly on how their commissioning plans relate to the Joint Health & Wellbeing Strategy, through this strengthening the connections between the Joint Health & Wellbeing Strategy, and the strategies and policies developed within other organisations..
- 3.10 Beyond this, the suggestion was made that there may be a role for a formal or informal relationship with the Council's Scrutiny Committees as part of an approach to accountability (both in terms of holding the system to account, and in terms of the Board itself being democratically accountable).

Membership

- 3.11 All those interviewed were clear that the Board is quite large already, and that there is limited to no appetite for a significant expansion of the membership.
- 3.12 There was broad agreement that a perspective from a housing specialist would be beneficial, and that this could be achieved by filling the currently vacant space for a housing association. However, some interviewees questioned whether this necessarily had to be a housing association, with other voices in the housing field (such as housing focused charities) potentially having useful insight, and others asking whether the addition of the Executive Director for Place and Cabinet Member for Neighbourhoods & Community Safety from SCC would cover this.
- 3.13 The role of VCS voice on the Board was raised, asking whether current arrangements provide the broadest possible input from and to the sector. This potential concern is worth putting in the context that the VCS place on the Board is intended to be an expert voice, not an organisational or sector one.

- 3.14 The role of the University places on the Board were raised. It was noted that the two places are not fully utilised, and also asked whether these spaces should be about providing academic expertise, or about tying the Universities into the Board in their role as major employers. This could be addressed by reducing the number of places to one, and by taking the opportunity of the current vacancy in the SHU place to rethink the purpose, should the Board wish to.
- 3.15 A number of interviewees asked whether, given the developing themes in the Strategy, there should be a voice on the Board from the education sector, such as a Headteacher, though it was also noted that this may be covered by the membership of the Director of Children's Services and the Cabinet Member for Children & Young People.

Relationships with other bodies

- 3.16 From recent discussions in the Board and the interviews conducted for this paper, there is a clear view emerging of the relationship between the Board and the Accountable Care Partnership: that the Health & Wellbeing Board develops and sets the long term vision and medium term strategy for health and wellbeing in Sheffield, and that the ACP's role is to operationalise this in the NHS and Social Care system. There was agreement among interviewees that the Board needs to assert its authority on this, and that the Strategy will be crucial to this.
- 3.17 It was also noted that the Board's agenda overlaps with those of a range of other bodies in the city, such as the Sheffield City Partnership Board, and the Safer & Sustainable Communities Partnership. It has been suggested that the Board should consider developing more formal relationships with other bodies operating in the same space to coordinate and reinforce, and to enhance each other's work.

Engagement

- 3.18 There was broad agreement amongst interviewees that the Board could do more to effectively engage with Sheffield's citizens around its work, but that the previous model of two set-piece engagement events a year didn't do enough to drive engagement with, and offer an opportunity to impact, the Board's work programme.
- 3.19 There was agreement that bringing a greater range of voices into Board discussions beyond officers has been a positive development.
- 3.20 There was a view expressed that the Board could do more than it does with Healthwatch in its statutory role on the Board, and as an engagement partner more generally.
- 3.21 There is a need to do more around engagement, and the view broadly expressed was that this will require some additional resource.
- 3.22 It was suggested that the Board's use of social media could improve, while recognising this has limitations as an engagement tool.

3.23 It was asked whether the Board does enough to communicate and promote the JSNA and JHWBS out into the world as critical documents for the city.

4.0 POTENTIAL CHANGES TO THE BOARD'S TERMS OF REFERENCE

- 4.1 In light of the above summary, it does not appear that there is significant appetite for major changes to the Board's Terms of Reference, with a greater focus on ensuring that the positive developments over the past 18 months are continued. However there are a number of areas where it may be beneficial to tweak the existing terms to better reflect developments in that time, such as the relationship with the ACP, and to lay the foundations for continued development.
- 4.2 It is noted that the matter of the Board's Terms of Reference, as a statutory committee of the Council, can only be determined by Full Council. This paper, its recommendations and the discussion within the Board should therefore be seen as making proposals for Full Council to consider.
- 4.3 This paper will now take each section in the existing Terms of Reference in turn, highlighting potential changes for consideration in each.

5.0 ROLE AND FUNCTION

- 5.1 As noted above, there is broad agreement around the role and purpose of the Board, and this is well reflected in this section. However in light of developing understanding of the relationship between the Board and the ACP, it might be appropriate to consider a small change to make this clearer, so that paragraph 1.8 reads as follows:

The Board will own and oversee the strategic vision for health and wellbeing in Sheffield, hold all partners and organisations to account for delivering against this by taking an interest in all associated strategies and plans and when appropriate requesting details on how specific policies or strategies help to achieve the aims of the Joint Health & Wellbeing Strategy.

6.0 MEMBERSHIP

- 6.1 As a minimum, there is a need to alter this section to reflect the addition of the Executive Director of Place and Cabinet Member for Neighbourhoods and Community Safety to the Board.
- 6.2 Beyond this, although there is broad agreement that the membership is not in need of fundamental rethinking, in light of the points raised above there is a need for the Board to ascertain that there is no need for minor changes, particularly covering:
- The vacant space for a Housing Association voice: should this be altered to cover housing in general, or should it be deleted?

- Are the Board content with current arrangements around VCS voice, and if not what would they like to see instead?
- Do the Board wish to make changes to the purpose and allocation of academic places?
- Do the Board wish to consider the addition of an educational expert voice?

6.3 The Board are asked to discuss this, and suggest amendments as they see fit.

7.0 GOVERNANCE

7.1 To reflect concerns about attendance and representation described above, it is suggested that paragraph 3.2 could be amended to make the naming of deputies a requirement rather than an option, and to make clear deputies must be well briefed, as follows:

Attendance at meetings and deputies: In order to maintain consistency it is assumed that Board members will attend all meetings. Each member must name 1 deputy, who should be well briefed on the Board's purpose and activities, fulfil the same or similar function in their primary role (as opposed to being from the same organisation), and attend meetings and vote on behalf of the member when they are absent.

7.2 In addition, in light of the discussion of relationships with other bodies, paragraph 3.7 could be amended to stipulate the need for formal relationships with the Accountable Care Partnership and the Council's Scrutiny Committees, and to develop stronger but informal relationships with other partnerships, as follows:

Relationship to other groups: The Board has formally agreed a protocol with the city's Safeguarding Boards. The Board will seek to develop close relationships with the city's Accountable Care Partnership and Sheffield City Council's Scrutiny Committees, as part of its work to hold the health and wellbeing system to account. It will also develop relationships with other bodies in the city such as the Sheffield City Partnership Board and Safer & Sustainable Communities Partnership, especially where the agendas of such bodies overlap with the Board's.

8.0 MEETINGS, AGENDAS AND PAPERS

8.1 Paragraph 4.1 needs to be altered to reflect the recent change to quarterly public meetings, as follows:

The Board will normally meet quarterly in public, interspersed with private strategy development meetings. There will be no fewer than 2 meetings per financial year, with a maximum of 32 weeks between meetings.

9.0 ROLE OF A HEALTH & WELLBEING BOARD MEMBER

9.1 This section would also benefit from making clear that Board members must name an appropriate deputy and ensure they are briefed appropriately to give them the best opportunity to make positive contributions to Board discussions.

9.2 However, beyond this it was suggested by interviewees that in light of concerns about levels of commitment to the Board amongst its membership, that it might be beneficial for the Board to have a broader discussion of what they expect from each other. This would have the effect of redrafting this section, and could take place as part of the discussion of this paper, or be planned for a future meeting. The intention behind this suggestion is to promote ownership of Board culture and behaviours amongst the membership.

10.0 ENGAGEMENT WITH THE PUBLIC AND PROVIDERS

10.1 It is suggested that this section could be adjusted to ensure that the statutory role of Healthwatch is more clearly reflected. This could be achieved by adjusting the first sentence of paragraph 6.1 to read:

Healthwatch Sheffield is the Board's statutory partner for involving Sheffield people in discussions and decision-making around health and wellbeing in the city.

10.2 Beyond this, the Board's engagement approach has shifted away from a focus on formal events to a broad-based approach. With this in mind, it is suggested that paragraph 6.2 could be adjusted to read:

Formal public meetings will be held quarterly, with members of the public invited to ask questions.

10.3 Paragraph 6.3 could also be adjusted to commit the Board to working with Healthwatch to put this broad-based approach into action:

The Board will work with Healthwatch Sheffield to engage with the public on the issues affecting health and wellbeing in Sheffield through a range of means, ensuring the output from this engagement is linked to the Board's Forward Plan, and is fed into and reflected in Board discussions. This work will:

- Provide an avenue for members of the public to impact on the Board's discussions and work;
- Engage the public and/or providers in the development of the JHWS;
- Develop the Board's understanding of local people's and providers' experiences and priorities for health and wellbeing;
- Communicate the work of the Board in shaping health and wellbeing in Sheffield;

- Develop a shared perspective of the ways in which providers can contribute to the Board's delivery.

10.4 The point raised in interviews regarding greater promotion of the JSNA and Strategy is not covered by the existing Terms of Reference, as these are matters of communication as much as engagement. The Board currently have no resource or plans in place around communication, and may wish to consider whether formal commitments need to be made with regard to this.

11.0 REVIEW

11.1 The Board may wish to consider whether an annual review of the Terms of Reference is required.

12.0 QUESTIONS FOR THE BOARD

- Do the Board wish to make any recommendations for changes to membership, beyond the formal addition of the Executive Director of Place and the Cabinet Member for Neighbourhoods & Community Safety?
- Do the Board wish to discuss the requirements of Board members in more depth, and make further recommendations for change as a consequence?
- Do the Board wish to make formal commitments in their Terms of Reference (or elsewhere) with regard to communication?
- Do the Board agree with the other proposals set out in this paper?

13.0 RECOMMENDATIONS

- The Board are asked to discuss, amend and if appropriate approve the proposed changes to the Terms of Reference
- Following this the Board are asked to agree to submit the resulting revised Terms of Reference for consideration by Full Council at the next opportunity.

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