

HEALTH AND WELLBEING BOARD 21 OCTOBER 2021

Report title: Health and Wellbeing Board Development 2021/22

Wards: All

Portfolio: Cabinet Member for Health and Social Care (job-share): Councillors Jim Dickson and Lucy Caldicott

Report Authorised by: Andrew Eyres: Strategic Director for Integrated Health and Care

Contact for enquiries: Ruth Hutt, Director of Public Health, 020 7926 7196,
rhutt@lambeth.gov.uk

REPORT SUMMARY

The purpose of the paper is to give an overview of feedback from Board members following the Health and Wellbeing Board Development Session on 30 September 2021, on the format and performance of the Board over the last 18 months and looking forward consider how it needs to develop in the context of wider integration across Lambeth and South-East London.

FINANCE SUMMARY

None arising from this report.

RECOMMENDATIONS

1. To note the contents of this paper.

1. CONTEXT

- 1.1 Each year the Health and Wellbeing Board (HWB) has a two-hour development session. In the past we have used these sessions to reflect on our local context as we have moved through stages of NHS reform and integration and used them as an opportunity to “check in” on partners about how the Board is working for them so that we can make improvements.
- 1.2 In 2020 we did not have the usual development session, largely due to the disruption from the pandemic. But at the beginning of 2020 at our February HWB - building on the outputs from the 2019 development session - we agreed the Board would start to work differently. This was a response to the changes in governance which emerged as a result of the formation of the Lambeth Together Strategic Board (LTSB) and a way of ensuring that public accountability and engagement could be retained and strengthened by the HWB without duplicating the work of the LTSB.
- 1.3 In particular, it was agreed that the HWB would be themed, take in a range of views and inputs beyond the statutory Board partners/members, would move around the borough rather than being fixed in location at the town hall and would cover a wide range of issues relating to health. The rationale which was agreed for choosing the themes were:
- opportunity for change or collective input into decision-making;
 - sufficient collective interest to resource and capacity to prepare and follow up; and,
 - topics which required a system wide response.
- 1.4 The Board in 2020/21 has been themed along these lines, but all meetings have been virtual, with exception of the most recent Board in July which was a hybrid of in person and virtual. The themes for the Boards are outlined below:

Board Date	Theme
July 2020	Covid response and experience in Lambeth
October 2020	Loneliness and social isolation
February 2021	South London Listens (Mental Health) and Covid Vaccination
April 2021	Food Poverty
July 2021	Children and young people

Measures of success

- 1.5 The measures that were identified in 2020 included:
- a greater diversity of input into the process of Board, including seldom heard voices and more inclusive;
 - to what extent the Board has influenced the whole system and more “power” sharing;
 - clear mechanisms for connecting to and influencing other key partnerships and collaborations; and,
 - following up on outcomes and tracking change to ensure sustainability.
- 1.6 On the 30 September the Board reflected on its performance over the last 12-18 months against these measures of success and discussed what was important looking forward as the integrated care system developed further and our Lambeth Together integrated partnership had become well embedded within the Lambeth health and care system. There was also an opportunity for some personal reflection from various perspectives including equalities, diversity, and inclusion as well as public participation and engagement.
- 1.7 The feedback from Board members was that the Board has been successful in encouraging a greater diversity of input and that the opportunity to hear directly from residents, organisations, and

other partners from within and outside the statutory sector has been valuable and is something we would wish to retain.

- 1.8 The Board also had an important role to play in addressing equalities, diversity and inclusion and taking this beyond the work of the Lambeth Together partnership which is largely healthcare focused and into the wider preventative agenda tackling determinants of health and inequality.
- 1.9 Board members also felt that whilst there were good examples where issues raised at the Board had led to action more could be done to follow up and track outcomes and change, and that we could be deliberate about holding ourselves and the wider partnership to account for following up, actioning and implementing changes.
- 1.10 The importance of using a range of inputs not just reports to capture different perspectives, including videos and allowing people the time to speak about their lived experience, or to represent their community was seen as particularly important so the Board was not just discussing lots of “dry” reports. However, with this came a responsibility to ensure that people felt safe to discuss their own experience and were supported to do this, as well as following up and delivering any actions which resulted from these inputs.

2. PROPOSAL AND REASONS

- 2.1 The formalisation of the Lambeth Together place based Board as part of the integrated care system has created an opportunity for the HWB to do something quite different. The idea that the Board is the connection to the wider public and an opportunity for inclusive engagement has been tested and worked well. The virtual nature of the Board through the pandemic appears to have increased its reach and the level of engagement people have had with it. Continuing elements of the input in a virtual way is likely to remain important to reaching wider and further into our communities. However, there will be people in Lambeth who are digitally excluded so finding a way to continue face to face engagement or hybrid meetings is likely to remain as important in the future.
- 2.2 Over the next year Lambeth will be refreshing the joint strategic needs assessment, which helps to inform strategy. The Health and Wellbeing Strategy comes to an end in 2023, so over the next year it is proposed that the HWB focuses on engaging with partners and residents as we refresh both the needs assessment and develop our integrated Lambeth Together Health and Wellbeing Strategy.
- 2.3 There has been a lot of change in the 10 years since the original Health and Wellbeing Strategy was developed, and the population of Lambeth may have materially altered post Brexit and post pandemic. There was a commitment to involving local communities in the development of the JSNA and the strategy and partners and Board members are keen to support this.
- 2.4 The way the Board has focused on a smaller range of issues which has enabled more focused and in-depth discussion and brought in a range of views has been seen as positive, and the idea of doing fewer things very well was favoured over covering lots of topics in less detail.
- 2.5 The regular health and wellbeing chairs meeting would act initially as a planning group to discuss and decide priority areas, but it was acknowledged that the membership of this needed to be extended to involve the wider membership of the Board.
- 2.6 There was a commitment to involving local communities and wider stakeholders in deciding which issues were important to focus on. The importance of listening, hearing a range of views, including

those which may be different to partners, and following through on commitments and actions were seen as essential to securing and maintaining engagement.

- 2.7 Whilst there is a core statutory membership of the HWB, the Board was open to a flexible approach which was inclusive of a wider range of partners, particularly where specific topics or issues warranted much broader input. The membership of the Board would also be reviewed in the context of the developing Alliances. It was also acknowledged that whilst chief executives of local NHS organisations may nominally be Board members it was often more appropriate for those closer to Lambeth services to be the representative.
- 2.8 There is also an ambition for the Board to be more than a meeting. This means that the process of developing JSNA and strategy could be delivered through the Board but would require additional support and resource to enable this to happen. The Staying Healthy Board has been the delivery Board for the health and wellbeing strategy. Working with Lambeth Together Alliances and partners the Staying Healthy Board could support the development of a work plan which delivers the JSNA and then the wider strategy. This could bring together the both the service delivery aspects of health and wellbeing with the prevention and wider determinants which support a Health in All Policies approach.
- 2.9 The next step is to develop a timetable for the refresh of the JSNA and HWB strategy, agree a forward plan for the HWB for 2022 which takes into account milestones linked to this and creates the platform and opportunity for open engagement and listening to ensure that the views and needs of residents are heard and inform the new strategy.

3. FINANCE

- 3.1 None arising from this report.

4. LEGAL AND DEMOCRACY

- 4.1 There were no legal implications arising from this report.
- 4.2 There were on further comments from Democratic Services.

5. CONSULTATION AND CO-PRODUCTION

- 5.1 Consultation and co-production will be built into the delivery of the health and wellbeing strategy.

6. RISK MANAGEMENT

- 6.1 Not applicable.

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 Not applicable.

8. COMMUNITY SAFETY

- 8.1 Not applicable.

9. ORGANISATIONAL IMPLICATIONS

Environmental

9.1 None.

Health

9.2 The Health and Wellbeing Board is the partnership Board which oversees health and wellbeing strategy in Lambeth.

Corporate Parenting

9.3 Not applicable.

Staffing and accommodation

9.4 Not applicable.

Responsible Procurement

9.5 Not applicable.

10. TIMETABLE FOR IMPLEMENTATION

10.1 To be developed through the Staying Healthy Board, the Lambeth Together Strategic Partnership Executive Group and agreed at the next Health and Wellbeing Board in 2022.

AUDIT TRAIL

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Dickson	Cabinet Member for Health and Social Care (job-share)	13.10.21	13.10.21	
Andrew Eyres, Strategic Director	Integrated Health and Care	13.10.21	13.10.21	
Pete Hesketh, Finance	Finance and Property	13.10.21	13.10.21	
Andrew Pavlou, Legal Services	Legal and Governance	13.10.21	13.10.21	
David Rose, Democratic Services	Legal and Governance	13.10.21	13.10.21	

REPORT HISTORY

Original discussion with Cabinet Member	Ongoing
Report deadline	12.10.21
Date final report sent	13.10.21
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	N/A
Key decision reasons	N/A
Background information	N/A
Appendices	N/A