
Subject: FUTURE OF THE SOUTH KENT COAST HEALTH AND WELLBEING BOARD

Meeting and Date: South Kent Coast Health & Wellbeing Board - 7 November 2017

Report of: Michelle Farrow, Head of Leadership Support, Dover District Council

Classification: UNRESTRICTED

Purpose of the report: To provide a discussion paper and suggested options for the future of the South Kent Coast Health and Wellbeing Board.

The South Kent Coast Health and Wellbeing Board is asked to consider:

a) *The role of the Board and discuss future options;*

- *Remain as is, with 6 meetings per year and a revised workplan*
 - *To meet once or twice a year with a revised remit*
 - *To dissolve the SKC HWBB*
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Recommendation: To move to 1 or 2 set meetings per year. This would enable the partnership working to continue and address any opportunities and challenges as service changes and further integration take place. With the agreement of the Chair and Vice-Chair further meetings could be called as necessary (providing adequate notice is given to all Board members).

1. Summary

The South Kent Coast Health and Wellbeing Board (SKC HWBB) has been operational since 2012, with an agreed Terms of Reference (attached at Appendix 1), in conjunction with the Kent Health and Wellbeing Board.

With the introduction of the Sustainability and Transformation Plans (STP) and local Integrated Accountable Care Structures, and the associated resources involved, it is considered timely to review the role of the SKC HWBB.

The original intention of the Board was to explore and develop integrated ways of working and eventually take on the role of integrated commissioning.

The success of the Board has been in its partnership approach to understanding and supporting each other's agendas and sharing information and working practices that has enabled individual and joint projects to be successful.

There is now far greater collaboration between partners that has a positive impact on the residents and communities of South Kent Coast. The ability to support each other's projects and discuss openly any challenges and opportunities to further integration from a position of trust and mutual understanding, has allowed the Board to move forward.

Integrated commissioning and delivery is now taking place and will be driven and delivered by the Integrated Accountable Care structure. With this and the Sustainability and Transformation Plan, and the roles and capacity of Board

members on these various projects, it is an opportunity to revisit the role of the Board and its capacity and legality to achieve its original aspiration.

With all of the above in mind, this discussion paper suggests the HWBB continues to meet as a partnership group, with a reviewed remit and meeting frequency, to ensure collaborative and integrated opportunities are discussed and any challenges are talked through openly. Also, to support and enable integration of health and local development, to support the ongoing development of the IACO structure and as a platform for any potential emerging place based substructures of the STP – all with the aim of continuous improvement of health and care outcomes for the residents and communities served.

2. Introduction and Background

- 2.1 The SKC HWBB covers the majority of Dover District Council and Shepway District Council, with the exception of two GP practices in the Dover district that falls within the Canterbury and Coastal Clinical Commissioning Group and one GP practice in the Shepway district that fall within the Ashford Clinical Commissioning Group.
- 2.2 The SKC HWB was established in 2011 as an early-implementer in shadow form and in 2012 as a sub-committee of the Kent HWB. It has its own agreed Terms of Reference and, from the start, has been a board of commissioners, taking forward local projects (such as Healthy Living Pharmacy and Teenage Pregnancy Awareness), and holding workshops to progress issues such as Cardio Vascular Disease and a local Alcohol Strategy. The SKC HWB has a localised Joint Strategic Needs Assessment / Health and Wellbeing Strategy and an Integrated Commissioning Strategy (now superseded).
- 2.3 Since the commencement of the SKC HWB there have been a number of new developments, including national policy (such as Better Care Fund, NHS Five Year Forward View, Sustainability and Transformation Plans) and local responses to a new way of working (such as Integrated Accountable Care Organisations).
- 2.4 In early 2016, the SKC HWB secured organisational development support through the Local Government Association. As a result, board members attended a development day in March 2016, with the aim of maturing relationships and to progress developing the SKC HWB into a commissioning board, which would be at the centre of all decision-making concerning health and wellbeing for the residents of the area it serves.
- 2.5 As agreed at the development day, a working group was set up to continue looking at governance arrangements for the transition to a commissioning board. However, at this time legislation is not in place to enable devolved decision-making powers and funding to the SKC HWB to enable it to function effectively as planned.
- 2.6 Going forward, if there is agreement to continue with the SKC HWBB, it is necessary to clearly define the purpose of the Board, to ensure it 'adds value' to the existing partner organisations, who are continuing to deliver their core functions.
- 2.7 Any forward work plan for the SKC HWBB should maintain a focus on the strategic priorities of the Kent Health and Wellbeing Strategy and Joint Strategic Needs Assessment, the Kent and Medway Sustainability and Transformation Plan (STP), and the developing Integrated Accountable Care Structure, to achieve a shared vision for South Kent Coast.

- 2.8 Should there be agreement to continue with the SKC HWBB (in either a current or reduced meeting format), it is suggested:

There will be a focus on:

- a) Reducing health inequalities
- b) Creating a high quality health and care system
- c) Having a financially sustainable health and care system

This would be achieved through annual (at minimum) updates on the STP, the developments and workstreams of the IACO and SKC CCG and local development plans of the Local Authorities (DDC, SDC and KCC) – to inform any future impacts and influence the direction of health and wellbeing requirements within SKC.

- 2.9 It is suggested the role of the South Kent Coast Health and Wellbeing Board could be:

- a) To enable and facilitate collaborative working across the South Kent Coast
- b) To identify, and seek to address, any challenges/obstacles that may hinder delivery of added value, improvements in reducing health inequalities or improvements in health and wellbeing outcomes locally.
- c) To review the delivery of local outcomes and priorities contained within the STP, IACO, CCG and Local Authorities and provide support where applicable.

- 2.10 Currently the SKC Local Children's Partnership Group (LCPG) reports into the SKC HWBB. However, the role of this Board is currently under review. Members on the HWBB will be able to ensure links are maintained between the current and new arrangements.

- 2.11 The Kent HWBB has also been going through a period of review (report attached at Appendix 2) and notes that not all local HWBBs are adding value, or continuing to meet. Through consultation it is noted the link between the Kent board and local Boards has been 'weak' and the 'issue of lack of decision-making powers at the main Board was replicated in the local Boards'. The Kent HWBB report sought to;

- a) Agree that the Board should seek a role within the governance arrangements of the Kent and Medway STP
- b) Agree to explore the creation of a joint Board with Medway Council to support the above recommendation

- 2.12 Depending on the outcome of the review of the Kent HWBB, there may be a further requirement to re-visit the decisions taken in this paper and consider the sub-committee role of any redefined Kent Board.

3. Identification of Options

- 3.1 To continue with Board as it currently is with 6 meetings per year. This option may require a further review of the Boards role and membership, plus the agreement of a work plan to ensure the Board does not become a 'talking shop' delivering no clear actions and outcomes.

- 3.2 To move to 1 or 2 set meetings per year. This would enable the partnership working to continue and address any opportunities and challenges as service changes and further integration take place. With the agreement of the Chair and Vice-Chair further

meetings could be called as necessary (providing adequate notice is given to all Board members).

3.3 To dissolve the SKC HWBB. This option would mean no meetings would take place and any partnership discussions would need to be held at alternative meetings.

4.1 **Resource Implications**

There are no direct resource / management implications arising from this report. Dover District Council will continue to administer the Board, subject to the discussion/agreements of this report.

4. **Appendices**

Appendix 1 – South Kent Coast HWBB Governance arrangements

Appendix 2 – Kent Health and Wellbeing Board - future direction and fitness for purpose