

**Subject:** Future of the South Kent Coast Health and Wellbeing Board

**Meeting and Date:** South Kent Coast Health & Wellbeing Board – 19 March 2019

**Report of:** Caroline Hargreaves, Leadership Support Officer, Dover District Council

**Classification:** Unrestricted

<b>Purpose of the report:</b>	To open discussions on the future of the South Kent Coast Health and Wellbeing Board and inform the Board of the joint work currently taking place with the five East Kent Local Authorities, East Kent CCGs and Health and Wellbeing Boards.
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<b>Recommendation(s):</b>	That the South Kent Coast Health and Wellbeing Board: <ol style="list-style-type: none"> <li>1. Considers options on the way forward for the Board;</li> <li>2. Review its current Terms of Reference alongside the proposed Draft EKHIP; and</li> <li>3. Provide feedback ahead of the planned East Kent Health Improvement Partnership (EKHIP) workshop scheduled for the 18 April 2019.</li> </ol>
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**1. Introduction and Background**

- 1.1. The South Kent Coast Health and Wellbeing Board (SKC HWBB) was established to bring together key organisations to oversee the plans for improving the health and wellbeing of people living in the South Kent Coast area. The area covered by the Board aligns with the South Kent Coast Clinical Commissioning Group (CCG) and covers most of the Dover and Folkestone & Hythe districts<sup>1</sup>.
- 1.2. The Government introduced health and wellbeing boards through the provisions of the Health and Social Care Act 2012, which reorganised the structure of the NHS in England. The legal duty to set up health and wellbeing boards rests with upper-tier local authorities (unitary and county councils).
- 1.3. In 2011, Dover District Council began working with a small number of GP’s to look at integration and reduce duplication. In recognition of the important role that district councils play in the health and wellbeing of our residents, we applied for early-implementer status and became one of the first areas in England to launch a district-level Health and Wellbeing Board. This Board is a sub-committee of the Kent (statutory) HWBB. Shepway (now Folkestone & Hythe) joined the Board following the finalisation of CCG boundaries. This local Health and wellbeing board model was then rolled out across Kent, creating seven boards on the basis of CCG geography.
- 1.4. In the case of SKC HWBB, the Board got off to an active and effective start, with strong commitment from partners. It has taken forward local projects, such as Healthy Living Pharmacy, Teenage Pregnancy Awareness projects, and held workshops to take forward issues such as Cardio Vascular Disease and a local Alcohol Strategy. The Board also developed a localised Joint Strategic Needs Assessment, Local Health and Wellbeing Strategy and Integrated Commissioning Strategy.

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<sup>1</sup> A CCG boundaries map is available at [https://www.google.com/maps/d/viewer?mid=15A\\_hD9k88324ZZ-LFyWW\\_U0sJvI&hl=en\\_US&ll=53.26453182682475%2C-1.6054549257812596&z=6](https://www.google.com/maps/d/viewer?mid=15A_hD9k88324ZZ-LFyWW_U0sJvI&hl=en_US&ll=53.26453182682475%2C-1.6054549257812596&z=6)

- 1.5. Over the years, various attempts have been made by the Board to develop into a decision-making body, with a view to identifying a small number of projects to look at joint commissioning. These plans did not come to fruition.
- 1.6. Attendance over time from partners (notably Kent County Council social care and Kent Public Health) has become patchy and fallen away. There have also been difficulties in securing the purpose of the Board beyond one of information sharing. This is a pattern that has been repeated in many other parts of Kent.

## **2. Kent: Current Situation**

- 2.1. In March 2018, the West Kent Health and Wellbeing Board took a decision to disband and reconvene as a local authority elected member-led board, the West Kent Members' Forum; reporting to the West Kent Improvement Board. The Forum will make recommendations for action and feed up priority local issues requiring consideration and collective action. The West Kent Elected Members' Forum has been in operation since summer 2018.
- 2.2. On the 4 June 2018, the Chair of the Kent Health and Wellbeing Board wrote to all Local Health and Wellbeing Board Chairs, informing them that a decision had been made to create a Joint Health and Wellbeing Board with Kent and Medway Councils. Therefore, leaving the future of Local Boards entirely in the gift of each local area.
- 2.3. In January 2019, Dartford, Gravesham and Swanley (DGS) resolved to disband their Board and are seeking to form a sub-group of the DGS Local Care Implementation Committee (LCIC). This sub-group would consist of members from the three local authorities and Kent County Council, with suitable officer support.

## **3. East Kent: Current Situation**

- 3.1. The NHS has moved towards an East Kent approach. East Kent as an NHS area covers the four Clinical Commissioning Groups of Ashford; Canterbury & Coastal, South Kent Coast, and Thanet; with a combined population of around 700,000 people.
- 3.2. The NHS in east Kent published a Case for Change<sup>2</sup> in 2016 and has been working since then to bring improvements to local service through its East Kent Transformation Programme<sup>3</sup>. A key component of this work is the development of service models for the care system of East Kent. The overarching vision is to significantly improve the health and wellbeing of East Kent's residents through meeting their health and social care needs in the right place at the right time. Further details can be found on the NHS website: Plans for east Kent<sup>4</sup>.
- 3.3. The East Kent Transformation Programme is part of the wider Kent & Medway Sustainability and Transformation Partnership<sup>5</sup>. Sustainability and Transformation Plans, later Partnerships (STPs) were launched at the end of 2015, and the Kent and Medway STP has developed as the central structure for health and care integration and transformation. Among its work-streams are 'local care' (the integration of non-acute health and care services at a sub-STP level) and prevention. As mentioned in 2.2 above, the statutory Health and Wellbeing Board now operates at a Kent and Medway level, focusing on oversight of local care and prevention, alongside the STP structures.

<sup>2</sup> <https://kentandmedway.nhs.uk/where-you-live/plans-east-kent/case-change-east-kent/>

<sup>3</sup> <https://kentandmedway.nhs.uk/where-you-live/plans-east-kent/transforming-services-east-kent/>

<sup>4</sup> <https://kentandmedway.nhs.uk/where-you-live/plans-east-kent/>

<sup>5</sup> <https://kentandmedway.nhs.uk/stp/>

- 3.4. The four clinical commissioning groups in East Kent have established the Sustainable Health Care in East Kent Joint Committee<sup>6</sup> to lead work on a collective strategy across East Kent. The joint committee is leading on plans currently being developed for reconfiguration of hospital services in East Kent.
- 3.5. During 2016/17, an East Kent Public Health Group was established by the five councils across East Kent (Dover, Folkestone & Hythe, Canterbury, Thanet and Ashford), working closely with Kent Public Health, to explore the options around local models of delivery for Public Health, improve outcomes, avoid duplication and maximise total resources for East Kent. The work has focused on smoking cessation in targeted areas and with specific groups (routine and manual workers and smoking in pregnancy – both of which are red indicators for Dover and Folkestone & Hythe districts'). A draft action plan is awaiting agreement with actions ranging from cost neutral to some that would require budgeting decisions.
- 3.6. On 29 January 2019, representatives from the East Kent Health & Wellbeing Boards, Clinical Commissioning Groups and District Councils met to consider the creation of a joint East Kent Health Improvement Partnership (EKHIP).
- 3.7. The general consensus at the meeting was that it would be easier to secure the involvement and engagement of partner organisations (such as Kent Public Health, KCC Social Care and the East Kent Hospital Trust) at an East Kent level. It was also felt that a collective East Kent voice was the only realistic way to influence the Kent & Medway STP. However, local Boards could still have a role to play as well, depending on local circumstances, and could choose to continue to meet as well.
- 3.8. The following actions were agreed at the meeting:
- That there will be a need to facilitate a 'two-tiered' approach to accommodate local arrangements. The benefit for each local arrangement needs to be described to ensure buy-in at a local level
  - That the EKHIP will need to develop a vision and purpose to focus activities
  - That the EKHIP will be a non-statutory body
  - That the EKHIP will appoint one Chair and one Vice-Chair with an annual review (one position will be Clinical and the other will be District Council)
  - Further governance arrangements and administrative support to be determined but it was envisioned that the five district councils would provide this support, possibly on a rotating basis
  - To hold a workshop-style meeting on the 18<sup>th</sup> April, with feedback from the local Boards.

#### **4. Future of the South Kent Coast HWBB**

- 4.1. In light of the changes that are occurring at a Kent and Medway, and at an East Kent level, members of the SKC HWBB are invited to consider:
- The future role and purpose of the SKC HWBB
  - Whether the model of the East Kent HIP represents a suitable way forward for the Board and key partners
  - To consider other options, such as: continuing with the Board as it stands, or disbanding the Board without a replacement
  - If the Board wishes to continue, to consider what role the Board might include in a refreshed Terms of Reference.

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<sup>6</sup> <https://kentandmedway.nhs.uk/where-you-live/plans-east-kent/ekjcccg/>

**5. Next Steps**

Officers will continue to work to develop the EKHIP and input the SKC Health and Wellbeing Board's feedback at the 18 April 2019 workshop.

**6. Appendices**

**Appendix 1** South Kent Coast Health and Wellbeing Board - Terms of Reference

**Appendix 2** Draft East Kent Health Improvement Partnership - Terms of Reference

**Appendix 3** Ashford Health and Wellbeing Partnership - Terms of Reference  
*(Included for information and background contextual purposes)*

**Appendix 4** Letter from Chair of the Kent Health and Wellbeing Board, 4 June 2018

**7. Background Papers**

None

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