



West Kent

Clinical Commissioning Group

West Kent Health and
Wellbeing Board

Establishing a West Kent
Health & Wellbeing Senate

20 February 2018

Patient focused,
providing quality,
improving outcomes

1. Introduction

- 1.1 At a national level, health and care economies across England are being encouraged to become Integrated Care Systems (ICSs) as the next step in supporting the delivery and implementation of Sustainability and Transformation Plans (STPs). The basic idea behind integrated care is that different organisations from the health and care system work together to improve the health of their local population by integrating services and tackling the causes of ill health.
- 1.2 It marks a new approach that relies on collaboration between the different organisations delivering care – such as hospitals, GPs, community services, mental health services and social care – and the organisations paying for it – including clinical commissioning groups (CCGs) and local authorities. The emphasis is on places, populations and systems rather than organisations. If successful, integrated care will accelerate the implementation of new care models which aim to integrate care and promote population health.
- 1.3 The purpose of this paper is for discussion at the West Kent Health and Wellbeing Board (WK HWB) to support Board members in deciding on its future direction. The Board is invited to give consideration to:
 - Dis-band the existing HWB
 - Establish a brand new partnership body led by the local councils
 - Structure the new arrangements in such a way as to support the transition to the expected new models of care and to complement STP governance by delivering opportunities for improved engagement with the community, voluntary and social enterprise sector, local communities, education, housing and a stronger prevention focus
 - Establish strong collaborative working relationship to the West Kent Improvement Board/emerging Integrated Care System to inform and influence its approach to addressing the causes of ill health, promoting the wellbeing of local communities and maximising value from available resources in the delivery of more integrated health and care services
 - Consider what opportunities exist/should be created to engage existing partnerships and wider community interest groups

2 Background

- 2.1 The Kent Health and Wellbeing Board was established following the enactment of the Health and Social Care Act 2012 and from 1 April 2013 it became a committee of Kent County Council. The intention was to provide an effective body where commissioners, patient representatives and elected officials could have a collective overview of the health system in Kent, align areas of work, and share commissioning plans and good practice.
- 2.2 Kent HWB has been supported in its work by a series of sub committees referred to as CCG level Health and Wellbeing Boards. It was intended that the local Boards would lead and advise on the development of integrated commissioning strategies and plans at the local

CCG level to ensure a local focus on health and wellbeing, including a clear interest and emphasis on prevention, and enabling effective local engagement and monitoring of local outcomes. While it has been recognised that the HWBs have delivered work at a local level, it is acknowledged that they have struggled to achieve clarity on their scope, purpose and direction.

- 2.3 The Kent HWB has proposed to establish a joint committee with Medway Council for the purpose of providing a mechanism for oversight of and engagement in the Sustainability and Transformation Partnership activity relating to areas of common interest, particularly strategic commissioning, prevention and local care work streams.
- 2.4 Following the in-principle agreement to develop a joint HWB with Medway Council, the Kent HWB has explained that the future of the existing local Health and Wellbeing Boards are matters for each individual HWB to determine. As a result, the West Kent HWB has recognised the need for a re-fresh to strengthen opportunities for partnership working and collaboration that contributes to the implementation and co-ordination of effective prevention and wellbeing interventions.

3 Overview of Partnership activity led by West Kent HWB

- 3.1 West Kent HWB held a development event in February 2017 and acknowledged that it had played a positive role in helping develop a better understanding of partnerships, an appreciation of different organisational perspectives and has been a useful forum to share information and focus on the determinants of health and wellbeing. However, it was felt that practical progress and quantifiable outcomes had been slow as the HWB faced a variety of challenges.
- 3.2 In February 2017, the HWB made radical changes to the way it operates and moved away from a committee style approach in favour of a series of workshop sessions which enabled the Board to secure participation from a broader spectrum of stakeholders, improve engagement of County, District and Borough Councillor representatives and focus on short term priorities given the state of 'organisational flux'.

4. Proposal: Establishing a West Kent Health & Wellbeing Partnership Forum/Senate

- 4.1 HWB members are asked to consider and approve the radical re-fresh of the Board to provide a new Partnership Forum/Senate led by elected members representing Kent County Council (KCC) and the four district and borough councils across West Kent. The purpose of the Board will be to provide political input into the identification and delivery of partnership activities which contributes to the improvement of the health and well-being outcomes for local communities.
- 4.2 The Partnership Forum/Senate will focus on delivering opportunities for improved collaboration between health, local authorities and the community voluntary sector to strengthen the effectiveness of integrated services and support.

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- 4.3 The HWB Forum/Senate will develop a dynamic working relationship with the Improvement Board, making recommendations for action and feeding up priority local issues requiring consideration and collective action on behalf of Improvement Board members. In turn, the Improvement Board will from time to time identify issues which require responses which only councils and community sector interests meeting as the proposed Forum/Senate can mobilise.
 - 4.4 Regular two-way communication flows will take place and include consideration of the strategic and operational work plans of the Improvement Board and its relationship to emerging local issues as identified by the Partnership Forum/Senate.
 - 4.5 The Partnership Forum/Senate will champion a strong prevention focus as well giving a commitment to explore opportunities for mutual aid on high level strategic, policy and operational matters which impact the wellbeing of local communities.
 - 4.6 Draft Terms of Reference are attached at Appendix A for discussion and agreement.

5 Recommendations:

5.1 The Board is asked to:

a) Agree to the creation of a West Kent Health & Wellbeing Partnership Forum/Senate.

b) Agree that the West Kent Health & Wellbeing Senate should focus on being a vehicle for agreeing shared priorities and action for delivering the prevention and service integration agenda for West Kent where joint action would be beneficial and where the influence of the Improvement Board is required to ensure outcomes which positively impact the health and wellbeing of West Kent residents.

c) Delegate to the Chairman responsibility for agreeing Terms of Reference for the West Kent Health and Wellbeing Partnership Forum/Senate with the five lead Council Members representing KCC and West Kent local authorities.

Report Author

Dr Bob Bowes – Clinical Chair, NHS West Kent Clinical Commissioning Group

Bob.bowes@nhs.net 01732 375286

Background Papers

<https://www.kingsfund.org.uk/publications/accountable-care-explained> - Accessed 2/2/18

Report Health & Wellbeing Board Development Event 21 February 2017

<https://democracy.kent.gov.uk/documents/s78682/Item%205%20HWBB%20review%20%20finalpdf> accessed 9/2/18

<https://democracy.kent.gov.uk/documents/s80927/item%206%20HWBB%20joint%20Board%20discussion%20paperFINAL14-17.pdf> accessed 9/2/18

West Kent Health & Wellbeing Partnership Forum/Senate

Draft Terms of Reference 2017-18

Vision

The vision of the West Kent Health and Wellbeing Partnership Forum/Senate is to complement the work of the West Kent Improvement Board by co-ordinating and developing partnership interventions with Kent County Council (KCC), local councils, community, voluntary and social enterprise sector which addresses the causes of ill health tackles health inequalities and improve health outcomes for West Kent communities.

1. Purpose and Aims

- 1.1 To assist the Improvement Board by seeking out opportunities for co-ordinating the efforts of KCC and the four borough and district councils which contribute to improving the health and wellbeing of local communities.
- 1.2 To contribute to the agendas and work programme of the Improvement Board, by providing a community perspective on agreed change programmes.
- 1.3 To assist the Improvement Board to effectively engage with local elected members, community voluntary sector organisations and local communities by representing, advocating and amplifying the voice of local communities and their issues and concerns.
- 1.4 To support the work of the Improvement Board by sharing evidence of sustainable solutions to mitigate and prevent inequalities impacting on the health and wellbeing of communities.
- 1.5 To support the efforts of the Improvement Board to achieve better health and wellbeing outcomes by co-ordinating actions which address local economic and social costs associated with health inequalities.
- 1.6 To encourage and assist the Improvement Board to take a wider holistic view of the health and wellbeing needs of local communities and contribute by building resilience in neighbourhoods and localities.
- 1.7 To work with the Improvement Board to promote a culture of partnerships, collaboration and co-production in the development of a clear, unifying vision for services and support that enables people to take more responsibility for their own health and wellbeing.
- 1.8 The HWB Forum/Senate will develop a dynamic working relationship with the Improvement Board, making recommendations for action and feeding up priority local issues requiring consideration and collective action on behalf of Improvement Board members. In turn, the Improvement Board will from time to time identify issues which require responses which only councils and community sector interests can mobilise.

2. What it does not include

- 2.1 Contractual discussions
- 2.2 Resolution of bipartite disagreements

3. Membership

3.1 The core membership of the Health and Wellbeing Partnership Forum/Senate shall be maintained small enough in number so as to enable effective partnership work. Other partners, interest groups and networks may be invited to meetings and special events as agreed from time to time.

3.2 The membership of the Senate shall consist of:

- a) West Kent Clinical Commissioning Group (CCG) Clinical Chair (Chair)
- b) Sevenoaks District Council: Health Lead Member
- c) Tonbridge and Malling Borough Council: Health Lead Member
- d) Maidstone Borough Council: Health Lead Member
- e) Tunbridge Wells Borough Council: Health Lead Member
- f) County Council: Health Lead Member

4. Decision Making and Quoracy

4.1 A quorum will only be considered to exist if the following minimum numbers of the members (or nominated representatives) are present: no business shall be transacted unless the following are present:

- a) One West Kent CCG Clinical Chair (or nominated deputy)
- b) Five Local Authority member representatives

4.2 The Chair will work to establish unanimity as the basis for decisions of the committee.

Good Governance

1. Confidentiality

1.1 All Health and Wellbeing Partnership Forum/Senate members have a duty of confidentiality regarding all information disclosed, shared and discussed between and during meetings. There will be occasions when selected information must not be disclosed outside the Health and Wellbeing Partnership Forum/Senate. The person disclosing such information to the Partnership Forum/Senate is responsible for identifying it as confidential at the time it is given, and for ensuring that its confidential status is identified in all relevant written material. Any challenge to the confidentiality of information given to the Health and Wellbeing Partnership Forum/Senate will be referred to the Chair, whose decision on the matter will be final.

2. Conflicts of Interest

2.1 A conflict of interest is where an individual has a direct or indirect pecuniary or non-pecuniary interest in a matter that is being discussed. These can be defined as follows:

- a) A direct pecuniary interest is when an individual may financially benefit from a decision (for example moving services to them from an alternative provider)
- b) An indirect pecuniary interest is when an individual may financially benefit from a decision though normally via a third party (for example where an individual is a partner, member or shareholder in an organisation that will benefit financially from the consequences of a reconfiguration decision)
- c) A direct non-pecuniary interest is where an individual holds a non-remunerative or not-for profit interest in an organisation (for example, where an individual is a trustee of a voluntary provider that is bidding for a contract)
- d) An indirect non-pecuniary interest is when an individual may enjoy a qualitative benefit from the consequence of a decision which cannot be given a monetary value (for example, a reconfiguration of hospital services which might result in the closure of a busy clinic next door to an individual's house)
- e) In addition, where an individual is closely related to, or in a relationship, including friendship, with an individual in the above categories, this will constitute a conflict of interest.

2.2 The Partnership Forum/Senate must, at all times, follow the Conflicts of Interest Policy that applies to NHS Kent Surrey and Sussex. This includes the maintenance of a register of interests for all members. Interests must be declared at the beginning of every meeting. Where an interest is declared, that member (voting or non-voting) is then disqualified from taking any further part, or in any way influencing via proxy or otherwise, discussion and voting on that matter, subject to that matter or individual not falling within the Secretary of State's waiver.