

**HEALTH AND WELL-BEING BOARD  
28 SEPTEMBER 2021****HEALTH AND WELL-BEING BOARD GOVERNANCE  
REVIEW**

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**Board Sponsor**

Councillor Karen May, Cabinet Member with responsibility for Health and Wellbeing

**Author**

Dr Kathryn Cobain, Director of Public Health

(Please click below  
then on down arrow)

**Priorities**

Mental health & well-being

Yes

Being Active

No

Reducing harm from Alcohol

No

Other (specify below)

**Safeguarding**

Impact on Safeguarding Children

No

Impact on Safeguarding Adults

No

**Item for Decision, Consideration or Information**

Decision

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**Recommendation**

1. **The Health and Well-being Board (HWB) is asked to:**
  - a) **Note progress on the governance review; and**
  - b) **Agree the planned board development to implement recent Local Government Association (LGA) findings.**

**Background**

2. HWBs are formal committees of the local authority, required by the Health and Social Care Act (2012). They were set up in 2013 and originally seen as the primary engine room for local integration and partnership working across the NHS, Public Health and local government. They have a statutory duty, with Clinical Commissioning Groups (CCGs), to produce a Joint Strategic Needs Assessment (JSNA) and a Joint Health and Well-being Strategy (JHWS). In addition, they have oversight of commissioning plans, the Better Care Fund, and the local Pharmaceutical Needs Assessment. HWBs have limited formal power, being constituted as a partnership forum, but significant and influential system-wide membership.

3. The development of the Integrated Care System (ICS) will have implications for the governance of the HWB. The most recent update to the HWB, at its meeting on 20 July 2022, covered ongoing dialogue regarding forming an Integrated Care Partnership Assembly to facilitate joint working across both Herefordshire Council and Worcestershire County Council (WCC), with each authority retaining its HWB and the emergence of place-based partnerships.

4. In June 2021 at the HWB's private development session, members invited a governance review, supported by the LGA. Findings of the review were presented to HWB members by the LGA associate team on 6 September 2021.

### **Local Government Association (LGA) Governance Review**

5. The intention of the governance review is to bring clarity to the role of the HWB, its purpose, shared priorities and relationships, including those of its sub-groups, and to enable effective delivery of the new JHWS leading to improved health outcomes and reduced health inequalities.

6. The review was facilitated by a team of independent associates, providing an external view, to inform further improvement and reassurance on the HWB's ability to deliver on its plans and ambitions. The process involved a series of remote meetings with HWB members and other key informants, conducted in an open and honest manner, to jointly identify strengths and opportunities. A wide variety of more than 40 stakeholders participated, including senior leaders from across WCC and the district councils, Herefordshire Council, Herefordshire and Worcestershire CCG, Primary Care Networks, and NHS Trust, West Mercia Police, the Local Enterprise Partnership, the Strategic Housing Partnership, the Worcestershire Safeguarding Boards, Health Watch, and voluntary and community organisations.

7. The Associate team highlighted many positive findings from the review, for example, that the HWB has strong connections across Worcestershire and the wider system, that aspects of the JSNA were good and provided insightful information, that the JHWS development sessions had been well received and enabled meaningful engagement.

8. Key reflections for action from the LGA included the need to recognise the HWB as the 'System Leadership Partnership', rather than solely a Council Committee, and develop it to act as such.

9. Key findings were also around the development of the JSNA and JHWS, working to realise the former as a more living asset-based resource that informs all strategies, and position the later as the overarching direction and framework for the wider system, aligned with the newly required Integrated Care Strategy.

10. The HWB will need to work to utilise the feedback from the review to better understand and refine its purpose, relationships, governance structure, membership, engagement and broader role within the Worcestershire system as the ICS evolves.

11. The intention is for HWB members to initially reflect on the findings during a brief series of board development sessions focused on the HWB's purpose, roles and responsibilities, positioning and ambitions. This will be shaped as an organisational

development programme, which is action focused, with clear objectives and outcomes to embed. The next HWB development session is scheduled to take place on 19 October 2021.

### **Legal, Financial and HR Implications**

12. There are no specific legal, financial or HR implications to consider at this stage.

### **Privacy Impact Assessment**

13. There are no privacy issues to report.

### **Equality and Diversity Implications**

14. There are no equality and diversity implications associated with this paper.

### **Contact Points**

#### Specific Contact Points for this report

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### **Background Papers**

In the opinion of the proper officer (in this case the Director of Public Health) the following are the background papers relating to the subject matter of this report:

[Agenda Document for Health and Well-Being Board, 20/07/2021, agenda item 5](#)