

Manchester Health and Wellbeing Board Report for Resolution

Report to: Manchester Health and Wellbeing Board - 28 January 2014

Subject: Manchester Health and Wellbeing Board strategic review of progress

Report of: Michael Houghton-Evans, Strategic Director, Families, Health and Wellbeing

Summary

Over the last three years the Health and Wellbeing Board has made significant progress in establishing strong partnership arrangements and taking forward the city's priorities for health and wellbeing. A strategic review of the board has been undertaken during Autumn 2014 to consider the board's successes and challenges, and to propose actions to improve the board's ability to meet its objectives in the next phase. Based on the findings of the review, board members are invited to bring forward a number of actions to refresh the board's priorities, to strengthen governance and accountability, and to plan a forward programme of work.

Recommendations

1. The Board is invited to consider and comment on the findings of the strategic review.
 2. The Board is invited to agree to the following actions, as detailed in Section 5 of this report:
 - To refresh the Health and Wellbeing Strategy and to establish clearer arrangements for lead board members, supporting officers and delivery structures.
 - To task the Executive Health and Wellbeing Group to oversee the Health and Wellbeing Strategy delivery structures.
 - To re-establish the Health and Wellbeing Strategy Group.
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Board Priority(s) Addressed:

All

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

None

1. Introduction

- 1.1 At the March meeting of the Health and Wellbeing Board, members received an annual report of progress which outlined the work of the board at the end of its first year as a statutory committee. As part of the discussion, board members agreed to undertake further work to review and strengthen partnership arrangements for health and wellbeing during the year ahead.
- 1.2 This was followed up by way of a strategic review of the board's progress during October to November 2014. The review set out to consider the progress of the board over the last three years, whilst considering the steps that the board needs to take in order to be able to respond effectively to the challenging context in which it continues to operate.
- 1.3 The strategic review was carried out through one-to-one discussions with board members and key stakeholders, analysis of the work programme and key strategies, and a half-day development session with the board. The review focused on the following areas;
- understanding and building on the learning from the past years including both achievements and challenges;
 - mapping the future challenges that we need to focus on in the next phase; and
 - reconfirming or reshaping aspirations and priorities to ensure that they are fit for the future and in line with local and national imperatives, strategies and policies.

2. Context

- 2.1 The Health and Wellbeing Board was set up in September 2011 in shadow form, and became a statutory committee of the Council in April 2013. During this time board members have invested a significant amount of effort in developing the board and its priorities, and in facilitating partnership working across the city to support the delivery of its objectives.
- 2.2 However, the board continues to operate within an evolving and challenging climate for the health and social care economy in the city. In the years ahead the board will need to play a major role in increasing the pace and scope of genuine and practical integration on health and social care, which will require robust governance frameworks and maturity of financial decision-making across the partnership. The board will also need to be mindful of longer term planning which responds to the devolution agenda, demographic change, and the evolving national political climate following on from the General Election in 2015.
- 2.3 The strategic review is therefore timely, and provides the board with a platform for future planning.

3. Summary of findings and recommendations

3.1 The strategic review found that there are a number of success factors behind the Health and Wellbeing Board's achievements to date. These include;

- an inclusive partnership approach to establishing the board and the appointment of members at the right strategic leadership level;
- well managed meetings with a balanced agenda and work programme;
- a strategic focus on place, addressing issues of concern to the city as a whole;
- the board's role in supporting greater collaborative leadership across the city on health and wellbeing priorities; and
- the momentum behind key programmes of work, in particular Living Longer, Living Better.

3.2 However, a number of areas were identified where the board's progress has been weaker, and where members could consider changing ways of working to build further on the board's successes as outlined above;

- providing more opportunities for rigorous debate and decision-making, supported by reports with a clearer strategic focus;
- enabling members to be more proactive leaders for strategic priorities through improved briefing and support and clearer lines of accountability;
- strengthening the links between the governance and delivery structures which sit beneath the board;
- improving the reporting of performance so that the difference made and the impact on people are more clearly articulated; and
- becoming more of an external-facing body with communications appropriate to engaging directly with residents.

3.3 There were also clear and consistent messages from both board members and stakeholders about the future challenges and priorities that the board should address.

3.4 Firstly, the Health and Wellbeing Board is operating within a challenging climate and it will be important that in refreshing the existing strategy the Board is mindful of planning for the longer term. This will include amongst others responding to the changing national political and fiscal context, the development of Greater Manchester governance arrangements and the implementation of the devolution deal, and demographic change.

3.5 Over the next phase the board will need to play a leading role in increasing the pace and scope of genuine and practical integration on health and wellbeing. This will include increased collaboration with other health and wellbeing boards across Greater Manchester to provide solutions at scale, and taking ownership of robust governance regulatory frameworks across the city which ensure that partners can be collectively and individually held to account on shared objectives. This will inevitably involve an increased focus on the financial and challenges and constraints facing the city's health and social care economy.

- 3.6 Finally, the review also considered the eight priorities within the Health and Wellbeing Strategy. There was agreement amongst all board members that these remain the right priorities for the city, but that the priorities and the strategies which sit beneath them need to be refreshed and updated. A refresh of the strategy will help to ensure that;
- the priorities are all driven with the same impetus as the Living Longer, Living Better programme;
 - the outcomes that steer the strategy focus on the impacts on residents and can be easily monitored;
 - there is a focus on prevention and health inequalities;
 - the strategy is built around integration and reform; and
 - the heart of the ambition behind the strategy can be communicated in a simple way.

Having refreshed the strategy, it will be important for the board to have the right arrangements in place to be able to effectively communicate the health and wellbeing priorities to the wider public.

- 3.7 The board will need to ensure that members have the space and time to discuss and make decisions on these wider challenges and priorities and long term strategic planning as part of a forward plan of work.
- 3.8 In conclusion the strategic review has recommended five steps for the board to consider:
1. The board should more effectively make decisions on how it effects its leadership role across the city, how it works with and impacts on the broader Greater Manchester agenda, and the governance and regulatory frameworks that need to be put in place to support this.
 2. The board should refresh its priorities and the strategies that underpin these, taking into account the evolving context in which the health and social care economy in the city is operating.
 3. Linked to the above, the board should review and re-evaluate the delivery framework to ensure that the right structures are in place below the board to enable it to deliver on its priorities.
 4. The board should consider taking more planned and structured time to discuss major issues and decisions outside of the formal cycle of meetings.
 5. The style and content of board papers should be improved through improved template guidance and criteria.

4. Recommended actions for the board

- 4.1 Based on the findings of the review, board members are invited to agree the following next steps.
- 4.2 The review has highlighted the need to refresh the Health and Wellbeing Strategy priorities and outcomes. This timing also sits well with the development of the new Manchester Strategy, which is considered elsewhere on this agenda and which will refresh the city's vision and priorities as a whole over the next decade. **It is recommended that the Strategy review is undertaken by the Health and Wellbeing Strategy Group over the next few months, and that a report is brought back to the board in June. This will include clearer arrangements for lead board members and supporting officers as well as the delivery structures which support the priorities.** An initial analysis of the direction of the strategy refresh along with lead board member and delivery responsibilities is attached in Annex 1.
- 4.3 The review has highlighted the importance of clear and robust governance frameworks to facilitate strong partnership working across the city and to enable the board to deliver on its priorities. Whilst the board itself has proved an effective forum for collaborative leadership it is recommended that the board strengthens its relationship with the structures which sit beneath the board.
- 4.4 The Executive Health and Wellbeing Group was set up in 2012 to support system reform across the NHS and Council. **It is recommended that the Executive Group takes on a more formal role in terms of reporting directly into the Health and Wellbeing Board, and being tasked by the board to deliver the Health and Wellbeing Strategy. This will include overseeing the delivery structures in place for the board's priorities.**
- 4.5 The Health and Wellbeing Strategy Group was set up in March 2014 as a merger of the Driver Group and JSNA Steering Group. In its current format the group is quite large and not effectively connected to the wider governance arrangements which sit underneath the board. **It is therefore recommended that this group is reconstituted with a membership that reflects senior lead officer support on the Health and Wellbeing Strategy priorities. The Group will report directly to the Executive Health and Wellbeing Group. The Manchester Health and Care Communications Leads Group would report into the Strategy Group on communications.**
- 4.6 The board will need to be mindful that these and the wider governance arrangements on health and social care are evolving at the current time and will continue to do so over the next period. A further report on these arrangements will be brought to the March meeting of the board.
- 4.7 The final recommended action is that the Board tasks the Executive Health and Wellbeing Group to advise the board on a structured forward programme of work which builds future meetings around the board's key priorities. This will be supported by a template to guide the focus and content of future board reports. The work programme will also schedule in further time for

development sessions. A detailed work programme will be brought to the March meeting of the board for approval.

- 4.8 In view of the scope of the work undertaken on the strategic review during 2014/15 and the actions outlined above, it is recommended that the board does not undertake an additional annual review in March. It will however be appropriate to fully review progress and the effectiveness of the above actions in March 2015. In the meantime, the Executive Health and Wellbeing Group will continue to oversee the implementation of the recommendations as agreed by the board at this meeting, and escalate any areas of concern.

5. Summary

- 5.1 Over the last three years the Health and Wellbeing Board has made significant progress in establishing strong partnership arrangements and taking forward the city's priorities for health and wellbeing. A strategic review of the board has been undertaken during Autumn 2014 to consider the board's successes and challenges, and to propose actions to improve the board's ability to meet its objectives in the next phase. Based on the findings of the review, board members are invited to bring forward a number of actions to refresh the board's priorities, to strengthen governance and accountability, and to plan a forward programme of work.

Annex 1: Health and Wellbeing Strategy priorities

Health and Wellbeing Strategy priority	Proposed board member lead	Proposed board member support lead	Existing delivery structures	Considerations for the Health and Wellbeing Strategy refresh
1. Getting the youngest people in our communities off to the best start	Gladys Rhodes White, Interim Strategic Director of Children's Services	Karen Jarmany, Head of Schools QA and Early Years	Early Years Strategy Executive Group	This remains a key priority for the board and the lead and delivery arrangements for this priority are currently working effectively.
2. Educating, informing and involving the community in improving their own health	David Regan, Director of Public Health	Tbc	Tbc	This priority should continue for the board but a refresh may wish to consider aligning it more closely with the LLLB programme's work on self-care, and along with this the most effective delivery structures.
3. Moving more health provision into the community	Dr Bill Tamkin, Chair, South Manchester Clinical Commissioning Group	Senior CCG officer tbc	Citywide Leadership Group (Living Longer, Living Better)	Priorities 3 and 4 have been overseen jointly throughout the life of the Health and Wellbeing Strategy. A refresh may wish to consider merging the two priorities under Priority 4. If the Board does decide to combine these priorities a new priority could be considered as outlined below.
4. Providing the best treatment to people in the right place and at the right time				
5. Turning round the lives of troubled families	tbc	Jacob Botham, Troubled Families Lead	Complex Dependency Partnership Board	The trouble families programme and wider work on complex dependency has evolved significantly since the Health and Wellbeing Strategy was first agreed. It will be important to refresh this priority in light of those changes, in particular the introduction of new eligibility criteria around health.

Health and Wellbeing Strategy priority	Proposed board member lead	Proposed board member support lead	Existing delivery structures	Considerations for the Health and Wellbeing Strategy refresh
6. Improving people's mental health and wellbeing	Tbc	Janet Mantle, Consultant in Public Health	Mental Health Improvement Partnership Board	This priority may also need to be refreshed to ensure that it supports the healthcare system's ability to improve mental health and wellbeing.
7. Bringing people into employment and leading productive lives	Dr Mike Eeckelaers, Chair, Central Manchester Clinical Commissioning Group	Jenny Osbourne, Senior Strategy Manager	Work and Skills Board	This remains a priority for the board, and the delivery arrangements in terms of reporting through both the Work and Skills Board and Health and Wellbeing Board is operating well.
8. Enabling older people to keep well and live independently in their community	Michael Houghton-Evans, Strategic Director of Families, Health and Wellbeing	Paul McGarry, Senior Strategy Manager	Age-friendly Manchester Senior Strategy Group and Citywide Leadership Group (Living Longer, Living Better)	This remains a priority for the board, and is being delivered effectively through both the Age-friendly Manchester and Living Longer, Living Better programmes.

Potential new priority on finance and sustainability	Tbc	Tbc	Tbc	Should the board agree to merge priorities 3 and 4, members may wish to consider adding a new priority. This might consider the city's capacity to sustain the city's health and social care economy over the next 5-10 years, considering the impact of budget reductions across all sectors on health and the city's response.
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