
Report to West Sussex Health and Wellbeing Board

25 April 2024

West Sussex Health and Wellbeing Board Developmental Workshop, 11 March 2024

Report by Alison Challenger, Director of Public Health

Summary

This report provides a summary of the West Sussex Health and Wellbeing Board's (HWB's) Developmental Workshop on Monday, 11 March 2024. It highlights key themes and outcomes, and sets out a proposed direction of travel, as the Board prepares to move into Phase 2 of its development process, with the establishment of a HWB Development Task and Finish Group (TFG) to progress this work on their behalf. Supported by the Local Government Association (LGA), this approach is focused on developing the Board within the context of the new NHS health and care system in Sussex and includes helpful reflection on its role in supporting the local place of West Sussex within this.

Recommendation(s) to the Board

The Health and Wellbeing Board is asked to;

Approve the Health and Wellbeing Board Development Task and Finish Group (TFG) to progress Phase 2 of the Board's development process on behalf of the Board in the following areas:

- (1) Governance – develop ways of working within the context of the new NHS health and care system in Sussex, including reviewing membership and terms of reference, action tracker, meeting venues (plan for future quarterly Board meetings and locations).
- (2) Identify further areas where LGA support is required for Phase 2 and work with the LGA to scope this.
- (3) Consider HWB seminars to progress topic/work areas, if required - for example, developing the new Joint Local Health and Wellbeing Strategy (JLHWS).
- (4) Report to the Board in July 2024 providing an update on Phase 2 of the project and Recommendations for the future.

Relevance to [Joint Health and Wellbeing Strategy](#)

The development of the West Sussex Health and Wellbeing Board will provide the foundations to create the new Joint Local Health and Wellbeing Strategy (JLHWS) to be published in 2024, following the completion of the period of the existing strategy (2019-2024).

1 Background and context

Health and Wellbeing Boards

- 1.1 HWBs are central to the objective of an integrated approach to health and social care, bringing together local healthcare leaders from the NHS, public health, adult social care, children's services, the voluntary and community sector, district and borough councils, and local Healthwatch.
- 1.2 Boards have a statutory role to plan how best to meet the health and wellbeing needs of their local population and tackle health inequalities and are required to assess the health and wellbeing needs of local residents through carrying out a Joint Strategic Needs Assessment (JSNA), developing a Joint Local Health and Wellbeing Strategy (JLHWS) to meet the health and wellbeing needs identified in the JSNA, and to undertake a Pharmaceutical Needs Assessment (PNA).

Local Government Association's support offer to HWBs

- 1.3 At its meeting on [20 July 2023](#), the Board agreed to accept and progress the LGA's support offer to Health and Wellbeing Board's (HWBs) within the new NHS health and care system architecture (Integrated Care System (ICS)).
- 1.4 Focusing on the implications for local government and HWBs of ICSs, the LGA revised its [support offer](#) to HWB chairs and other lead members, providing an opportunity to refocus the purpose of the HWB, operate effectively in the new context, and strengthen its role in the new system. This free, tailored, and flexible support is available to all HWB's in the country.

NHS health and care system governance landscape

- 1.5 HWBs have an important role within the new NHS health and care system governance landscape, holding systems to account on progression towards improving integration across local health and care organisations, and setting strategic direction to improve the health and wellbeing of their local population and reducing inequalities.
- 1.6 As part of the approach to improve more integrated working locally, the new NHS health and care system in Sussex is currently developing NHS Integrated Community Teams (ICTs) at district and borough council (neighbourhood) level, as outlined in the Sussex Shared Delivery Plan (SDP) '[Our plan for our population.](#)'
- 1.7 ICTs will comprise professionals working together across different organisations with local communities, individuals, and their carers; including primary care, community, mental health, local authority partners, voluntary, community and social enterprise organisations and other partners.

2 Joint Local Health and Wellbeing Strategy

- 2.1 Development of the new Joint Local Health and Wellbeing Strategy (JLHWS) (statutory requirement) for the next period, will take place during 2024. With the current [strategy](#) ending in 2024, the development work with the Board will

provide the foundations to create the strategy, with a view to publishing towards the end of 2024.

HWB Developmental Process – Phase 1

- 2.2 Led by the Director of Public Health (DPH), the HWB Lead Officer, and supported by the Public Health Strategy Manager, the authority engaged with the LGA during summer/early autumn 2023 to progress the development process. Three LGA Associates (peers) were assigned to support this process. Between them they have local government, NHS (including Integrated Care Board (ICB)), and voluntary and community sector experience.
- 2.3 The Board’s development process was highlighted in the Full Council Question Time [report](#) of 13 October 2023, in the Cabinet Member for Public Health and Wellbeing’s portfolio.
- 2.4 To ensure Board members were kept informed throughout the process, the Chairman and the DPH provided a joint update to HWB members (via email) in November 2023, providing an overview of the process, the scoping stage, and outline timelines, emphasising the value of their input, and encouraging them to feed in their thoughts and ideas. The DPH provided a further verbal update to the HWB at their formal meeting on 25 January 2024 on progress to date.
- 2.5 Table 1 provides an overview of the key stages of Phase 1 for the development process.

Table 1 Development of the West Sussex Health and Wellbeing Board – Phase 1 Key Stages

Date	Task/Action
November 2023-early February 2024	Scoping stage <ul style="list-style-type: none"> LGA Associates undertook 1:1 calls (via Microsoft Teams) with HWB members, and a small number of others with a link to the Board. Purpose: to scope the support that the project needs through a consultative and co-production approach. DPH updated formal HWB meeting (25 January 2024) on progress to date and outline timeline.
February 2024	Following 1:1s: <ul style="list-style-type: none"> LGA associates identified support required to develop the Board following input during scoping stage Agenda developed for HWB Developmental Workshop (11 March 2024)
March 2024	HWB Developmental Workshop (11 March 2024) <ul style="list-style-type: none"> Chair – Cllr Lanzer Lead Officer: Alison Challenger Facilitators – LGA Associates
April 2024	DPH report to formal HWB (25 April) meeting following completion of phase 1 developmental process including Recommendations for the future.

HWB Developmental Workshop

- 2.6 The Health and Wellbeing Board Developmental Workshop took place on 11 March 2024, 09:00 to 13:00 in Committee Room 3, County Hall, Chichester. This followed the completion of the scoping stage of the project, where LGA Associates undertook 1:1 calls (via Microsoft Teams) with HWB members, and a small number of others with a link to the Board. The purpose of this was to scope the support that the project needed through a consultative and co-production approach.
- 2.7 The Leader of the Council and Director of Adults Services (DASS), on behalf of the Council's Chief Executive, welcomed people to the event, with over 25 people in total in attendance. They emphasised that the Workshop was the next stage of the Board's development process and an opportunity to pause, reflect and adapt to the ever-changing external environment, focusing on how to collectively increase the Board's impact across West Sussex.
- 2.8 Facilitated by the LGA Associates, the agenda centred on moving from the scoping stage of identifying the support needed for the project, to 'the doing,' reflecting on key themes so far, the context of the new NHS health and care system in Sussex, in which the Board has a key role within, and areas in which further input by Board members was required.
- 2.9 In recognising the Board's continued ambition to progress towards improving integrated working locally across health and social care, discussions focused on how to achieve this and outlining next steps. The event concluded with final remarks from the Chairman of the West Sussex HWB and Cabinet Member for Public Health and Wellbeing.

Outcomes of the Workshop

- 2.10 A thematic analysis of the event will be shared with members of the HWB and attendees of the event. Several themes emerged, including seven key themes:
- Deeper and more collaborative working
 - Governance – developing ways of working including reviewing membership and terms of reference, action tracker, meeting venues
 - Clarity over relationship and alignment with ICS Assembly and Health and Care Partnership
 - Communications and communication style – two-way options between meetings, for example seminars
 - Delivery vehicles – task and finish groups and concordats to support collaboration and co-production
 - Local working
 - Joint Local Health and Wellbeing Strategy (JLHWS) prioritisation

Health and Wellbeing Board Development Task and Finish Group

- 2.11 Following the workshop, a Health and Wellbeing Board Development Task and Finish Group (TFG) was established to progress workshop outcomes and to scope Phase 2 of the project on behalf of the Board. Membership of the first meeting of the TFG is shown in Table 2. Moving forwards, the Chair will review membership to ensure representation of all key partners within the HWB with the addition of NHS, district and borough councils, voluntary and community sector representatives, and will reduce the number of County Council representatives. Terms of Reference will be developed.
- 2.12 The TFG recognised and valued the overall desire to be a vibrant HWB, with energetic and interesting meetings focused on delivering the priorities of the JLHWS, collectively improving the health of our local population, and reducing inequalities.
- 2.13 It was acknowledged that the Board does not have a scrutiny function, and therefore it is important to ensure collective understanding of this for agenda setting, reports and meetings, to avoid unintentionally moving into this space.
- 2.14 Reflecting on the workshop, TFG discussions focused on key themes and next steps to move into Phase 2 of the HWB’s development process. These are detailed in the Recommendations to the Board in this report, and include:
- Progressing the discussion of Board membership
 - Identifying further areas where LGA support is required
 - Planning locations for future HWB meetings (held quarterly in public)
 - Consideration of HWB seminars to progress topic/work areas, if required - for example, developing the new JLHWS.

Table 2 Membership of first meeting of the Health and Wellbeing Board Development Task and Finish Group (TFG)

Role	Title
Cabinet Members	Chairman of West Sussex Health and Wellbeing Board and Cabinet Member for Public Health and Wellbeing Cabinet Member for Adults Services
Officers	Chief Executive, WSCC Director of Public Health (DPH) and Health and Wellbeing Board Lead Officer, WSCC (Chair) Director of Adults Services (DASS), WSCC Assistant Director – Early Help and Children’s Social Care, WSCC (<i>Deputising for: Director of Children Young People and Learning (DCS)</i>) Senior Advisor, Democratic Services, WSCC Public Health Strategy Manager, WSCC

3 Proposal details

- 3.1 The purpose of this paper is to provide a summary of the HWB's Developmental Workshop on Monday, 11 March 2024, and to set out a proposed direction of travel as the Board prepares to move into Phase 2 of its development process. The proposals for this work are detailed in the Recommendations of this report.

4 Consultation, engagement and advice

- 4.1 The development of the HWB will provide the foundations to create the new JLHWS to be published in 2024, following the completion of the period of the existing strategy (2019-2024).
- 4.2 The JLHWS must be developed in consultation and collaboration with all members of the Board, local residents and communities, people who use services, professionals and partners. The strategy will draw on the evidence of the local population's health and wellbeing needs from the [West Sussex Joint Strategic Needs Assessment \(JSNA\)](#).

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Appendices: None

Background papers:

[West Sussex Joint Health and Wellbeing Strategy 2019 - 2024 - West Sussex JSNA Website](#)