

HEALTH AND WELLBEING BOARD

TUESDAY, 6TH SEPTEMBER, 2016

PRESENT: Councillor R Charlwood in the Chair

Councillors S Golton, G Latty, L Mulherin
and E Taylor

Representatives of Clinical Commissioning Groups

Dr Jason Broch NHS Leeds North CCG
Matt Ward NHS Leeds South and East CCG
Visseh Pejhan-Sykes NHS Leeds West CCG

Directors of Leeds City Council

Cath Roff – Director of Adult Social Services
Sue Rumbold – LCC Children’s Services

Representative of NHS (England)

Moira Dumma - NHS England

Third Sector Representative

Hannah Howe – Forum Central

Representative of Local Health Watch Organisation

Lesley Sterling-Baxter – Healthwatch Leeds
Tanya Matilainen – Healthwatch Leeds

Representatives of NHS providers

Dawn Hanwell - Leeds and York Partnership NHS Foundation Trust
David Berridge - Leeds Teaching Hospitals NHS Trust
Sue Ellis - Leeds Community Healthcare NHS Trust

1 Welcome

Councillor Charlwood, as the new Chair of the Health and Wellbeing Board welcomed all present to the first formal Board meeting of the 2016/17 Municipal Year. Councillor Charlwood expressed thanks to Councillor Mulherin for her leadership and significant work during her time as Chair of the HWB.

The following appointments to the Board were noted:

Councillor Graham Latty
Third Sector - Kerry Jackson, St Gemma’s Hospice
NHS Providers - Sara Munro, Leeds & York Partnership NHS Foundation Trust

Councillor Charlwood expressed her thanks and best wishes on behalf of the Board to Jill Copeland (Leeds & York Partnership NHS Foundation Trust), Neil Buckley and Lucinda Yeadon (Leeds City Council) for the work they had undertaken as former members of the Board.

- 2 Appeals against refusal of inspection of documents**
There were no appeals against the refusal of inspection of documents.
- 3 Exempt Information - Possible Exclusion of the Press and Public**
No exempt information was contained within the agenda.
- 4 Late Items**
No formal late items of business were added to the agenda; however Board members were in receipt of a supplementary pack in respect of Agenda item 9 Appendix 1 - the draft Work Plan for the Health and Wellbeing Board (Minute 9 refers).
- 5 Declarations of Disclosable Pecuniary Interests**
No declarations of disclosable pecuniary interests were made.
- 6 Apologies for Absence**
Apologies for absence were received from Councillor Debra Coupar, Sara Munro, Phil Corrigan, Gordon Sinclair, Julian Hartley, Thea Stein, Kerry Jackson, Nigel Richardson, Dr Ian Cameron and Nigel Gray. The HWB welcomed the following substitutes to the meeting:
Councillor Eileen Taylor
Visseh Pejhan-Sykes – NHS Leeds West CCG
Sue Rumbold – LCC Childrens Services
Hannah Howe – Forum Central (Third Sector)
Dawn Hanwell - Leeds & York Partnership NHS Foundation Trust,
David Berridge - Leeds Teaching Hospitals NHS Trust
Sue Ellis, Leeds Community Healthcare NHS Trust
- 7 Open Forum**
The Chair allowed a period of up to 10 minutes for members of the public to make representation on matters within the remit of the Health and Wellbeing Board (HWB).

Sustainability and Transformation Plans (STPs) - Gilda Petersen addressed the Board outlining her concern over the presentation of the STPs to the public. She sought reassurance that the HWB would seek to provide a clear message to the public over the reshaping of health and care services and why change was required.
RESOLVED -
a) To thank Ms Peterson for her comments and to note the contents of the representation
b) To note that a written response to Ms Petersen would be provided in due course.
- 8 Minutes**
RESOLVED – To approve the minutes of the last meeting held 21st April 2016 as a correct record.
- 9 Leeds Health and Wellbeing Board Work Plan 2016/17**

Further to minute 78 of the meeting held 21st April 2016, the Chief Officer, Health Partnerships, submitted a report on the process taken to develop the 2016/17 work plan for the Health and Wellbeing Board.

The report set out a proposed approach for the regular review and update of the work plan; which included sessions to support the priorities of the Board and the emerging Sustainability and Transformation Plans. Board members received a copy of Appendix A - the draft Work Plan as a supplementary pack following the despatch of the main agenda.

During discussions, the following points were noted

- "Working with people" should reflect "working with and being open with people". The work plan suggested that this theme would be picked up at the 20 October 2016 HWB meeting,
- "All ages, all age strategy" and the need to ensure that young people's voices were heard. It was reported that the workshop planned for 24 November 2016 would concentrate on children and young people

RESOLVED –

- a) That approval be given to the Health and Wellbeing Board work plan for 16/17
- b) To approve the approach proposed in paragraph 3 of the submitted report to keep the work plan live
- c) To note the comments made during discussions

10 Towards Better Joint Health and Care Working - A Governance Update

The Chief Officer, Health Partnerships, submitted a report on the current health and care partnerships for Leeds and West Yorkshire. The report explored the relationships between the 'top tier' structures and the Health and Wellbeing Board (HWB) and highlighted where relationships could be strengthened or shifted in order to provide the transparent and effective governance needed to achieve the outcomes of the Leeds Health and Wellbeing Strategy 2016-21.

The report noted the changing nature of the health and care system at local, regional and national levels, alongside the continuing financial challenge and enduring health inequalities. The report posed two key questions for the Board to consider:

- Is the Board assured that the right partnership structures are in place?
- And do the structures allow the Board influence across the partnership to help achieve our shared ambitions for Leeds?

It was reported that governance arrangements would evolve with the partnerships structures. Key to this, were the partnerships described within paragraph 3.3 of the report between HWB, Leeds Health and Care Partnership Executive Group (PEG); the Integrated Commissioning Executive (ICE); Leeds Academic Health Partnership (LAHP) and the Leeds Clinical Senate (LCS). Importantly, the HWB would receive reports on the ICE work programme and LAHP update in the future as part of the HWB work plan.

The Board noted the following discussions:

- The request for a “plan on a page” diagram approach to identify partnership links
- Acknowledged the report presented the top-tier structures and partnerships, if this structure was agreed, further work would be undertaken to identify Third Sector, Voluntary and smaller groups within the partnerships
- Recognition that if the HWB was to have oversight of finance arrangements in the future, then this would need to be factored into governance arrangements.
- Where the separate West Yorkshire and Leeds own STPs overlapped, clear governance structures were required

RESOLVED –

- a) To agree to ensure that that the right partnership structures are in place and that they help to achieve our shared ambitions for Leeds
- b) To confirm that the partnership structures create a space in which significant things can happen between or outside of Health and Wellbeing Board meetings (in which the Board has influence)
- c) To endorse the proposals set out in section 3 of the submitted report
- d) To confirm that the proposals around reference/engagement groups such as the Leeds Academic Health Partnership and Leeds Clinical Senate do satisfy issues around clinical voice and leadership
- e) To request that an update on the progress of the Leeds Academic Health Partnership and Leeds Clinical Senate is presented to a future meeting of the Board
- f) To request a further update and options for governance at a future meeting of the Board
- g) To note the comments made during discussions for action and to note the intention for reports on the ICE work programme and LAHP update in the future as part of the HWB work plan.

11 Sustainability Transformation Plans (STPs)

The Board considered two reports seeking endorsement of ongoing work which supports the overarching aims and priorities of the HWB.

The first report provided an overview of the emerging Sustainability and Transformation Plans (STPs), including the background, context and relationship between the Leeds and West Yorkshire STPs. It also highlighted some of the key areas to be addressed within the Leeds plan which will add further detail to the strategic priorities set out in the recently refreshed Leeds Health and Wellbeing Strategy 2016 – 2021. The paper also sought assurance that the Board supports the approach being taken.

The second report addressed the purpose of the Local Digital Roadmap – to contribute to the delivery of the digital infrastructure capability required to meet the needs of the health and care system in the future. A copy of the publication “Leeds Local Digital Roadmap 1st Submission 30th June 2016” was included in the second report.

Matt Ward, Chief Operating Officer NHS Leeds South & East Clinical Commissioning Group, presented the report on the Sustainability and

Transformation Plans (STPs), primarily focussing on the progress of Leeds' individual STP; with reference to the emerging West Yorkshire STP and the complexity of linking local STPs to the West Yorkshire STP, as detailed in the diagram at paragraph 3.9 of the report.

The Board received assurance that the Leeds approach continued the focus of the previous 5 Year Plan through the continuance of key issues and themes as summarised in the tables shown in paragraphs 3.19 and 3.31 of the report.

Finance and resources remained an issue, with a budget gap of £723m identified, however it was reported that the gap could be potentially addressed through service transformation and CCG efficiency savings

Key solutions to address gaps and create sustainable health and care for the future, as described in paragraph 5.3, would be the focus of a future HWB workshop and consider what the STPs mean for service users. Additionally, the Board noted the intention to hold discussions at the next HWB meeting on the introduction of consultation/conversations on the STPs to the public.

HWB discussed the following key issues:

Public/staff involvement and engagement – Noted the suggestion that the table at paragraph 5.3 represented the brief for holding discussions with the public as it clearly described how and what will change. The Board also noted the need to start sharing information with service providers and build relevant consultation into the timeline for developing the STPs - figures show 51,000 local healthcare professionals and 800,000 potential service users (the approximate population of Leeds), who all need to be involved in future discussions on their view of healthcare.

Relationships between the Leeds and West Yorkshire STP - HWB received reassurance from Sue Ellis as Chair of the Leeds STP group that connections were made with the West Yorkshire STP

The progress of the West Yorkshire STP – The Board noted comments seeking to ensure that the best practice operated by Leeds in terms of consultation and engagement is reflected in the WY STP and identifying a deficit of openness and governance in the WY STP.

Risks - How will the HWB be assured of the impact of the WY STP on Leeds' resources and citizens? What mechanism will be available for HWB to challenge WY STP decisions? How can HWB ensure that change is made at a pace which did not negatively impact on service delivery? It was noted that all three Yorkshire and Humber STPs would address their approach to risk management and impact on local service delivery through their emerging governance structures.

External forces - Recognition of the impact of external forces on the Leeds STP - such as services provided externally; neighbouring inter-related

economies - and the need to consider how the HWB can ensure that outside providers support the Leeds STP

'Changing the conversation' – The Board discussed the de-medicalisation of some treatments, an issue which formed part of the STP, seeking to encourage service users to take control of their own treatment and access treatment in other more local settings or through social prescribing for those patients who do not necessarily require a medical solution. Additionally, a national discussion on later life and end of life care was required to account for the changing nature of care, with the role of Community Care more robustly referenced

(Councillor Golton joined the meeting at this point)

(Tanya Matilainen and Sue Rumbold withdrew from the meeting for a short time at this point)

Jason Broch, NHS Leeds CCG and Dylan Roberts, Chief Digital Officer, presented the report on the Local Digital Roadmap (LDR), noting that the 5 Year Forward Plan had emphasised the importance of digital progress. The Health and Care sector had been asked to draw up a Digital Roadmap, noting funds for investment would be made available. The LDR would afford Leeds the opportunity to draw in those funds and support the STPs.

The Board made the following comments during discussions:

- Welcomed the “place based approach”, however concern was expressed over how “place” was determined
- Would the LDR appreciate service delivery on a locality scale?
- Acknowledged that links to regional provision and locality level provision needed to be considered
- The links to the Council’s own Breakthrough Projects to be further pursued

In respect of the **Update on Development of the Sustainability and Transformation Plan (STP)** the Board

RESOLVED -

1. To endorse the approach described within this paper for the continued development of the Leeds STP within the nationally prescribed framework;
2. To request that the comments made in respect of the progress of the West Yorkshire STP (specifically in respect of consultation and engagement, openness and governance) be fed into the future development of the West Yorkshire STP within the nationally prescribed framework;
3. To note the key areas of focus for the Leeds STP described in this report and how they will contribute to the delivery of the Leeds Health and Wellbeing Strategy;
4. To note that the Leeds Health and Wellbeing Board will continue to provide a strategic lead for the Leeds STP;

5. To note the key milestones outlined in this paper and the officers from the Leeds health and care partnership who are leading the development of the Leeds STP and the West Yorkshire STP;
6. To receive a further report in November 2016 with an overview of the proposed key changes and impacts outlined in the Leeds STP and the West Yorkshire STP as we move forward towards implementation and oversight.

In respect of the **Local Digital Roadmap (LDR)** the Board

RESOLVED -

- a) To endorse the Local Digital Roadmap as a key contributor to the delivery of both the Leeds Sustainability and Transformation Plan and Leeds Health and Wellbeing strategy.
- b) To note the contents of the discussion in respect of consideration of Board members' role in championing the adoption of technology and ensuring that the realisation of benefits is seen as a core part of all city-wide 'change' initiatives.

12 For Information - Leeds Better Care (BCF) Update

Further to minute 82 of the meeting held 21st April 2016, the Board received an update report on the Leeds Better Care Fund

RESOLVED – To note the contents of the report

13 Any Other Business

No matters were raised.

14 Date and Time of Next Meeting

RESOLVED – To note the date and time of the next meeting as Thursday 20th October 2016 at 9.30 am.