

NOTTINGHAM CITY HEALTH AND WELLBEING BOARD

WAYS OF WORKING

This document sets out the agreed ways of working of the Nottingham City Health and Wellbeing Board. Legislation requires that the Health and Wellbeing Board is constituted as a committee of Nottingham City Council and therefore its operation has to comply with a number of legal requirements. However, as far as possible every effort will be made to operate as a partnership board and in the spirit of genuine partnership.

1. Role of the Health and Wellbeing Board

The Nottingham City Health and Wellbeing Board is a partnership board which brings together key local leaders to improve the health and wellbeing of the population of Nottingham and reduce health inequalities through:

- Developing a shared understanding of the health and wellbeing needs of its communities
- Providing system leadership to secure collaboration to meet these needs more effectively
- Having strategic influence over commissioning decisions across health, public health and social care
- Recognising the impact of the wider determinants of health on health and wellbeing
- Involving patient and service user representatives and councillors in commissioning decisions.

Details of the Board's role and functions are set out in its Terms of Reference. The Terms of Reference reflect the statutory functions given to Health and Wellbeing Boards in the Health and Social Care Act 2012 and other functions agreed locally.

2. Structure of the Health and Wellbeing Board

The Health and Wellbeing Board has a broad range of members including health and social care commissioners, health and care providers and organisations responsible for the wider determinants of health. The Board carries out the majority of its functions itself but because some members of the Board represent provider organisations there needs to be a separation with the commissioning process.

Commissioning decision-making

The Health and Wellbeing Board Commissioning Sub-Committee is a commissioner-only body bringing together commissioners from Nottingham City Council and NHS Nottingham City Clinical Commissioning Group to take strategic funding decisions relating to the Better Care Fund. These functions have been delegated to it by the Health and Wellbeing Board. The Commissioning Sub-Committee meets in public on a quarterly basis, or more frequently if required. It has its own Terms of Reference. Nottingham City Council and NHS Nottingham City Clinical Commissioning Group also have their own governance processes for developing commissioning specifications against agreed priorities and taking commissioning decisions. These commissioning decisions are informed by discussions and activity of the Commissioning Executive Group (CEG) – an informal commissioner-only body.

Delivery of Joint Health and Wellbeing Strategy

Four delivery groups have been established to support implementation of the Joint Health and Wellbeing Strategy. Under the leadership of the relevant Board sponsor each delivery group exists to progress implementation of the relevant Strategy action plan. These delivery groups report to the Health and Wellbeing Board which has overall responsibility for delivering the Strategy.

Maintenance of Joint Strategic Needs Assessment

The Health and Wellbeing Board has responsibility for publishing and refreshing the Joint Strategic Needs Assessment (JSNA) to provide an evidence base for future policy and commissioning decisions. A Joint Strategy Needs Assessment Steering Group exists to oversee the maintenance and development of the JSNA. The Steering Group reports to the Health and Wellbeing Board and CEG.

The Board can establish other sub-committees or more time-limited task groups to undertake specific areas of work; or delegate any of its functions to an officer to carry out.

This document applies to the main Health and Wellbeing Board. Other bodies within the structure will have their own terms of reference and agreed ways of working.

3. Membership of the Health and Wellbeing Board

The membership of the Board is set out in its Terms of Reference.

Unless a specific role is identified within the Board's membership, the relevant organisation can nominate who will represent them. However, the individual must be from the relevant organisation and of sufficient seniority and be empowered by the

organisation/ sector to represent its views; to contribute to decision making in line with the Board's terms of reference and to commit resources to the Board's business.

Substitutions

Each Board member can nominate up to 3 substitutes and any one of those named substitutes can attend a Board meeting in their place. Board members do not have to take the opportunity to nominate substitutes if they do not wish to do so. Substitutes must be from the same organisation/ sector as the Board member and be of equivalent seniority to the permanent member i.e. empowered to represent its views; to contribute to decision making in line with the Board's terms of reference and to commit resources to the Board's business. If Board members wish to nominate substitutes then they should email the name, role and contact details (for up to 3 individuals) to the Nottingham City Council Constitutional Services Team (contact details at the end of this document). These individuals will be included on the substitutes list. The list is refreshed every May and Board members can also add, amend or delete individuals from the list at any time. Substitutions are valid from the next Board meeting following receipt of nomination until otherwise advised.

Missing meetings

If a member of the Board misses three consecutive meetings without giving apologies, their continued membership of the Board will be reviewed with the organisation that they represent. Ultimately the Chair reserves the right to discontinue their membership and seek a replacement.

Departure of a Board member

Organisations can choose to change the person representing them, for example if the individual changes role or leaves the organisation, at the time of their choice. The Chair, lead officer and Nottingham City Council Constitutional Services Team (contact details at the end of this document) should be advised of changes to representation as soon as possible, including notification of a suitable replacement within their organisation/ sector.

Membership changes

Changes to the membership, including voting arrangements, can be made by Nottingham City Council, and incorporated into the Board's Terms of Reference, in consultation with the Health and Wellbeing Board.

Changes to individuals representing organisations on the Board will be reported to the next Board meeting.

4. Chair and Vice-Chair

The Chair of the Board is the Nottingham City Council Portfolio Holder with a remit covering health.

The Vice-Chair of the Board is appointed annually by the Board and must be one of the NHS Nottingham City Clinical Commissioning Group members.

5. Roles and responsibilities of Board members

Members of the Board are accountable to the organisation/ sector they are nominated to represent.

Members of the Board bear certain responsibilities:

- To be system leaders and take shared ownership of the Board.
- To demonstrate commitment to the Board by prioritising attendance at meetings and development sessions.
- To demonstrate commitment to the Board by prioritising activity in between meetings, such as responding to email communications and providing information as promised to the Board within the deadlines set.
- To treat each other as equal, with respect and demonstrate that they value the contributions of others by listening and responding, and encouraging real dialogue.
- To seek to understand others' positions, motivations, constraints and cultures.
- To reach a consensus through focused discussion and debate.
- To abide by agreements made and have a commitment to real action and delivering change.
- To promote and support the aims and values of the Board by leadership and example within their own organisation/ sector and within the community.
- To communicate the Board's business through their respective organisation/ sector's own communication mechanisms.
- To contribute to the achievement of targets of other organisations, through co-operation and identifying and removing barriers to achieving them.
- To commit to principles of openness and transparency in their engagement with the Board and other Board members.
- To comply with the requirements of the Nottingham City Council Code of Conduct (for voting members).

6. Expectations of Board members

In their role as Board members, members of the Board may legitimately expect:

- to be treated as equal and with respect by other Board members;
- parity in terms of opportunity to contribute to Board discussions and work;
- the opportunity to express the views, priorities and interests of their organisation/ sector as relevant to the work of the Board and have those views listened to;
- the Board to seek to understand their organisation/ sector and recognise the constraints under which it operates.
- to operate in a positive, no blame culture that is motivated by achievements;

7. Board meetings

The Health and Wellbeing Board meets every other month. These meetings are held in public in accordance with Section 100A of the Local Government Act 1972 (as amended) and in accordance with principles of openness and transparency. Meeting agendas and associated reports are sent to Board members at least five clear working days in advance of the meeting and are also published on the Nottingham City Council website. Members of the public, including press, are welcome to attend public meetings of the Board. The Chair of the Board, in consultation with the Vice Chair, can convene special meetings of the Board as required.

Actions agreed by the Board are recorded and undertaken by Board members, officers, sub-committees and/or working groups as appropriate. Progress against agreed actions is reported back to the Board. Minutes of Board meetings are published on the Nottingham City Council website.

Meeting quorum

The quorum for Board meetings is three voting members and must include at least one Nottingham City Council councillor and one representative of NHS Nottingham City Clinical Commissioning Group.

Voting arrangements

The Board has both voting and non-voting members. Details of voting arrangements are set out in the Terms of Reference. Where possible it is expected that most decisions will be agreed by consensus but where this is not the case then only those members listed as voting members may vote. The Chair of the meeting has a casting vote.

8. Code of Conduct and Declarations of Interests

Legislation requires that members of the Board are governed by the Nottingham City Council Code of Conduct. The Code of Conduct sets out the conduct expected of members when they are acting in their capacity as a Board member. Work is currently underway to ensure that it is fit for purpose for Health and Wellbeing Board members.

Advice on declaring interests can be given by the Nottingham City Council's Constitutional Services Team. If a Board member needs advice on declaring an interest in an item on a Board agenda then if possible they are asked to seek advice in advance of the meeting.

In addition all Health and Wellbeing Board members may also be bound by a code of conduct/ professional standards of the organisation/ sector that they represent. If they would be required to declare an interest on a decision under consideration by the Board under their own organisation's code of conduct then they need to do at the relevant Board meeting. The City Council Governance Team can provide general advice on this but specific guidance and advice should be sought from the relevant organisation in advance of a meeting.

9. Forward plan and agenda management

Most Board meetings have a themed section relating to an outcome of the Joint Health and Wellbeing Strategy. This provides an opportunity for the Board to focus on this area of activity; review progress against the relevant Strategy action plan; celebrate key achievements and examples of good work; and focus on remaining challenges and the role of the Board in addressing these. There will usually be other items of business that also require the Board's attention, for example approval of a new Strategy. Finally, there may also be items 'for information only' that do not require a decision or action by the Board but are included in order to ensure that the Board is aware of the issues. This includes regular updates from key Board members, such as NHS Nottingham City Clinical Commissioning Group; the Director of Public Health, Nottingham City Council Corporate for Children and Adults and Healthwatch Nottingham, on issues that are pertinent to the Board and/or delivery of the Joint Health and Wellbeing Strategy.

All reports to the Board must have a clear purpose relating to the role of the Board and explicitly set out what the Board is being asked to do and why. Reports 'for noting' should be kept to a minimum and will be included at the end of the agenda for information only without discussion. Where possible, reports to the Board should be joint reports with contributions from all the key relevant organisations, focused on the issue under the consideration rather than centred on a particular organisation.

The Board's Forward Plan is held and managed by the Nottingham City Council Constitutional Services Team (contact details at the end of this document). Requests to include an item on a future Board agenda should be made as early as possible. The Chair considers requests and is the final arbiter on what is included on Board agendas. The Forward Plan is included on all Board agendas to provide opportunity for comment by Board members.

Reports should be submitted to the Nottingham City Council Constitutional Services Team in accordance with deadlines set and on the required report template. Before each meeting agenda is dispatched a Chairs Briefing meeting is held to provide opportunity for the Chair and Vice Chair to review items coming before the Board.

10. Working between meetings

Given that the Board meets every other month there will be occasions when work needs to take place between meetings. Information may be emailed out to Board members and there is an expectation that all members will prioritise responding to such communication.

Where a decision is required before the next Board meeting, the Chair may act in consultation with the Vice Chair through the following process:

- a) circulation of details of the proposed decision to all Board members for consultation; and
- b) there being clear reasons why the decision could not have waited until the next full Board meeting.

The decision will be recorded and reported to the next full Board meeting.

11. Development sessions

Development sessions for the Board are held regularly to provide an opportunity for Board members and key supporting officers to get together informally and consider how the Board needs to develop to ensure that it is fit for purpose and in the best position possible to undertake its roles and responsibilities effectively. It is expected that all Board members will prioritise attendance at development sessions where possible.

12. Executive Steering Group

A steering group meets quarterly to drive forward the work of the Board and oversee its development. Membership of the Steering Group includes:

- Health and Wellbeing Board Chair
- Health and Wellbeing Board Vice Chair
- Corporate Director for Adults and Children, Nottingham City Council
- Director of Public Health, Nottingham City Council
- Chief Officer, NHS Nottingham City Clinical Commissioning Group

13. Interface and relationship with other bodies/ organisations

In addition to the relationship that it has with its member organisations, the Health and Wellbeing Board works alongside and with a range of other bodies and organisations in order to effectively undertake its role, including One Nottingham, the Nottingham Crime and Drugs Partnership (represented on the Board by Nottingham City Council Corporate Director for Children and Adults), Nottingham Safeguarding Adults Board (Annual Report and Business Plan shared with the Board) and Nottingham Safeguarding Children's Board (Annual Report and Business Plan shared with the Board).

Third Sector

The Board's membership includes individuals appointed to represent the interests of the Third Sector.

Health scrutiny

The Board is subject to the statutory health scrutiny function of Nottingham City Council and there is also scope for the Board to work with health scrutiny on some issues. Details of this relationship are set out in Section 14.

Nottinghamshire Health and Wellbeing Board

Nottinghamshire Health and Wellbeing Board is responsible for the same statutory functions and similar local functions as the Nottingham City Health and Wellbeing Board. Given that health services in particular (but also other services associated with the wider determinants of health) are organised and provided on a footprint wider than just Nottingham City, the two Boards work closely together. There are regular Board-to-Board meetings and development sessions. This working relationship is particularly important in the context of the Nottinghamshire Sustainability and Transformation Plan and the Boards' role in overseeing the Plan.

14. Scrutiny of the Board

In the interests of public accountability and transparency the Board is subject to the statutory health scrutiny function of Nottingham City Council. By being a Board

member, all Board partner organisations agree to provide information to; attend meetings of; and answer questions from the relevant City Council overview and scrutiny committee about the planning, provision and operation of services within their area as required by the committee to carry out its statutory scrutiny functions. Partners will not be required to give information that can be classed as exempt from publication under Schedule 12A of the Local Government Act 1972, for example information which relates to and identifies an individual.

A separate protocol has been agreed between the Health and Wellbeing Board, the City Council's health scrutiny and Healthwatch Nottingham. While these bodies have specific and distinct functions, there is potential for overlap in their work and opportunities for them to work in a complementary way while maintaining their independence. The protocol clarifies the role of the three bodies, their obligations to each other and how they will work together to improve the health and social care services for people in Nottingham.

15. Engagement of citizens

The Health and Wellbeing Board aims to be open and transparent in the way that it works, and inclusive in the way that it engages with citizens, service users and the public.

The Health and Wellbeing Board meets in public every other month in accordance with Section 100A of the Local Government Act 1972 (as amended) and agendas, associated reports and minutes are all published on the Nottingham City Council website. Members of the public, including press, are welcome to attend public meetings of the Board and are able to record and report on those meetings for others if they wish to do so.

Most Board meetings include a themed section relating to an outcome of the Joint Health and Wellbeing Strategy. Where possible a relevant citizen story is incorporated into this themed section to enable the Board to learn directly from citizen experience. Information on what happened as a result is fed back to the citizen concerned.

Where appropriate, the Board carries out consultation and engagement with citizens to inform its decision making. For example, a range of engagement events were held to shape the development of the Joint Health and Wellbeing Strategy and almost 500 people provided their views on what was important to them.

Contacts

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