

Joint Health and Wellbeing Strategy Governance & Accountability Framework

1. Purpose

This Governance and Accountability Framework sets out the key principles and approaches adopted by the Lincolnshire Health and Wellbeing Board (HWB) to drive forward the ongoing development and delivery of the Joint Health and Wellbeing Strategy for Lincolnshire.

The information provided in this document is intended for the JSNA Topic Leads/JHWS Lead Officers and JHWS Priority Delivery Groups. It provides guidance on the key processes underpinning the Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategy (JHWS). Links to further information and guidance is provided where necessary.

2. Background

2.1 Context

The Health and Care Act 2012 places an equal and joint duty on local authorities and Clinical Commissioning Groups (CCGs) to prepare a Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategy (JHWS) through the HWB in line with the Statutory Guidance.¹

The purpose of the JSNA and JHWS is to improve the health and wellbeing of the local community and reduce inequalities for all ages. They are not an end in themselves, but a continuous process of strategic assessment and planning – with the core aim of *'developing local evidence based priorities for commissioning which will improve the health and wellbeing of the population and reduce inequalities.'*

2.2 Joint Strategic Needs Assessment

The JSNA is an assessment of the current and future health and care needs in Lincolnshire. It brings together a wide range of national and local quantitative and qualitative data, information and intelligence into an overarching evidence base. It is used by the HWB to inform the development of the JHWS and provides evidence to support the planning and commissioning of health and care services.

Lincolnshire's JSNA is presented as a series of commentaries based around 35 topic areas and it is published as an interactive web resource on the [Lincolnshire Research Observatory](#). A fundamental review of the JSNA was undertaken in 2016/17 and an annual review programme has been put in place to ensure the JSNA is maintained as a 'live resource'.

2.3 Joint Health and Wellbeing Strategy

¹ Department of Health (2013), Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies, available to access at <https://www.gov.uk/government/publications/jsnas-and-jhws-statutory-guidance>

During 2017, the HWB undertook a series of engagement opportunities to review the evidence in the JSNA and identify the priorities for the JHWS from 2018. The [Developing the JHWS 2018 – Analysis of Engagement](#) report sets out the detailed analysis of the findings from each stage of the engagement. Based on the engagement findings, the key priority areas agreed by the HWB in September 2017 are:

- Adult Mental Health
- Mental Health and Emotional Wellbeing (Children & Young People)
- Housing
- Carers
- Physical Activity
- Dementia
- Obesity

In addition to the priorities, the engagement also identified a number of common themes which need to underpin the JHWS. These are:

- Need for better integration with STP plans/priorities including **embed prevention in Integrated Locality Teams across all priority areas;**
- **Build prevention into all pathways** across health, care and education, particularly focusing on inequalities through co-commissioning across partners;
- **Development of joined up intelligence and research** to identify needs and target prevention activity where it is most needed;
- **Support the workforce** through workplace wellbeing and upskilling to recognise opportunities for taking prevention action to improve health (such as through MECC and self-care)
- **Harness digital technology** to provide solutions to support self-care across the priority areas;
- **Ensuring Safeguarding is embedded** into the JHWS as a cross cutting theme ('golden thread') that runs throughout all the priorities.

3. Governance Arrangements

The HWB has a statutory duty to develop the JHWS based on the assessment of need in Lincolnshire's JSNA. Through the JHWS, the role of the HWB is to provide strategic leadership across the health and care system by ensuring organisational commissioning plans take account of the JHWS priorities and by encouraging HWB partners to maximise opportunities for joint working and integration.

In order to deliver the priorities in the JHWS the HWB agreed at its meeting in December 2017 that:

- Each priority area would have a robust delivery plan formalised through the governance structures set out in Appendix A.
- The identified Delivery Group will be accountable to the HWB to ensure their plans are delivered
- The JHWS would be aligned to the JSNA as a continuous process with periodic review so that the HWB is not restricted to focusing only on priorities which require delivery within a short timescale.

- Wider stakeholder engagement will be aligned to the continuous review process for the JSNA and JHWS, shown in Appendix B, to ensure the latest evidence is considered through effective engagement with residents and people who work in Lincolnshire.

As a key delivery mechanism for the JHWS, each JHWS Priority Delivery Group (as identified in Appendix A) will be accountable to the Health and Wellbeing Board for meeting the priorities and objectives set out in the JHWS delivery plans. Each Priority Delivery Group will therefore need to adopt the principles set out in this document and reflect the roles and responsibilities, detailed in Appendix C, in their Terms of Reference.

4. Monitoring & Reporting

Each Priority Delivery Group will be responsible for ensure appropriate arrangements are in place to enable it to monitor and report progress against the agreed objectives and outcomes in the delivery plan. The monitoring and reporting cycle is aligned to the ongoing JSNA review programme and each Priority Delivery Group will report annually to the Health Scrutiny Committee (HSC) for Lincolnshire and the HWB (at the AGM in June) using a standard JHWS Highlight Report template provided by the Central Programme Team.

As part of the reporting, the Priority Delivery Groups will be required to provide the HSC and HWB with assurance that partners and stakeholders have been involved in the processes using the engagement principles outlined in Section 5. Appendix C illustrates the planned reporting approach to the HWB.

Throughout the year, Priority Delivery Groups will have the opportunity to bring strategic matters to the HWB for debate and consideration as part of themed discussions; the exact format of this approach is yet to be defined. Improvement work, facilitated by the Local Government Association over summer 2018, will help to shape the approach. For further information and guidance on tabling an agenda item at a HWB meeting, contact the Programme Manager Health and Wellbeing or email hwb@lincolnshire.gov.uk.

5. Stakeholder Engagement

5.1 Context

This section outlines an approach to engagement that:

- enables the HWB to be clear and transparent about how the Priority Delivery Groups are to involve and engage stakeholders including patients, service users, carers and the public in priority setting and delivery planning/implementation;
- sets out the HWB's approach and underlying principles regarding JHWS engagement, which will also support engagement and involvement in the JSNA;
- ensures an ongoing process of engagement runs throughout the lifetime of the JWHS.

5.2 Principles of engagement

In implementing the JHWS, the HWB's expectation is that all Priority Delivery Groups are committed to the principles listed in Appendix D and will look to embed them in their in their engagement planning and delivery.

One of the principles is to ensure there is a solid evidence base; using all available research, knowledge and community intelligence in planning engagement activities. Engagement activities should be inclusive with the results of engagement activities used to shape the JSNA and JHWS, to help inform the commissioning of services and interventions.

5.3 Aligning engagement to the JSNA review programme

Given that the monitoring and reporting cycle for the Priority Delivery Groups is aligned to the ongoing JSNA review programme, with each Group reporting annually to the HWB at the AGM in June, the Priority Delivery Groups will need to ensure that engagement processes are timed to align with the JSNA yearly review process.

Given the Priority Delivery Groups are to take on the role of 'Expert Panel' for the relevant JSNA Topic area, reviewing the JSNA commentary will include consideration of local views and insight. Specifically, it includes detailing:

- Key messages from stakeholder engagement/consultation events;
- Those partner organisations/services that support the topic/priority area
- Any other key partner/organisations which might hold local knowledge and data;

Expert Panel members will need to collate and interpret existing local intelligence. Where local insight/data is scarce identify ways of filling any knowledge gaps, for example by undertaking a ['Call for Evidence'](#).

Undertaking such engagement exercises provides an ideal opportunity to 'test out' the extent to which key stakeholders, including the wider population, agree with the objectives and priorities in the delivery plan. In the spirit of the JHWS being an ongoing strategy which will be reviewed and revised, engagement processes need to demonstrate they are embedded, ongoing and timed to support the JSNA review processes. In this way, not only can progress and impact of the Strategy be considered and evidenced, but it also enables the HWB to take account of evidence of future needs.

5.4 Action planning for effective engagement

Moving forward, each Priority Delivery Group needs to consider and specify how they will actively encourage the involvement and engagement of key identified stakeholders in their work. This needs to include action planning on a number of fronts to:

- Determine who needs to be involved and engaged in shaping, refining and delivering the priorities and objectives;
- What tools and methods will be used to identify and target stakeholders, including patients, service users, carers and the public;
- How they will ensure the needs/views of 'seldom heard' groups are included (including considering how delivering their objectives impacts on those with Protected Characteristics);

- Ensure appropriate mechanisms/routes are in place to considered and communicated with stakeholders (including 'closing the loop' so those involved receive feedback on action/impact);
- Ensure that as the 'Expert Panel', they use the information gathered to develop a local narrative describing the current and future needs in Lincolnshire (*to be captured in the JSNA topic commentary*).

Each Priority Delivery Group might want to consider identifying an engagement lead to coordinate activities. They should also consider developing an Engagement Plan outlining what, when and how engagement will be undertaken.

6. Support & Guidance

Given that the statutory guidance on the JSNA and JHWS requires local views regarding needs to be taken into, it is therefore important that engagement and consultation activities comply with laws and regulations regarding equalities duties², consultation responsibilities³ and managing personal data⁴. The Central Programme Team will be able to provide support and guidance on these matters.

In addition, taking account of Lincolnshire County Council's Engagement Strategy 2018-2023⁵, policy advice regarding engagement and consultation activities can also be sought from LCC's Community Engagement Team.

7. Key Contacts

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Generic Email addresses:

For information and advice on the JSNA JSNA@lincolnshire.gov.uk

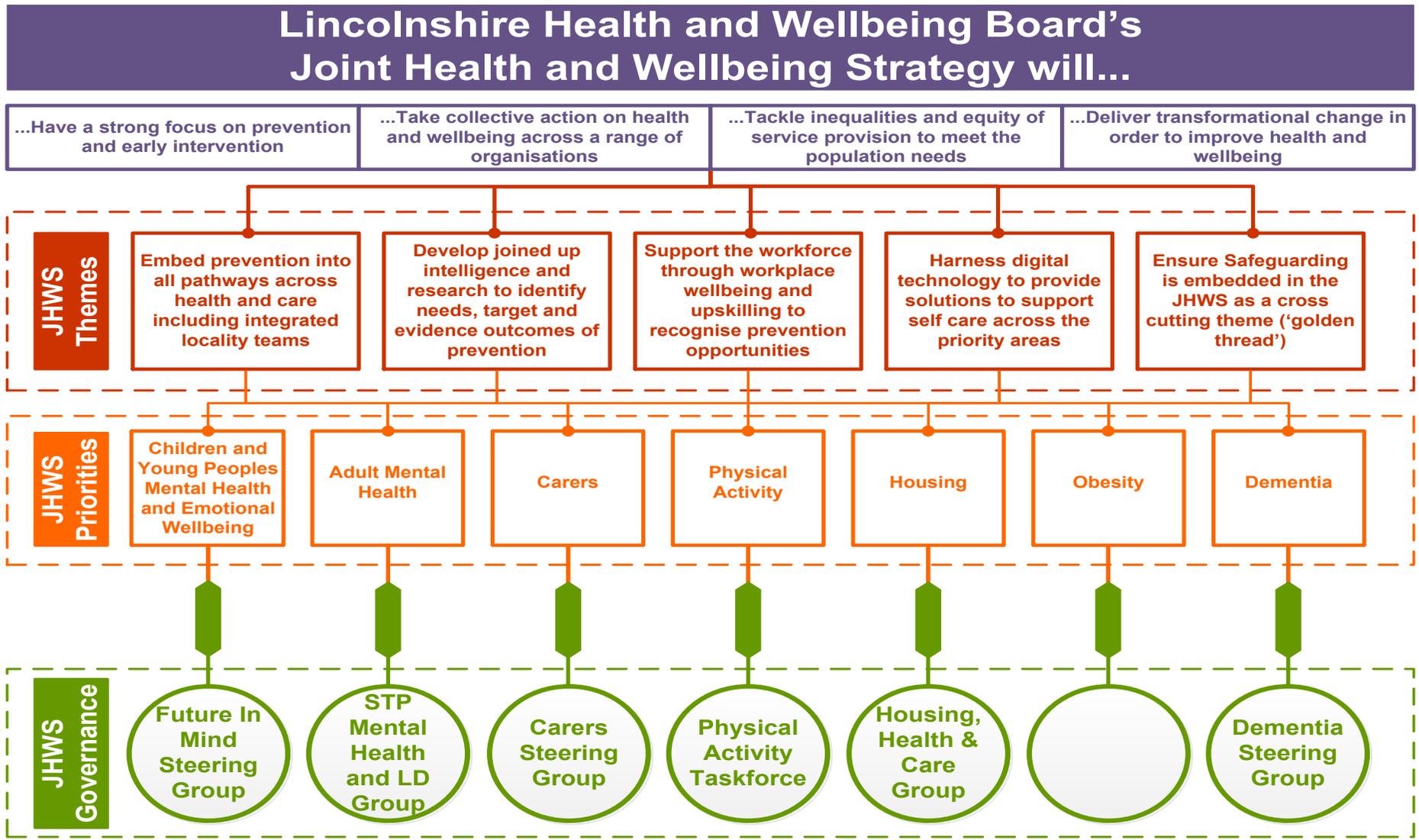
For information and advice on the HWB HWB@lincolnshire.gove.uk

² <https://www.gov.uk/guidance/equality-act-2010-guidance>

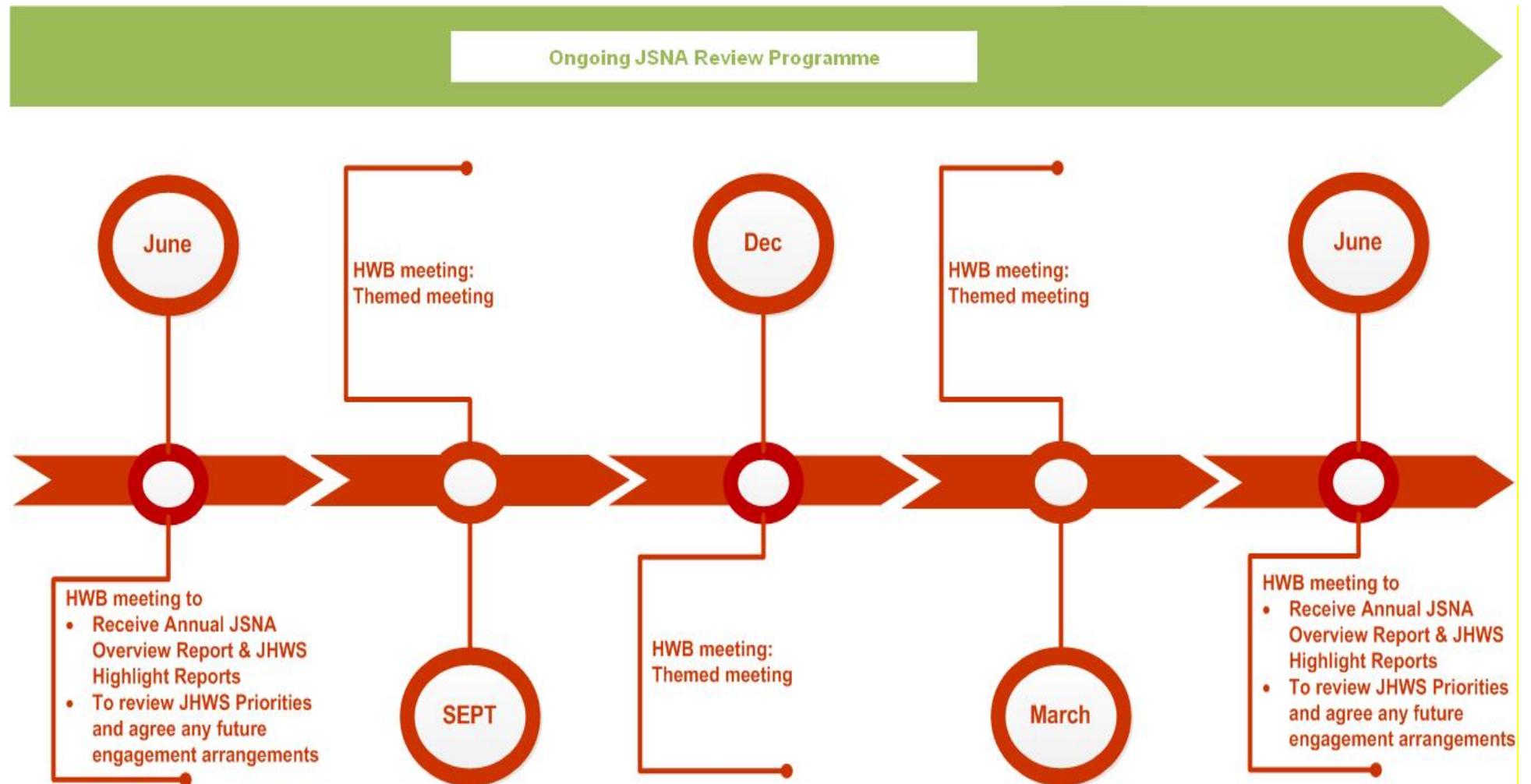
³ <https://www.consultationinstitute.org/arnstein-ladder-versus-gunning-principles/>

⁴ <https://ico.org.uk/for-organisations/guide-to-the-general-data-protection-regulation-gdpr>

⁵ Lincolnshire County Council's Engagement Strategy 2018-2023 was approved by the Council's Executive on 4 April 2018 prior to formal approval by the County Council at their meeting on 11 May 2018. The Council is required to formally approve the Engagement Strategy as it forms part of the Council's Policy Framework.



Appendix B | JSNA & JHWS Monitoring and Reporting Approach



Appendix C | Roles and Responsibilities

<p>Lincolnshire Health and Wellbeing Board (HWB)</p>	<p>Role: Legally responsible for the preparation and production of the JSNA and JHWS as set out in the Health & Social Care Act 2012 and the Local Government & Public Involvement in Health Act 2007.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> To ensure appropriate processes, leadership and accountability are in place to produce and publish a JSNA and JHWS for Lincolnshire, and that these are in line with the statutory guidance published in 2013. To formally adopt the JSNA as the shared evidence for the health and care system in Lincolnshire To use the evidence from the JSNA to inform the priority setting for the JHWS To formally approve the JHWS and its associated delivery plans. To regularly review the evidence in the JSNA to ensure the priorities in the JHWS remain focused on the key health and wellbeing needs in Lincolnshire. To hold JHWS Priority Delivery Groups to account and seek assurance that sufficient progress is being made to deliver the JHWS delivery plans. To promote integration between health and care by holding HWB members to account on how their commissioning plans take account of the JSNA and JHWS.
<p>JSNA Topic Lead / JHWS Lead Officer</p>	<p>Role: To act as the Topic Lead for the relevant topic area(s) in the JSNA as well as being the senior responsible officer for the JHWS priority area.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> To work in conjunction with the JSNA Team to ensure the JSNA Topic commentary and supporting information is kept up to date and managed in line with the JSNA procedures. To ensure the topic commentary is co-produced with key partners and stakeholders through the Expert Panel (i.e. JHWS Priority Delivery Group). To lead any annual review (light touch) including agreeing with the JSNA Team the scope and approach, and ensuring the review is conducted in line with the JSNA procedures. If a more fundamental review is required, work with the JSNA Team to ensure appropriate arrangements are in place and resources identified to support the review. To act as the lead officer and key point of contact for the JHWS priority area/delivery plan. To ensure all the relevant partners are engaged as part of any JSNA review or through involvement in the JHWS Priority Delivery Group. To ensure the JHWS Priority Delivery Group have appropriate mechanisms in place to review and monitor progress, including providing any performance/highlight reports To attend, as required, HWB meetings to report on progress. To ensure the JHWS Priority Delivery Group adopts the principles and approaches set out in the Joint Health and Wellbeing Strategy Governance and Accountability Framework
<p>JHWS Priority Delivery Group</p>	<p>Role: Accountable to the Lincolnshire Health and Wellbeing Board for a specific priority area in the Joint Health and Wellbeing Strategy including acting as the Expert Panel for the relevant topic area(s) in the JSNA.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> To support the JSNA Topic Lead to review and revise the relevant JSNA Topic area(s) as part of the annual review process and in line with the JSNA procedures. To take on the role of 'Expert Panel' for the relevant JSNA Topic area(s) To contribute to the co-writing of the JSNA topic commentary, including identifying any opportunities and approaches to fill gaps in knowledge and understanding (for example by undertaking a Call for Evidence) To identify ways of engaging with wider stakeholders and partners as part of any

Appendix C | Roles and Responsibilities

	<p>review process</p> <ul style="list-style-type: none"> • To act as the lead partnership/board for a specific priority area in the JHWS and be accountable to the HWB for its progress and delivery • To develop and own the JHWS Delivery plan for the relevant priority area • To work in partnership to build consensus and increase collaborative working • To agree the outcomes and measures to be used to monitor progress/assess impact • To report progress (performance/highlight report), as required, to the HWB • To adopt the principles and approaches set out in the JHWS Governance and Accountability Framework.
<p>Central Team / Programme Support from Public Health</p>	<p>Role: To provide day to day support, advice and guidance to Lead Officers and JHWS Delivery Groups/Expert Panels. This will also include identifying opportunities for wider stakeholder engagement and coordinating activities such as Calls for Evidence and progress reporting.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> • To provide support to the JHWS Priority Delivery Groups to 'action plan' including (if required) support to identify and target those stakeholders who need to be engaged, including patients, service users, carers and the public. • To help plan and provide practical support to the JHWS Priority Delivery Groups for example organising engagement events, facilitating/scribing at engagement events etc. • To liaise with LCC's Community Engagement Team to ensure all activities comply with legislation and the County Council's Engagement Strategy 2018-2023. • To ensure the needs/views of 'seldom heard' groups are included in engagement activities • To provide resource and expertise to support JHWS Priority Delivery Groups in their Expert Panel role including establishing peer review groups, dedicated Data Analyst support and project management support to the JSNA process. • To provide advisory support regarding policy/regulatory requirements and considerations • To provide opportunities for networking and sharing information across the JHWS priority areas through for example, an annual networking event; informal HWB events; newsletters, virtual network/community of practice. • To coordinate the production of highlight/monitoring reports. • To liaise with Lead Officers/JHWS Delivery Groups on timescales and process to support the JSNA/JHWS work and to coordinate any activity associated with the HWB.

Appendix D | Principles of Engagement

Clarity of Purpose	Before beginning any engagement activity, we will be clear about why it is happening, what we want to achieve, who we are involving, what can and cannot be influenced, and how we will use the information gathered and what the benefit of being involved will be.
Evidence Base	We will use all available research, knowledge and community intelligence to help us plan engagement activities. We will not carry out engagement activities if the information we need is already available.
Timing	We will allow sufficient time to design and carry out engagement activities that are inclusive and encourage participation from all affected communities. We will also allow sufficient time to ensure that the results of engagement activities can shape the JSNA and JHWS, and help inform the commissioning of services and interventions.
Communication	We will always be open, honest and accountable when sharing information and responding to contributions from all participants. All communication will be jargon free and relevant to the intended audience. We will seek to use a wide range of methods to maximise the opportunities to engage. We will also communicate between partners to create joined-up engagement activities and avoid duplication of effort.
Partnership Working	We will work in partnership with other organisations when and where they have additional or greater expertise, knowledge or experience about engaging with specific communities, with particular recognition of the knowledge and expertise of the voluntary and community sector. The independence of the voluntary and community sector will be respected and recognised in all partnership working.
Accessibility	We will support a variety of engagement activities to reflect the diversity of the communities in Lincolnshire. We will be flexible and responsive to the ways that partners, stakeholders and the community want to engage with us. We will recognise the need to make engagement both formal and informal at different times and for different people and purposes. We will put in place measures to help overcome barriers that some individuals or communities may face, particularly vulnerable and seldom heard groups, in order they are represented.
Feedback	We will provide feedback about the engagement activities we carry out and will explain how the responses contribute to the decision making process. We will explain how and when we will provide feedback at the same time as we carry out the engagement activity. We will also make feedback as widely available as possible.
Monitoring & Review	We will monitor and review the engagement activities to ensure that all stakeholders and sections of the community have the opportunity to engage, should they choose to, particularly those whose voices are often not heard, and change our practices accordingly.