

Report title:	Norfolk Health and Wellbeing Board – Governance and systems leadership approach
Date of meeting:	27 September 2017
Sponsor:	Dr Louise Smith, Director of Public Health

Reason for the Report

The Health and Wellbeing Board (HWB) has elected its new Chairman, following the formation of the new County Council in May 2017 and the annual appointments to the Council’s Committees. The Board has also reached the close of its three-year Joint Health & Wellbeing Strategy. It is therefore timely to consider the HWB’s governance to ensure that it is working efficiently and effectively and that it is well placed to work productively in pursuing its strategic priorities.

Report summary

This report outlines the governance arrangements currently in place, including the Health and Wellbeing Board’s membership, terms of reference, current ways of working, sub-structures, appointments to other bodies, etc. It also outlines the HWB’s relationship with other bodies and key partnerships or groups. The report invites members of the HWB to consider and make comments on the current arrangements and makes a number of proposals.

Action/decisions needed:

The Health & Wellbeing Board is asked to:

- 1 Agree that the Rt Hon Patricia Hewitt, recently appointed Chair of the N&W STP Oversight Group, be invited to join Board meetings (para 2.3) and that all appointments to the Board are reviewed by the partner organisation on an annual basis (para 2.4)
- 2 Agree the Board’s updated terms of reference and recommend that Norfolk County Council be asked to consider amending its constitution accordingly (para 2.6 and Appendix B)
- 3 Agree the proposed terms of reference for the Chair and Vice Chairs Group, including encompassing the role of the Better Care Fund Sub Group and overseeing the development of the HWB’s next Joint Health & Wellbeing Strategy (paras 2.12 & 2.14 and Appendix C)
- 4 Confirm the close of the Strategy Implementation Group (para 2.13)
- 5 Confirm the HWB’s nominations to other committees (para 2.15)
- 6 Confirm all participant members sign up to the agreed ways of working as system leaders (para 4.3)
- 7 Agree the draft Forward Plan (para 5.3 and Appendix E)

1. Background

- 1.1 The Norfolk Health and Wellbeing Board (HWB) was established in 2013 and has been fully operational for over 4 years.

What HWBs are for

- 1.2 Health & Wellbeing Boards were introduced as forums for collaboration to improve health and wellbeing outcomes for local people and communities. HWBs are places where leaders from across the wider health and care system can collaborate to better understand their local community's needs, agree priorities and work in a more joined-up way. HWB meetings are held in public and their agenda papers are in the public domain. Boards can provide oversight and strategic leadership across many complex organisations and systems, and commissioning across the NHS, social care and public health. HWBs underpin the shared understanding and joint action that are needed to improve outcomes for their area.

Statutory responsibilities

- 1.3 HWB's have a three main statutory responsibilities. The Health and Social Care Act 2012 (the Act) requires HWBs to:
- **Assess the needs** of their local population through the joint strategic needs assessment process (**JSNA**) and to approve the Pharmaceutical Needs Assessment (**PNA**)
 - **Produce a local, joint health and wellbeing strategy** - the overarching framework within which plans are developed for health services, social care, public health, and other relevant services
 - **Promote greater integration and partnership** - including joint commissioning, integrated provision, and pooled budgets where appropriate.

2. Governance arrangements

Membership

- 2.1 The Board's membership was established by the County Council in 2013. It has been reviewed since then - most recently in 2016 when it was agreed to invite key major health and social care providers to join Board meetings to bring their perspective, helping ensure the Board's discussions had a fuller, system-wide view. Current membership is at **Appendix A**.
- 2.2 Over the past year the NHS and the County Council have worked together to agree the Sustainability & Transformation Plan for health and social care services across Norfolk and Waveney (N&W STP). The HWB has been actively engaged in the development of the STP and plays an important role in wider strategic oversight of its delivery, with reports on key issues to each HWB meeting.
- 2.3 **It is proposed** that the Rt Hon Patricia Hewitt, recently appointed Chair of the N&W STP Oversight Group, be invited to join Board meetings to strengthen the links and enable discussion of the wider strategic issues.
- 2.4 Local authorities review their appointments to committees on an annual basis, including membership of the HWB. **It is proposed** that all appointments to the Board are reviewed by the partner organisation on an annual basis, both to bring consistency between different elements of the Board's membership and to ensure the Board remains flexible and ready to respond to the rapidly changing health and wellbeing landscape. This would take place each year at the first meeting of the HWB following the County Council's Annual General Meeting in May.

Terms of Reference

- 2.5 The Board's Terms of Reference were developed and agreed on the basis of the Board's main statutory functions and duties, as set out in the Act. Health and Wellbeing Boards have a duty to "promote integration" and to ensure that health and social care commissioners work together to enhance the health and wellbeing of people in their area. At the outset, the Norfolk HWB agreed that it should '**drive**' **integration** and this strengthening of the approach is reflected in the Terms of Reference.
- 2.6 The Board's Terms of Reference have now been brought up to date (**Appendix B**) to better reflect the current landscape and the focus of work, for example, with links to the N&W STP. **It is proposed** that the Board's terms of reference are updated, as outlined in Appendix B and that Norfolk County Council be asked to consider amending its constitution accordingly.

How the Board conducts its work

- 2.7 The HWB holds formal public meetings 4 x a year and, when relevant, these can include private informal discussions to enable the Board's strategy development. The Board also sets aside a half day each year for an informal development session to focus on specific issues in more detail.
- 2.8 Work between Board meetings is driven by Board members raising the agenda, taking the Boards' key messages – for example about priorities - back to the organisations they represent, working with colleagues to break down barriers, opening dialogue, influencing decision-making, and where appropriate challenging the status quo.
- 2.9 On an ad hoc basis the Board uses Task and Finish groups to undertake specific tasks. In addition to this the HWB has some standing groups as outlined below.

Chair and Vice Chairs

- 2.10 The HWB appoints two Vice-Chairs - traditionally one drawn from the Clinical Commissioning Groups (CCGs) and the other from one of the city/district/borough councils. The Chair and Vice Chairs are elected each year at the first meeting of the Board following the County Council's Annual General Meeting in May.
- 2.11 The Chair and Vice Chairs meet between Board meetings to drive the Board's agenda forward. **It is proposed** to formalise the function of this group for the HWB through the attached terms of reference (**Appendix C**). In practice, the Chair and Vice Chairs Group already undertakes the role of the HWB Better Care Fund sub-group (see 2.12 below) and the proposed terms of reference formally encompass the role, along with overseeing the development of the HWB's new Joint Health & Wellbeing Strategy (see 2.14 below).

Better Care Fund Sub-group

- 2.12 The HWB has a duty to promote greater integration and is the body responsible for the Norfolk Better Care Fund Plan and is accountable, overall, for the Norfolk Better Care Fund. In April 2015, the HWB established a Better Care Fund sub-group with specific delegated responsibility for signing off the quarterly reporting template submissions to NHS England, on behalf of the HWB. In practice, attendance at this group is the same as the Chairs' group and so **it is proposed** to merge these groups and functions.

Strategy Implementation Group

- 2.13 In July 2014, on agreeing the Joint Health & Wellbeing Strategy 2014-17, the Board established a Strategy Implementation Group. The group has carried out this work and

has reported to the Board at regular intervals. The final evaluation of the HWB's 3 year Joint Health & Wellbeing Strategy was reported to the Board in July and this marks the close of the work of the Implementation Group, and therefore of the Group itself.

- 2.14 The HWB is now developing its future Health & Wellbeing Strategy and has agreed to pursue the Board's longer term themes of focusing on prevention, addressing health and wellbeing inequalities, and driving integration. **It is proposed** that the Chair and Vice Chairs Group encompasses the role of overseeing the Board's development of its new Strategy, in line with its overall responsibility to "take action to ensure implementation of the Board's business and successful delivery of agreed outcomes".

Appointments to Other Bodies

- 2.15 The HWB appoints representatives to a number of other groups as follows:

- NHS North Norfolk Primary Care Commissioning Committee - **Cllr Maggie Prior** (to be confirmed)
- NHS Norwich Primary Care Commissioning Committee – **Cllr Kevin Maguire** (to be confirmed)
- NHS South Norfolk Primary Care Commissioning Committee - **Cllr Yvonne Bendle** (previously confirmed)
- NHS West Norfolk Primary Care Commissioning Committee - **Cllr Elizabeth Nockolds** (to be re-confirmed)

- Note - NHS Great Yarmouth & Waveney Norfolk Primary Care Commissioning Committee - their constitution provides for a representatives of Waveney District Council and Great Yarmouth Borough Council. This is in line with NHS England guidelines.

3. Relationship with other bodies and groups

Relationship with Health scrutiny and Healthwatch

- 3.1 Health scrutiny and Healthwatch have complementary roles to the Health and Wellbeing Board. On a practical level, it is important that the HWB and Norfolk Health Overview and Scrutiny Committee (NHOSC) are aware of each other's work and views and so NHOSC agenda papers and minutes are circulated to Board members. Links to Healthwatch Norfolk Board papers and minutes are also circulated to Board members.
- 3.2 A regular dialogue has also been established including the Chairs of the HWB, NHOSC and Healthwatch Norfolk (HWN) and these regular meetings help improve our shared understanding of the key system issues.

Relationship with the Sustainability & Transformation Plan

- 3.3 The Health & Wellbeing Boards (Norfolk and Suffolk), together with the local councils, the Boards of provider and commissioning organisations, play an important role in the strategic oversight of the N&W STP programme. Governance arrangements have been established including an STP Chairs' Oversight Group which provides 'non-executive' oversight of the delivery of the STP and the STP Executive Board. An STP Stakeholder Board has an overview of engagement and communication plans to ensure that effective engagement and consultation takes place and a Clinical Care Reference Group with senior clinical representation across the system.
- 3.4 It is proposed in para 2.3 above to strengthen the links with the HWB by inviting the recently appointed Chair of the N&W STP Oversight Group to join Board meetings, enabling discussion of the wider strategic issues.

Links with other key groups and partnerships

- 3.5 In addition to the above the HWB, through its membership, has informal links with a key Norfolk-wide groups or partnerships such as the Norfolk Older Peoples Strategic Partnership, Children & Young Peoples Strategic Partnership, Norfolk's Safeguarding Boards and the County Community Safety Partnership.

4. Our systems leadership approach

System leadership development

- 4.1 More recently, as part of its ongoing development, the Board reviewed its ways of working and found general agreement that Health and Wellbeing Boards were most likely to succeed by using skills in influencing and relationship-building rather than through formal managerial control or accountabilities.
- 4.2 The Board made some practical changes to improve the way it operated and agreed **12 guiding principles** to inform its ways of working going forward. These guiding principles serve as a compact informing individual Board members' action and commitment, alongside its agreed statement of how the HWB would address the challenges (**Appendix D**).

Our commitment as Board members

- 4.3 All Board members are asked, as system leaders, to:
- **Commit** - to action to make sure that our whole system decisions are 'system-supported' decisions
 - **Challenge** – ourselves where there are blockages to system improvement
 - **Act** - on the opportunities and support change to deliver our agreed outcomes and ensure sustainable improvement
 - **Influence** – other key stakeholders to bring about improvement in our system as a whole
 - **Share** - information and bring experience to the Board's discussions to improve our shared understanding
 - **Use** - the 12 guiding principles (appendix D) to inform our action and commitment

5. Moving forward

- 5.1 In developing our system leadership approach, the HWB identified two key strands for which the Board has oversight:
- **The system priorities for health and social care improvement** - as agreed through the Norfolk and Waveney Sustainability & Transformation Plan (N&W STP)
 - **The system priorities for wider determinants of health and wellbeing** – to be identified and agreed by system leaders, especially the voluntary sector and district councils, and policy drivers such as devolution and economic development.

- 5.2 These two strands form the basis of the HWB's overall strategic approach and a key role for the Board going forward will be in ensuring that the two strands are pulled together and that priorities align.

Forward Plan

- 5.3 The Board, through the Chair and Vice Chairs, continues to develop its agenda so that it remains flexible and responsive and reflects the whole system challenges facing us. It would be useful, however, to agree an outline forward plan for the year ahead to focus our planning and ensure we meet our statutory responsibilities in a timely way. It would also enable the HWB, and individual partner organisations, to be ready to explore and agree our response and commitment as system leaders to address the challenges.
- 5.4 The HWB is asked to agree the draft forward plan for the year ahead (Appendix E).

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

Name	Tel	Email
Linda Bainton	01603 223 024	linda.bainton@norfolk.gov.uk



If you need this Report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Norfolk Health & Wellbeing Board

Membership

William Armstrong *
 Cllr Yvonne Bendle
 Cllr David Bills
 Cllr Bill Borrett *
 James Bullion *
 Dr Hilary Byrne *
 Cllr Penny Carpenter
 Cllr Paul Claussen
 Dr Anoop Dhesi *
 Matt Dunkley *
 Simon Evans-Evans
 Cllr Andy Grant
 Lorne Green
 Dr Joyce Hopwood
 Dr Ian Mack *
 Cllr Kevin Maguire
 Dan Mobbs
 Cllr Elizabeth Nockolds
 Cllr Maggie Prior
 Cllr Andrew Proctor
 Janka Rodziewicz
 ACC Paul Sanford
 Dr Louise Smith *
 Dr John Stammers*
 Dr Wendy Thomson
 Dr Tracy Williams *

Substitute

Alex Stewart
 Cllr Florence Ellis

 Cllr Shelagh Gurney
 Catherine Underwood
 Antek Lejk
 Cllr Stuart Dark
 Cllr Trevor Carter
 Antek Lejk
 Sarah Jones

 Dr Gavin Thompson
 Laura Bloomfield
 John Webster
 Adam Clark
 Elly Wilson

 Cllr Roger Foulger
 Jon Clemo

 Melanie Craig

 Jo Smithson

Representing

Healthwatch Norfolk
 South Norfolk District Council
 Norfolk County Council (NCC)
 Adult Social Care Committee, NCC
 Adult Social Services, Norfolk County Council
 South Norfolk Clinical Commissioning Group
 Children's Services Committee, NCC
 Breckland District Council
 North Norfolk Clinical Commissioning Group
 Children's Services, Norfolk County Council
 NHS England, East Sub Region Team
 Great Yarmouth Borough council
 Police and Crime Commissioner
 Voluntary Sector Representative
 West Norfolk Clinical Commissioning Group
 Norwich City Council
 Voluntary Sector Representative
 Borough Council of King's Lynn & West Norfolk
 North Norfolk District Council
 Broadland District Council
 Voluntary Sector Representative
 Norfolk Constabulary
 Public Health, Norfolk County Council
 NHS Great Yarmouth & Waveney CCG
 Norfolk County Council
 Norwich Clinical Commissioning Group

Standing invitation to join Board meetings:

Christine Allen	Anna Davidson	James Paget University Hospital
John Bacon		Norfolk Independent Care
Mark Davies	John Fry	Norfolk & Norwich University Hospital
Roisin Fallon-Williams	Geraldine Broderick	Norfolk Community Health & Care
Jon Green	Edward Libbey	Queen Elizabeth Hospital
Michael Scott	Gary Page	Norfolk & Suffolk NHS Foundation Trust
Jonathan Williams	Tony Osmanski	East Coast Community Healthcare

* Denotes statutory member

Health and Wellbeing Board –Terms of Reference**Aim**

The Norfolk Health and Wellbeing Board will work to lead and advise on work to improve the health and wellbeing of the population of Norfolk by providing strategic system leadership of, and oversight for, the commissioning across the NHS, social care and public health.

Purpose is to:

1. Lead the development, with Norfolk County Council and Norfolk's Clinical Commissioning Groups, of the Joint Strategic Needs Assessment (JSNA)
2. Influence and support commissioners of health and wellbeing services to act in line with the evidence-based findings of the JSNA and to highlight where commissioning is out of step with best evidence
3. Lead the development, with Norfolk County Council and Norfolk's Clinical Commissioning Groups, of the Joint Health and Wellbeing Strategy (JH&WBS)
4. Undertake the Norfolk Pharmaceutical Needs Assessment (PNA)
5. Speak up for Norfolk, championing the health and wellbeing needs of the people of Norfolk at a local, sub-regional, regional and national level and challenging central government policy where it conflicts with locally identified priorities
6. Lead and encourage a broad base of partners outside of formal health, public health and social care settings to tackle the wider determinants of health and wellbeing including, for example, housing
7. Work as system leaders to drive the further integration of health and social care services, and other public services, and to ensure collaboration across the health and social care system, seeking assurance of the vision of the Norfolk and Waveney Sustainability & Transformation Plan (STP)
8. Promote the sharing of good practice and learning across the Norfolk health and wellbeing system, through workshops, training sessions, HWB events, good practice awards, etc
9. Seek assurance on whether the Clinical Commissioning Groups' (CCGs) commissioning plans take proper account of the JH&WBS, and provide a view to NHS England, as part of the annual performance assessment of CCGs, on the CCGs' contribution to the delivery of the JH&WBS.

**Norfolk Health and Wellbeing Board
Chair and Vice Chairs group**

Purpose

- To drive the Board's agenda forward between formal meetings

Functions

The work of the group would be to:

1. Maintain an overview of the Board's work and the strategic context in which it is working
2. Take action to ensure implementation of the Board's business and successful delivery of agreed outcomes
3. Oversee the Board's development of the Joint Health and Wellbeing Strategy
4. Advise on the Board's Forward Plan, in accordance with the HWB's steer
5. Sign-off the Better Care Fund (BCF) quarterly reporting submissions to NHS England and take any urgent decisions that are required in relation to the BCF between formal meetings of the Board
6. Keep the Board's developmental needs under review and support informal developmental sessions
7. Promote the sharing of good practice and learning across the Norfolk health and wellbeing system
8. Undertake any further work on behalf of the Board at the request of a formal board meeting

Membership

- Chair of the Norfolk Health and Wellbeing Board
- Vice Chairs of the Norfolk Health and Wellbeing Board

Officers in attendance

Our ways of working – 12 guiding principles

Board members have agreed 12 key points which now form a **set of guiding principles** to inform our ways of working going forward. These also serve as a **compact informing individual Board members' action and commitment**.

The 12 key points are as follows:

- a. The HWB is better seen as an influencing group which **addresses the whole system** rather than a top-down governance structure
- b. Board members should see themselves as system leaders, focussing on the **'wicked issues'** in the system
- c. Collective agreement is needed on priorities, but these need to be about **direction of travel** together on **key system-wide issues** not narrow service silos
- d. **Change is needed** to develop better strategic commissioning and a means to hold each other to account
- e. A **better understanding** is needed of the impact of each other's pressures and priorities
- f. **Partners' plans** should be discussed at the board **at the earliest stage of development**, not brought for endorsement when nearly completed, so that everyone can help them have a positive impact on the system
- g. **Providers need to be round the table** to help address whole system issues
- h. Time and attention needs to be given to the **board's development**
- i. More should be done **between meetings and informally** to secure progress on priorities
- j. The board has an important **national and regional influencing** role to play
- k. **Holding each other to account in a positive and constructive** way is a vital activity
- l. A consequence of doing so should be that partners then lend assistance to **sort out any problems** that have been identified or to **unblock issues** in their own part of the system

How we will address the challenges

The Board also agreed that it would address the challenges through:

- Developing a shared understanding of the key whole system issues
- Understanding better the pressures on different partners in the system and the barriers to improvement
- Working together as system leaders to break down barriers to system improvement - asking the question 'How can we help?'
- Finding areas of agreement or consensus around the difficult questions facing the whole system
- Creating opportunities for dialogue and debate
- Identifying opportunities for collaboration
- Sharing best practice, locally and nationally, and encouraging learning from others

Norfolk Health and Wellbeing Board: Forward Plan 2017-18

Subject	Action needed (if known)	Sponsor and Lead(s)
27 September 2017		
HWB Governance, system leadership approach and Forward Plan	Agree updated governance arrangements, confirm sign-up to agreed ways of working as system leaders, and agree a Forward Plan for 2017/18	Director of Public Health Senior officer support
Norfolk and Waveney Sustainability & Transformation Plan (STP): • Focus on implementation planning	Consider system progress and provide constructive challenge and support in line with the HWB's role as part of the wider system strategic oversight of the STP	STP Independent Chair STP Executive Lead/ STP Programme Director
Hospital discharge in Norfolk	Review the position in Norfolk and agree what the HWB wider system partners will do to support areas for improvement	Executive Director of Adult Social Services
Local Transformation Plan (LTP) for Norfolk & Waveney 2017/18 (Children and Young People's Mental Health)	Approve the refreshed Plan in advance of its submission to NHS England by the October deadline	Norfolk and Waveney CCGs/CAMHS Strategic Commissioner
Norfolk & Waveney Transforming Care Partnership - Services for Adults with a Learning Disability	Review progress with plans for developing the care and support available for people with learning disabilities, autism and challenging behaviour and agree what the HWB wider system partners will do to support areas for improvement	Executive Director of Adult Social Services/South Norfolk CCG (on behalf of the CCGs)
6 December 2017 – Informal session		
Development of the Joint Health and Wellbeing Strategy 2018 onwards	Further development of the Strategy in preparation for final stages, including: • Identifying the system priorities for the wider determinants of health and wellbeing and agreeing a way forward for the HWB's Strategy • Identifying how the CCGs Commissioning Intentions/Plan 2017 -19 and other HWB partners'	Director of Public Health/ HWB partners to lead key elements

Subject	Action needed (if known)	Sponsor and Lead(s)
	strategic plans will contribute to the Strategy <ul style="list-style-type: none"> • Social Prescribing - STP workstream 	
21 Feb 2018		
Norfolk's Joint Health and Wellbeing Strategy 2018 onwards	Agree the Joint Health and Wellbeing Strategy	Director of Public Health
Norfolk and Waveney Sustainability & Transformation Plan (STP): <ul style="list-style-type: none"> • Focus on Primary Care vision and development in Norfolk and Waveney 	Consider system progress and provide constructive challenge and support in line with the HWB's role as part of the wider system strategic oversight of the STP	STP Independent Chair STP Primary Care Workstream Sponsor (Chief Officer, Great Yarmouth & Waveney CCG)
Integrated commissioning and integrated health and social care delivery	Consider the model of integrated commissioning and integrated health and social care delivery for community social care, learning disabilities and mental health, and agree arrangements for its oversight by the wider HWB system	Executive Director of Adult Social Service
Norfolk Early Help Strategy	Consider the Strategy and agree how the HWB wider system partners can add value to the work going forward	Executive Director Children's Services/
Norfolk All Age Autism Strategy	Consider and comment on the draft Norfolk Strategy, which outlines the system wide response to the National Autism Strategy.	Executive Director of Adult Social Services/ CCGs
Pharmaceutical Needs Assessment (PNA) 2018	Agree the PNA 2018 for publication	Director Public Health/ Deputy Director Public Health (Public Health Services)

Subject	Action needed (if known)	Sponsor and Lead(s)
2 May 2018		
Norfolk and Waveney Sustainability & Transformation Plan (STP): <ul style="list-style-type: none"> • Focus on mental health/ or acute care (to be agreed) 	Consider system progress and provide constructive challenge and support in line with the HWB's role as part of the wider system strategic oversight of the STP	STP Independent Chair STP Workstream Sponsor
Child and Adolescent Mental Health Services (CAMHS) Service Redesign	Consider the CAMHS Service redesign and agree how the HWB wider system partners can add value to the work going forward	South Norfolk CCG (on behalf of Norfolk and Waveney CCGs)/Executive Director Children's Services
Prevention approach to people at risk	Consider proposals for developing a system wide prevention approach to people at risk, and associated service and agree priorities for the way forward	Executive Director of Adult Social Services / Norfolk's city, borough and district councils
Suicide Prevention Strategy and action plan	Review system wide progress with implementing the Strategy	Director Public Health/ Commissioning Manager (Vulnerable People) Public Health
Norfolk Integration and Better Care Fund (BCF) Plan 2017-19	Review progress and learning from year one	Executive Director of Adult Social Services/ Norfolk and Waveney CCGs
18 July 2018		
HWB Governance and Forward Plan	Agree governance arrangements and a Forward Plan	Director of Public Health/ Senior officer support
Norfolk and Waveney Sustainability & Transformation Plan (STP): <ul style="list-style-type: none"> • Focus – to be agreed 	Consider system progress and provide constructive challenge and support in line with the HWB's role as part of the wider system strategic oversight of the STP	STP Independent Chair STP Workstream Sponsor

Subject	Action needed (if known)	Sponsor and Lead(s)
Housing development plan for wellbeing	Consider an outline for a system wide housing development plan for wellbeing and agree priorities for the way forward	Executive Director of Adult Social Services/Norfolk's city, borough and district councils
Towards a Smoke free Norfolk	Review system wide progress in co-ordinating and aligning smoking policies & approaches across the wider HWB system	Director Public Health/ Commissioning Manager Public Health