

## HEALTH AND WELLBEING BOARD



<b>TO:</b>	Health and Wellbeing Board
<b>FROM:</b>	Sally McIvor, Executive Director, People
<b>DATE:</b>	30 <sup>th</sup> June 2015

**SUBJECT:** Health & Wellbeing Peer Review feedback and next steps

## 1. PURPOSE:

The purpose of the report is to update the Board on the recommendation of the LGA Health and Wellbeing Peer Review Challenge carried out in March 2015 and to share the associated implementation plan for approval

## 2. RECOMMENDATIONS

It is recommended that the Health and Wellbeing Board:

- Note the overall findings of the LGA Peer Review;
- Review and approve the Implementation Plan and;
- Agree to receive 6 monthly updates on progress against the implementation plan

## 2. BACKGROUND

Challenge from one's peers is a proven tool for sector led improvement. The purpose of the health and wellbeing peer challenge is to support councils in implementing their new statutory responsibilities under the Health and Social Care Act 2012, by way of a systematic challenge through sector peers in order to improve local practice. It also supports health and wellbeing boards become more confident in their system wide strategic leadership role; have the capability to deliver transformational change; through the development of effective strategies to drive the successful commissioning and provision of services; and to create improvements in the health and wellbeing of the local community.

Peer challenges conducted by the Local Government Association (LGA) are delivered by experienced elected member and officer peers selected on the basis of their relevant experience and expertise. The Blackburn with Darwen Health and Wellbeing Challenge Team were onsite between 17<sup>th</sup> and 20<sup>th</sup> March 2015 following a period of pre-site consultation and preparation.

The challenge was based around five headline questions:

- Is there a clear, appropriate and achievable approach to improving the health and wellbeing of local residents?
- Is the Health and Wellbeing Board (HWB) at the heart of an effective governance system? Does leadership work well across the local system?
- Are local resources, commitment and skills across the system maximised to achieve local health and wellbeing priorities?
- Are there effective arrangements for evaluating impacts of the health and wellbeing strategy?
- Are there effective arrangements for ensuring accountability to the public?

Blackburn with Darwen Health and Wellbeing Board also asked the peer team to comment on the following question;

- How we can we increase the scale and pace of change and make the most of new and emerging opportunities to improve outcomes for local people, with a particular focus on governance and leadership across the system?

It is important to stress that this was not an inspection. Peer challenges are improvement focused. The peers used their experience and knowledge to reflect on the information presented to them by people they met, things they saw and material they read.

Numerous interviews and focus groups were held to capture the views of stakeholders, including Board Members, partners and practitioners. The findings of the review were presented to an invited audience on 20<sup>th</sup> March 2015. They were subsequently set out in more detail in a formal letter to the Chair of the Health and Wellbeing Board and Chief Executive of the Council. The letter is attached as Appendix A of this report.

A Board Workshop session was held on 9<sup>th</sup> June 2015 to consider the review findings and to shape the local implementation plan set out in Appendix B of this report.

#### **4. RATIONALE**

The HWB decided to invite a peer challenge as the borough reaches a milestone in its planning for health and wellbeing. This included a review of the Joint Health and Wellbeing Strategy and local developments in integrated ways of working, which bring about opportunities to reflect on the ways how we are working to improve health and wellbeing and what we can do to be more effective.

The role and functions of health and wellbeing boards are constantly evolving and the Blackburn with Darwen HWB are keen to use the peer challenge process to reflect, challenge and act to ensure that it is in the best possible position to meet the challenges facing us and deliver the best outcomes for local people.

#### **5. KEY ISSUES**

The key findings of the peer review are summarised below. Further details can be found in the full feedback letter, see Appendix A of this report.

##### 5.1 Headline messages:

The peer team were impressed with the way the longstanding relationships and strong partnerships in the Borough are working to improve the health and wellbeing of the population and the incredible energy, ambition and pace demonstrated to address the significant challenges the population face, noting that;

- Blackburn with Darwen has very motivated and focused leaders with a strong sense of collective purpose
- Ambition is high for both people and place and has not been diminished by cuts
- The HWB demonstrates a strong commitment to its own development and is constantly thinking about improving and questioning whether it is doing the right things
- There is an in-depth understanding of the health and wellbeing needs and challenges in the borough evidenced by a comprehensive needs assessment that focuses on inequalities and is informed by partnership and community engagement such as 'Healthtalk'
- There is a strong commitment to public engagement and accountability by the HWB

- There is strong support, excitement, energy and ownership around the revised JHWS, which takes a comprehensive approach to the wider determinants of health and social care with three clear priorities reflecting the life course
- The localities model being adopted by both the Council and GPs is an impressive achievement and promising platform for integrated service delivery that demonstrates a commitment to making things work

## 5.2 Areas for action:

The feedback letter sets out a detailed response to each of the challenge questions and highlighted the following actions which the peer team considered would help to deliver our future health and wellbeing ambitions:

- Carry out a review of membership composition, governance and partnership arrangements to fully reflect the breadth of the health and care system and meet the Boards ambition to be a system leader
- Take greater ownership of the environment for system leadership and system redesign as key factors in delivering the prevention and integration agenda
- Use the revision of the JHWS to develop and promote a compelling narrative of the vision for the Borough that encompasses people *and* place to help embed the priorities in partner organisations and harness a strong sense of purpose and direction
- Strengthen the profile of health and social care in the revised JHWS by bringing to the fore the cross cutting theme of prevention, identification and early intervention to address key challenges
- Develop a more effective approach to evaluating the impacts of the JHWS and for ensuring clear accountability across all partners for delivering outcomes
- Build on existing evaluation and performance mechanisms to create a systematic approach to holding partners to account for performance across the health and social care network
- Strengthen public and wider stakeholder engagement in the work of the HWB by creating a stronger identity for the HWB, clarifying how the public is being supported to provide positive challenge to the health and care system, better aligning and coordinating activity, closing the feedback loop and using the VCFS and other partners to improve reach into the community.

In relation to the locally determined question outlined in part 2 of this report the peer team considered this as a theme within the five methodology questions but offered the following additional thoughts;

- Use the health & wellbeing whole health system leadership to redesign the system at borough level, building upon locality working to become a Pennine Lancashire Blueprint
- Systemise data receipt & analysis of GP and hospital data to effect system change & improve outcomes for local people
- Invest in capacity to bring about change more quickly, for instance by consolidating change management resources already in the system to deliver through the HWB Board governance and strategic framework
- Opportunities for increased frontline councillor and faith sector involvement in locality working - an untapped resource?
- Be clear on what the HWB is doing and what it's not doing- if it's down to others; let them get on with it, but keep an overview of the whole

- System leadership is a partnership effort & HWB has the opportunity to be the public face of whole system leadership
- Maintain the power and primacy of Your Call to continue to harness the force of volunteering
- Driving whole system reform at borough level alongside integrated locality working will realise your ambition at scale and pace

### 5.3 Next steps

The HWB has considered the above areas for development and produced a phased plan tackling any immediate priorities identified first. The full implementation plan is set out in Appendix B of this report. The LGA have also offered support in the form of a designated contact for future support with board development issues which will complement this process.

It is recommended that the HWB review and approve the implementation plan and agree to receive 6 monthly updates of progress against delivery of the plan.

## **6. POLICY IMPLICATIONS**

A number of the proposals set out in this paper will have implications for policies and plans across the health and wellbeing partnership and consideration of this will be incorporated into delivery of the implementation plan.

## **7. FINANCIAL IMPLICATIONS**

There are no direct financial implications of this paper.

## **8. LEGAL IMPLICATIONS**

Health and Wellbeing Boards are established under section 194 of the Health and Social Care Act 2012. The statutory membership is provided for in section 194(2) of the Act. Health and Wellbeing Boards are Committees of the Council under section 102 of the Local Government Act 1972. The Board is able to appoint sub-committees and may appoint additional persons to the Board to reflect the health and care system leaders (East Lancashire NHS Trust and the Lancashire Care NHS Foundation Trust) as recommended by the peer team. The governance of the Health and Wellbeing Boards including will need to be in accordance the provisions contained in the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

The Act details two core functions of Health & Wellbeing Board:

- To prepare an assessment of relevant needs, through the Joint Strategic Needs Assessments (JSNA),
- To prepare a strategy for meeting those needs, through the Joint Health and Wellbeing Strategies (JHWS)

The Board also has a duty to promote integration and involve the public. Other specific powers and responsibilities of the Board include a duty to provide opinion as to whether commissioning plan has taken proper account of the JHWS.

## **9. RESOURCE IMPLICATIONS**

The principle resource implication of this paper is the time of officers from those constituent organisations of the Board to support the implementation of the recommendations. New or emerging resources implications will be highlighted to the HWB as specific recommendations of

the peer review are worked through in more detail and progress reported to the Board.

## 10. EQUALITY AND HEALTH IMPLICATIONS

Equality and health implications will be considered as part of the implementation planning process, particularly with regard to any significant changes to policy or governance arrangements.

## 11. CONSULTATIONS

The LGA peer review team consulted with wider stakeholders as part of the challenge process.

The outcomes of the review will be made publically available via the HWB web page and any significant changes to policy or governance arrangements resulting from the review will be based on wider stakeholder engagement and members of the public consulted accordingly.

<b>VERSION:</b>	<b>1.2</b>
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<b>CONTACT OFFICER:</b>	Laura Wharton
<b>DATE:</b>	13 <sup>th</sup> May 2015
<b>BACKGROUND PAPER:</b>	



