

NORTH LINCOLNSHIRE COUNCIL

HEALTH AND WELLBEING BOARD

HEALTH AND WELLBEING PEER CHALLENGE 10-13 MARCH 2015

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To update the HWB on the response letter/report from the LGA Peer Challenge, in which they provide a summary of the peer team's findings.
- 1.2 To outline the proposed recommendations for consideration by the Partnership.

2. BACKGROUND INFORMATION

- 2.1 The peer challenge team visited North Lincolnshire March 2015, with the purpose of supporting NLC and our partners to implement new statutory responsibilities in health, by way of a systematic challenge through sector peers in order to improve local practice.
- 2.2 The peer challenge focused on three elements in particular: the effectiveness of the local health and wellbeing board, the operation of the public health function, and the establishment of our local Healthwatch.
- 2.3 The framework for our challenge locally was around five focused questions:
 - Is there a clear and appropriate approach to improving the health and wellbeing of local residents?
 - Is the Health & Wellbeing Board at the heart of an effective governance system? Does leadership work well across the local system?
 - How effective are the key relationships? Is good use being made of the available energies, commitment and skills across the local health and well-being system?
 - Are there effective arrangements for evaluating impacts of the health and wellbeing strategy
 - Are there effective are arrangements for underpinning accountability of the public.

We also asked the peer challenge team to specifically comment on the system leadership role and future challenges for the HWB.

3. OPTIONS FOR CONSIDERATION

- 3.1 In addition to the detailed response to the five focused questions the peer team provided a set of headline messages within its response (please refer to **Appendix A**) to NL that gave a detailed overview of the areas they felt we did well in as well a general indication to the areas where we need further development locally.

4. ANALYSIS OF OPTIONS

- 4.1 The option for the HWB is to note all headline messages and recommendations contained within the peer challenge response letter appendix A, and agree

recommendations to be adopted, and the process for taking forward actions to focus activity to meet agreed recommendations.

5. **RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

5.1 None as a direct consequence of this report. As the recommendations are further developed and implemented there may be an impact on resources both financial and staffing.

6. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

6.1 No IIA required for this report.

7. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

7.1 All outcomes of HWB partnership consultations in relation to the peer challenge response/recommendations will be included within any action plan development.

7.2 No conflicts of interest declared.

8. **RECOMMENDATIONS**

Health and Wellbeing Board members are asked to:

8.1 Consider and agree recommendations to be adopted.

8.2 Discuss and agree a process for taking forward recommendations in order to focus activity as a partnership.

8.3 Discuss a potential process for recording activity to be taken forward to meet recommendations, for instance in the form of a documented action plan (see attached Draft for reference **Appendix B**).

DIRECTOR OF PUBLIC HEALTH

Civic Centre
Ashby Road
Scunthorpe
North Lincolnshire
DN16 1AB

Author: Tracey Wartnaby

Date: 1 June 2015



Cllr R Waltham and Mr S Driver
North Lincolnshire Council
Civic Centre
Ashby Road
Scunthorpe
DN16 1AB
3 June 2015

Dear Rob and Simon,

North Lincolnshire Health and wellbeing peer challenge: 10 – 13 March 2015

On behalf of the peer team I would like to say what a pleasure it was to be invited into North Lincolnshire's health and wellbeing system to deliver the peer challenge as part of the Local Government Association (LGA) Health and Wellbeing System Improvement programme. This programme is based on the principles of sector-led improvement, i.e. that health and wellbeing boards will be confident in their system-wide strategic leadership role and have the capability to deliver transformational change, through the development of effective strategies to drive the successful commissioning and provision of services, to create improvements in the health and wellbeing of the local community.

Peer challenges are delivered by experienced councillor and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and were agreed with you. The peers who delivered the peer challenge at North Lincolnshire Council and its Health and Wellbeing Board (HWB) were:

- Jo Turton, Chief Executive, Lancashire County Council
- Cllr Jane Scott OBE, Leader of the Council, Wiltshire Council
- Prof Rod Thomson, DPH, Shropshire Council
- Ann Donkin, Chief Officer, NHS South Norfolk Clinical Commissioning Group (by phone)
- John Tench, Healthwatch Adviser, LGA
- Jazz Bhogal, Deputy Director, Department of Health
- Caroline Tapster, Director Health and Wellbeing Systems Improvement Programme, LGA (one day)
- Paul Clarke, Programme Manager, Local Government Association

Scope and focus of the peer challenge

The purpose of the health and wellbeing peer challenge is to support Councils and their partners in implementing their new statutory responsibilities in health, as of 1 April 2013, by way of a systematic challenge through sector peers in order to improve local practice. In

this context, the peer challenge has focused on three elements in particular: the effectiveness of the local health and wellbeing board (HWB), the operation of the public health function, and the establishment of a local Healthwatch

The framework for our challenge were five headline questions:

1. Is there a clear and appropriate approach to improving the health and wellbeing of local residents?
2. Is the Health & Wellbeing Board at the heart of an effective governance system? Does leadership work well across the local system?
3. How effective are the key relationships? Is good use being made of the available energies, commitment and skills across the local health and well-being system?
4. Are there effective arrangements for evaluating impacts of the health and wellbeing strategy?
5. Are there effective arrangements for ensuring accountability of the public?

You also specifically asked us to comment upon the system leadership role and future challenges for the HWB.

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

This letter provides a summary of the peer team's findings. It builds on the feedback presentation delivered by the team at the end of their on-site visit. In presenting this feedback, the team acted as fellow local government and health officers and members, not professional consultants or inspectors. We hope this recognises the progress North Lincolnshire Council and its HWB have made during the last year whilst stimulating debate and thinking about future challenges.

Headline messages

We were very impressed by the universal engagement and commitment from all relevant partners across the HWB system in North Lincolnshire to the peer challenge. It was clear to our team that collectively you are passionate in your endeavour to 'getting it right'. You have ambitions to address the health determinants that influence improved health and wellbeing over a longer term. In doing so you have in place a range of quick wins and medium term projects. These contribute towards instilling pace and confidence through tackling key challenges and importantly trying to do this in partnership. That same passion was shown by the range of committed and competent staff we met with who want to make a collective difference. There is evidence of improved health and wellbeing outcomes, for example improving educational attainment and reducing teenage pregnancies.

Your use of data is impressive. We were very taken by your data observatory and believe you can extend this further with communities for their collective benefit. You also prioritise and target your engagement as evidenced by your adolescent survey and work on the lessons you learnt from that.

Your Better Care Plan is as one stakeholder told us 'now front and centre' and we saw a plan progressing around more effective integration and several examples of excellent joint working.

There is more that we know you can and will do. More is required from all partners to take the HWB and its work to the next level. We know you have plans to refresh your Health and Wellbeing Strategy (HWS) and this will help create clarity of purpose. In doing so you should have a rigorous focus on 'big ticket' issues, prioritise these and ensure they are evidence driven. As a collective HWB you should then drive them through.

It was abundantly clear that your sights were fixed on supporting the health and wellbeing of the people of North Lincolnshire and it was evident that staff are rightly proud of this. However for some partners, particularly those whose organisational boundaries stretched beyond North Lincolnshire, there seemed an imperative to work more closely with other neighbouring areas, perhaps exchanging good practice and sharing learning. Where this already took place, for example on regeneration and employment programmes, there was a sense that that worked very well and should be extended more routinely to other opportunities.

In focusing on the above there is work to be done in articulating what the HWB is and isn't there to do. This will help your relentlessly focus on how it makes a unique difference and you will be building a model of shared leadership.

Additionally we suggest you review what was described as your 'complex delivery mechanisms'. Be clear about which fora and groups help the HWB move this agenda on and streamline around that. This will demonstrate you working with partners to develop systems leadership role.

Finally, we advocate that you communicate the new strategy, with a focus on what you are doing collectively to achieve its ambitions with your communities so they can know and engage more effectively to support this.

1. Is there a clear, appropriate and achievable approach to improving the health and wellbeing of local residents?

We were very impressed by you thoroughly coherent and regularly updated Joint Strategic Assessment (JSA). One of your stakeholders referred to the JSA as 'one version of the truth' and we completely endorse this. It is well known, understood and used across the system. It informs the Council's and the Clinical Commissioning Group (CCG) strategic plans, partners' priorities and commissioning intentions.

Your health and wellbeing strategy (HWS) covers the period 2013-18 and is a commitment to six priority outcomes across the life stages: safeguard and protect, close the gaps, raise aspirations, prevention of early deaths, enhance mental wellbeing and support independent living. There is clear evidence that outcomes have been improving albeit in some areas from relatively low baselines.

We had the opportunity to visit a range of places and sites whilst with you, including those which underpin your growth ambitions for North Lincolnshire. It was clear that you are placing an ever increased focus on narrowing health inequalities alongside making strong

and purposeful integration links to improving the local economy, promoting housing growth and creating a more prosperous North Lincolnshire.

A great example of the above and which we note as excellent practice is the Lincolnshire Lakes development which is being designed in conjunction with numerous partners, including health partners, to ensure that not only does the development provide aspirational housing close to good transport links for growth but also that the development itself considered access to primary care as well as access to parks and recreational facilities (play areas, sports facilities as well as connecting the development to other parts of the area through dedicated cycling routes: the commercial park being built will also include leisure facilities). The development will include an integrated health centre, youth centre and community centre as a result of collaboration of partners as well as community engagement

We recognise that much time and effort has understandably gone into signing off the Better Care Plan (BCP). This is not unusual and has been the case right across the country. Now this has been done we would encourage you to keep focussing on the big picture beyond the BCP. As you increase your pace of integration as a system it will be crucial to focus and hold onto how you address the underlying longer term health issues of your communities.

You will face further challenges as a health system with significant pressures in terms of finance and future demographic trends. For example, your projections are for a significant increase in terms of both elderly and frail residents. As a consequence you will need a strong, focused and integrated HWB to plan for and respond to this challenge.

Representatives we spoke to from vulnerable groups spoke positively about separate health and then separate social care initiatives. They less easily spoke about the more profound joining up of health and social care together. This was only a small group of people but those synergies in terms of how services are most effectively coordinated or delivered are crucial to get right. This feedback we hope you will see as useful in considering whether you are doing this jointly as well as you can.

You recognise that 2015 is a timely juncture to review your existing strategy. It has much strength and has set you on a positive trajectory. In reviewing it, a key message from us is that you should seek to provide the strategy with a compelling narrative for communication with workforces, areas and residents. This will present you with an ideal opportunity to have those conversations around your area and ask those core questions we highlighted at our feedback session with you. That is:

- What will be your core focus for the future?
- How will you support your communities better to help themselves?
- What will your system look like in the next 5-10 years and how will you shape it?
- How will you and others know when you have got there i.e. what key outcomes are you seeking to address and what is your route map to achieve them?

2. Is the Health and Wellbeing Board (HWB) at the heart of an effective governance system? Does leadership work well across the local system?

You have a Memorandum of Understanding (MOU) in terms of the HWB which sets out amongst other things the core principles, membership, relationships and governance

arrangements. This has delivered you a significant range of partners directly involved in the Board. We received feedback that many of them welcomed this inclusive approach and it gave them access and opportunity to make their contributions count. The key question for the future is how you make the most of this with 25+ people around a table and being clear who is best there to drive through your refreshed HWS?

The BCP has understandably consumed much of the HWBs agenda these last 12 months and it has not been an always smooth passage to get that signed off. However, we are clear that it has provided a welcome and timely focus to encourage further integration with partners and this is to be welcomed. It now provides a real opportunity for some key stakeholders at the council, CCG and your main providers to increase the pace and focus for integration and use this as a core underpinning building block for delivering your revised HWS.

We attended both a development session and a full HWB meeting during our visit and it was clear to us that you have many decision makers and stakeholders who can make a difference present and as such the potential for the HWB is significant. We cover this in more detail in the system leadership section of this letter.

We undertook a survey of HWB members in advance of the challenge. It is clear that many board members want it to be the place where change is led and driven but have reservations that this aspiration is currently being achieved. From the development session it was equally clear that this aspiration was reiterated and importantly you now have the opportunity to plan for this with the review of the HWS, the peer challenge process and this letter as useful prompts.

The challenges you have across this system are significant and will require further purposeful collaborative leadership. We spoke with many of the partners who sit around your board table. From these conversations and also from the development session we were struck by both the opportunities but significant challenges they face as individual organisations but also as a collective system leader too. We felt that as a group you could find ways to both fully appreciate each other's values but also challenge each other's constraints. This proactivity we believe will help you in better influence and lead the Health and wellbeing agenda more jointly.

We felt that you were a little too compliant in your interpretation of statute and guidance in relation to how you run and manage the HWB. Our advice from the development session and we believe you will take this on is to challenge those boundaries, focus on what is right for the people of North Lincolnshire and be less concerned about the constraints you place upon your interpretation of guidance.

It is not for us to advise about how you manage your arrangements to service the HWB. It did strike us however that there were a range of sub structures. They clearly provide a useful framework for your governance and delivery. However some of the stakeholders we spoke with who were engaged in these sub structures could not always determine how they added the best value for you. It was clear to us that your capacity as a system is stretched so it seems sensible to review and where possible streamline this.

3. Are local resources, commitment and skills across the system maximised to achieve local health and wellbeing priorities?

Everyone we spoke with highlighted the successful transfer and effective integration of public health into the Council. The Director and her team are very well respected. The Public health function and the proactive approaches you take to promoting and integrating public health shows effective leadership, brokerage and professionalism. Your Public Health Outcome Fund commitments serve to reinforce this. In order to maintain this effective model the Public Health Hub needs to be appropriately resources for the future.

The mostly co-terminus arrangements with NLC ,CCG and other partners gives real potential for a focussed approach to meeting people's HW needs across the place. That is a solid bedrock of identity around the people and place agenda for North Lincolnshire. Your BCP as we have said is approved and a dedicated working group is in place to implement that. The work of that group going forward is crucial as is how it relates to the HWB.

We saw stronger links being forged and better integration between partners. For example, your 'Healthy Lives, Healthy Futures' is led by the CCG, but in partnership with many of the bodies at the HWB. This will be crucial in shaping the health and care system in your locality and its outcome will determine how well you delivers safe, high quality and affordable services for years to come. How well you achieve this task will be a key litmus test for the system as a whole and the reputation of the HWB.

We spoke with carers who told us that engagement is making a difference on the ground. This was in relation to you liaising effectively with people about commissioning services. Additionally, we were very clear that you absolutely live and breathe the critical links between health and wellbeing, economy and skills and education. We heard about the ambitious schemes that the Local Enterprise Partnership (LEP) and the council's regeneration teams are piloting in relation to apprenticeships for nurses and carers. You are building capacity into the system and this is to be applauded.

Your strong focus on the -9 months to 19 services shows intent and underpins your ideology. The importance of health and wellbeing starts way before birth and you are planning your services with this in mind. Equally, you have helped the development of a flourishing voluntary sector and we were told that there are in excess of 900 VCS groups across North Lincolnshire. This is very commendable and our only challenge here is can you find ways of exploiting these still further to help your communities? Where these groups are embedded it is crucial that you really make that core link between what is espoused through the HWS and what is delivered on the ground through and with the VCS.

In terms of the above we saw and heard about a vast array of impressive approaches to improved health and wellbeing. There are too many to record in this short letter but some such as your: Imagination Library, Health Trainer Programmes, Free swimming for u 16's in school holidays, 'Active Together', Youth Parliament and promotion in campaigns and services, all demonstrate how you seek to make a difference through effective engagement at a local level. A great example of this was in terms of how you engaged carers to help you recruit senior council staff. This was much more than a platitude and highlighted an intent, commitment and as one stakeholder told us 'the way we want to do our business'.

We have already made reference to the need for you as partners to recognise each other's and your collective challenges and opportunities as a health system. For different reasons and at different times certain parts of your system will be more pressurised. During our discussions with stakeholders it wasn't clear to us that you had a full grasp of the resources and funding that is available to you all within the system in North Lincolnshire. Therefore, are you fully aware of what you can truly afford and as a consequence how you best leverage the people and finance that is available to you?

We felt that you could use the opportunities of the BCP and the imminent staff changes of some crucial people and posts within your system for all partners to more progressively develop a workforce plan. The integration plans you have present a crucial first step to now start to describe the future skills, competencies, capabilities and aspirations you have for what will be a very different workforce within 5-10 years. This is an opportunity we would urge you not to miss.

You have a range of both physical and virtual community assets. It is an opportunity to revisit how you make the very best of these to help you deliver your priorities. A good example of this is the forthcoming Wellbeing Hubs we heard about which have real potential and we would encourage you to make sure you embrace the opportunity they present to engage people.

We didn't readily see a clear line of sight from your vision for health and wellbeing, your key priorities, the actions that underpin them and the outcomes you are seeking to address. It is now time to revisit this and re-establish that core link from vision to delivery to outcomes.

4. Are there effective arrangements for evaluating impacts of the health and wellbeing strategy?

We attended a HWB meeting and saw at first hand the use of reporting back via scorecard against the HWS priority areas. The discussion this prompted was positive and helped that particular priority move on.

The strategy has been influenced by a very impressive JSA. This was referred to often during our visit as 'one version of the truth'. We all acknowledged the contemporary, real time or regularly updated interactive document as being well known, well trusted and respected and of most importance being used to inform commissioning, for example your approaches to commissioning for children with disabilities.

We were also struck by your impressive methodology for assessments of adolescent health needs. Again this was very positive and we would encourage you to now roll this approach across for example older people. We saw an extension of your very impressive JSA in terms of effectively using data in relation to your locality profiles which provide core health information about your main communities and provide a very useful source of information to the HWB for planning and outcome monitoring.

The existing HWS covers a period 2013-18. A lot of ground has been covered in these last two years and it struck us now was an appropriate time to review your progress against the strategy and make it more evident how the range of stakeholder contribution make it happen. In this way it will be owned across the system. We also felt that given you have an impressive JSA that you could also now develop a clear line of sight between JSA, the

strategy outcomes measures and its impact. This isn't a current strength of your existing strategy and this approach could take you to a new level. You have the data and you have the wherewithal so our advice is to move on this soon.

Mixing the quantitative data with qualitative data from communities in relation to the impact your approaches are having on them would also be a mature progression. This could link well with your locality profiles which we viewed as a strength and create a compelling evidence based narrative. Finally, we also felt that you need key performance indicators against all priority actions; currently this is not the case.

It is important to coral the outcomes you seek from your BCP into your refreshed HWS and use this to gauge your progress, for example how you will manage winter pressures in the short, medium and long term?

Our final observation in this section is how you are linking evaluations for other key health outcomes, for example smoking and obesity. These are no current HWS key priorities but will have a significant impact on health. It is important that you explicitly make these connections and show them through your narrative and performance data

5 Are there effective arrangements for ensuring accountability to the public?

We were very impressed to see how you used the range of stakeholders at your disposal for the benefit of creating enhanced accountability and effective representation. We had the pleasure of meeting with carers who pulled no punches about what was both good and bad about the provision of health and social care services in North Lincolnshire. What was clear though was that you were actively engaging and systematically consulting them as part of your commissioning approach. You have a well-developed approach to experience led commissioning and this serves you well.

We met an impressive representative of your Youth Parliament who spoke positively about the engagement with young people about health and wellbeing. Also, at the HWB meeting we attended it was refreshing to see your newly elected Young Mayor being welcomed as a formal member of the Board. At the same meeting we met your older person's representatives. Through a more inclusive representation at the board you seek to build in effective accountability.

We met with a thoroughly engaging and proactive Healthwatch representative. It is clear that they are with your support, building on the existing networks to increase engagement, are clearly gaining traction in the community and there is the potential for this to truly blossom. Given the above we see a golden opportunity for you, through Healthwatch to further improve your public accountability. We have no doubt that you will build upon this effective linkage.

We believe that you have effective scrutiny arrangements in place and they have the real opportunity to improve that accountability further. You have a strong JSA and service users feel they have good communications (e.g. carers) but it is the wider population who will be potential users in the future who do not seem to know what the HWB is or what they do and cannot therefore get engaged in any way. As such we did wonder whether the community voice is heard as well as you would want it to be. There are a range of diverse place and communities of interest and it wasn't always clear to us how you made the most of both in

terms of engagement and accountability. You could think about ways through which you might address this

We only met a small range of groups but we wanted to report back that some of those local groups feel that HWB is inaccessible to the public. A point we make later in terms of system leadership but perhaps the HWB feels too much of simply being a council committee and therefore doesn't encourage that engagement.

We were not clear how the system relays performance and priorities to the public. We saw some report card being presented to the HWB but had no feel that these discussions, progress and proactive engagement in relation to health and wellbeing were being as systematically discussed or reported to the public.

We heard about your newly developing wellbeing Hubs. These sound very exciting and have real potential. In our view the design and delivery will benefit from wider engagement. Many of the stakeholders we spoke with had little engagement with the hubs to date but many ideas about how they might be best used.

6. System leadership

You also asked us to provide a view about your progress and clarity of purpose as a system leader. You wanted some advice about: the role of the board and how it is best able to respond to future challenges and opportunities, how the board can evolve further into a mature partnership, which continues to challenge, shape and influence and where all partners can actively contribute to innovation and the delivery of a shared vision and finally a constructive review of current governance structures.

It was self-evident that the range of partners we spoke with have unequivocal co-ownership of the strategy. Some have less co-ownership of the board and going forward both together will be required if you are to be a successful system leader.

The chair, we were told and saw for ourselves, provides strong leadership for the health and wellbeing improvement agenda of North Lincolnshire. He is well respected by all partners, is purposeful and progressive and is as eager as anyone to make a difference. He has the support of the CCG lead as vice chair and they have a good working relationship as individuals. It is important that this relationship is enhanced further so that these two key partner bodies work hand in glove as effectively as they can. Our earlier comments around capacity and equality of roles have relevance here and we would encourage a progressive dialogue so that the key leadership representatives at the Board can collectively work for the benefit of the HWB.

We have made reference to the strong leadership for the regeneration of North Lincolnshire. There is a clear opportunity for this with links to education, skills, economy and health and wellbeing to be harnessed and made into a compelling narrative about a joined up system wide approach to improving outcomes.

We were very encouraged to see at the development session that all partners wanted to collectively strive to improve. We highlighted four key areas at that session through which you might do this. They are outlined in summary form below

- ensuring clarity of purpose

We felt it was very important to focus on what the board is and what it is not. It should become the primary strategic forum for driving improvement in the health and wellbeing system. Inevitably it has focussed on the BCP and also in part suffered from being seen as a useful place to report progress to on a range of issues. It has to be more than that now and the signing off of the BCP and a refocus on purpose will help the board refresh itself. This should include reviewing its positioning in relation to wider partnership structures.

As part of the above we believed the refresh of the HWS is crucial. It has been a useful starting point to focus on the six lifespan issues but now it is time to sharpen those priorities and agree what we called the 'big ticket' priorities based upon what the JSA and your key stakeholders are telling you. Once refreshed the HWS should align with your key wider partnership strategies and importantly influence them.

- building a model of shared leadership within the board

We spoke about understanding each other's needs and constraints and this is key to a successful board. At different times each organisation represented at the board will have different pressures and challenges. We didn't feel that you always shared that knowledge or awareness. It will be mission critical to your progress as it will inform you about your strength and resilience and importantly, capacity.

You have a range of board members with vastly different backgrounds and experiences. The development session we helped facilitate, reinforced the need for an ongoing informal process of developing the skills, confidence and building effective relationships between all board members.

It is very important that the board is not seen as a place of 'posturing' between health, local government and indeed other stakeholders. Nor is it about being a council 'piece of kit'. It is very important to create the right environment for the board to flourish.

- working with partners to develop systems leadership role

We have already made reference to the issue of what the board role is or could be. Our challenge to you is to develop a collective understanding of what only the board can or should do. This is about strategically positioning the board and also seeing it as a collective not just a range of partners coming together.

We spoke about you having the right organisations around the table at the board and its sub structures. Our challenge was whether you always had the right people i.e. the key influencers and decision makers who could speak for their organisations and the system with authority. As part of this it will be very worthwhile to revisit how you most effectively engage with your providers. They are key to the success of your system and it is important that your ambitions are joint ones. You have a real strength in the Integrated Working Partnership Forum and our view is that you could see this through into something very tangible. We would encourage you to build

upon this and seeing whether you can design the rest of your system governance in a way that helps you progress.

- ensuring delivery and impact

We saw the informed and enriched discussions at the HWB surrounding the submission of one of your priority scorecard reporting processes. Again, there is clearly the potential to build upon this in a consistent and integrated way so the board has a coherent picture of progress against plan(s). Once you have sharpened your priorities we would encourage you to have a comprehensive and consistent range of action plans and performance measures to see this through.

In relation to the above we saw partners who are enthusiastic in delivering better outcomes. The problem is they are not all sure how they can demonstrate their contributions and in revisiting the priorities and action plans this will help you focus on this. It will or should tell you about who should be on the Board and its sub structures.

We have highlighted that you have prospered by looking out and we sited the examples of your approach to regeneration, local Resilience Forum etc. The learning from these approaches about how you achieve through partnership can provide invaluable learning for the HWB. It will be a useful discipline to explore further afield as to how others are tackling these difficult and complex issues. You can learn from others as we recognise as a peer team from our time with you.

We made reference to your need to address a whole range of what we deemed as 'niggling hygiene factors' and to do this quickly. They are holding up your progress and giving the impression to some that the HWB is purely a council committee. For example, we heard about a difference in views on voting arrangements for particular board members. We would encourage you to maximise formal and informal board meetings, stop asking for permission around protective governance but rather push boundaries. We would further suggest that you think about where you meet and why and that this isn't always in the council. You could also publish action notes and committee minutes can follow, think about how you best provide policy support to the chair and the wider board. Finally, you could give consideration to an overarching communications plan for HWB to both your public and key stakeholders.

Our final message was 'Do it together for N Lincolnshire'. You have a will to succeed and in our view the means to do so. You have the potential to have all the attributes of an effective system leader.

Moving forward - recommendations

Based on what we saw, heard and read we suggest the Council, CCG and HWB consider the following actions. These are things we think will build on your main strengths and maximise your effectiveness and capacity to deliver future ambitions and plans and to drive integration across health and social care.

- Create a common understanding of challenges (including financial) for the partners across the whole system as a means of developing relationships and effective joint working
- Refresh your HWS with a strong focus on key priorities. Set short, medium and long term aims which build in further pace and purpose. Create a clear performance framework for seeing it through and ensuring accountability
- Develop shared leadership from all partners across the system and establish a clear understanding of the purpose for the HWB, both what it is and isn't for. Review your sub structures as part of this
- Consider the administrative and policy support needs of the HWB chair, vice chair and wider board
- Develop a narrative and roadmap for your HWS and engage staff, partners, providers and the community in telling it
- Set aside time to review the 'hygiene factors' referred to in this letter and show intent by addressing these in the short term.
- Consider opportunities to learn and work across geographical boundaries with neighbouring and/or likeminded boards
- Develop a proactive communications plan with residents at heart

Next steps

The Council, CCG and members of the HWB will undoubtedly wish to reflect on these findings and suggestions before determining how the system wishes to take things forward. As part of the Peer Challenge process, there is an offer of continued activity to support this. I look forward to finalising the detail of that activity as soon as possible.

We are keen to continue the relationship we have formed with you and colleagues through the peer challenge to date.

Mark Edgell, Principal Adviser, East Midlands, North East & Yorkshire and The Humber is the main contact between your authority and the Local Government Association. Mark can be contacted at mark.edgell@local.gov.uk, tel. 07747 636 910 and can provide access to our resources and any further support.

In the meantime, all of us connected with the peer challenge would like to wish you every success going forward. Once again, many thanks for inviting the peer challenge and to everyone involved for their participation.

Yours sincerely

Paul Clarke

Programme Manager – Local Government Support
Local Government Association

Tel: 07899965730

Paul.clarke@local.gov.uk

[On behalf of the peer challenge team](#)

DRAFT - LGA Health & Wellbeing Peer Challenge – North Lincolnshire HWB Improvement Action Plan

LGA outlined strengths: strong and passionate commitment to ‘getting it right’ from all partners; committed and competent staff who want to help to make a collective difference; we ‘get’ health and wellbeing agenda, inequalities and wider determinants, so focus on narrowing health inequalities and integration links to economy and growth; history of joint working – DPH; coherence JSA – provides basis for commissioning intentions – enables golden thread; evidence outcomes are improving; targeted engagement working eg adolescent lifestyle survey; BCF signed off and focus for integration; integration starting to happen on the ground; examples of excellent joint working; partners welcome inclusive approach; clear understanding of urban and rural challenges; PH transfer and model innovative provides leadership brokerage and professionalism.

LGA recommendations	NLC / HWB commentary	Action / Milestones	Lead	Deadline	
Headlines:	More work required from partners to take the HWB and its work to the next level				
	New or refreshed HWS should have a rigorous focus on ‘big ticket’ issues identified by JSA; set short, medium, long term aims; create a clear performance framework.	Prioritise them; Ensure evidence driven; As a collective HWB drive them through.			
	Articulate what the HWB is and isn’t there to do (developing shared leadership across the system and reviewing sub structures).				
	Review ‘complex delivery mechanisms’	Be clear re HWB supporting fora and groups who move agenda on and streamline.			
	Communicate the new strategy through to action messages, so community of N Lincs knows what we are (developing proactive communications plan with residents at heart).	Focus on collective actions to achieve strategy ambitions with our communities.			
	Create common understanding of challenges (including financial) for partners across the whole system.				
	Consider providing administrative and policy support needs of the HWB, chair, and vice chair.				
	Develop further the narrative and roadmap for HWS (engage staff, partners, providers and community in telling it).				
	Set aside time to review ‘hygiene factors’ identified and highlighted by peer challenge.				
	Work with neighbours/likeminded boards to				

	exchange good practice and shared learning eg regeneration agenda.				
Approach to improve the health and wellbeing of residents:	BCF signed off - increase pace of integration as a system (move front and centre).	Peer challenge letter says they were told it's now front and centre? Focus and hold on to how we address underlying longer term health issues.			
	Develop a strong, focused and integrated HWB able to face and respond to future challenges.				
	Vulnerable groups don't always see a joined up approach with health and social care				
	Not always seeing synergies in terms of how services are coordinated or delivered (complex delivery mechanisms)				
	Strategy needs a compelling narrative for communication with workforces, areas and residents?	Identify our core focus. Identify how we will support our communities better to help themselves. Identify what our system will look like in the next 5-10 years and how will we shape it? How will we and others know when we have got there – identify the key outcomes we are seeking to address; and outline our route map to achieve them?			
Is HWB at heart of effective governance system? Does leadership work well across the local system?	Make the HWB the place where change is led and driven				
	Do partners fully appreciate and challenge each other's constraints and values in order to influence and lead jointly?				
	The challenges we have in this system are significant – develop purposeful collaborative leadership				
	Don't allow statute/guidance get in the way of what is right for the people of N Lincs				
	Review and streamline sub structure.				

Are local resources, commitment and skills maximised to achieve local hwb priorities?	Is it clear what resources and funding is available to us all within the system in N Lincs and what we can afford?				
	Use opportunities of BCF and imminent staff changes for all partners to develop our workforce plan together for the future; skills, competencies, capabilities and ensure our partners have the capacity				
	Find a structured way to use community assets to help us deliver on our priorities – voluntary sector and engagement with communities.				
	Wellbeing Hubs have potential; ensure we embrace the opportunity they present to engage with people.				
	Does our performance framework help us as much as it can? Is it integrated and rigorous as JSA scorecard – good for priorities – is this systematic across all areas HWB				
	Clear line of sight of required – from vision for health and wellbeing to key priorities to the actions that underpin them and the outcomes seeking to address	Revisit and establish the core link from vision to delivery of outcomes.			
Arrangements for evaluating impact of HWBS	Consider HWBS strategic governance role				
	Refresh HWBS to create a more inclusive strategy, develop a clear line of sight between JSA, strategy outcomes measures and its impact				
	Mix quantitative and qualitative data from communities in relation to the impact we are having on them.				
	Need KPIs against all priority actions?				
	Round up the outcomes we seek from BCP into a refreshed HWS and use to gauge progress eg how we manage winter pressures in the short, medium and long term.				

	How are we linking evaluations for other key outcomes e.g. smoking and obesity i.e. not HWBS key priorities but have significant impact on health.				
Arrangements for ensuring public accountability	Is the community voice heard as well as we would want? (Some local groups feel HWB is inaccessible to the public)	Wider population (who will be potential users in the future who don't seem to know what the HWB is and does).			
	Not clear how the system relays performance and priorities to the public	Report back activities to the public ie actions to meet 'turning the curve' priorities.			
	Can we support Healthwatch further to improve our public accountability?				
	Community Hub design and delivery will benefit from wider engagement – who have ideas how they might be used.				
System leadership	Ensure clarity of purpose: Review HWB position in relation to wider partnership structures. Review JHWS sharpening priorities with focus on 'Big Ticket' issues (based upon the JSA/what key stakeholders are telling you).				
	Build a model of shared leadership within the HWB: <ul style="list-style-type: none"> • Focus on understanding each partner's needs and constraints. • Utilise development sessions to facilitate skills development, confidence and build upon effective relationships between all HWB members. • Share resourcing of Board ie different venues for meetings. 				

	<p>Work with partners to develop systems leadership role:</p> <ul style="list-style-type: none">• Strategically position HWB, and ensure it is recognised as a collective (not just range of partners coming together).• Ensure the right organisations and people are around the HWB table (ie key influencers and decision makers).• Revisit how we can most effectively engage with our providers (ensuring ambitions are joint ones).• Build upon IWP forum – creating something very tangible with regard to system governance.				
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	<p>Ensuring delivery and impact:</p> <ul style="list-style-type: none">• Once priorities are sharpened build upon scorecard reporting in a consistent and integrated way to provide a coherent picture of progress against plan(s).• Develop comprehensive and consistent range of action plans and performance measures to see reporting through.• Use revisiting of priorities and action plans to ensure partners can demonstrate their contributions (which will assist in identifying who should be on the Board and its sub structures).• Explore with neighbours and further afield – share practice.• Maximise formal and informal board meetings.• Stop asking permission re protective governance (push boundaries).• Consider where board meets.• Publish action notes (committee minutes can follow).• Establish how best to provide policy support to the chair and wider board.• Develop an overarching communications plan for the HWB (to both the public and key stakeholders).• Do it together for North Lincolnshire.				
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