

Councillor Dale Birch, Deputy Leader & Chair of the HWB
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5th September 2016

Dear Dale and Timothy,

Health and Wellbeing Peer Challenge 29th June – 1st July 2016

On behalf of the peer team, I would like to thank you for the courtesy and support we received during the recent Health and Wellbeing Peer Challenge.

The Health and Wellbeing Peer Challenge is part of the Local Government Association's (LGA) Health and Wellbeing System Improvement Programme. It is based on the principles of sector led improvement that:

- Councils are responsible for their own performance and improvement and for leading the delivery of improved outcomes for local people in their area
- Councils are primarily accountable to local communities (not government or the inspectorates) and stronger accountability through increased transparency helps local people drive further improvement
- Councils have a collective responsibility for the performance of the sector as a whole (evidenced by sharing best practice, offering member and officer peers, etc.)

Challenge from one's peers is a proven tool for sector led improvement. Peer challenges are delivered by experienced elected member 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 agreed with you. The peers who delivered the peer challenge at Bracknell Forest Council were:

- Cheryl Coppel - Ex-Chief Executive, London Borough of Havering
- Cllr. Sue Woolley - Chair of the Health and Wellbeing Board, Lincolnshire County Council
- Rachel Spencer-Henshall – Director of Public Health, Kirklees Council
- Judith Wright - LGA Associate

- Terry Dafter - Care & Health Improvement Advisor, LGA
- Rajpreet Khara – Programme Support Officer, LGA (Shadowing)
- Satvinder Rana, Programme Manager, LGA

Scope and focus of the peer challenge

The purpose of the health and wellbeing peer challenge is to support councils in implementing their statutory responsibilities in health, by way of a systematic challenge through sector peers in order to improve local practice. It also supports health and wellbeing boards to become more confident in their system wide strategic leadership role; to have the capability to deliver transformational change; to develop effective strategies to drive the successful commissioning and provision of services; and to create improvements in the health and wellbeing of the local community.

Our framework for the challenge was five headline questions:

1. To what extent is the purpose and role of the health and wellbeing board (HWB) established?
2. How strong is work with key partners to develop system leadership?
3. To what extent is the HWB ensuring the delivery of the health and wellbeing strategy?
4. To what extent is the HWB enabling closer integration and the change to a cohesive and effective health system?
5. To what extent is there a clear approach to engagement and communication?

In addition, you asked the peer team to specifically focus on the following questions:

- i. Does the HWB have a clear vision & strategy to improve health and wellbeing?
- ii. Are the vision and strategy clearly shared by all partners?
- iii. Are the vision and strategy underpinned by clear plans and actions in each partner organisation?
- iv. Is the HWB functioning effectively? If not, what needs to be done to remedy this?

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 observed, and the material they 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 peer challenge team acted as fellow local government and health officers and members, not professional consultants or inspectors. We hope this will help provide recognition of the progress Bracknell Forest Council and its HWB have made whilst stimulating debate and thinking about future challenges.

1. Headline Messages

- 1.1 Bracknell Forest is a stable council delivering a good range of services and major projects, such as regeneration of the town centre. This is driving much of the work of the Council and will assist the economic prosperity of the place by bringing in new businesses and jobs.
- 1.2 Your Health and Wellbeing Board (HWB) is strong and you have the right partners and the right people around the table to provide strong system leadership. There is clear commitment to working in partnership and fully utilising the capacity and assets that exist in Bracknell Forest. People want to be there, but are perhaps not yet clear about how to make a difference.
- 1.3 Your Sustainability and Transformation Plan (STP) and Better Care Fund (BCF) are developed around nationally recognised good practice; and your (relatively) financially stable local health economy offers opportunities to create cutting-edge responses to local needs. You have already demonstrated this with your 'Urgent Care Centre'.
- 1.4 We heard about the good work that is going on at operational levels within and across organisations and were told about a range of initiatives being delivered on the ground. This was positive and provides a very good basis from which to develop your future responses to the health and wellbeing needs of the local population. You should continue seeking opportunities to cross-reference this work with your strategy.
- 1.5 We found there to be no 'burning platform' in Bracknell Forest which requires an immediate or urgent response. You therefore have the capacity and time to think of creative ways to focus your efforts locally to simplify pathways to health and social care and further improve services for your citizens.
- 1.6 However, that said, there is no room for complacency because there are challenges around the corner for health and wellbeing in Bracknell Forest which need thinking through now. Some of these include:
 - A growing and ageing population
 - Increasing demand for health and social care services and supply not keeping up
 - Increasing workforce pressures - particularly across the provider system, including the independent and voluntary sector. We heard some innovative thinking about how this challenge could be met but this is a system wide problem that will need addressing in the wider context the HWB offers
 - Silo working across the health and wellbeing system and the Council; there are some excellent examples of integrated working but these do not seem set within a wider strategic approach to integration between health and social care

- Making £23m savings across the Council and a potential funding gap in the Clinical Commissioning Group (CCG) of £33m by 2019. It was not clear to what extent there was a level of commitment towards pooling budgets to improve efficiencies through more joint commissioning.

1.7 We think if there was to be shared ownership of health and wellbeing issues and potential solutions (and with the right delivery mechanisms and constructive relationships), there is a huge opportunity to improve outcomes for Bracknell Forest.

1.8 This will require health partners to more clearly show how their sub-regional strategic plans are relevant to Bracknell Forest; and for the Council to ensure that health and wellbeing is a critical part of the 'Council Plan' and is fully integrated into it. This is because the 'Council Plan' creates the operational structure and driving force for activities for the Council and with its partners.

1.9 In moving forward, it is recommended the partnership should develop a strategy for the HWB in Bracknell that clearly spells out what the HWB is responsible for delivering and how the rest of the Council is going to deliver the wider determinants of health. It should also include how the HWB relates to other systems, including consideration of how it can play a positive and influential role in the emerging Sustainability and Transformation Plan (STP). This should provide a clearer strategic focus around what good health and wellbeing means for the people of Bracknell Forest, and how that can become a reality through productive partnership working. This will help establish the HWB's role as the system leader which is vital for the delivery of the financial, demand management and workforce challenges currently facing the system.

2. To what extent is the purpose and role of the health and wellbeing board (HWB) established?

2.1 You have strong and visible leaders within your system and they are all committed to working in partnership. However, they indicated that they are not clear about how to make a difference. This is partly due to a lack of clarity about the purpose and role of the HWB and its leadership position within the system; and partly due to a lack of an agreed plan to deliver shared ambitions for Bracknell Forest.

2.2 There is a Joint Health and Wellbeing Strategy (JHWS) but it does not seem to drive the business of the Council or partner organisations. It has no action plan to deliver it, is not linked to the 'Council Plan' or the strategic plans of partner organisations, lacks an effective system-wide delivery and accountability structure, and needs a robust performance management framework to track achievements.

2.3 The HWB meets infrequently and in very formal settings. We were told the agendas are laden with items that are data-heavy or items for noting,

which leave little space for discussion and decision making. We observed and were also told that the HWB behaves more like a scrutiny committee than a leadership board and that this is getting in the way of the partnership making the impact it could across the system.

2.4 We think the HWB could be much more effective in its system leadership role. It needs to be driving delivery and focusing on outcomes; and it needs to be able to forcefully articulate 'what Bracknell needs' and ask 'is it right for Bracknell Forest'. We think the time is right for you to refresh, refocus and re-energise the HWB. Our recommendation is that you look at the following areas to make changes:

- a) The purpose of the HWB needs to be clearly understood and its position as the system leader established. There should be clarity about the roles and responsibilities of Board members to the Board so that they are coming together to drive service improvements and help deliver the Bracknell plan in partnership. The Board should see its role as facilitating effective joint working between partners rather than acting as just a decision making or scrutiny body. This will involve a culture shift in the way the HWB operates and our recommendation is that you put in place development sessions for the HWB to work through how the Board acts and works as a team. As part of this you may wish to consider team building activities such as taking the Myers-Briggs Type Indicator (MBTI) instrument as a team.
- b) Be aspirational and develop a shared narrative for health and wellbeing in Bracknell Forest and an effective delivery and accountability structure so key stakeholders have a better understanding of the Board's responsibilities and authority. Back up this narrative with clear objectives and priorities for the HWB.
- c) Put in place a robust partnership-wide implementation/delivery plan that directly supports and reflects the agreed priorities of the HWB. Your implementation/ delivery plan should identify lead officers and Board sponsors for each of the priorities as well as outcome based performance measures against specific actions and projects, which are then monitored on a regular basis.
- d) Develop a strong implementation architecture to sit underneath the HWB that underpins the delivery of your priorities so that there is clarity and an understanding of who is the single person responsible for providing leadership on a particular action. This will mean wiring the HWB into the rest of the Council and partner services to ensure delivery.
- e) Develop your proposed key indicators into a dashboard to help the HWB manage performance against the priorities. This dashboard should also be used by scrutiny and similar functions in other partner organisations to scrutinise and manage performance. Consider how to ensure that the performance framework behind your priorities is clearly understood by all stakeholders within the system, and its links with the Council's health overview and scrutiny panel and equivalent accountability structures in partner organisations established. We

recommend that you keep your performance management arrangements simple. This is because the Board is accountable to the public and needs to be able to account for its progress against a narrative understood by the residents of Bracknell Forest.

- f) Review key partnership boards that currently sit around the HWB to ensure that they are aligned with the priorities of the HWB. We recommend that you look at the linkages between all these partnership boards in order to establish where roles and responsibilities lay and how each can support the work of the others so that duplication is minimised. This has potential to create capacity in the long run and lead to better outcomes for people.
- g) Make the HWB meetings feel less council dominated by alternating meetings between council and partner environments, because there is a perception that this is acting as a barrier to progress. This will require a significant shift in the way the Board meetings are structured and chaired to make them less adversarial and more like a discursive and decision making forum with a greater focus on reports that call for strategic debate, initiate action, drive decisions, and manage performance. We also heard suggestions from several stakeholders that the chairmanship of the HWB should be rotated between partner agencies, this is something for you to consider and determine locally.
- h) Consider making the workings of the Board more 'user-friendly' in terms of members of the public who are in attendance. It was evident from our attendance at the Board meeting that some of the agenda items were difficult to follow and the presentation facilities unhelpful in terms of gaining insight into what was being discussed and decided.
- i) Agree a communications and engagement plan that feeds into all partner organisational strategies to enable the HWB to communicate key messages to the community, staff, providers and partners. The communication and engagement plan will also help you to handle sensitive matters around service reconfigurations and system redesign that are around the corner; as well as demonstrating accountability back into the corporate governance arrangements within partner organisations and the Council, particularly cabinet.
- j) Ensure the HWB maintains a balance around providing leadership across the system; championing health improvement and wellbeing; and pushing for better services. All three elements are important to improving and protecting the health and wellbeing of the local population.

2.5 We believe that the above changes will help you to provide more focus, collective drive, effective communication and pace to turn your ambitions into real measurable impact on the ground.

3. How strong is work with key partners to develop system leadership?

3.1 There is strong day to day joint working across the system and there are some really good health and wellbeing programmes being delivered on the

ground. For example, 'Smoking Quitters', 'Falls Free 4 Life', 'Substance Misuse', 'Diabetes Care Processes (Primary Care)' are some of your top performing services.

- 3.2 You have also been innovative in developing creative responses to critical issues such as 'Children's Mental Health Early Intervention', 'Care Home Quality Programme', 'Use of Social Media for Prevention'. You have some impressive asset based community development initiatives in place such as 'HealthMakers', 'Families in a Strong Community', 'Year of Self Care', and 'Back to Fitness'. But what has been most impressive has been your outcome for the fastest regional reduction in avoidable premature mortality rates.
- 3.3 You have committed partners at sufficient seniority around the table and this provides a good platform for strong system leadership. Your HWB is wide and engaging where key service providers are represented as full members of the HWB, thus providing opportunities for them to be involved in the strategic discussions about the health and social care system in Bracknell Forest.
- 3.4 However it is clear that some partners currently feel the Board acts as a means of providing them with updated information on what is happening locally rather than feeling they have an opportunity to contribute in a more purposeful way to decision making. We were told that you have had lots of circular discussions and no action when partners were experiencing issues they felt needed to be addressed by the HWB, for example capacity in social care provision (not just workforce), de-commissioning of voluntary sector thereby leading to reduced capacity, and financial and service strain in parts of the system. The HWB should therefore focus on driving improvement by looking forward and facilitating new, more effective ways of working, rather than looking back and acting as a scrutiny panel.
- 3.5 We recognise it is challenging for a small Unitary council to see its place within a complex health and social care economy that is set up in two different sub-regional groupings. This sometimes conflicts with expectations of a more local 'place based' approach, as was demonstrated with the recent restructure of Clinical Commissioning Group (CCG) staff into East Berkshire focused roles. Therefore, we strongly feel that health partners need to recognise this and assist in bringing a greater clarity and focus to Bracknell Forest as a place.
- 3.6 The Council itself also needs to clearly establish what it wants and then work with partners to achieve it; and the HWB should reflect on why the links between the HWB and the Council Plan are not as strong as they could be. We would therefore urge the Council to ensure its wider functions are engaged with the HWB in a systematic way to meet key priorities of the HWB, particularly in relation to addressing the wider determinants of health. For example, there is an opportunity to connect spatial regeneration and improved health and wellbeing with a focus on both people and place.

3.7 To strengthen your partnership working further we suggest that you put in place arrangements to enable organisations not on the HWB to be able to engage with and contribute to the work of the HWB. For example, local delivery partners such as GPs, Pharmacies, Ambulance Trust, Police, Fire and Rescue Service and the wider voluntary and community sector need to see how they fit in. This is not to say they should all be members of the HWB, but there needs to be a mechanism through which these organisations can engage with the Board and help to deliver its broad objectives.

3.8 We also recommend you find ways to ensure 'equal partnership' in agenda setting, forward planning and the determination of the big ticket items. This means actively involving partners in determining the big issues of debate for the HWB. All partners should be able to propose agenda items that are in line with the priorities of the HWB. This can be addressed through a review of processes, and forward planning. We think if you had a robust implementation plan for the delivery of your priorities then this will help you to engage with partners in a more co-ordinated way, thus leading to more meaningful discussions at the HWB.

4. To what extent is the HWB ensuring the delivery of the health and wellbeing strategy?

4.1 You have a refreshed JHWS in place called 'Seamless Health' which identifies 'Active & Healthy Lifestyles', 'Mental Health in Children & Young People', 'Tackling Social Isolation', and 'Workforce Development' as the key priorities for Bracknell Forest. You also have a comprehensive web-based interactive Joint Strategic Needs Assessment (JSNA) which is accessible and easy to read.

4.2 The refreshed JHWS supersedes your previous Health and Wellbeing Strategy which was developed long before the creation of HWBs around the country. This foresight needs to be applauded and demonstrates the long term commitment you have to improving the health and wellbeing of your citizens.

4.3 However, your current JHWS does not reflect the vision and ambitions for the area and nor does it cover the 'life course' approach, despite the fact that your JSNA does. Furthermore, it is, as yet, neither fully owned nor is it embedded across the health and wellbeing system. There are a number of priorities across the system that are not all aligned. This means there is no system-wide strategy that harnesses your capacity, provides strategic direction, and captures your achievements so they can be appraised and celebrated in a systematic way.

4.4 Even within the Council your current JHWS and the programmes you are delivering are not clearly linked to the 'Council Plan'. This means your JHWS sits outside of any effective delivery mechanisms because the 'Council Plan' is the main delivery mechanism for council business. For

example, your regeneration programme recognises health and social care system issues, but this is not a core component. Town centre regeneration should, therefore, explicitly take into account the health and wellbeing issues of residents, including mental health, healthy living and accessibility.

- 4.5 There seems to be two streams of work around health and wellbeing in Bracknell Forest which need to be brought together. One is the delivery of your JHWS and the other is the work being delivered through the 'Council Plan'. For example, 'People live active and healthy lifestyles' is one of the key themes in the 'Council Plan', but how its wider delivery links to HWB's agendas and delivery plans needs more consideration.
- 4.6 As suggested above, a more place-based and system-wide strategy that is co-produced by the partnership and which articulates priorities, action plans and who exactly is responsible for delivering them across the system would assist to clarify matters. As a start, we recommend that you now begin work to consolidate your health and wellbeing objectives and align them across the Council so that there is connectivity between them on paper and implementation on the ground. In addition, the HWB should also seek alignment of partner organisations' plans to the agreed strategy so that there is a system-wide approach to delivering it.
- 4.7 Your JHWS generally lacks an effective delivery and accountability structure and there is no JHWS implementation/delivery plan that identifies lead officers and/or Board champions against each objective. Nor does it have performance data or updates on progress around projects to enable the HWB to determine progress being made in delivering its key objectives and priorities. So actually monitoring the difference the JHWS is making is not happening at the moment. We would therefore urge you to develop an implementation/delivery plan into an aligned and robust mechanism by which you can deliver your objectives and manage performance.

5. To what extent is the HWB enabling closer integration and the change to a cohesive and effective health system?

- 5.1 There is integrated working across the sub-region. The Berkshire public health shared agreement involves joint commissioning and delivery between six councils that is supported by a central shared Public Health team, hosted by Bracknell Forest. The shared team is led by the Strategic Director of Public Health who provides strategic direction across all six councils.
- 5.2 There is willingness and commitment to provide seamless health and care services for the citizens of Bracknell Forest. We heard examples of how front line staff are working well together and we were told about some good examples of integrated working at the operational level, for example, 'Falls Prevention Pathway' 'Intermediate Care', 'Social Care Hospital In-Reach Service'. However, partnership working at the strategic level seems under-developed in establishing and resolving root causes and

problem solving, for example, the rising elective admissions to hospital and Delayed Transfers Of Care (DTOC).

5.3 You have so far managed the financial pressures in adult social care well and therefore the big financial pressures faced by many other local authorities in adult social care have not had a significant impact in Bracknell Forest. This puts you in a good position to really deliver a strong programme around the key themes of your strategy and improving pathways to health and social care for older people.

5.4 You will know that in the near future there is likely to be a budget gap across the health economy. As the leaders of the system you need to start thinking about what you will do when you have to make severe reductions in your budget. We recommend that, as part of your HWB development programme, you discuss that and together develop your options to deal with it. Some of the options you might consider could include more integration of services; smarter partnership working; an absolute focus on prevention, early intervention and demand management; and dealing with the wider determinants of health in a much more systematic, co-ordinated and planned way.

5.5 Your service users and citizens must be central to your plans for future integration and service transformations to ensure that services are planned around the service user. This will mean maximising independence and quality of life, helping people to stay healthy and well for longer, and providing clearer and simpler pathways to services.

6. To what extent is there a clear approach to engagement and communication?

6.1 You have a local and national reputation for health communication through your social media work. A recent analysis of the social influence of your Twitter account @BFC_Health indicates that it has grown significantly and is now equal to that of the main council Twitter account; achieving around 235k impressions, 5.6k profile visits, and very positive feedback. We think this is to be celebrated and you should now take this work to the next level by developing a coherent engagement and communication strategy across your health and wellbeing system.

6.2 You have a committed Healthwatch with links to patients and service users, an active voluntary and community sector (VCS), and elected members acting as community champions in their wards; all of whom are standing members of the HWB. We suggest that you utilise these resources more effectively to deliver key health and wellbeing messages to your communities, and support the evaluation of impact of your delivery programmes.

6.3 You should also continue involving citizens in evaluating the effectiveness of your services and strategies. The work being done to bring together

patient reference groups into a Patient Assembly should go some way in enabling the patient/citizens' voice to be heard.

- 6.4 The HWB, working alongside member organisations, should agree a communication and engagement strategy for the community, staff, providers and partners. A refreshed focus on what health and wellbeing improvements means in local areas would enable the Council and its partners to engage the community in their own health and wellbeing and deliver more effective messages about where and how to get the right care when they need it. This type of outreach work, using existing channels from across the system, will help to develop the HWB's engagement with the public and other partners (e.g. GPs, Pharmacies, etc).
- 6.5 In addition, the role of your health scrutiny function can be further enhanced so that it can both engage with the public and demonstrate accountability back to the public. Furthermore, better coordination with your health and overview scrutiny panel will help more clearly define the role of the HWB as a forward looking system leader rather than as a place for retrospective scrutiny. Clearly, as in many local authority areas, there is work to be done on thinking this through. We therefore recommend that support be provided to your health and overview scrutiny panel to consider the benefits of further aligning and coordinating its work plan with the HWB themes. This will enable it to scrutinise the delivery and impacts of the priorities of the HWB. It can do this by scrutinising work through commissions and deep-dives around key work programme areas, strategic priorities, and critical health and wellbeing issues in Bracknell Forest.

7. Specific questions you asked us to comment on:

- 1) Does the HWB have a clear vision & strategy to improve health and wellbeing? We have outlined in Sections 2 and 4 above that whilst there is a JHWS in place, it does not seem to drive the business of the Council or partner organisations; nor does it have a place-based focus or follow the life-course approach. Furthermore, it has no action plan to deliver it as it is not linked to the 'Council Plan' or to the plans of partner organisations. This means there is no agreed system-wide strategy that harnesses your capacity, provides strategic direction, and captures your achievements so they can be appraised and celebrated in a systematic way.
- 2) Are the vision and strategy clearly shared by all partners? We have outlined in Section 4 above that your current JHWS is neither fully owned nor is it embedded across the health and wellbeing system. Even within the Council there seems to be two streams of work around health and wellbeing which need to be brought together. One is the delivery of your JHWS and the other is the work being delivered through the 'Council Plan'. This is also replicated with partner organisations; and partners should actively reflect on how this lack of ownership occurred so as to inform future collaborative working.

- 3) *Are the vision and strategy underpinned by clear plans and actions in each partner organisation?* We have outlined in Section 4 above that your JHWS generally lacks an effective delivery and accountability structure and there is no JHWS implementation/delivery plan that identifies lead officers and/or Board champions against each objective. Nor does it have performance data or updates on progress around projects to enable the HWB to determine progress being made in delivering its key objectives and priorities. So actually monitoring the difference the JHWS is making is not happening at the moment.
- 4) *Is the HWB functioning effectively? If not, what needs to be done to remedy this?* We have outlined in Section 2 and 3 above that whilst you have strong, committed and visible leaders within your system and they are all eager to working in partnership, they are not clear about how to make a difference. This is partly due to a lack of clarity about the purpose and role of the HWB and its leadership position within the system; and partly due to a lack of an agreed plan to deliver shared ambitions for Bracknell Forest. We have made a number of recommendations in Section 2 to help you to remedy this.

8. Moving forward

In moving forward our key recommendations are:

1. *In consultation with partners clarify the purpose, role, remit and scope of the HWB and ensure everyone understands it.* Partners in the system should meet together and think through what you want the Board to be; what functions it should carry out; where the lines of accountability lay; and how the Board can best be organised to deliver those requirements. They should also be clear about the roles and responsibilities of Board members to the Board and how different stakeholders can engage with the Board and promote its ambitions.
2. *Develop a strong and shared narrative for health and wellbeing in Bracknell Forest and position the HWB as the system leader.* You should do this by developing a strong narrative about how health and wellbeing services will be delivered in local areas across Bracknell Forest. The HWB should then be supported to take the lead in articulating what services are needed, how they will be delivered locally, and what would make it easier for people to access them. This narrative and the HWB's ambitions for Bracknell Forest should be backed up with a clear delivery plan and communicated widely.
3. *Focus on developing the health and care system at the local level:* You should expend effort in working out how your health and wellbeing services will be delivered in local areas; and work out ways to ensure there are clear pathways to health and care services as part of your service integration and transformation work. This includes developing new approaches to provider and commissioning services.
4. *Put in place a robust implementation/delivery plan and a performance management framework with clear accountabilities.* Be clear how the

HWB is going to deliver the agreed strategic priorities i.e. within a HWB strategy, but through council and partner plans. Your implementation/ delivery plans should have clear targets, actions and responsibilities to sit underneath the HWB's priorities. Make sure there is clear strategic alignment between these priorities and the Council's service plans, strategies and corporate delivery arrangements. Support the delivery of these priorities with an integrated and robust performance management framework that is aligned with corporate performance management frameworks of all partner organisations.

5. *Review the support architecture around the HWB.* This should be done with the aim of delivering the priorities of the Board, clarifying accountabilities, improving effectiveness, and avoiding duplication to boost capacity. The communication and reporting lines to and from the HWB to other partnership boards and the corporate governance of the Council, as well as partner organisations should be mapped out clearly so that it can discharge its statutory responsibilities.
6. *Put in place a programme of development sessions for the HWB.* This will enable the HWB to create a safe space for it to do some creative thinking around the challenges it is facing and improve current relationships. These development sessions should be well planned and take place in informal settings and in private.
7. *Develop a communications and engagement plan.* This should assist the implementation of the strategic priorities of the HWB and the design of your future health and wellbeing system in local areas. It should also help to clarify what messages partners are taking into their organisations and what messages you are sending out to the public.

Next steps

The Council's political leadership, senior management and members of the HWB will undoubtedly wish to reflect on these findings and suggestions before determining how the Council wishes to take things forward.

As part of the peer challenge process, there is an offer of continued activity to support this and a peer team revisit in a year's time. Mona Sehgal, Principal Adviser for South East (Berkshire, Brighton and Hove, East Sussex, Oxfordshire, Surrey), is the main contact between your authority and the Local Government Association and she can provide access to our resources and any further support. Mona can be contacted at mona.sehgal@local.gov.uk (or tel. 07795 291006).

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

Yours sincerely,

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On behalf of the peer challenge team