

Bracknell Forest Council

Health and wellbeing peer challenge
29th June – 1st July 2016

Introduction

- LGA's health and wellbeing system improvement programme, co-created with a number of national organisations
 - Health and wellbeing peer challenge is one of the elements
 - We were made to feel very welcome and people have been open and candid
 - Feeding back key points from what we have seen, heard and been told
 - In three days: 29 sessions; 5 Councillors; 34 Staff and Partners; and 41 documents
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The team

- 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 Khera – Programme Support Officer, LGA
 - Satvinder Rana, Programme Manager, LGA
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Methodology

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 there a clear approach to engagement and communication?
 - 5.To what extent is the HWB enabling closer integration and the change to a cohesive and effective health system?
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Specific questions you asked us to comment on....

- Does the HWB have a clear vision and strategy to improve overall health and wellbeing in the Borough?
 - Is any vision and strategy clearly shared by all partners?
 - Is any vision and strategy underpinned by clear plans and actions in each partner organisation?
 - Is the HWB functioning effectively? If not, what needs to be done to remedy this?
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Quotes – what we heard

“ The GPs were responsible for setting priorities – weren’t they?”

“Good things happen in Bracknell Forest ”

“Known as a well managed and well led council ”

“The HWB is untethered operating in a parallel universe”

“No matter what we did, it wouldn’t be good enough”

“We’re glad to be at the table and we want to make a difference“

Headline messages

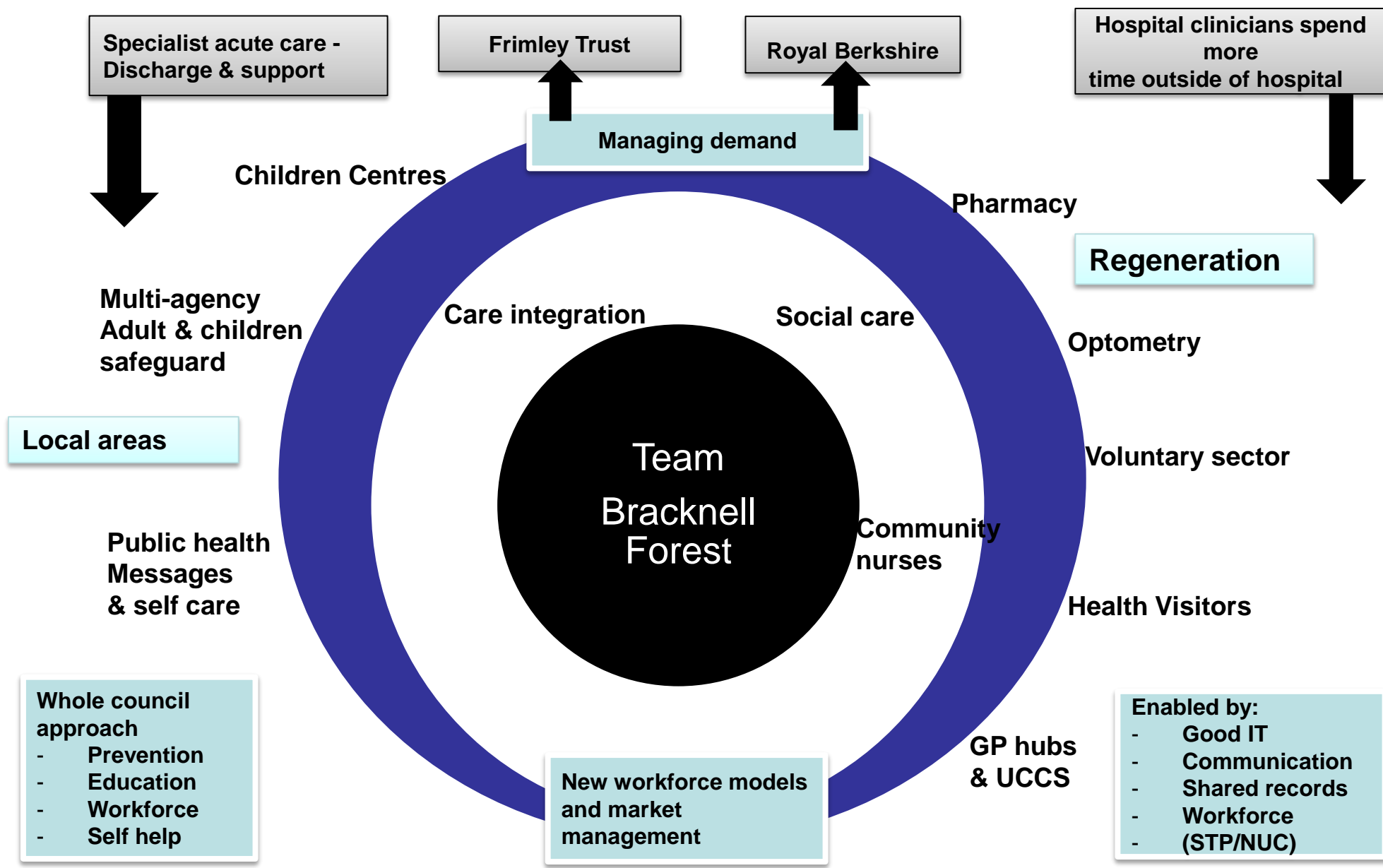
- Bracknell Forest is a stable council delivering a good range of services and major projects, such as regeneration
 - There are some good examples of health and wellbeing initiatives being delivered across the piece e.g. Green Gym
 - There is no 'burning platform' in Bracknell Forest
 - However, there are challenges around health and wellbeing in Bracknell Forest, so no room for complacency:
 - You have a growing and ageing population
 - Demand for health and social care services is increasing and supply is not keeping up
 - Increasing workforce pressures, particularly across the provider system
 - There is silo working across the system and council
 - £23m savings to make across the council over the next 3 years
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Continued....

- Nationally recognised good practice in Sustainability and Transformation Plan and Better Care Fund; and relatively stable financial local health economy offers opportunities
 - When we looked at the HWB, we found the right partners and the right people are around the table to provide strong system leadership – and they want to be there but are not clear about how to make a difference
 - 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
 - This will help everyone because it is vital for the delivery of the financial, demand management and workforce challenges facing the system
 - Health partners need to more clearly show how their sub-regional strategic plans are relevant to Bracknell Forest
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Continued....

- The council plan creates the operational structure and driving force for activities for the council and with its partners. Health and wellbeing is a critical part of this plan and needs to be fully integrated into it
 - For example, the town centre regeneration takes into account the health and wellbeing issues of residents, including mental health, healthy living and accessibility
 - Regeneration workforce development recognises health and social care system issues, but this is not a core component and there is an opportunity for the health economy to benefit from this by linking it to the delivery mechanisms of the wider council plan
 - We think it would help if you develop a Bracknell plan for health and wellbeing
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To what extent is the purpose and role of the health and wellbeing board (HWB) established?

- The purpose of the HWB needs clarity and understanding; and its position as the system leader needs to be established
 - There is a Joint Health and Wellbeing Strategy but it does not seem to drive the business of the council or partner organisations; and has no action plan to deliver it as it is not linked to the council plan
 - The HWB needs to develop a shared narrative for health and wellbeing for Bracknell Forest
 - The HWB should be wired into the rest of the council and partner services to ensure delivery
 - Because the meetings are infrequent and formal, the HWB is not making the impact it could across the system
 - We would strongly recommend the HWB meets in more informal settings to establish a clearer understanding of priorities and the necessary relationships to deliver them
 - If HWB has a very clear vision and strategy then scrutiny could complement this more effectively
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How strong is work with key partners to develop system leadership?

- 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
 - Partners need to recognise this and assist
 - The council needs to clearly establish what it wants and then work with partners to achieve it
 - The council's wider functions need to engage with the HWB in a systematic way to meet key priorities of the HWB
 - Find ways to ensure 'equal partnership' in agenda setting, forward planning and the determination of the big ticket items
 - Sub structures to support the HWB need developing to allow the work to be undertaken with a greater focus and alignment for delivery
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To what extent is the HWB ensuring the delivery of the health and wellbeing strategy?

- There are some really good health and wellbeing programmes being delivered on the ground
 - There is no system-wide strategy that captures these so they can be celebrated, focused or reviewed in a systematic way
 - There is no clear linkage to the council plan, and as this is the main delivery mechanism for council business the current Health and wellbeing Strategy sits outside of any effective delivery mechanism
 - As suggested, a more holistic system-wide strategy that articulated priorities, action plans and who exactly is responsible for delivering them across the system would greatly assist to clarify matters
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- Local delivery partners such as GPs and the voluntary and community sector need to see how they fit in
 - ‘People live active and healthy lifestyles’ is one of the key themes in the council’s corporate plan, but how its wider delivery links to HWB’s agendas and delivery plans needs more consideration
 - The HWB needs to develop an effective delivery and joint accountability structure to include; identified lead officers and Board champions against each priority of the HWB, a clear delivery plan, and a performance management framework – not necessarily always through the HWB
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- Business of the HWB needs a collective approach to agenda setting, a robust delivery plan, an agreed forward plan which picks up decision making from the Health and Wellbeing Strategy, good communication, and meetings should be held in less council controlled environments
 - The HWB needs more infrastructure to support it and needs to use other mechanisms to deliver its priorities e.g. the Systems Resilience Group
 - As suggested, informal meetings between the formal meetings and informal topic group sessions will help in collective problem solving
 - Agendas divided between decision making, performance management and open discussions with topics suggested by partners would be closer to best practice
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To what extent is the HWB enabling closer integration and the change to a cohesive and effective health system?

- There are some good examples of integrated working at the operational level e.g. Intermediate Care, Mental Health, Inreach Service
 - We heard examples of how front line staff are working well together
 - You have so far managed the financial pressures in adult social care
 - However, partnership working seems under-developed in establishing and resolving root causes and problem solving e.g. DTOC
 - Service users must be central to the integration agenda which must develop and show clear pathways to services
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To what extent is there a clear approach to engagement and communication?

- 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 will develop the HWB's engagement with the public and other partners (e.g. GPs, Pharmacies, etc.) through more outreach work and by using existing channels
 - Use scrutiny to both engage with the public and demonstrate accountability back to the public on health and wellbeing matters
 - The HWB, working alongside member organisations, should agree a communication and engagement strategy for the community, staff, providers and partners
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Key recommendations

- In consultation with partners clarify the purpose, role, remit and scope of the HWB
 - The system needs to develop a strong and shared narrative for health and wellbeing in Bracknell Forest
 - Position itself as the partnership and system leader by bringing a greater and clearer Bracknell Forest focus to its ambitions
 - Communicate its narrative about its ambitions for Bracknell Forest
 - Be clear how it is going to deliver the agreed strategic priorities – within a HWB strategy, but through council and partner plans
 - Develop a strong ‘golden thread’ from its ambitions to action to impact and put in place a robust performance monitoring and evaluation system
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- Put in place a programme of HWB development sessions and create a safe space for it to do some creative thinking around the challenges it is facing and improve current relationships
 - Review the support architecture around the HWB; ensuring that the Board is inclusive, is able to conduct its business more effectively, continues to deliver the Health and Wellbeing Strategy, and is managing performance against key priorities
 - Focus on developing the health and care system at the local level
 - Ensure there are clear pathways to health and care services as part of your service integration and transformation work
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Next steps

- Summary report within 3-4 weeks for you to comment
 - Offer of follow-up support
 - On-going relationship with LGA Principal Adviser, Mona Sehgal
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Thank you

Comments and questions



For more information please contact

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