



6 am - 6 pm  
except buses,  
permit holders  
and for loading  
6.00 - 9.30 am  
4.30 - 6.00 pm



6 am - 6 pm  
except buses,  
permit holders  
and for loading  
6.00 - 9.30 am  
4.30 - 6.00 pm



# Stockton-On-Tees Borough Council

Health and wellbeing peer challenge

26<sup>th</sup> – 28<sup>th</sup> January 2016

# Introduction

- LGA's new health and wellbeing system improvement programme, co-created with a number of national organisations
  - Health and wellbeing peer challenge is one of the core elements
  - Made to feel very welcome and people have been open and candid
  - Feed back key points from what we have seen, heard and been told
  - In three days: 32 sessions; 10 Councillors; 34 Staff and Partners; and 30 documents
-

# The team

- Philip Simpkins, Chief Executive, Bedford Borough Council
- Cllr. Adam Ogilvie, Leeds City Council
- Frances Cunning, Director of Public Health, North Lincolnshire Council
- Joe Gannon, LGA Associate
- Dr Fu-Meng Khaw, Director, Public Health England East Midlands
- Satvinder Rana, Programme Manager, LGA



# 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?

---

# Other things you asked us to comment on....

- Where you are in your journey
- How well the council is interacting with key partners and how well partners are interacting with each other
- How well health and wellbeing priorities are embedded into the council's services.

***Feedback on strengths and areas for consideration***

---

# Quotes

*“We are not telling the story “*

*“We’ve got the right organisations round the table”*

*“Are we really making any difference to inequalities”*

*“Stockton is the best run council in the Tees Valley by a country mile”*

*“We have strong partnerships in Stockton but what we achieve happens outside of the HWB, not because of it”*

*“Most councillors do not know what the HWB does and don’t understand it“*

---

# Headline messages

- Stockton has partnerships in place and commitment to health and wellbeing
  - The HWB needs to be brave and step up to its role and become the system leader
  - The HWB needs to tackle the big issues
  - So it can be confident of delivering a sustainable health and care system; and
  - Make real progress on health inequalities
-



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

## **Strengths:**

- People spoke positively about the Board
  - Respected Chair and DPH/DASS
  - People who presented at the Board found the discussion invigorating
  - The right partners are around the table
  - Good relationships among partners and continuity of membership
-

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

## Areas for further consideration:

- Need clarity of purpose as the system leader
  - Need to identify and drive big ticket issues e.g. integration and service transformation
  - Lack of a clear shared narrative for health and wellbeing in Stockton
  - HWB operating as a council-led committee
  - Clarify the council's broader partnership structures and the HWB's position within it
  - HWB not wired into the rest of the council and partners services
  - Put in place development for members of the HWB about the big ticket issues and system leadership
-

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

## Strengths:

- Strong day to day joint working
  - Generally good relationships among partners
  - Existing relationships provide good platform for stronger system leadership
  - Sub groups are delivering
-

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

## Areas for consideration:

- Arrangements need to be put in place to enable organisations not on the board to engage with system leadership
  - The council's wider functions need to engage with HWB in a systematic way to meet key objectives of the JHWS
  - HWB Board needs to move to considering and taking decisions on key strategic issues e.g. integration
  - Find ways to ensure 'equal partnership' in agenda setting, forward planning and the determination of the big ticket items
-

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

## **Strengths:**

- Wider determinants of health are understood across the partners
  - Sub group structure provide clear mechanism for translating strategy into delivery
  - Prioritisation of 'Best Start' and prevention provide clear focus for the HWB
-

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

## **Areas for consideration:**

- You need to develop an effective delivery and accountability structure
  - This means having identified lead officers and Board champions against each objective, a clear delivery plan and a performance management framework
  - Senior capacity is robust enough to support delivery across the breadth of the health and wellbeing agenda
-

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

## Strengths:

- Membership and contribution of the VCS is a strength
  - Engagement at the Partnership Groups is strong
  - Seminars using ward-based data on health and wellbeing are provided to elected members
-

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

## Areas for consideration:

- The HWB, working alongside member organisations, should agree a communication and engagement strategy for the community, staff, providers and partners
  - There are big ticket items around the corner so the HWB need to be proactive in agreeing how sensitive matters are handled
-



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

## **Strengths:**

- People spoke positively about Better Care Planning process
  - New integration initiatives showing early promise e.g. Multiple Disciplinary Services (MDS), Dementia Hub
  - Clear willingness and commitment to provide seamless health and care service for Stockton service users
-

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

## **Areas for consideration:**

- HWB needs to quickly develop a shared vision for integration of health and social care services in Stockton
  - Service users must be central to the Integration agenda
  - Integration needs to link to adult and children partnership plans and prevention
  - You need to be clear how the council's Transformation Team can assist with integration and what resources are available from partners to deliver the integration agenda
  - Integration needs to have regard to austerity issues, but not finance driven
-

# Key recommendations

- HWB needs to:
    - position itself as the system leader by addressing big ticket items
    - communicate a strong narrative about its ambitions
    - be clear how it's going to deliver the agreed strategic objectives
  - Clarify relationships with statutory boards/council committees and wider partnership structures
  - Consider simplifying HWB sub structures and membership to improve effectiveness, avoid duplication, and act as a means to boost capacity
-

# Key recommendations

- HWB Board need to introduce delivery plans and accountabilities for HWB strategic objectives allied to performance management
  - All members of the council and key stakeholders need to understand the role and purpose of HWB and their opportunities to engage and promote its ambitions
-

# Next steps

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

Thank you

Comments and questions

---

For more information please contact

Satvinder Rana, Programme Manager,  
Local Government Association

[Satvinder.rana@local.gov.uk](mailto:Satvinder.rana@local.gov.uk)

Tel: 07887 997 124

---