

Local Government Association Peer Review of Public Health - Action Plan

Following the Local Government Association (LGA) Peer Review of Public Health (PH) on the Isle of Wight in August 2017, a report was published in November 2017, which set out a series of observations. A review of this report was undertaken immediately during a Public Health away day in November 2017. From this review it was felt that the observations fell into four main categories: Commissioning; Communications; Data and Intelligence; and Leadership. Actions to address these issues are shown in the table below with references to the page and paragraph of the main report, some observations from the PH away day and the initials of the lead officer within PH or team.

Commissioning		Reference Page/(Para) of report	Public Health Actions	Lead Officer	Start Date	End Date	Target met / On target / Target not met	Update to actions 2018
1	10(4)	To further develop joint commissioning by; <ul style="list-style-type: none"> The formation of an Integrated Children's Commissioning Unit (ICCU) Encouraging the co-funded and commissioning of 'building / community-led 'Health improvements/ reducing inequalities 	EB	Oct 17	Dec 18	On target to be met	<ul style="list-style-type: none"> The integrated children's commissioning board will decide which option for procurement at the meeting on 21st December. Funding for the community builder projects will be funded by parish/town councils by the end of the IWC funded period – West Wight will achieve this first. A proportion is already funded by Freshwater Parish Council. 	
2	From PH away day	Consider alliance arrangements in working with schools and system towards a Whole School framework.	EB	June 17	Nov 19	On target to be met	The PEACH framework and offer is now developed and schools will be asked in January to commit their investment.	
3	9(5)	Develop clear plans for the main PH commissioned service (including the use of a stakeholder engagement approach)	EB BH EM SK	Oct 17	Mar 19	On target to be met	<ul style="list-style-type: none"> The 0-19 service has a project plan in place for the commissioning of a coordinated service Substance misuse services have been temporarily re-let and plans are in place for a full tender Sexual Health service is currently out to tender Further systematic engagement with service users and stakeholders is an outstanding action to be built into all PH commissioned services.	
4	6(3)	Complete impact analysis of present	EB BH	Jan 18	Mar 19	On target to	The impact of further budget reduction is considered	

							whenever a service is commissioned <ul style="list-style-type: none"> Health needs assessments have been drafted which demonstrate need and service impact A transformation plan has been drafted to ensure 0-19 service efficiencies A new sexual health service specification has been drawn up to drive efficiencies in the contract. The substance misuse service was re-let with efficiencies within the contract.
5	6(4)		PH commissioned services and an impact analysis of reduction in PH services due to budget reductions.	EM SK	Oct 17	Mar 18	Not met
6	6(5) 7(1)		Identify ways to address the “underdeveloped provider market on the IOW”. Consider the use of the Local Care Board. Identify how IWC can operate a “more flexible approach to commissioning”. Discuss with Procurement and seek advice of this from the LGA and other local authorities. Consider: <ul style="list-style-type: none"> How Accountable Care System may help with future. More commissioner/manger skills training Could this be included in the ‘one system’ plans? 	EB BH EM SK	Oct 17	Mar 19	On target to be met
7	11(1)		Investigate and encourage greater use of digital applications in PH commissioned services	EB BH EM SK	Oct 17	Mar 19	Target met
							Public Health contributes to the One Public Service workstream, alongside other council directorates. More strategic work is taking place through the Local Care Board. Outcomes Based Accountability is part of the IWC leadership programme, and the ongoing Workforce Development Programme. This is an ongoing requirement. Digital approaches are integrated within the PH services, particularly for sexual health, and 0-19. Further development and horizon scanning is required.

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8	From PH away day	Develop our PH web pages so that it clearly articulates what are the main roles and responsibilities of PH ('We are not just sewage and drains'). This is dependent on the whole IWC review of website	PH SMT	Sept 18	Jan 19	Not met	PH are continuing to engage with the IWC Web team to determine how a refresh could be achieved that fits in with the broader IWC web digital review of council pages.	
9	From PH away day	Developed a clear vision for PH (with the team)	SB/ PH SMT	Jan 18	Feb 19	On target to be met	Plans are now in place for a series of workshops culminating in a clear vision. The delay was due to a change in senior leadership and a focus on commissioned services in order to control budget expenditure.	
10	From PH away day	Identify ways to develop a mechanism that facilitates PH involvement across the council. Consider the appropriate use of Health Impact Assessments as part of the IWC sign off procedures for policies.	SB/PH SMT	Jan 18	Sept 18	Not met	PH Impact Assessment advice is currently not a requirement of the sign off checklist for council papers. A protocol is yet to be agreed between PH and planning for when an impact assessment is required. PH is now participating in the Operational Delivery Group (a sub-group of the Local Care Board), Professional leadership group, Community Safety Partnership, Safeguarding Boards for Adults and Children and the Child Death Overview Panel. PH now chairs the JSNA steering group, and the Substance Misuse Partnership.	
11	6(3)	Provide consistent messages <ul style="list-style-type: none"> All help promote each other's services 	PH SMT	Jan 18	Mar 19	On target to be met	<ul style="list-style-type: none"> The Health and Wellbeing Strategy details the chosen areas of work for the Health and Wellbeing Board and oversees consistent messaging. Priority areas not within the Health and Wellbeing Strategy need to be separately identified with appropriate communication plans. 	
12	From PH away day	Survey what the perceptions of Public Health are within the IWC, build a picture of what it is and identify how we might change or challenge this if required. Identify clear and focused Public Health narrative/understanding and communicate this by <ul style="list-style-type: none"> Utilising a MECC approach Using a Corporate / System 	PH SMT & Comms Team	Apr 18	Sep 18	Not met	<ul style="list-style-type: none"> A Workforce Development plan is being implemented across PH staff, within this the perceptions of PH throughout the Council will be explored. Further promotion of the PH function and skillset is needed. Networking and partnership work is being undertaken through attendance at partnership meetings, and in supporting the Health and Wellbeing Board. 	

Communications

						approach <ul style="list-style-type: none"> Consider the use of more reflective practice Proactive networking and collaboratively working with colleagues across the whole organisation 					
13	5(4&5)	Provide clarity over the systems programme My Life, A Full Life and clearly disseminate this demonstrating how PH interventions will help in the Prevention and Early Intervention.	PH SMT & MLAFI team	Feb 18	Dec 18	Target met	My Life, A Full Life programme has closed. The learning from the programme is being used to determine the agenda for the Local Care Board.				
14	6(2)	Provide greater clarity around the role of the LAC's and disseminate to the local health economy by meeting with Highly Specialist Review Team, Self-directed support team, and the first response team. Consider the need for Local Area Coordinator's to work more closely with other health and social care colleagues (including voluntary sector) as appropriate	HR	Dec 17	Nov 18	Target met	The decision was made at the Cabinet meeting in November 2018 to close the LAC service A task and finish group has been established to understand the needs of the clients from the LAC service. The assessment will help to design services provided under the direction of the Local Care Board.				

Data and Intelligence	Action number	Reference Page/(Para) of report	Public Health Actions	Lead Officer	Start Date	End Date	Target met / On target / Target not met	Update to actions 2018
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15	From PH away day	Form a JSNA Steering Group to determine future prioritisation and direction of the JSNA so that it will become a more proactive process and is communicated and presented in a more dynamic way.	BH & DB	Dec 17	Mar 18	Target met	
16	From PH away day	Demonstrate use of analysis by showing how <ul style="list-style-type: none"> PH impacts the financial stance of IWC 	DB, SG, BH & SK	March 18	Jun 18	Not met	The Joint Strategic Needs Assessment provides an overview of the current and future demands for health and care services. The facts and figures from the JSNA need to be brought together in a narrative to inform commissioners and planners of future requirements.
17	From PH away day	<ul style="list-style-type: none"> System understanding of monitoring and evaluation are two different things We share understanding of data, recognising limitations & avoid/prevent misuse or misinterpretation 	PH SMT	Jan 18	Mar 18	Not met	PH will need to identify how the Corporate Plan can influence the Public Health Outcome Framework indicators. PH needs to re-establish a role to evaluate services or interventions across the IWC.
18	7(5) 7(6)	Utilise the Public Health team's skills in evaluation, data analysis and impact assessment within the IWC by integrating data analysts with Organisation Intelligence team.	BH & IL	Oct 17	Nov 17	Target met	The PH Intelligence Team has been integrated into Organisational Intelligence Team in November 2017. A work programme for the organisational intelligence team needs to be agreed for 2019.
19	8(3)	PH (data team) need to be more proactive in talking to other areas of IWC about data	BH & IL	Jan 18	May 18	Target met	The PH Intelligence team is now engaged with other departments within the IWC about the use of data and intelligence. Including children's services, social services, and community safety.

Leadership	Action number	Reference Page/(Para) of report	Public Health Actions	Lead Officer	Start Date	End Date	Target met / On target / Target not met	Update to actions 2018
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20	Plans in place	Recruitment of a Consultant in Public Health	HR and ACS	Dec 17	May 18	Target met	Locum Consultant in Public Health was recruited in September 2018.
21	From PH away day	Public Health to be considered in policies and decision-making frameworks / procedures, e.g. <ul style="list-style-type: none"> • HIAs in S106 Monies • Enhanced role/contribution within planning 	PH SMT	Feb 18	Jun 18	Not met	<ul style="list-style-type: none"> • PH have engaged with planning in the production of the Island Plan and regeneration. PH are also engaged with the corporate leadership programme and the corporate plan priorities. • More formal arrangements for Health Impact Assessment need to be implemented for 106 monies.
22	From PH away day	Embedding of 'Supported Self Care' pathway (EPC) within Health & Care	PH SMT	Apr 18	Mar 19	Target met	PH is now participating in the Operational Delivery Group (a sub-group of the Local Care Board), with particular input into the prevention and early intervention work stream.
23	From PH away day	Integration between Sport, Physical Activity & Leisure (including active travel)	PH SMT	Apr 18	Mar 19	Not met	Public Health need to become members of the Physical Activity steering group.
24	From PH away day	Recognise we are part of the solution – we are part of the leadership	SB/PH SMT	Jan 18	Ongoing	Target met	PH are engaged in the BIG agenda, leadership development, Corporate Management Team, the Local Care Board and the Health and Wellbeing Board.
25	From PH away day	Integrate PH across the system by the use of integrated training, so PH to influence training by working with training teams in council, Trust and regionally e.g.	PH SMT	Jan 18	Ongoing	On target to be met	PH are working more closely with training and development – for PEACH, leadership development, team development and Making Every Contact Count.
26	From PH away day	Communicate better what Public Health is by the use of 'Prevention matters' LGA training.	PH SMT	Jan 18	Sep 18	Target met	<ul style="list-style-type: none"> • 24 Council members attended the LGA training • Training to be re-run for Council staff depending on the level of interest.

Miscellaneous	Action number	Reference Page/(Paragraph) of report	Public Health Actions	Lead Officer	Start Date	End Date	Target met / On target / Target not met	Update to actions 2018
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27	7(3)	Relocate the Public Health office move to County Hall. <ul style="list-style-type: none"> Review previous plans from July 17 Discuss with RB and identify options and record for any proposals 	BH	Dec 17	Mar 2019	Not met	Plans are now in place to move PH to County Hall, by April 2019. This plan forms part of a wider council ambition to bring services together including the move of Adult Social Care from Enterprise House.
28	7(4)	Create better links between PH and other teams	SB/ PH SMT	Jan 18	Ongoing	Target met	Increased and ongoing input to services and partnerships across the IWC, the NHS and the PVI.
29	10(2)	H&WB to bring clarity to the prevention agenda. Identify a shared dashboard of measures	ACS & BH	April 18	Jan 2019	Target met	Joint Health and Wellbeing Strategy has been published with routine updates to the Board. A shared dashboard of outcome measures will be tabled at the Health and Wellbeing Board in Spring 2019.
30	10(5)	Identify all relevant plans and monitor focusing on clear milestones and outcomes	PH SMT	Feb 18	Nov 18	Not met	<ul style="list-style-type: none"> Outcomes were defined within a Public Health service plan. New priorities need to be chosen and a refreshed set of plans need to be produced. A strategy for Public Health and an underlying service plan with outcomes is being drafted. With a new target date of March 2019.

A number of observations were also given which were perceived as being actions appertaining to the wider Local Authority or more system wide. Proposed actions have identified to address these observations and will put forward to the Corporate Management Team for approval.

Reference Page/(Para)	Proposed IWC/System Actions	Lead Officer	Start Date	End Date	Target met / On target / Target not met	Update to actions 2018
					Target met / On target / Target not met	

31	4(3), 5(2) & 8(4)	For the IWC to clearly identify one vision for Health and Wellbeing by the IWC and tackling health inequalities within the Corporate Plan.	SB/CM T		Mar 2019	On target to be met	Refresh of the Corporate Plan is underway. Public Health Outcomes will be attributed to new service and portfolio objectives within the plan with a routine reporting cycle. The Health and Wellbeing Board has revised the Terms of Reference, and a Health and Wellbeing Strategy has been adopted. Public Health will be clearly linked into the development of the Corporate Plan and subsequent monitoring.
32	4(3), 9(4) & 10(1)	Provide clear leadership with all initiatives being coordinated into a single plan?	SB		Mar 2019	On target to be met	
33	6(1)	“Review the lack of synergy about locality areas.” Address different organisational boundaries with the One Public Service initiative.	LG		Ongoing	On target to be met	The ‘One Public Service’ leadership steering group, and the development of a new Isle of Wight Health and Care Strategy will seek to set the direction and development of collaborative working in each locality.
34	8(1)	The importance was pointed out for “Growing leaders”. Leadership programme already in place along with the Big Agenda	LG		Ongoing	On target to be met	A leadership programme and the skilled leaders programme are part of the Workforce Development Programme
35	8(2)	“PH Team not optimally positioned to influence across the Health and Wellbeing system.” This will be addressed by the relocation of Public Health, Integrated Commissioning and the One Public Service Initiative.	LG		Ongoing	On target to be met	Plans for physical and technical integration between teams are in place with a physical move during the early part of 2019. The OPS programme will explore greater collaboration of services to achieve the required health and care strategy
36	9(3)	“Performance reporting to be presented against directorate priorities rather than IWC corporate priorities with the use of a dashboard of joint metrics.” Agree joint system wide metrics for prevention	LG BH		Mar 19	On target to be met	This is in development and will reflect the service plan priorities
37	10(3)	“System leadership should assist in direction/vision clarity about PH service priorities”.	SB/SM T		Mar 19	On target to be met	A planned series of workshops will enable a vision to be developed that can be used to set the service plan