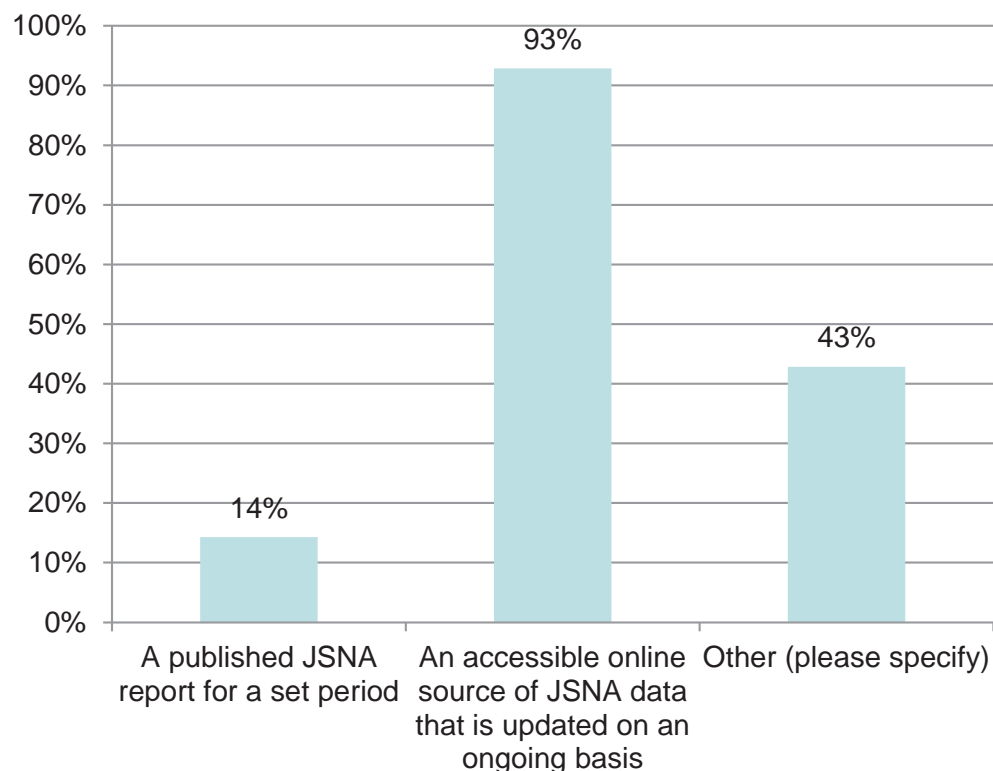


Heath and Wellbeing Board Stocktake Survey
April 2015
Detailed responses from all HWBs

Question 1-4: Respondent details

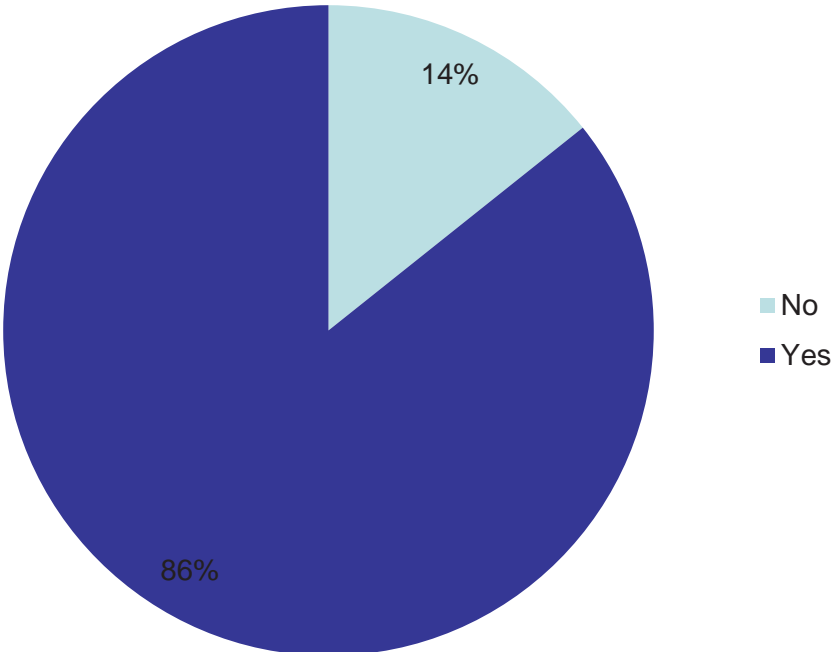
HWB	Name	Local authority	Directorate of department	Email address
Dudley	karen jackson	Dudley	public health	karen.l.jackson@dudley.gov.uk
Wolverhampton	Viv Griffin	Wolverhampton City Council	People Directorate	vivienne.griffin@wolverhampton.gov.uk
Herefordshire	Helen Coombes	Herefordshire Council	Adults & Well Being	helen.coombes@herefordshire.gov.uk
Worcestershire	Frances Howie	Worcestershire County Council	Directorate of Adult services and Health	fhowie@worcestershire.gov.uk
Walsall	Cath Boneham	Walsall	Public Health	bonehamc@walsall.gov.uk
Stoke	Melanie Dunn	Stoke-on-Trent City Council	People Commissioning Division	melanie.dunn@stoke.gov.uk
Warwickshire	Monika Rozanski	Warwickshire County Council	Public Health, Communities Group	monikarozanski@warwickshire.gov.uk
Solihull	Sangeeta Leahy	Solihull	Public Health	sangeeta.leahy@solihull.gov.uk
Shropshire	Penny Bason	Shropshire Council	Public Health	penny.bason@shropshire.gov.uk
Birmingham	Jenny Drew	Birmingham City Council	Public Health	jenny.l.drew@birmingham.gov.uk
Coventry	Ruth Tennant	Coventry City Council	Public Health	ruth.tennant@coventry.gov.uk
Telford	Joanne Winborn	Telford & Wrekin Council	Delivery & Planning: Co-operative Council and Commercial Delivery Team	joanne.winborn@telford.gov.uk
Staffordshire	Paula Furnival	Staffordshire	I'm not , seconded from NHS	paula.furnival@staffordshire.gov.uk
Sandwell	Paul Southon	Sandwell MBC	Public Health	paul_southon@sandwell.gov.uk

Question 5: For 2015-16 what format is or will your Joint Strategic Needs Assessment (JSNA) be in? [Please pick all that apply]



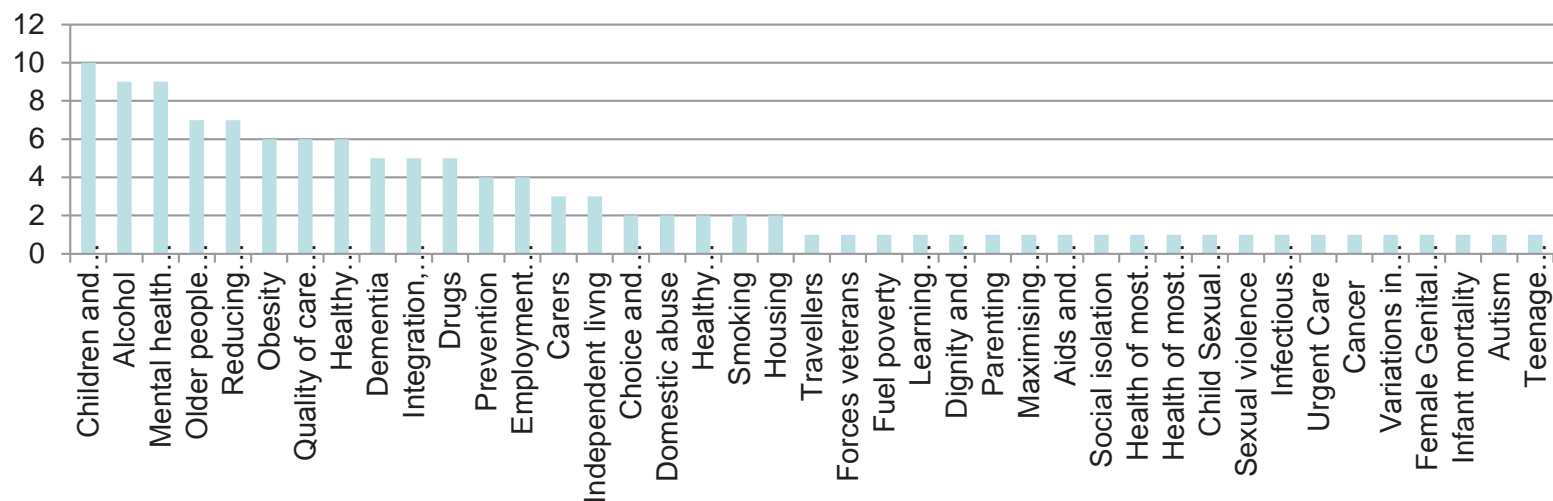
Type	HWBs
A published JSNA report for a set period	Warwickshire, Staffordshire
An accessible online source of JSNA data that is updated on an ongoing basis	All except Sandwell
Other (please specify)	<ul style="list-style-type: none"> Dudley – The JSNA is also published as a JSNA report- this was done for 2014, so will next be done for 2016 Worcestershire - summary JSNA report is produced as well as on line Birmingham - Data at http://birminghampublichealth.co.uk/page.php?pid=202&mid=204 which will be updated on an ongoing basis will be accompanied by an annual report to the HWB Coventry - As above but will supporting document Staffordshire - We have published and its been to Board but its also on line and iterative Sandwell - A number of JSNA chapters on specific issues related to HWB priorities - mainly social determinants of health

Question 6: Is the Joint Health and Wellbeing Strategy (JHWS) covering 2015-16 signed off by the HWB at this point in time?



Option	HWBs
No	Herefordshire, Shropshire
Yes	All others

Question 7: What are the current 2015-16 strategic priorities for the HWB?



Strategic Priority	HWBs
Children and Young People	Dudley, Herefordshire, Walsall, Worcestershire, Solihull, Shropshire, Birmingham, Coventry, Staffordshire, Sandwell
Alcohol	Wolverhampton, Herefordshire, Walsall, Worcestershire, Stoke, Coventry, Telford, Staffordshire, Sandwell
Mental health and wellbeing and self reliance	Dudley, Wolverhampton, Herefordshire, Walsall, Worcestershire, Stoke, Coventry, Telford, Staffordshire
Older people and long term conditions inc self-care	Herefordshire, Worcestershire, Stoke, Shropshire, Coventry, Staffordshire, Sandwell
Reducing health inequalities	Dudley, Wolverhampton, Walsall, Worcestershire, Stoke, Shropshire, Telford
Obesity	Walsall, Worcestershire, Shropshire, Coventry, Telford, Staffordshire
Quality of care and support	Walsall, Solihull, Shropshire, Birmingham, Coventry, Sandwell
Healthy sustainable engaged communities	Dudley, Walsall, Stoke, Warwickshire, Solihull, Coventry,
Dementia	Wolverhampton, Shropshire, Coventry, Telford, Sandwell
Integration, collaboration and partnership	Dudley, Warwickshire, Shropshire, Coventry, Sandwell
Drugs	Wolverhampton, Walsall, Stoke, Telford, Staffordshire
Prevention	Solihull, Shropshire, Coventry, Staffordshire
Employment and worklessness	Walsall, Stoke, Solihull, Birmingham

Question 7: What are the current 2015-16 strategic priorities for the HWB?

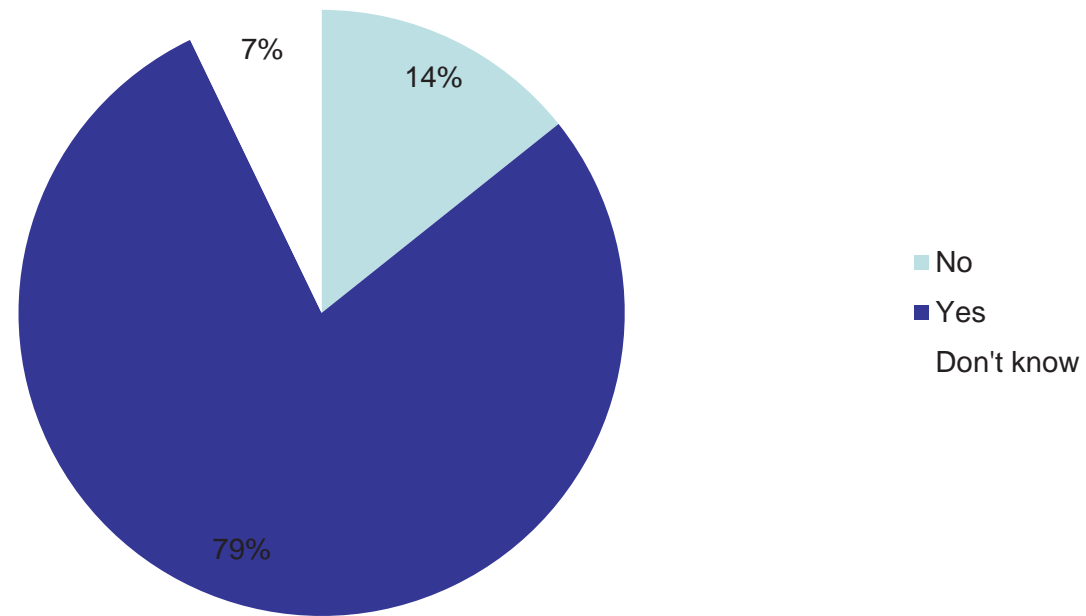
Strategic Priority	HWBs
Carers	Herefordshire, Shropshire, Telford
Independent living	Warwickshire, Shropshire, Telford
Choice and Control	Solihull, Shropshire
Domestic abuse	Stoke, Coventry
Healthy standard of living	Solihull, Sandwell
Smoking	Coventry, Telford
Housing	Herefordshire, Solihull
Travellers	Herefordshire
Forces veterans	Herefordshire
Fuel poverty	Herefordshire
Learning disabilities	Worcestershire
Dignity and respect	Stoke
Parenting	Stoke
Maximising capabilities of the person	Solihull
Aids and adaptations	Shropshire
Social isolation	Shropshire
Health of most vulnerable adults	Birmingham
Health of most vulnerable children	Birmingham
Child Sexual exploitation	Birmingham
Sexual violence	Coventry



Question 7: What are the current 2015-16 strategic priorities for the HWB?

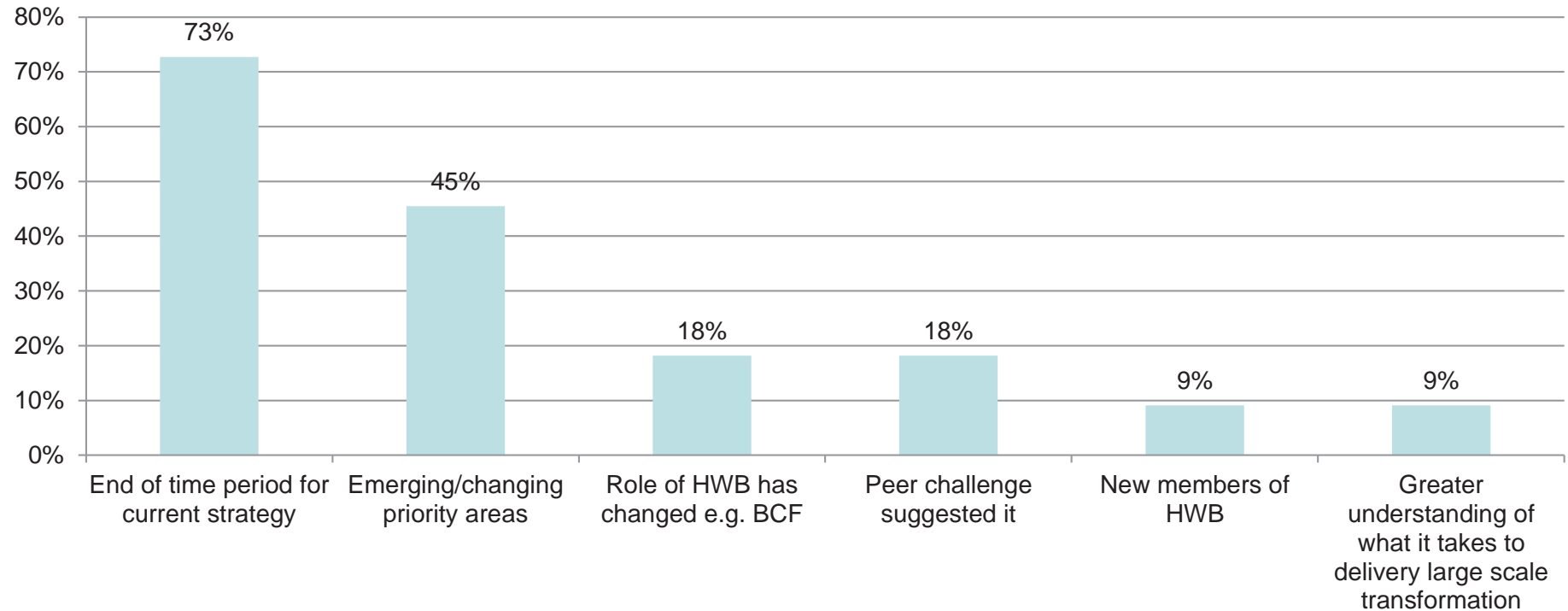
Strategic Priority	HWBs
Infectious diseases	Coventry
Urgent Care	Wolverhampton
Cancer	Coventry
Variations in primary care	Coventry
Female Genital Mutilation	Coventry
Infant mortality	Walsall
Autism	Telford
Teenage Pregnancy	Telford

Question 8: Will the JHWS be refreshed during 2015-16?



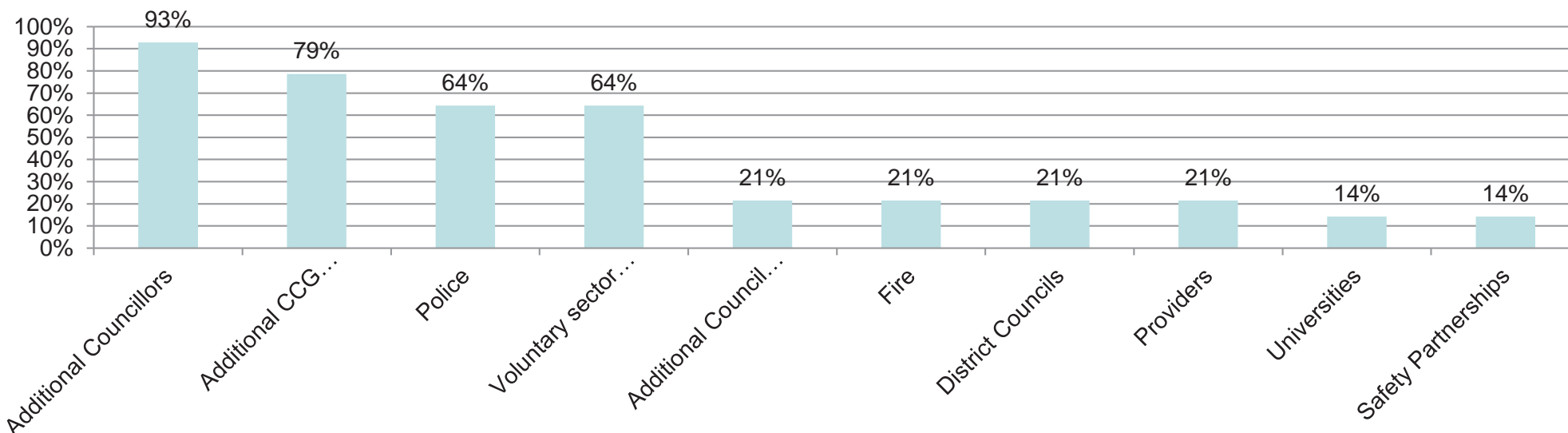
Option	HWBs
No	Warwickshire, Herefordshire
Don't know	Staffordshire
Yes	All others

Question 9: Why is the JHWS being refreshed during 2015-16?



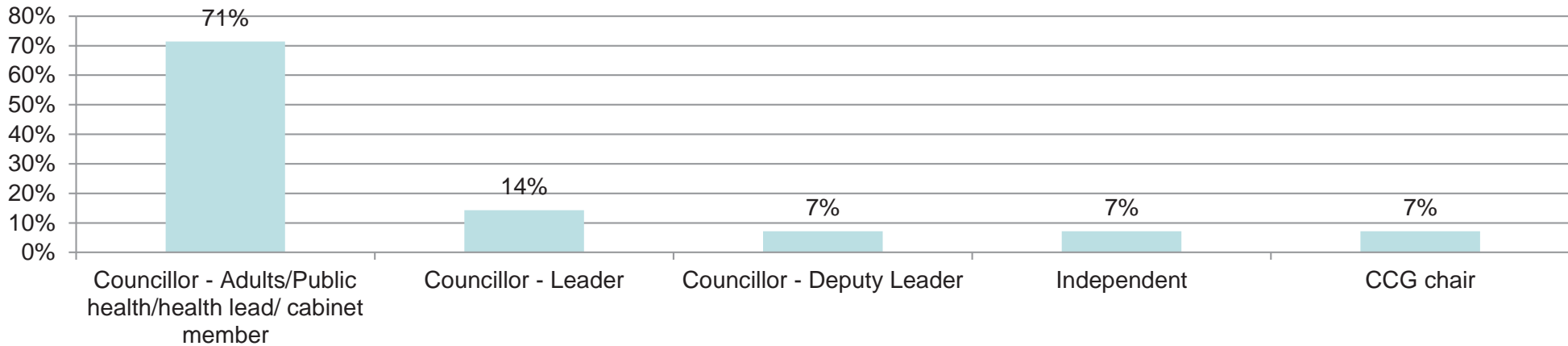
Reason	HWBs
End of time period for current strategy	Dudley, Worcestershire, Stoke, Solihull, Coventry, Telford, Sandwell, Shropshire
Emerging/changing priority areas	Wolverhampton, Walsall, Stoke, Birmingham, Sandwell
Role of HWB has changed e.g. BCF	Stoke, Shropshire
Peer challenge suggested it	Shropshire, Birmingham
New members of HWB	Stoke
Greater understanding of what it takes to delivery large scale transformation	Shropshire

Question 10: What additional members does the HWB have beyond the statutory requirements for membership? [Please list]?



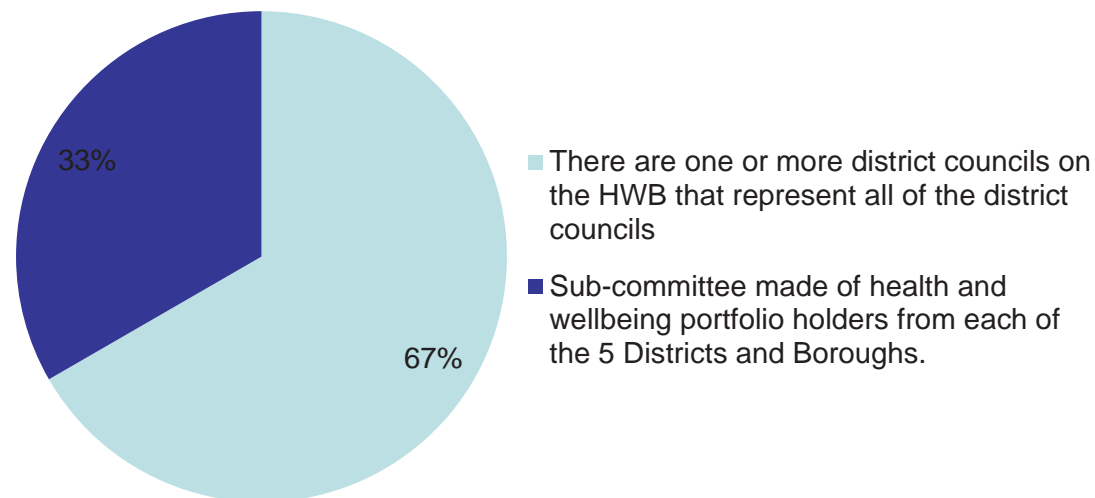
Roles	HWBs
Additional Councillors	Dudley, Wolverhampton, Herefordshire, Worcestershire, Walsall, Stoke, Warwickshire, Shropshire, Birmingham, Coventry, Telford, Staffordshire, Sandwell
Additional CCG representation	Dudley, Wolverhampton, Herefordshire, Worcestershire, Walsall, Warwickshire, Solihull, Shropshire, Coventry, Telford, Sandwell
Police	Worcestershire, Stoke, Warwickshire, Solihull, Coventry, Staffordshire, Sandwell, Dudley, Wolverhampton
Voluntary sector representation	Shropshire, Birmingham, Warwickshire, Solihull, Coventry, Herefordshire, Worcestershire, Stoke, Dudley
Additional Council Officers	Dudley, Walsall, Worcestershire
Fire	Solihull, Dudley, Coventry
District Councils	Warwickshire, Staffordshire, Worcestershire
Providers	Stoke, Coventry, Wolverhampton
Universities	Wolverhampton, Coventry
Safety Partnerships	Birmingham, Telford

Question 11: Who chairs the HWB, and what is their background e.g. Council leader, member of the public, CCG chair, Local Authority Chief Executive?



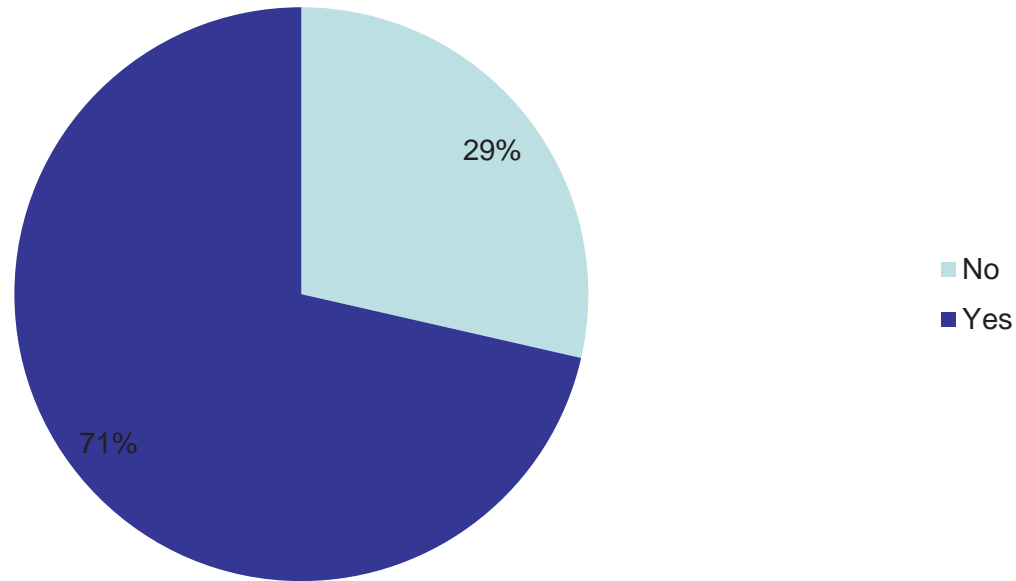
Roles	HWBs
Councillor - Adults/Public health/health lead/ cabinet member	Dudley, Wolverhampton, Herefordshire, Worcestershire, Walsall, Solihull, Shropshire, Birmingham, Coventry, Staffordshire
Councillor - Leader	Warwickshire, Sandwell
Councillor - Deputy Leader	Telford
Independent	Stoke
CCG chair	Staffordshire

Question 12: If your area has a two-tier Council structure, then how are district councils included within HWB structures? [Please pick one of the following]



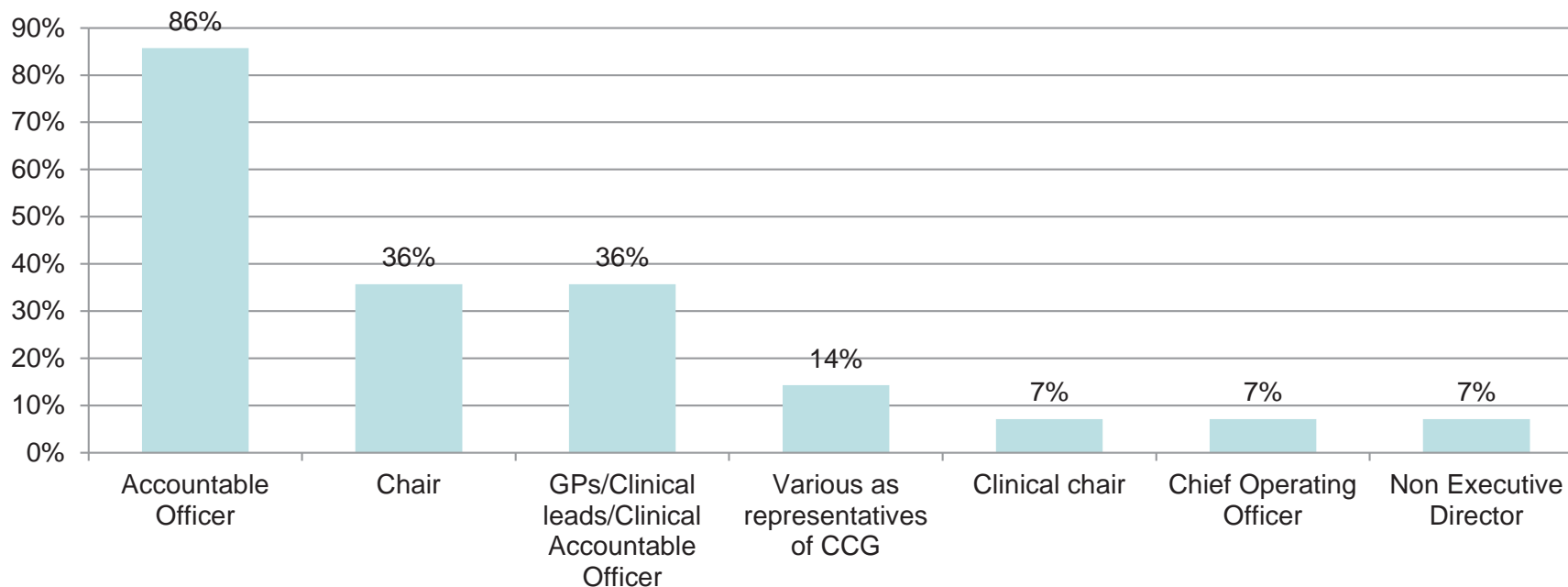
Options	HWBs
There are one or more district councils on the HWB that represent all of the district councils	Staffordshire, Worcestershire
Sub-committee made of health and wellbeing portfolio holders from each of the 5 Districts and Boroughs.	Warwickshire

Question 13: Is the CCG involved in chairing the HWB i.e. chair, co-chair, vice-chair?



Options	HWBs
No	Dudley, Warwickshire, Coventry, Stoke
Yes	All others

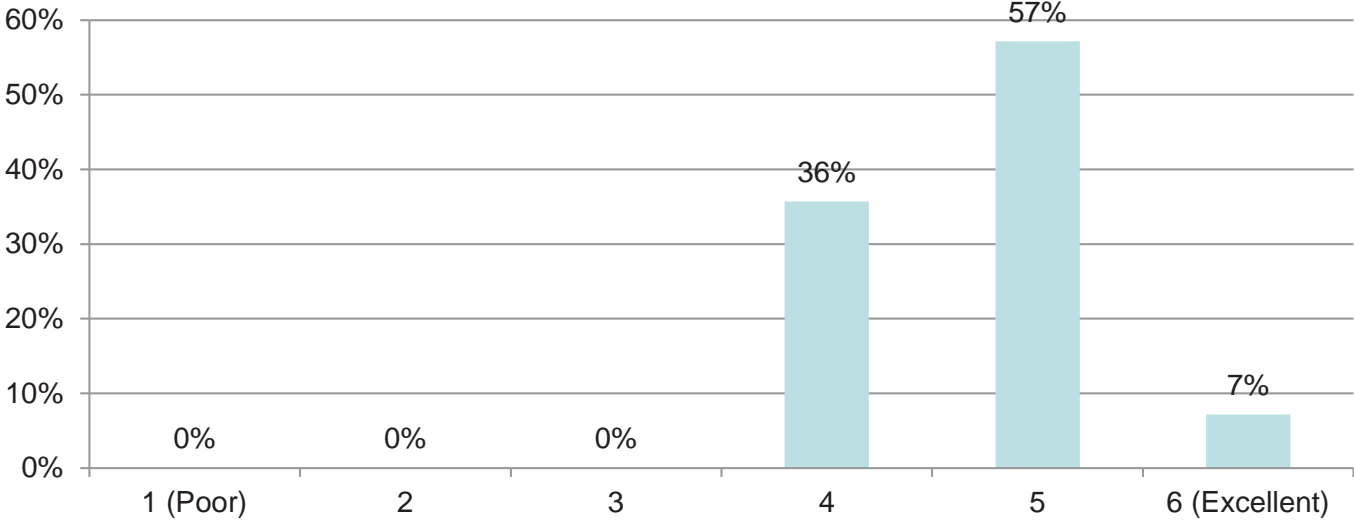
Question 14 What CCG roles/positions are on the HWB? [Please list]



Roles	HWBs
Accountable Officer	Dudley, Wolverhampton, Herefordshire, Worcestershire, Walsall, Stoke, Warwickshire, Solihull, Shropshire, Telford, Staffordshire, Sandwell
Chair	Herefordshire, Solihull, Coventry, Telford, Staffordshire
GPs/Clinical leads/Clinical Accountable Officer	Wolverhampton, Walsall, Stoke, Sandwell, Dudley
Various as representatives of CCG	Birmingham, Warwickshire
Clinical chair	Worcestershire
Chief Operating Officer	Coventry
Non Executive Director	Telford



Question 15 How would you rate working relationships within the HWB on a scale of 1 (poor) to 6 (excellent)?

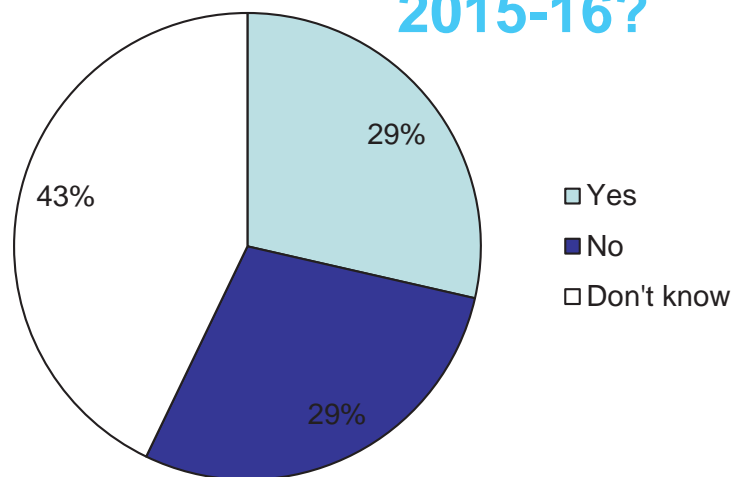


Options	HWBs
1 (Poor)	N/A
2	N/A
3	N/A
4	Herefordshire, Warwickshire, Birmingham, Coventry, Staffordshire
5	Dudley, Wolverhampton, Worcestershire, Walsall, Stoke, Shropshire, Telford, Sandwell
6 (Excellent)	Solihull

Question 15 How would you rate working relationships within the HWB on a scale of 1 (poor) to 6 (excellent)?

HWBs	Comments
Wolverhampton	Regular development sessions are arranged
Walsall	Generally good/very good. Adult Social Care very engaged in commissioning/integration agenda/Better Care Fund. Children's services involved in HWS priorities and safeguarding but less of a focus elsewhere. CCG and LA relationships are supportive/fully engaged.
Stoke	Relationship have been positive. The inclusion of providers as non voting members has only recently happened and this could change the dynamic of the board.
Warwickshire	Stakeholder engagement needs to improve leading to shared ownership of the Board's business. This has been identified through the Peer Review. An implementation plan is being developed to improve the Board's work.
Solihull	Working relationships have always been sound across agencies in Solihull, and the HWBB has built on this
Birmingham	From recent Review work, members expressed that they have seen some positive progress in a number of areas, significant good will among key partners and strong and visible engagement from senior players across the city. Positive comments were also made about the Chair (new in 2014) in relation to his support for 'genuine discussions' and his encouragement for more in-depth critical debate as well as the Chair of the supporting Operations Group in his commitment to sharing information and to open communication. In terms of next steps there was broad consensus from members on exploring different ways of engaging with NHS providers and a recognition that engagement is under-developed. There was also recognition of the need for greater attention to making space for 'difficult conversations' both within the HWB and with others including seldom held groups and wider public.
Sandwel	The board has made real progress in developing relationships. A recent review identified the strength of these relationships.
Staffordshire	Better that they now have a core purpose and clear set of priorities

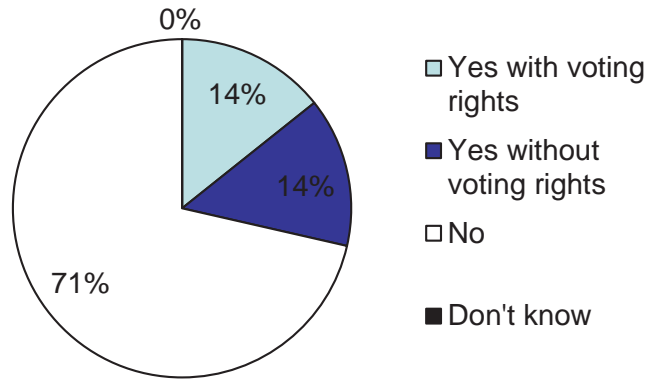
Question 16 & 17: Will HWB membership arrangements change for 2015-16? Why and how will HWB membership arrangements change during 2015-16?



Options	HWBs	Details if Yes
No	Wolverhampton, Herefordshire, Worcestershire, Sandwell	
Yes	Dudley, Walsall, Warwickshire, Shropshire	<ul style="list-style-type: none"> Dudley - restructure of council- different job titles and different people in post, but essentially same make up of H&WBB Walsall - NHS England no longer wishes to be a member of the HWB Possible changes amongst councillors due to elections in May. Chair may also change as a result. Changes will occur amongst number of LA exec directors on HWB due to organisational changes in Council. Warwickshire - The membership of the District and Borough elected members is likely to change post elections in May 2015. The Chair has formally invited the CCGs to nominate a representative who would act as a vice-Chair to the Board on an equal partnership footing. The Peer Review identified a need to re-visit the Board's membership and governance arrangements. These will be discussed and agreed in May 2015. Shropshire - The Programme of Development for the HWBB involves: Refresh of the JSNA Review of the JHWS Updated Membership and Governance to reflect the updated outcomes and priorities, it is likely that providers will play a greater role.
Don't know	Stoke, Solihull, Birmingham, Coventry, Telford, Staffordshire	

Question 18: Do the following have representatives and/or key organisations from their sector on the HWB?

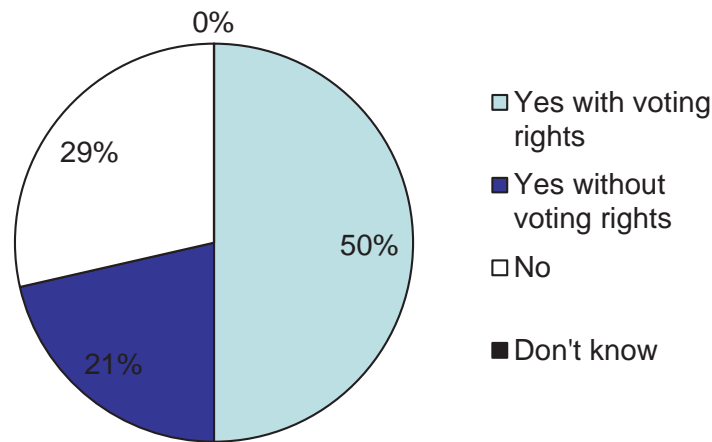
Providers:



Options	HWBs
Yes – with voting rights	Wolverhampton, Coventry
Yes – without voting rights	Stoke, Warwickshire
No	Herefordshire, Worcestershire, Walsall, Solihull, Shropshire, Birmingham, Telford, Staffordshire, Sandwell, Dudley
Don't know	N/A

Question 18: Do the following have representatives and/or key organisations from their sector on the HWB?

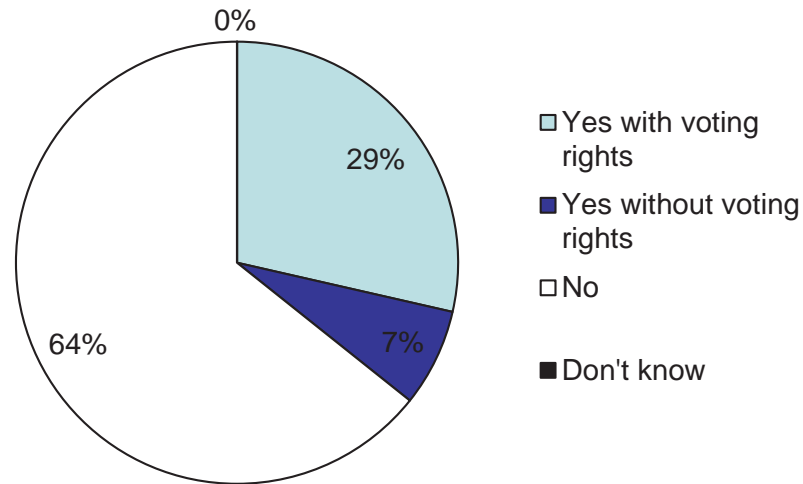
Third sector:



Options	HWBs
Yes – with voting rights	Walsall, Solihull, Shropshire, Birmingham, Coventry, Staffordshire , Wolverhampton
Yes – without voting rights	Worcestershire, Warwickshire, Dudley
No	Telford, Sandwell, Stoke, Herefordshire
Don't know	N/A

Question 18: Do the following have representatives and/or key organisations from their sector on the HWB?

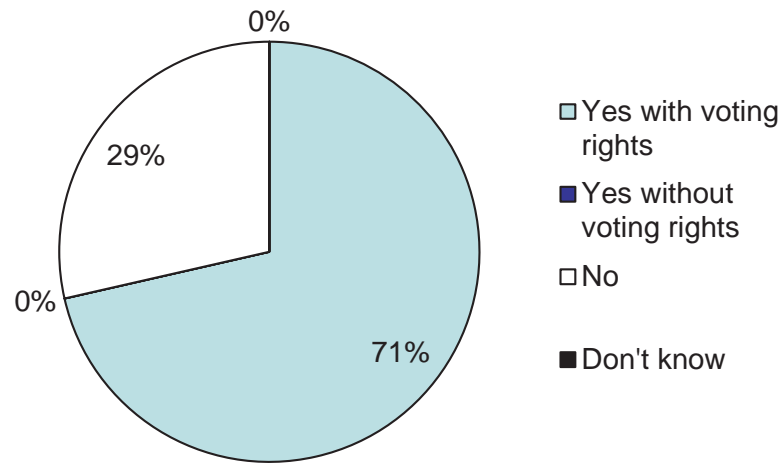
Housing:



Options	HWBs
Yes – with voting rights	Wolverhampton, Herefordshire, Warwickshire, Staffordshire
Yes – without voting rights	Dudley
No	Worcestershire, Walsall, Stoke, Solihull, Shropshire, Birmingham, Coventry, Telford, Sandwell
Don't know	N/A

Question 18: Do the following have representatives and/or key organisations from their sector on the HWB?

Primary Care:



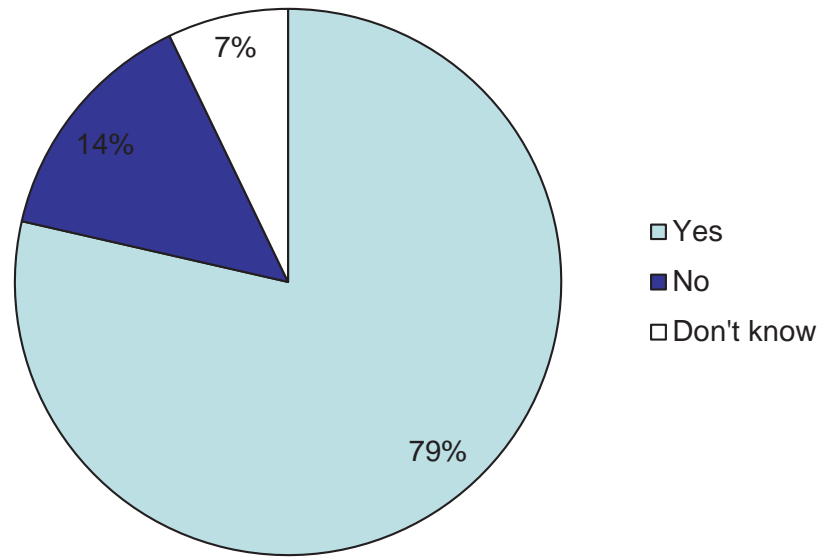
Options	HWBs
Yes – with voting rights	Dudley, Wolverhampton, Worcestershire, Walsall, Warwickshire, Solihull, Birmingham, Coventry, Staffordshire, Sandwell
Yes – without voting rights	
No	Herefordshire, Stoke, Telford, Shropshire
Don't know	

Question 18: Do the following have representatives and/or key organisations from their sector on the HWB?

HWB	Comments
Dudley	this will change during 2015/16- as proposing to have more equal voting rights. providers are linked in via the HWB sub structure- through our system resilience sub-group
Herefordshire	WE HAVE RECENTLY REVIEWED THE MEMBERSHIP AND PROVIDERS, VOL SECTOR ETC ARE REPRESENTED IN OTHER PLACES THAT FEED INTO THE HWBB such as the system wide transformation board hence do not now sit on the HWBB so governance and accountability is clear
Worcestershire	There is a sub group of the HWBB - the Health Improvement Group (HIG) and this does have housing representation.
Walsall	We are in the process of developing a Strategic Advisory Group that will include key providers and partners.
Stoke	Although we do not have a designated housing representative, the independent chair of the Board is Chief Executive of a local housing organisation and therefore has a great deal of insight and experience to share with the Board. The voluntary sector is represented within a number of sub groups within the Boards structure and governance arrangements. These include the Responsible Authorities Group, the Adult Strategic Partnership and the Children and Young Peoples Partnership.
Warwickshire	Housing is represented through the elected members from Districts and Boroughs. Primary Care is represented through the CCGs' involvement in the Board and its sub-committees.
Solihull	We do have the VCS on the Board, but not the major providers. A paper discussing how we move forward with this is being taken to the HWBB next week
Shropshire	I've said no to Housing and Primary Care, however, housing sits within our Adult Services Directorate, and we have 4 members of the CCG on the HWBB 2 continue to practice as GPs.
Birmingham	While Providers do not currently have a representative on the HWB, recent Review work concluded that Providers be asked again to provide a representative with a focus on health inequalities in a broad sense rather than on more narrow service-related issues. Although Housing do not have a representative on the Board they regularly submit reports and Housing issues are a constant in discussion. Consideration is currently being given to expanding the Board during 2015-16 to strengthen representation relating to children's services (e.g. schools or voluntary and community sector).
Telford	CCG will commission Primary Care Services from April 2015. In relation to question 16 "why and how will HWB membership arrangements change during 2015/16" - this question no longer seems to be in the survey but our response would be- The first meeting of the HWBB in the new Municipal year will include a review of the terms of reference and membership. This meeting will be the first meeting of the Board post elections. The membership of the Board was also reviewed during this year with the inclusion of the Chair of the Community Safety Partnership to ensure representation of all of the CATPs following the change in governance arrangements outlined above. There may also be consideration of changes dependent upon the introduction of the Local Government (Functions and Responsibilities)(England) Regulations 2015 which the DCLG has recently consulted upon.
Staffordshire	Our provider model is four engagement groups who link to the Board: health providers, care providers, third sector, children's providers
Sandwell	The board has discussed provider membership several times and decided against. One of the 5 new priorities for the HWB is to develop effective engagement mechanisms and forums for public, wider stakeholder and provider engagement with the board. There is significant lobbying for the third sector to have a seat on the board but the current decision is against this.

Question 19: Are the following involved in stakeholder forum(s)/Board(s) that inform HWB decision-making?

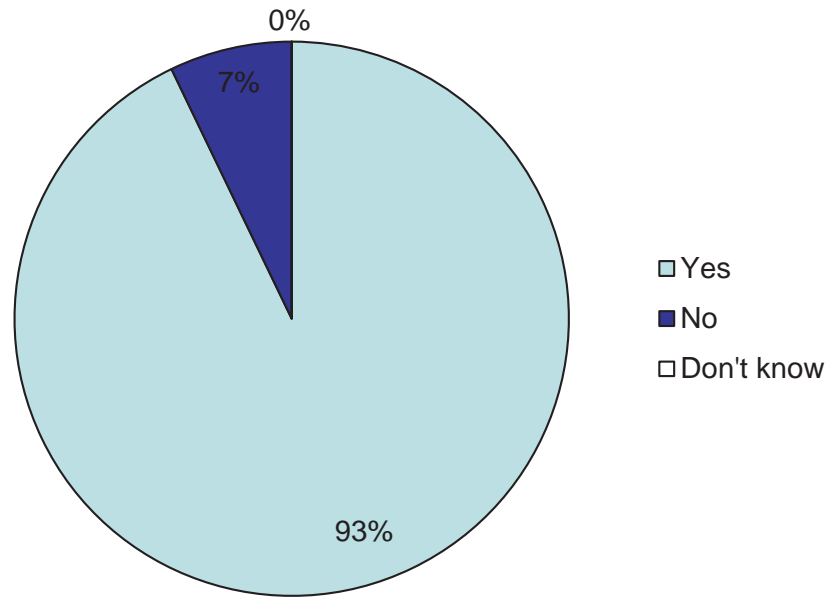
Providers



Options	HWBs
No	Solihull, Coventry
Don't know	Birmingham
Yes	All others

Question 19: Are the following involved in stakeholder forum(s)/Board(s) that inform HWB decision-making?

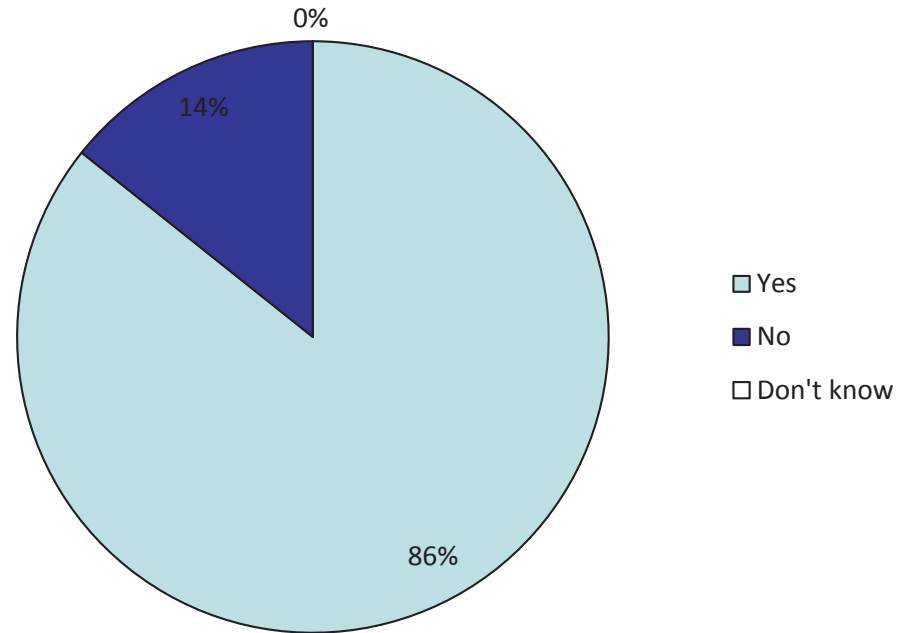
Third sector



Options	HWBs
No	Coventry
Don't know	N/A
Yes	All others

Question 19: Are the following involved in stakeholder forum(s)/Board(s) that inform HWB decision-making?

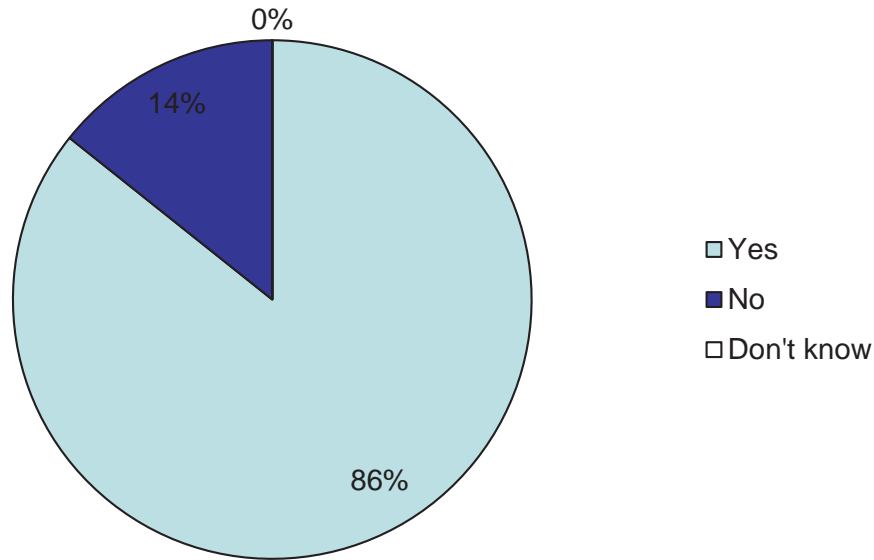
Housing



Options	HWBs
No	Coventry, Telford
Don't know	N/A
Yes	All others

Question 19: Are the following involved in stakeholder forum(s)/Board(s) that inform HWB decision-making?

Primary Care



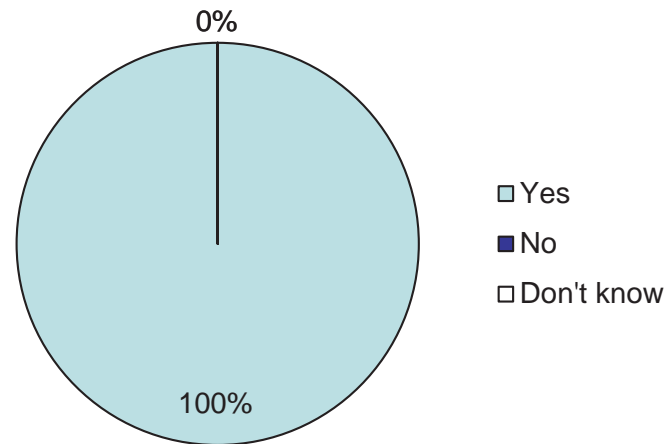
Options	HWBs
No	Coventry, Telford
Don't know	N/A
Yes	All others

Question 19: Are the following involved in stakeholder forum(s)/Board(s) that inform HWB decision-making?

HWB	Comment
Worcestershire	The Board has 6 monthly stakeholder events which enables engagement and consultation on key topics such as alcohol, obesity, mental health and suicide, health inequalities to be considered in detail by a wider range of organisations, and individuals and the public. These events also link into consultation exercises with the public which were extensive as part of the HWBB strategy development..
Walsall	We are in the process of developing other formal links between existing Boards and HWB as well as forming new groups to improve engagement. A diagram showing the proposed infrastructure has been emailed to Georgina separately.
Stoke	Primary care involvement via CCG arrangements and links.
Coventry	We do not have any stakeholder forums.
Sandwell	This is an area for development over 2015/16. Current arrangements are not that effective. The board did have a major discussion over crisis care with mental health following an approach from the chief execs & chairs of 2 mental health provider trusts and the local acute provider.

Question 20: Are the following involved in sub-boards, committees, workstreams or task and finish groups to deliver the HWB's strategy and strategic priorities?

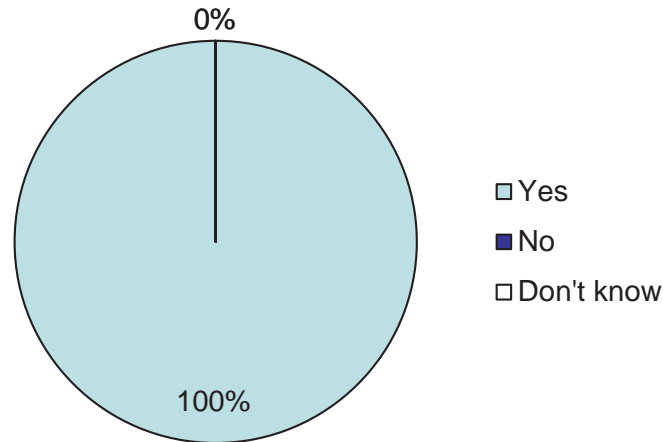
Providers



Options	HWBs
No	N/A
Don't know	N/A
Yes	All HWBs

Question 20: Are the following involved in sub-boards, committees, workstreams or task and finish groups to deliver the HWB's strategy and strategic priorities?

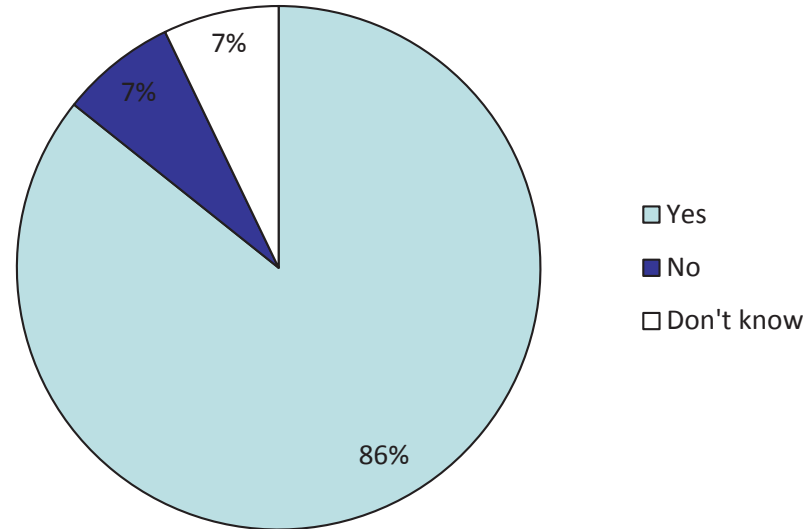
Third sector



Options	HWBs
No	N/A
Don't know	N/A
Yes	All HWBs

Question 20: Are the following involved in sub-boards, committees, workstreams or task and finish groups to deliver the HWB's strategy and strategic priorities?

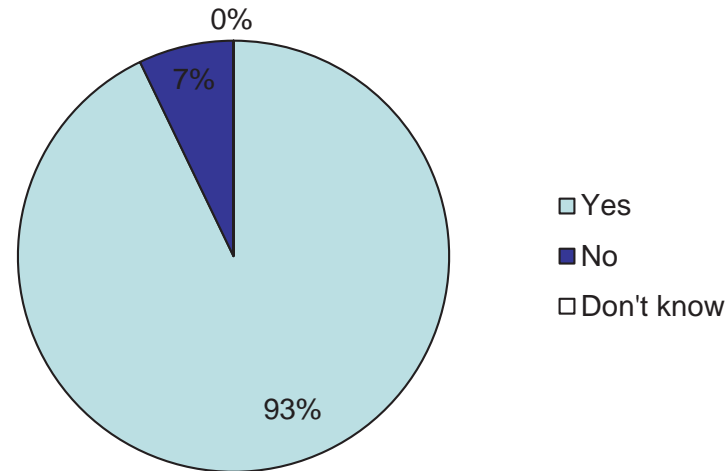
Housing



Options	HWBs
No	Telford
Don't know	Coventry
Yes	All others

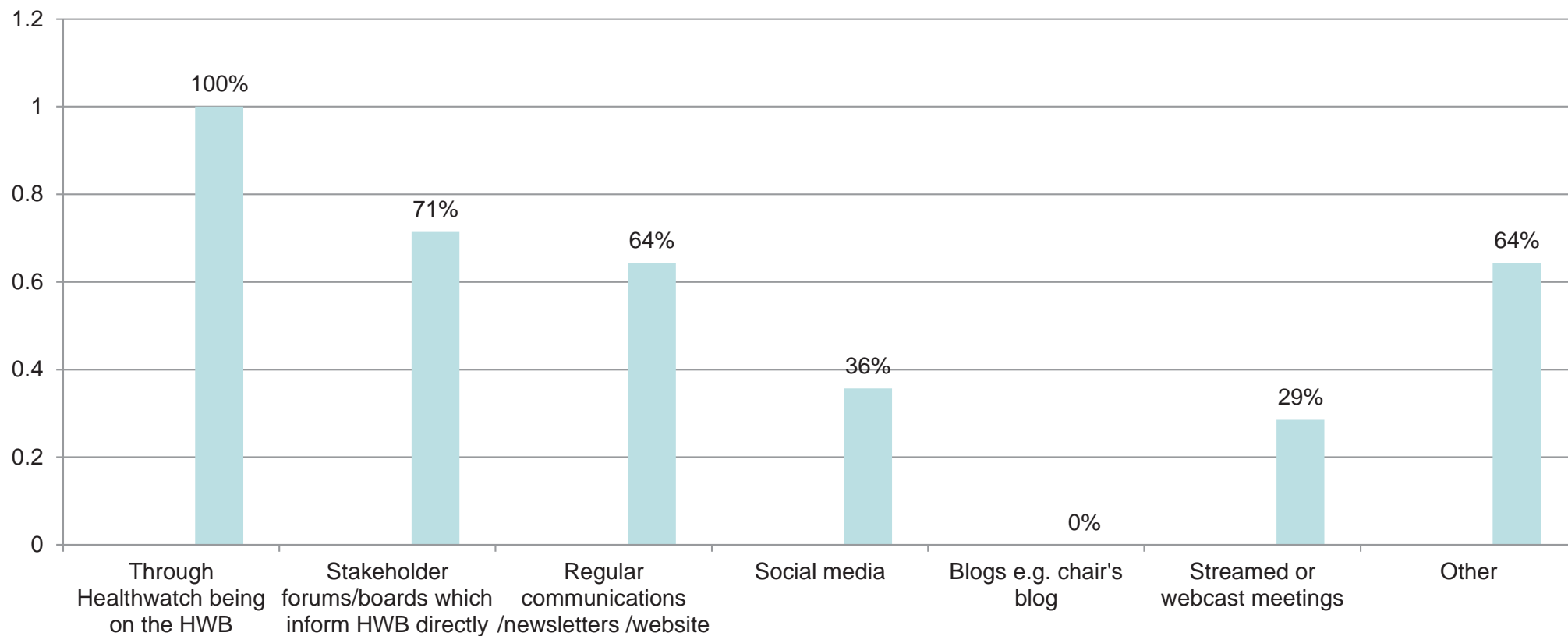
Question 20: Are the following involved in sub-boards, committees, workstreams or task and finish groups to deliver the HWB's strategy and strategic priorities?

Primary care



Options	HWBs
No	Telford
Don't know	N/A
Yes	All others

Question 21: How does the HWB engage with the public? [Please pick all that apply]



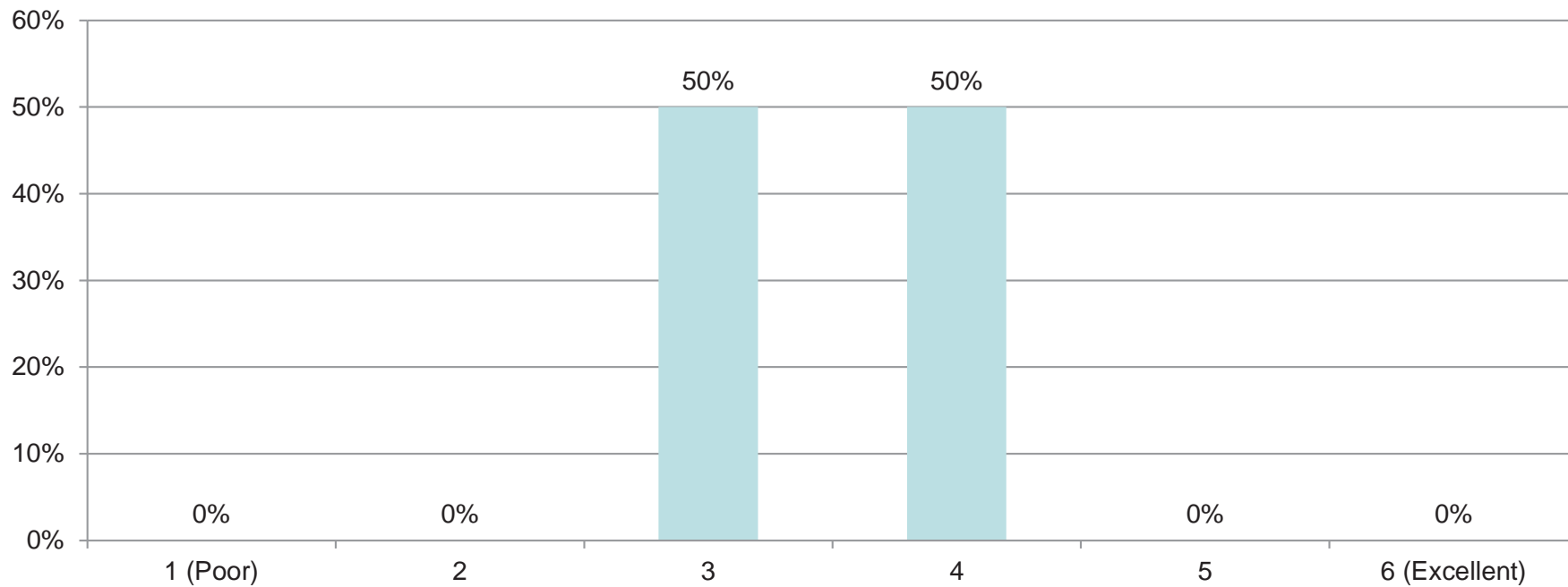
Options	HWBs
Through Healthwatch being on the HWB	All HWBs
Stakeholder forums/boards which inform HWB directly	All except Warwickshire, Solihull, Coventry, Telford
Regular communications/newsletters/website	Walsall, Stoke, Warwickshire, Solihull, Shropshire, Coventry, Telford, Staffordshire, Birmingham
Social media	Walsall, Worcestershire, Shropshire, Birmingham, Coventry
Blogs e.g. chair's blog	None
Streamed or webcast meetings	Worcestershire, Walsall, Birmingham, Sandwell

Question 21: How does the HWB engage with the public? [Please pick all that apply]

Options	HWBs
Other (please specify)	<ul style="list-style-type: none"> • Dudley - again hoping to develop further during 15/16 • Wolverhampton – Council’s website • Walsall - Filming of HWB will occur for the first time at the meeting in April • Solihull - We have a website which we are currently looking to publicise more widely. We have also done some work with the University of Birmingham on public engagement which we are looking to expand • Shropshire - We have patient representatives on forums and workstreams. As these members of the public come through Patient Groups, I'm not sure if we would class as 'members of the public'. • Birmingham - We are currently looking at developing engagement to include various member blogs (written and video - not just from the Chair) around formal meetings and themed development sessions that include a public-facing aspect where appropriate e.g. public Q&A. • Telford - Every agenda has a 'Public Speaking' item which allows a member of the public to register a request to speak at the HWBB as well as being able to attend. • Sandwell - Plans over 2015/16 to develop regular communications & newsletters and increase the use of social media. There has been discussion of webcasting the meetings and this may develop over the next year.

Question 22: How developed are the HWB's relationships with the following on a scale of 1 (poor) to 6 (excellent)?

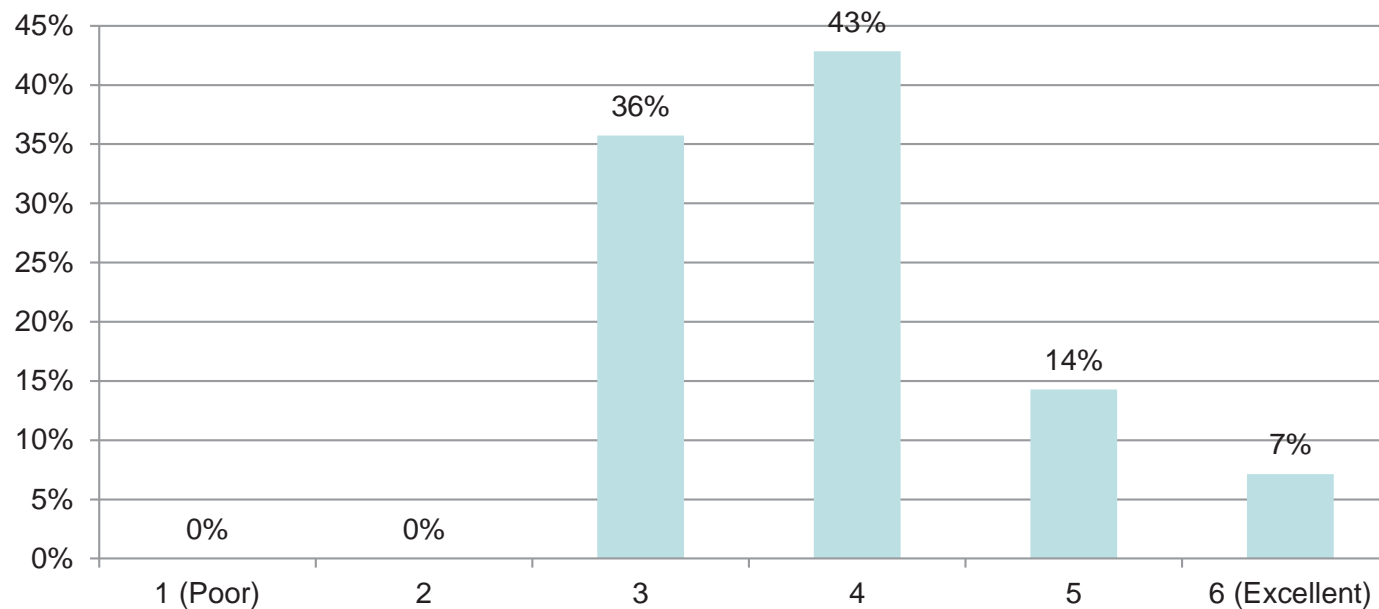
Providers



Options	HWBs
1 (Poor)	N/A
2	N/A
3	Solihull, Warwickshire, Shropshire, Birmingham, Telford, Staffordshire, Sandwell
4	Dudley, Wolverhampton, Herefordshire, Worcestershire, Walsall, Stoke, Coventry
5	N/A
6 (Excellent)	N/A

Question 22: How developed are the HWB's relationships with the following on a scale of 1 (poor) to 6 (excellent)?

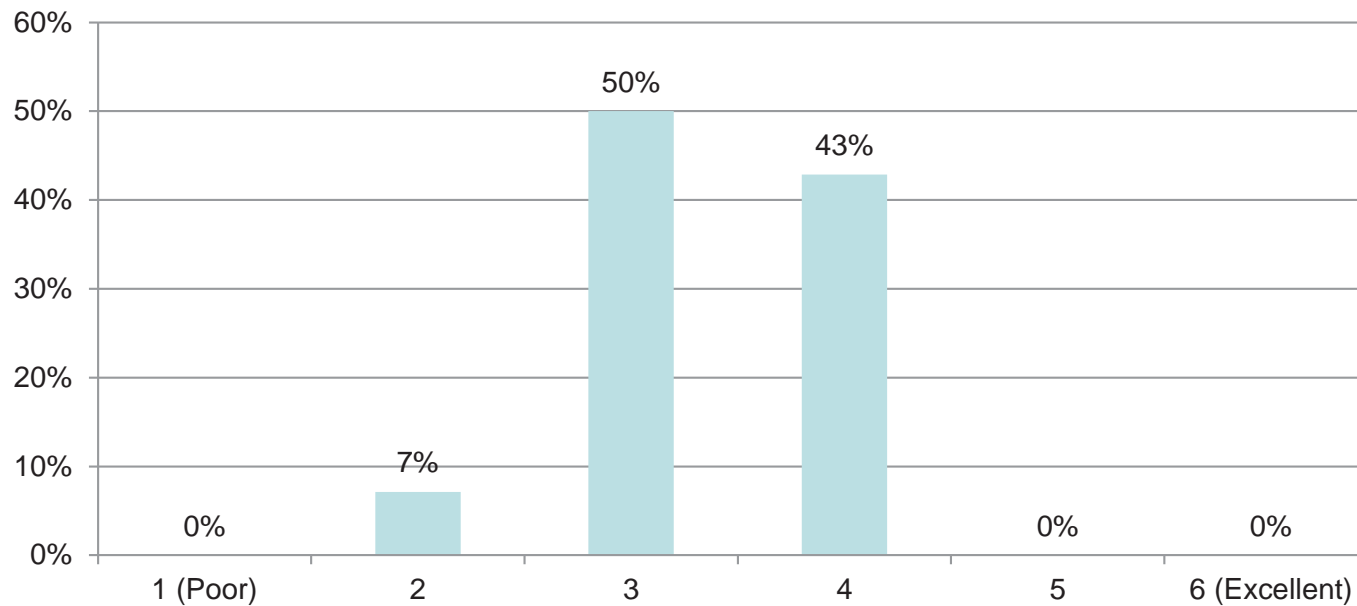
Third sector



Options	HWBs
1 (Poor)	N/A
2	N/A
3	Herefordshire, Warwickshire, Birmingham, Staffordshire, Sandwell
4	Wolverhampton, Walsall, Stoke, Shropshire, Coventry, Telford
5	Worcestershire, Solihull
6 (Excellent)	Dudley

Question 22: How developed are the HWB's relationships with the following on a scale of 1 (poor) to 6 (excellent)?

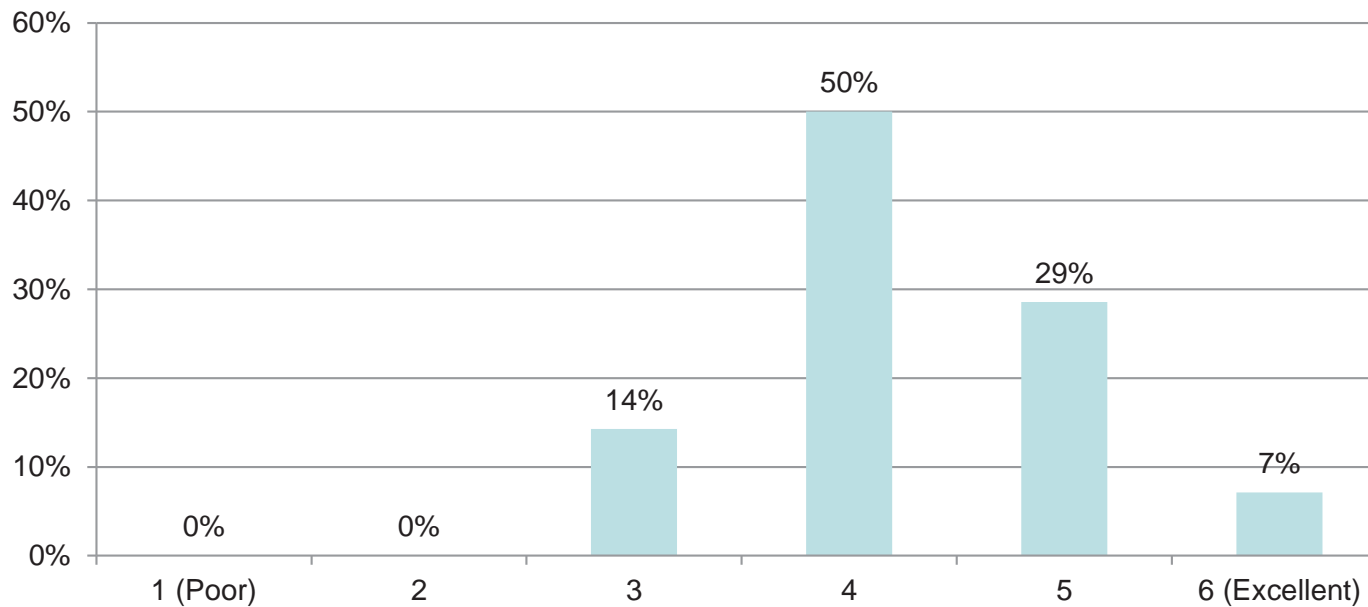
Housing



Options	HWBs
1 (Poor)	N/A
2	Coventry
3	Dudley, Wolverhampton, Herefordshire, Worcestershire, Birmingham, Telford, Staffordshire
4	Sandwell, Shropshire, Solihull, Warwickshire, Walsall, Stoke
5	N/A
6 (Excellent)	N/A

Question 22: How developed are the HWB's relationships with the following on a scale of 1 (poor) to 6 (excellent)?

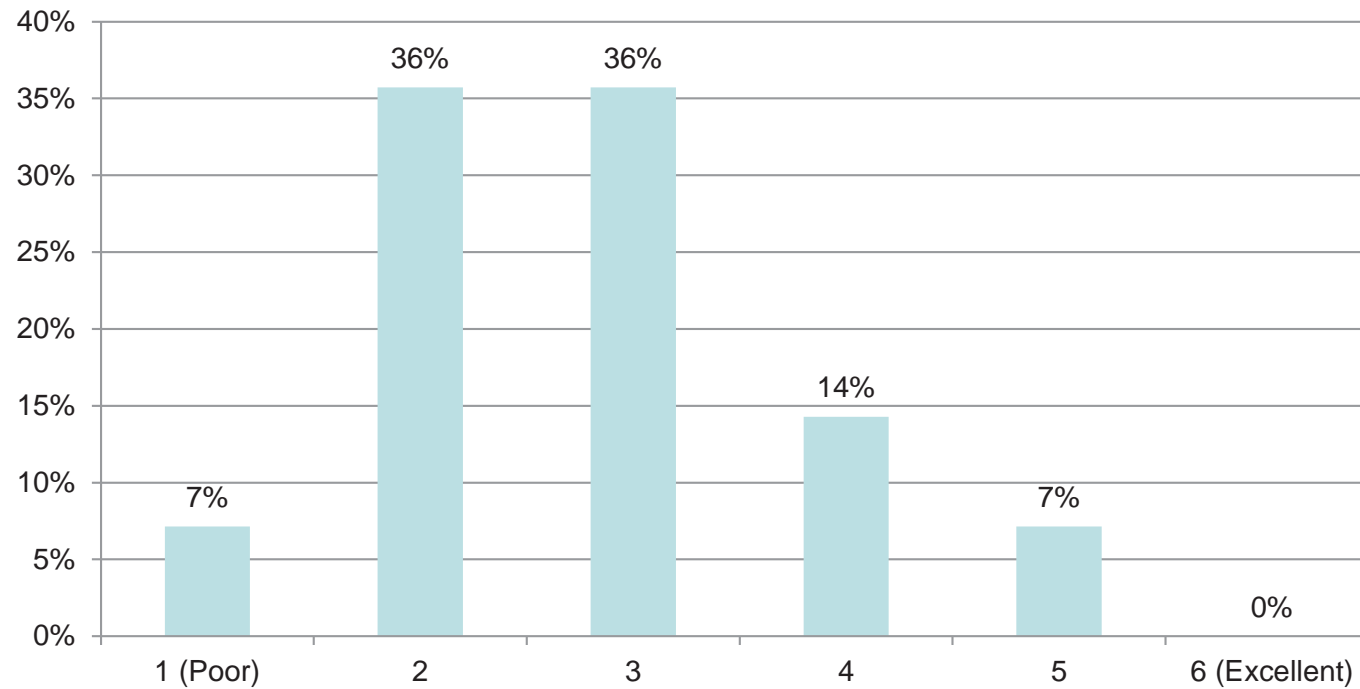
Primary Care



Options	HWBs
1 (Poor)	N/A
2	N/A
3	Birmingham, Telford
4	Dudley, Wolverhampton, Herefordshire, Walsall, Stoke, Shropshire, Staffordshire
5	Worcestershire, Warwickshire, Coventry, Sandwell
6 (Excellent)	Solihull

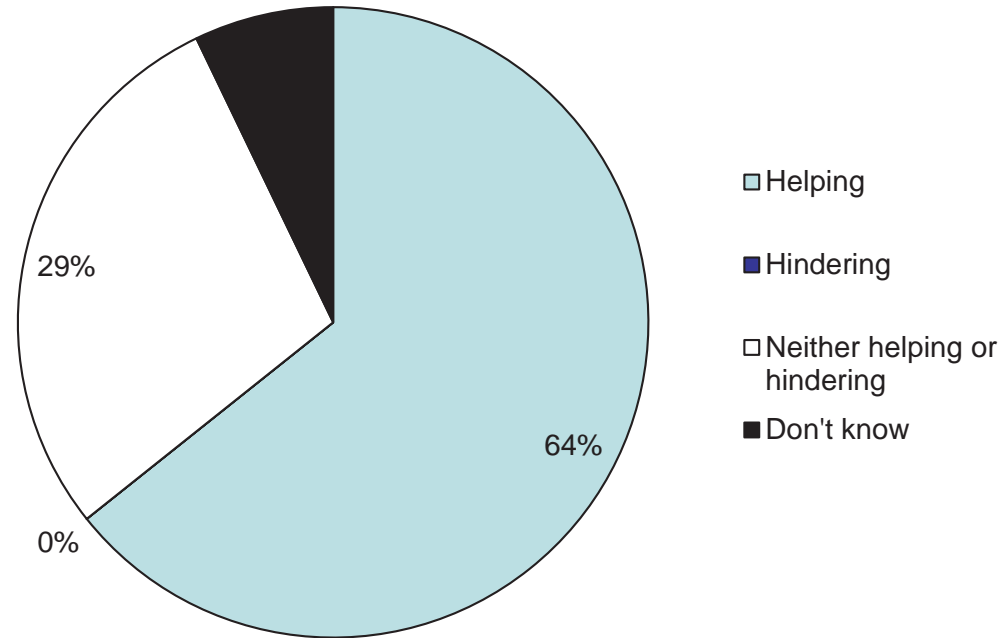
Question 22: How developed are the HWB's relationships with the following on a scale of 1 (poor) to 6 (excellent)?

The Public



Options	HWBs
1 (Poor)	Shropshire
2	Dudley, Wolverhampton, Warwickshire, Solihull, Sandwell
3	Herefordshire, Walsall, Birmingham, Coventry, Telford
4	Worcestershire, Stoke
5	Staffordshire
6 (Excellent)	N/A

Question 23: Do you find how the HWB operates and its culture, is helping or hindering it to deliver its agenda?



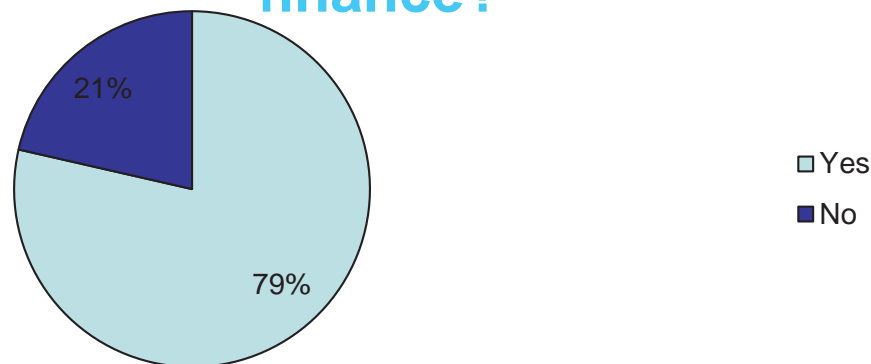
Options	HWBs
Helping	Dudley, Herefordshire, Worcestershire, Warwickshire, Solihull, Shropshire, Telford, Staffordshire, Sandwell
Hindering	N/A
Neither helping nor hindering	Wolverhampton, Walsall, Stoke, Coventry
Don't know	Birmingham

Question 23: Do you find how the HWB operates and its culture, is helping or hindering it to deliver its agenda?

HWB	Comment
Worcestershire	still developing in maturity, but a mixture of alternate private development sessions and public Board sessions allows for some open and innovative exchanges.
Walsall	Both. At times the constitutional arrangements of the Council are confusing and act as a barrier to the CCG, but these are generally overcome.
Stoke	It is unclear at this time what impact the board has had. Further work is required to look at this.
Warwickshire	Generally, it is helping. However, the Board acknowledges the fact it needs to improve its work and relationships. The Board's implementation plan which is currently being developed will include actions following on from the peer review and the Board's re-freshed strategy.
Birmingham	I'm not sure it's helpful to give a generic answer to this question. As in any organisation there are areas where work and culture are positive and others where there is room for improvement and we are working through the latter following our recent review.
Telford	A recent Development session highlighted the need to demonstrate outcomes for our communities -this will be the focus of our strategy refresh work.
Sandwell	The HWB has an open culture and all member organisations are committed to making the board more effective.

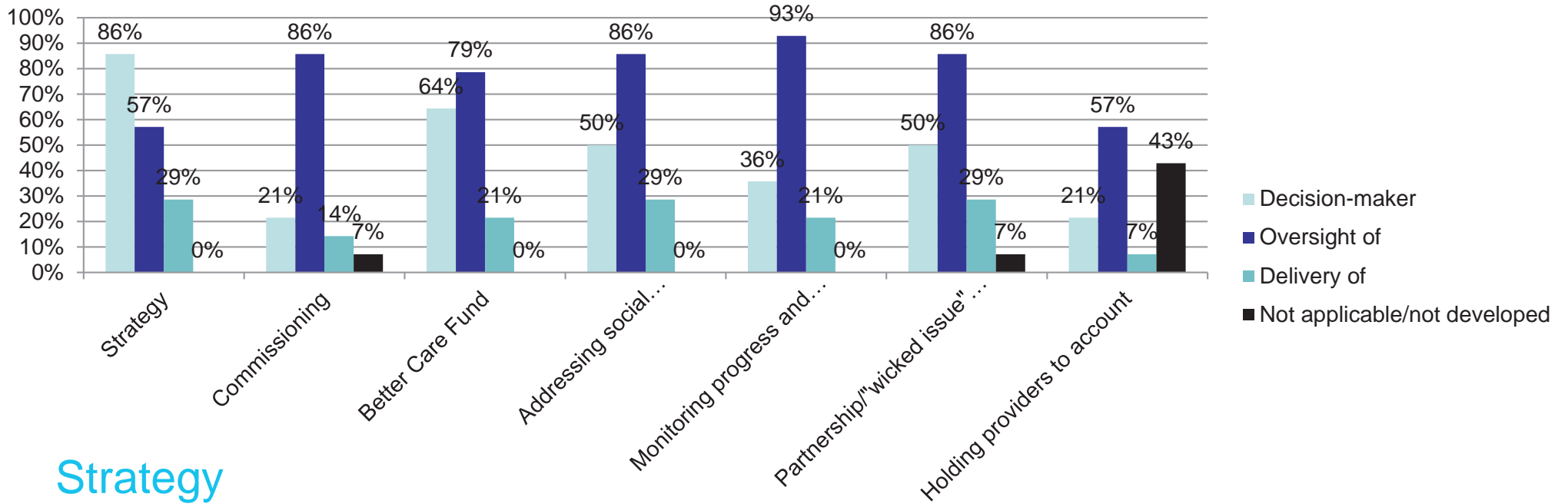
Question 24: Does the HWB have dedicated officer support?

Question 25: Which department/directorate does this dedicated HWB officer support come from, and what type of support is it e.g. admin, finance?



Options	HWBs
No	Dudley, Wolverhampton, Coventry
Yes	<ul style="list-style-type: none"> Herefordshire - governance and approximate 1 day per week childrens and adults well being Directors both support the HWB leadership and agenda setting on a monthly basis. Worcestershire - A democratic officer provides 14 hours support per week. Stoke - There was no specific dedicate support initially. The establishment of the board was managed by staff across joint commissioning and public health however dedicated support has now been identified following a restructure. The Strategic governance and planning team within the people directorate of the council will be picking this up. Warwickshire - Administrative support - Democratic Services Work programme coordination/ support to 2 strategic sub-committees - Public Health (0.3 FTE) Other substructures (JSNA Commissioning Group, Joint Commissioning Group, Children's 0-5 Strategy Group, etc.) - jointly supported by various officers within People Groups and Public Health Solihull - Public Health - provides coordination, strategic direction and website development Democratic servcies provides admin support Shropshire - Public Health - the role is a business management role and is mixed with supporting other partnership Boards and communication and engagement of partnerships. 32 hours per week. There is also a 18.5 administrator post to support the partnership functions. There is also a Better Care Fund Manager post. Birmingham - - Public Health - 1 Programme Manager role - 29.2 hours/4 days per week - Housing - 1 Development(Research) Officer to offer additional part-time support from after Easter - hours tbd starting with approx 1.5 days per week. Telford - Partnership & Planning Officer supports the Board (agenda planning, forward planning, co-ordination) but this is not a full time post - the PPO has other responsibilities as part of their role. Staffordshire - Programme director on secondment from NHS full time Prog managers from county council full and part time roles Democratic support part time Other (legal, finance, procurement, PH intelligence as required with people having lead responsibilities) Sandwell - There is a senior manager from public health with the HWB making up approx 50% of their role. This role is to manage the board and the executive group, coordinate delivery and activity across all partners and develop public, stakeholder and provider engagement. Additional capacity has recently been identified - a project officer post to support the senior manager, this is currently being recruited.

Question 26: What is the role of the HWB in relation to the following (including through HWB sub-boards, HWB task and finish groups etc.)? [Please pick all that apply]



Strategy

Options	HWBs
Decision-maker	Worcestershire, Dudley, Wolverhampton, Herefordshire, Walsall, Warwickshire, Solihull, Shropshire, Birmingham, Coventry, Sandwell, Staffordshire
Oversight of	Dudley, Walsall, Stoke, Warwickshire, Solihull, Birmingham, Coventry, Telford
Delivery of	Warwickshire, Solihull, Birmingham, Telford
Not applicable/not developed	N/A
Decision-maker	N/A

Question 26: What is the role of the HWB in relation to the following (including through HWB sub-boards, HWB task and finish groups etc.)? [Please pick all that apply]

Commissioning

Options	HWBs
Decision-maker	Worcestershire, Walsall, Solihull
Oversight of	Dudley, Wolverhampton, Herefordshire, Walsall, Stoke, Warwickshire, Solihull, Birmingham, Coventry, Telford, Staffordshire, Sandwell
Delivery of	Solihull, Telford
Not applicable/not developed	Shropshire
Decision-maker	N/A

Better Care Fund: Oversight of:

Options	HWBs
Decision-maker	Dudley, Wolverhampton, Herefordshire, Worcestershire, Walsall, Warwickshire, Solihull, Shropshire, Birmingham
Oversight of	Dudley, Herefordshire, Walsall, Stoke, Warwickshire, Solihull, Birmingham, Coventry, Telford, Staffordshire, Sandwell
Delivery of	Warwickshire, Solihull, Telford
Not applicable/not developed	N/A
Decision-maker	N/A

Addressing social determinants/prevention - Decision-maker:

Options	HWBs
Decision-maker	Herefordshire, Walsall, Solihull, Birmingham, Telford, Staffordshire, Sandwell
Oversight of	Dudley, Wolverhampton, Herefordshire, Worcestershire, Walsall, Solihull, Warwickshire, Stoke, Birmingham, Coventry, Telford, Shropshire
Delivery of	Herefordshire, Solihull, Birmingham, Telford
Not applicable/not developed	N/A
Decision-maker	N/A

Question 26: What is the role of the HWB in relation to the following (including through HWB sub-boards, HWB task and finish groups etc.)? [Please pick all that apply]

Monitoring progress and addressing issues - Decision-maker

Options	HWBs
Decision-maker	Herefordshire, Solihull, Shropshire, Birmingham, Telford
Oversight of	Dudley, Wolverhampton, Herefordshire, Worcestershire, Walsall, Stoke, Warwickshire, Solihull, Birmingham, Coventry, Telford, Staffordshire, Sandwell
Delivery of	Solihull, Birmingham, Telford
Not applicable/not developed	N/A
Decision-maker	N/A

Partnership/"wicked issue" un-blocker - Decision-maker

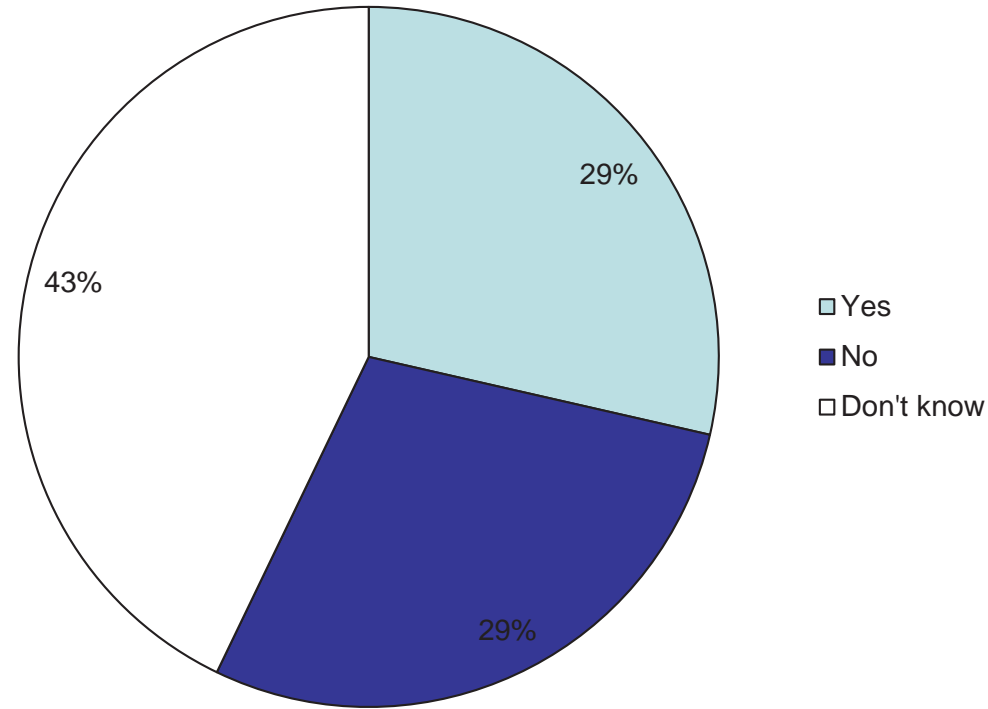
Options	HWBs
Decision-maker	Dudley, Herefordshire, Warwickshire, Solihull, Telford, Sandwell, Walsall
Oversight of	Dudley, Wolverhampton, Herefordshire, Worcestershire, Solihull, Walsall, Stoke, Warwickshire, Shropshire, Birmingham, Telford, Staffordshire
Delivery of	Walsall, Warwickshire, Solihull, Birmingham
Not applicable/not developed	Coventry
Decision-maker	N/A

Holding providers to account - Decision-maker:

Options	HWBs
Decision-maker	Dudley, Herefordshire, Sandwell
Oversight of	Dudley, Wolverhampton, Worcestershire, Herefordshire, Warwickshire, Solihull, Shropshire, Telford
Delivery of	Solihull
Not applicable/not developed	Walsall, Stoke, Solihull, Birmingham, Coventry, Staffordshire
Decision-maker	

Other – Dudley - you need another box here as the HWB role is one of influencer commissioning and some of these other areas

Question 27: Do you expect any of the above roles to change during 2015-16?



Strategy

Options	HWBs
Yes	Herefordshire, Stoke, Walsall, Shropshire
No	Dudley, Wolverhampton, Worcestershire, Sandwell
Don't know	Warwickshire, Solihull, Birmingham, Coventry, Telford, Staffordshire

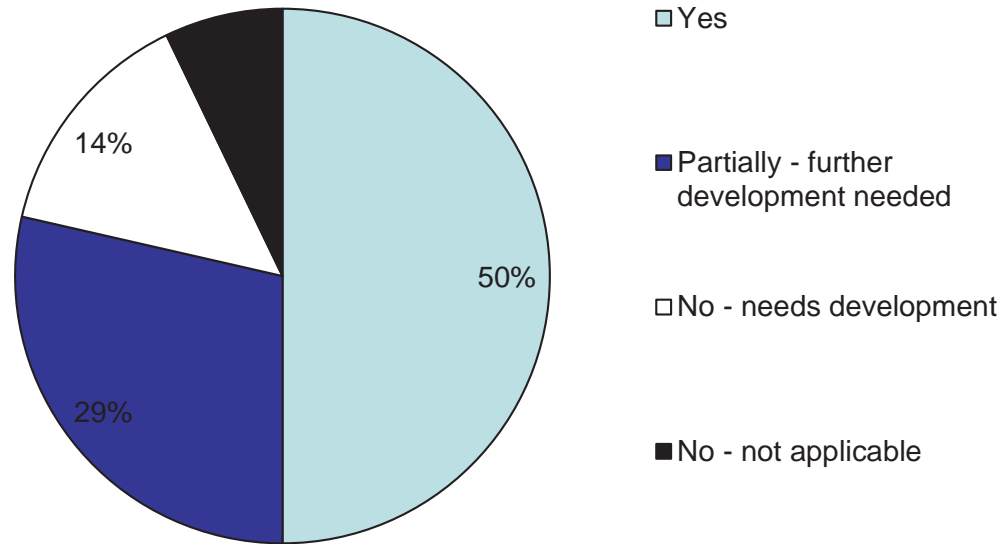
Question 28: What sub-boards or task and finish groups have been set up to help the HWB deliver its role and to deliver the JHWS? [Please list]

Options	HWBs
Dudley	JSNA sub group systems resilience group (integration work and performance) H&WB management group- work plan, Board development task and finish groups children and YPs partnership board (already in existance) mental health board (already in existance) this will chagne duinrg 15/15 as a structure to support delivery of the vanguard pilots willll be set up
Wolverhampton Herefordshire	Public Health Delivery Board Better Care Fund Board Commissioning Board (covers both adults and children) Currently in progress but a Transformation Board is in place that will implement system wide change and has 4 key workstreams Acute Care Community Collaborative Supportive Communities Urgent Care and a series of cross cutting themes including technology finance workforce
Worcestershire	The Health Improvement Group (HIG) is a sub group reporting to the HWBB. It focuses upon ensuring the delivery of the strategic plans that have developed from the HWBB strategic plan 2013-16. They also consider District level H&WB action plans and specific issues and topics that relate to the delivery of the HWBB objectives. It is a Member led group with officer support at county and District level and has representation from the Police, housing and voluntary sector. The Health Protection Group is a sub-group with membership from PHE, NHSE, CCG, NHS provider, 2x District and 1 x County Council elected member. This oversees health protection issues across sectors, and provides assurance to the Board on public safety regarding health protection and emergency planning. The Children's Trust is currently under review but is aligned to the Board.
Walsall	Diagram showing proposed infrastructure has been sent to Georgina separately. Task and Finish Groups has been set up to consider specific priorities: 14/15: Obesity, alcohol 15/16: Infant mortality. Diabetes and dementia have been proposed
Stoke	JSNA Steering Group and Operational Group Better Care Partnership Board / Strategic Officers Group Adult Strategic Partnership Responsible Authorities Group Children and Young People's Strategic Partnership Community Action Partnership
Warwickshire	HWB Strategy Group (active as and when required) Agenda Planning Group (ongoing) JSNA Commissioning Group (ongoing) WCC & CCG Leads Group (ongoing) District & Borough Health Political Leads Group (ongoing) Joint Commissioning Board (existing/ ongoing) Children's 0-5 Strategy Group (new) The Board has links with and/ or receives regular reports from: - Arden Health Protection Committee - Adults and Children's Safeguarding Boards - Community Safety Partnerships
Solihull	Seasonal Excess Deaths group Health Development Group Health Protection Board ICASS Board Early Help Board Childrens Performance Group Childrens Disability Group

Question 28: What sub-boards or task and finish groups have been set up to help the HWB deliver its role and to deliver the JHWS? [Please list]

Options	HWBs
Shropshire	Health and Wellbeing Delivery Group - Two Subgroups - BCF Service Transformation Group (multiple subgroups) and Finance and Performance Group Better Care Fund T&F Group Children's Trust Health and Wellbeing Prevention Group - currently links through the BCF, but this will likely change Communication and Engagement Task and Finish Group (soon to be operational group)
Birmingham Coventry	An Operations Group supports the Board with officer membership across partner agencies. Marmot steering group FGM steering group HWS / JSNA strategy group Other key areas of the HWS are delivered through key strategic groups such as the Children's and Adult's Joint Commissioning Board and Police and Crime Board.
Telford	A new structure was introduced in May 2015 which is bedding in. Commissioning And Transformation Partnerships (CATPS) were established (Better Care Fund Programme Board, Living Well Board, Children, Young People & Families Board and the Community Safety Partnership) to focus on and progress allocated HWBB priorities. CATPS regularly report progress against the HWBB priorities and work of their Boards to the HWBB. A Strategic Commissioning Group was also established to provide commissioning oversight (across the LA and CCG) and holds CATPS to account in relation to commissioning activity.
Staffordshire Sandwell	provider engagement network Integration commissioning locality commissioning Intelligence group The membership of the HWB executive group has been strengthened - this now includes directors of adults, public health and childrens and equivalent level membership from the CCG and healthwatch. The exec group monitors progress, deals with business items on behalf of the board and sets the HWB agendas. Joint commissioning and BCF both have strategic partnership groups that report to the HWB - though these arrangements are still developing. . Management of the JSNA and JHWS development is managed through the executive group. Delivery groups are in place for the current priorities and new groups will be developed for the new priorities over 2015/16

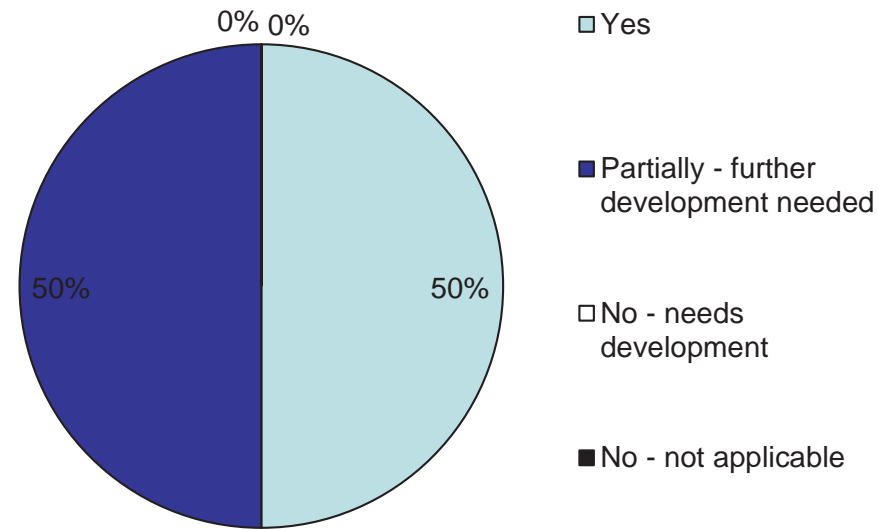
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Safeguarding adults board

Options	HWBs
Yes	Dudley, Wolverhampton, Herefordshire, Worcestershire, Stoke, Coventry, Staffordshire
Partially - further development needed	Walsall, Warwickshire, Birmingham, Sandwell
No - needs development	Solihull, Telford
No - not applicable	Shropshire

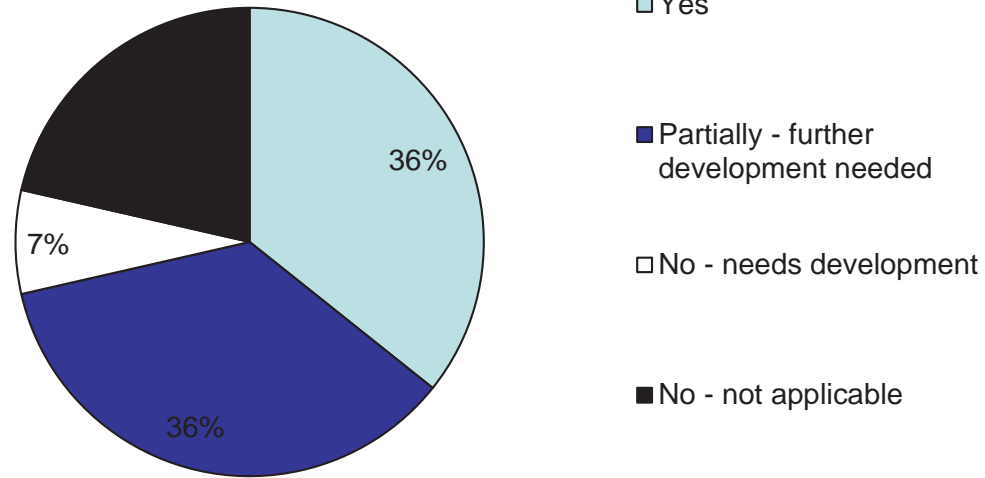
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Safeguarding childrens board

Options	HWBs
Yes	Dudley, Wolverhampton, Herefordshire, Worcestershire, Stoke, Coventry, Staffordshire
Partially - further development needed	Walsall, Warwickshire, Solihull, Shropshire, Birmingham, Telford, Sandwell
No - needs development	N/A
No - not applicable	N/A

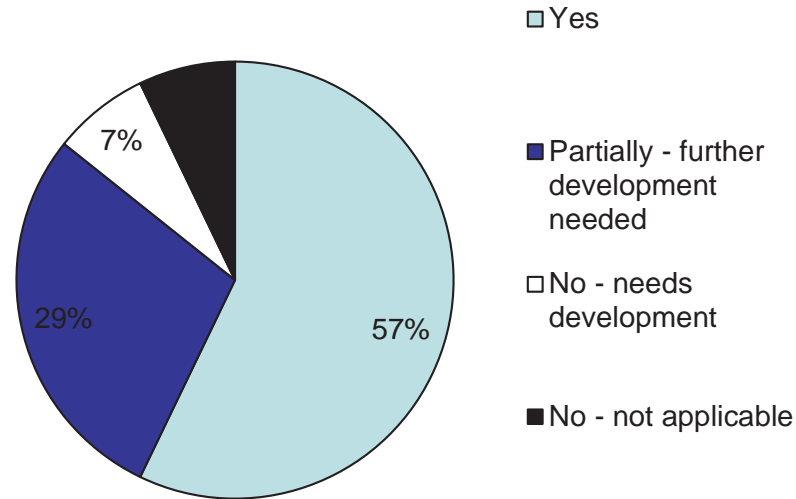
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Children's Trust Partnership/Board

Options	HWBs
Yes	Dudley, Worcestershire, Walsall, Solihull, Telford
Partially - further development needed	Wolverhampton, Stoke, Shropshire, Birmingham, Staffordshire
No - needs development	Warwickshire
No - not applicable	Herefordshire, Coventry, Sandwell

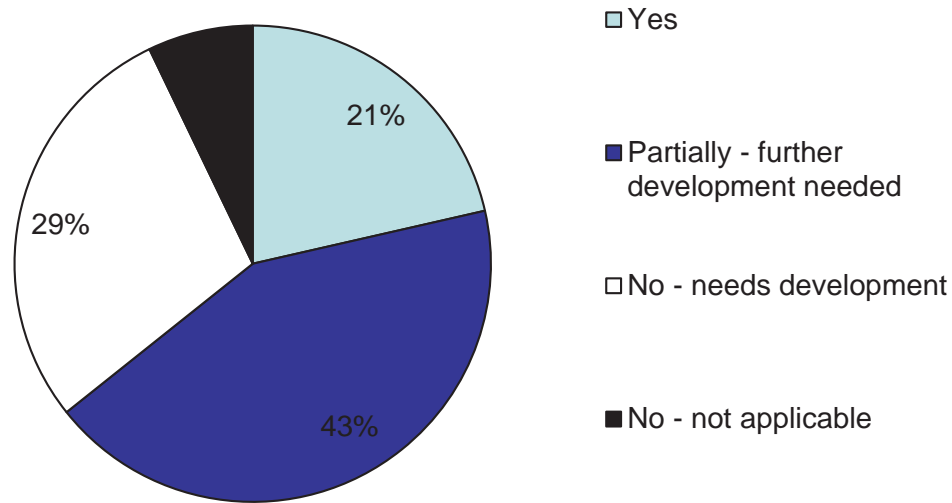
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Joint Commissioning Boards/Partnerships

Options	HWBs
Yes	Wolverhampton, Herefordshire, Worcestershire, Walsall, Solihull, Warwickshire, Coventry, Telford
Partially - further development needed	Stoke, Birmingham, Staffordshire, Sandwell
No - needs development	Dudley
No - not applicable	Shropshire

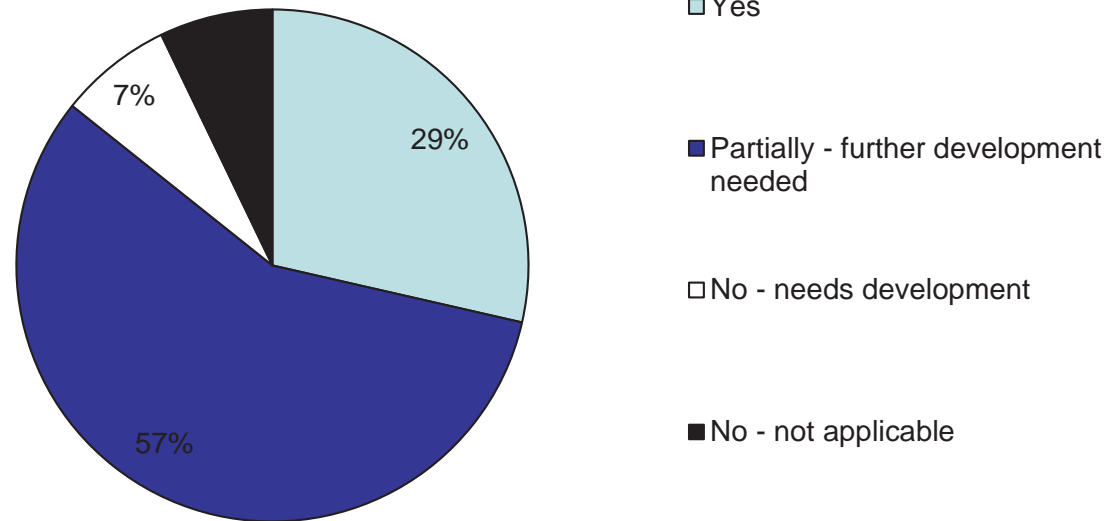
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Police and Crime Panel/Board/Partnership

Options	HWBs
Yes	Walsall, Coventry, Solihull
Partially - further development needed	Wolverhampton, Herefordshire, Warwickshire, Birmingham, Staffordshire, Sandwell
No - needs development	Dudley, Worcestershire, Stoke, Shropshire
No - not applicable	Telford

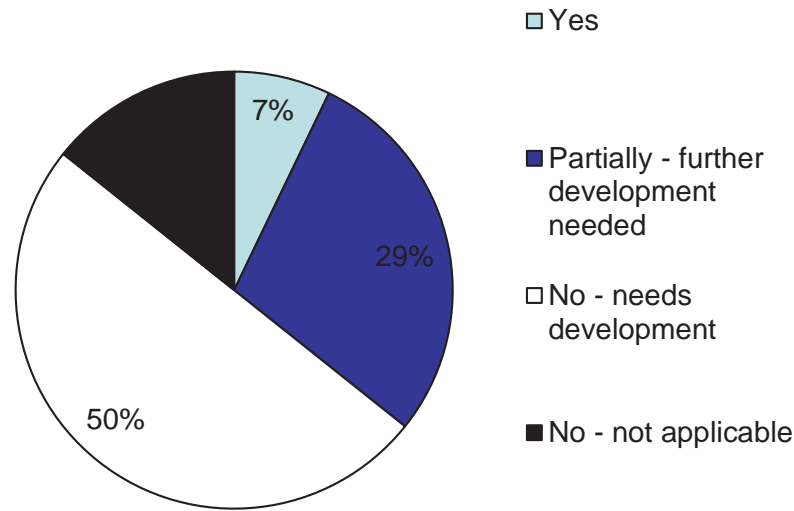
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Safer Stronger Communities Partnership Board

Options	HWBs
Yes	Herefordshire, Walsall, Solihull, Telford
Partially - further development needed	Wolverhampton, Worcestershire, Stoke, Warwickshire, Shropshire, Birmingham, Staffordshire, Sandwell
No - needs development	Dudley
No - not applicable	Coventry

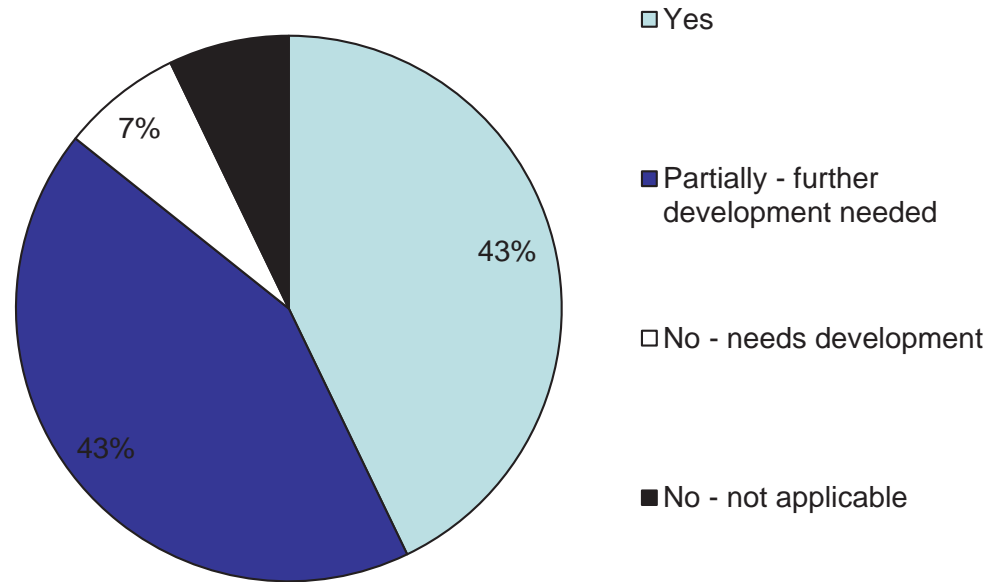
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Local Enterprise Partnership

Options	HWBs
Yes	Walsall
Partially - further development needed	Herefordshire, Solihull, Coventry, Staffordshire
No - needs development	Dudley, Wolverhampton, Stoke, Warwickshire, Shropshire, Birmingham, Sandwell
No - not applicable	Worcestershire, Telford

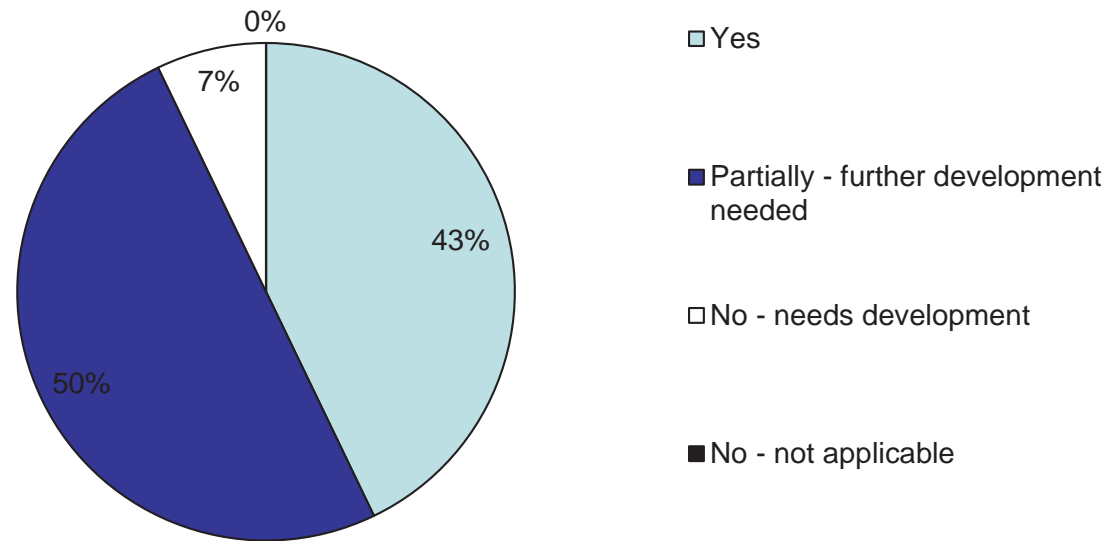
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Overview and scrutiny

Options	HWBs
Yes	Dudley, Herefordshire, Worcestershire, Solihull, Shropshire, Coventry
Partially - further development needed	Wolverhampton, Walsall, Stoke, Warwickshire, Telford, Sandwell
No - needs development	Staffordshire
No - not applicable	Birmingham

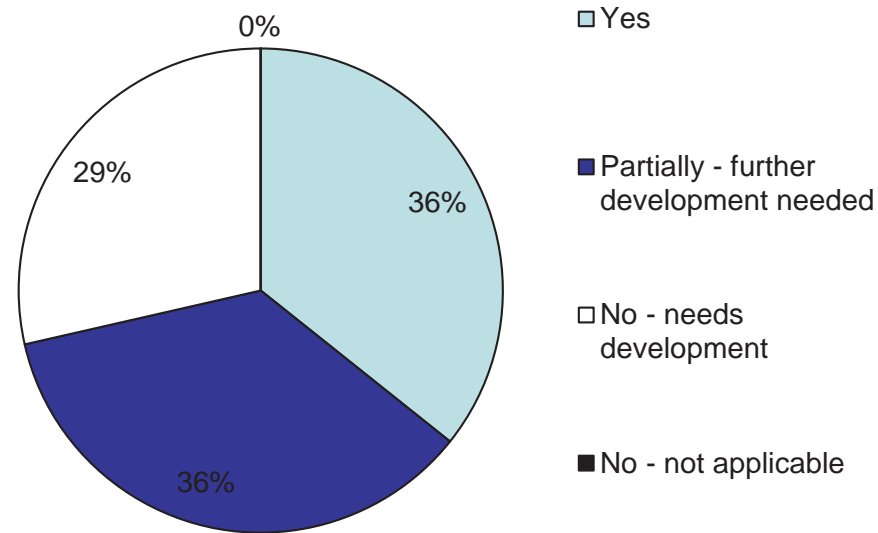
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Health scrutiny

Options	HWBs
Yes	Dudley, Herefordshire, Worcestershire, Solihull, Shropshire, Coventry
Partially - further development needed	Wolverhampton, Walsall, Stoke, Warwickshire, Birmingham, Telford, Sandwell
No - needs development	Staffordshire
No - not applicable	N/A

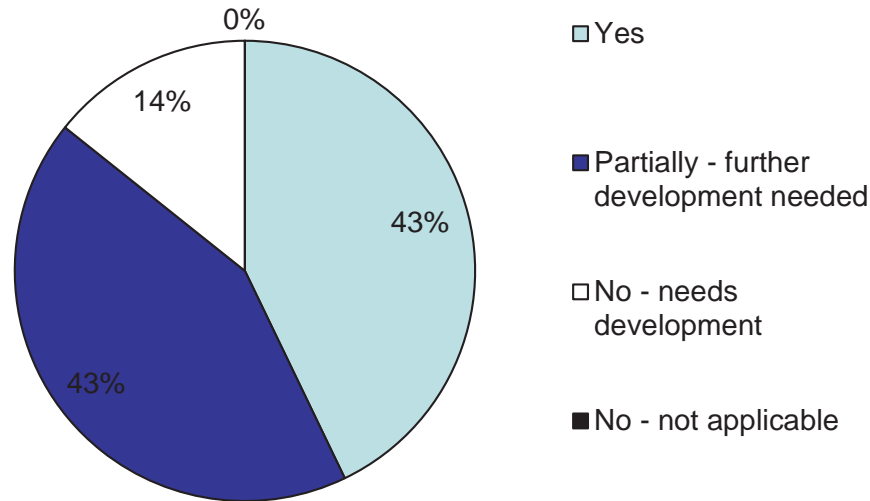
Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



Full Council

Options	HWBs
Yes	Worcestershire, Walsall, Solihull, Coventry, Telford
Partially - further development needed	Herefordshire, Stoke, Warwickshire, Shropshire, Sandwell
No - needs development	Dudley, Wolverhampton, Birmingham, Staffordshire
No - not applicable	N/A

Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?



CCG Board

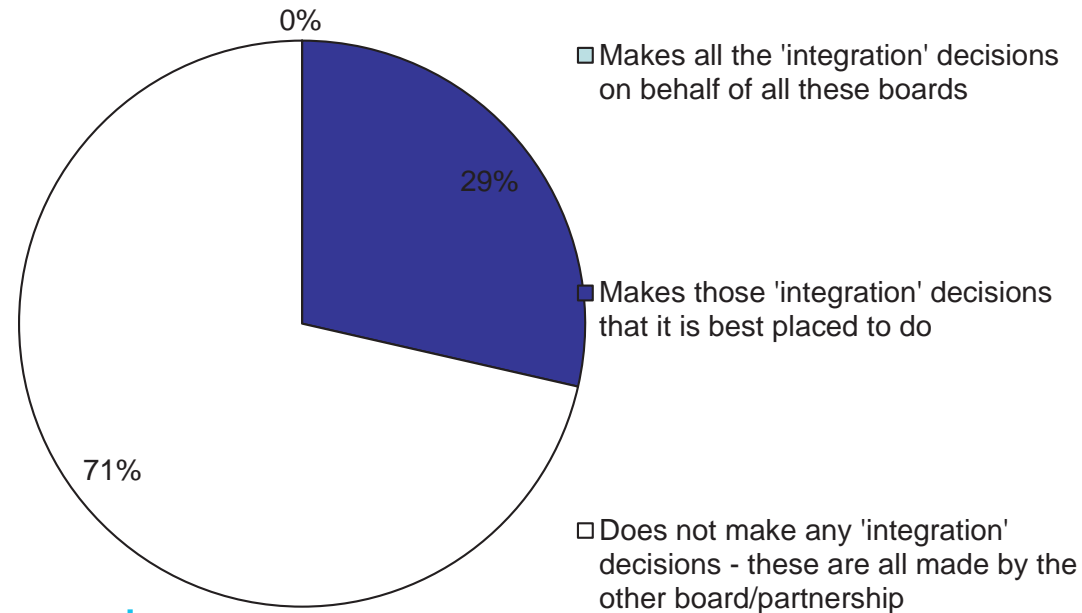
Options	HWBs
Yes	Worcestershire, Walsall, Solihull, Coventry, Telford, Sandwell
Partially - further development needed	Wolverhampton, Herefordshire, Stoke, Warwickshire, Shropshire, Birmingham
No - needs development	Dudley, Staffordshire
No - not applicable	N/A

Question 29: In terms of the following types of boards/partnerships/committees with a related focus, are there effective working relationships between them and the HWB?

Others

HWBs	Comments
Telford	A new Telford Adults Safeguarding Board is being established in April 2015.
Sandwell	A joint chairs group has just been established with membership from the HWB, both safeguarding boards and the Safer Sandwell Partnership.

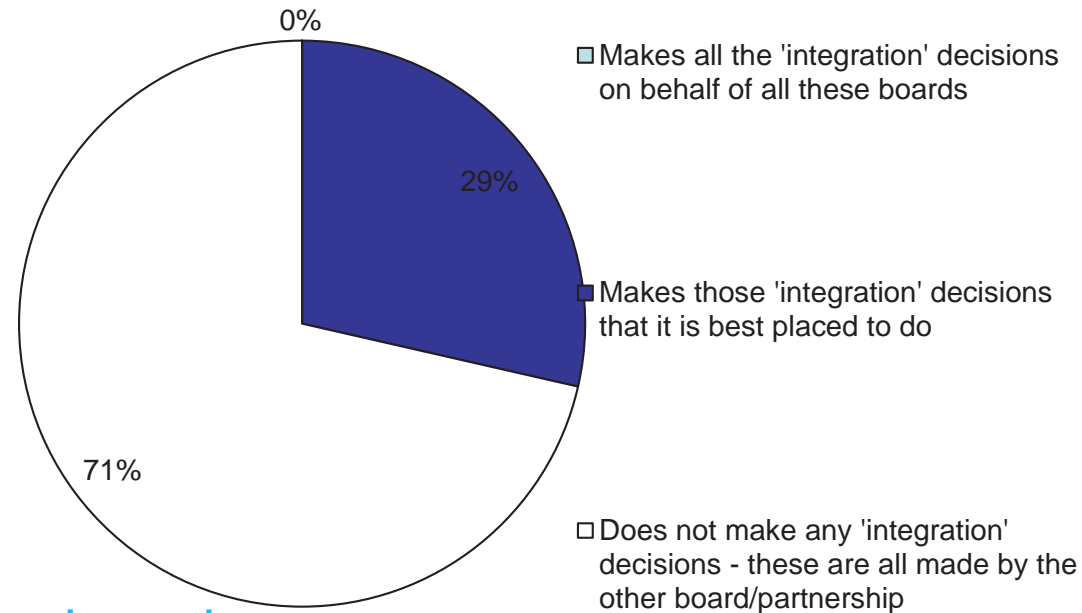
Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]



Safeguarding adults board

Options	HWBs
Makes all the 'integration' decisions on behalf of all these boards	N/A
Makes those 'integration' decisions that it is best placed to do	Dudley, Wolverhampton, Herefordshire, Walsall
Does not make any 'integration' decisions - these are all made by the other board/partnership	Worcestershire, Solihull, Warwickshire, Stoke, Coventry, Birmingham, Sandwell, Staffordshire, Shropshire, Telford

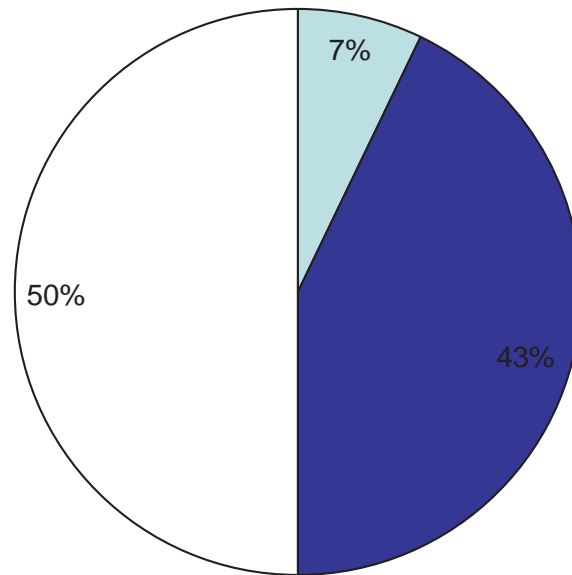
Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]



Safeguarding childrens board

Options	HWBs
Makes all the 'integration' decisions on behalf of all these boards	N/A
Makes those 'integration' decisions that it is best placed to do	Dudley, Wolverhampton, Herefordshire, Walsall
Does not make any 'integration' decisions - these are all made by the other board/partnership	Worcestershire, Solihull, Warwickshire, Stoke, Coventry, Birmingham, Sandwell, Staffordshire, Shropshire, Telford

Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]

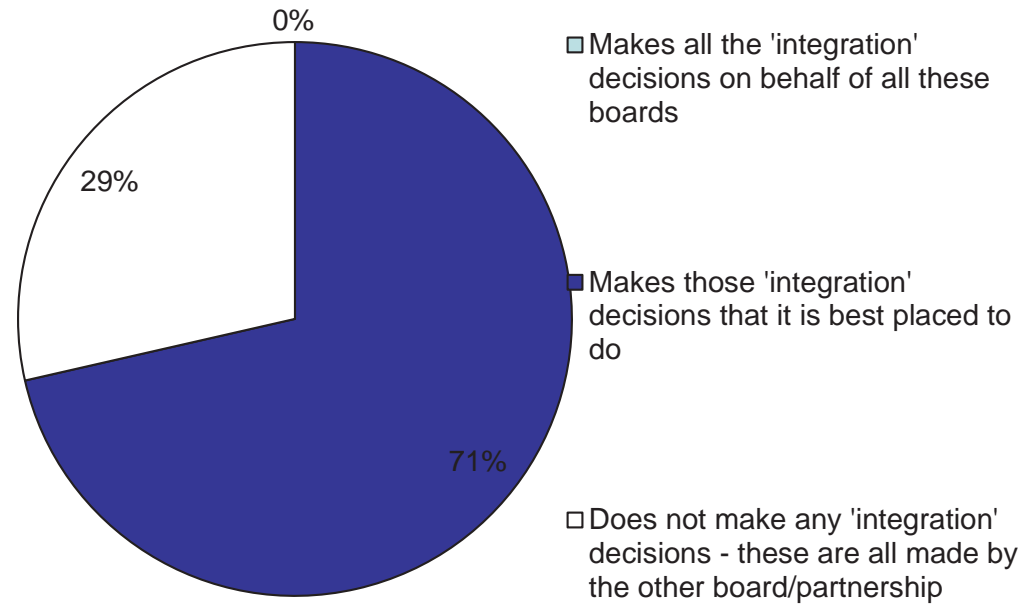


- Makes all the 'integration' decisions on behalf of all these boards
- Makes those 'integration' decisions that it is best placed to do
- Does not make any 'integration' decisions - these are all made by the other board/partnership

Childrens' Trust Partnership/Board

Options	HWBs
Makes all the 'integration' decisions on behalf of all these boards	Solihull
Makes those 'integration' decisions that it is best placed to do	Dudley, Wolverhampton, Walsall, Worcestershire, Shropshire, Telford
Does not make any 'integration' decisions - these are all made by the other board/partnership	Warwickshire, Stoke, Coventry, Birmingham, Sandwell, Staffordshire, Herefordshire,

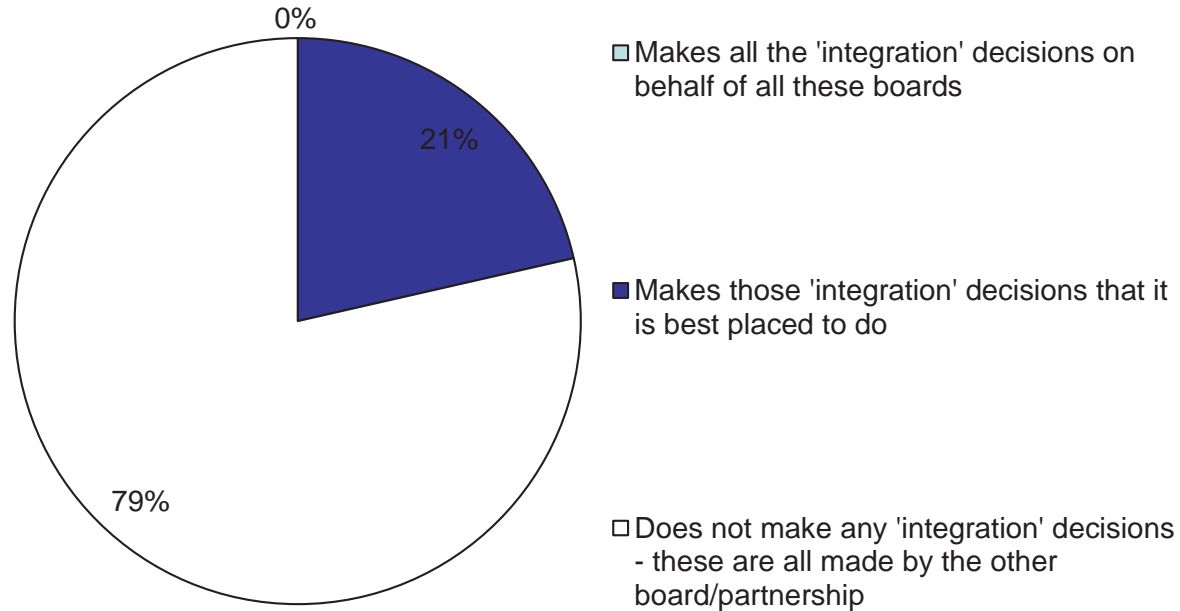
Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]



Joint Commissioning Boards/Partnerships

Options	HWBs
Makes all the 'integration' decisions on behalf of all these boards	N/A
Makes those 'integration' decisions that it is best placed to do	Wolverhampton, Herefordshire, Worcestershire, Solihull, Walsall, Warwickshire, Coventry, Birmingham, Telford, Sandwell
Does not make any 'integration' decisions - these are all made by the other board/partnership	Dudley, Stoke, Shropshire, Staffordshire

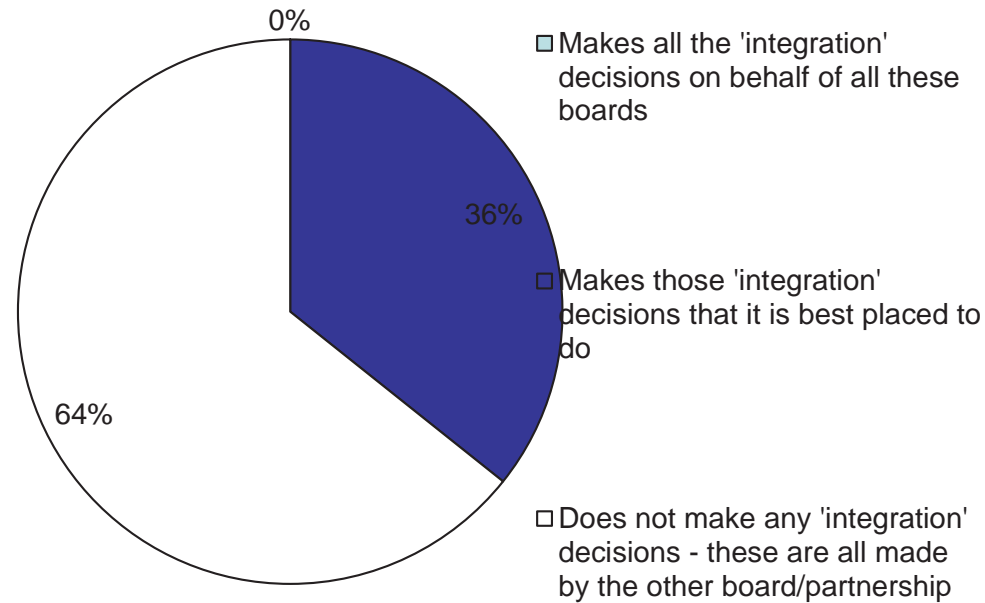
Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]



Police and Crime Panel/Board/Partnership

Options	HWBs
Makes all the 'integration' decisions on behalf of all these boards	N/A
Makes those 'integration' decisions that it is best placed to do	Wolverhampton, Walsall, Coventry
Does not make any 'integration' decisions - these are all made by the other board/partnership	Dudley, Herefordshire, Worcestershire, Stoke, Warwickshire, Solihull, Shropshire, Staffordshire, Birmingham, Telford, Sandwell

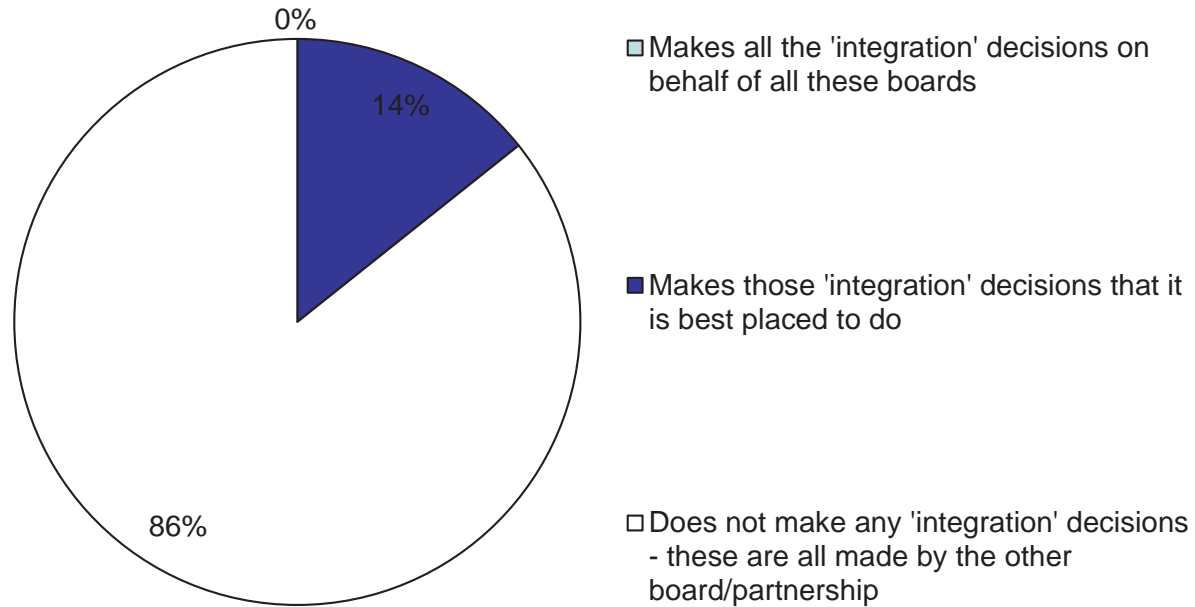
Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]



Safer Stronger Communities Partnership Board

Options	HWBs
Makes all the 'integration' decisions on behalf of all these boards	N/A
Makes those 'integration' decisions that it is best placed to do	Wolverhampton, Walsall, Solihull, Shropshire, Telford
Does not make any 'integration' decisions - these are all made by the other board/partnership	Dudley, Herefordshire, Worcestershire, Stoke, Warwickshire, Staffordshire, Birmingham, Sandwell, Coventry

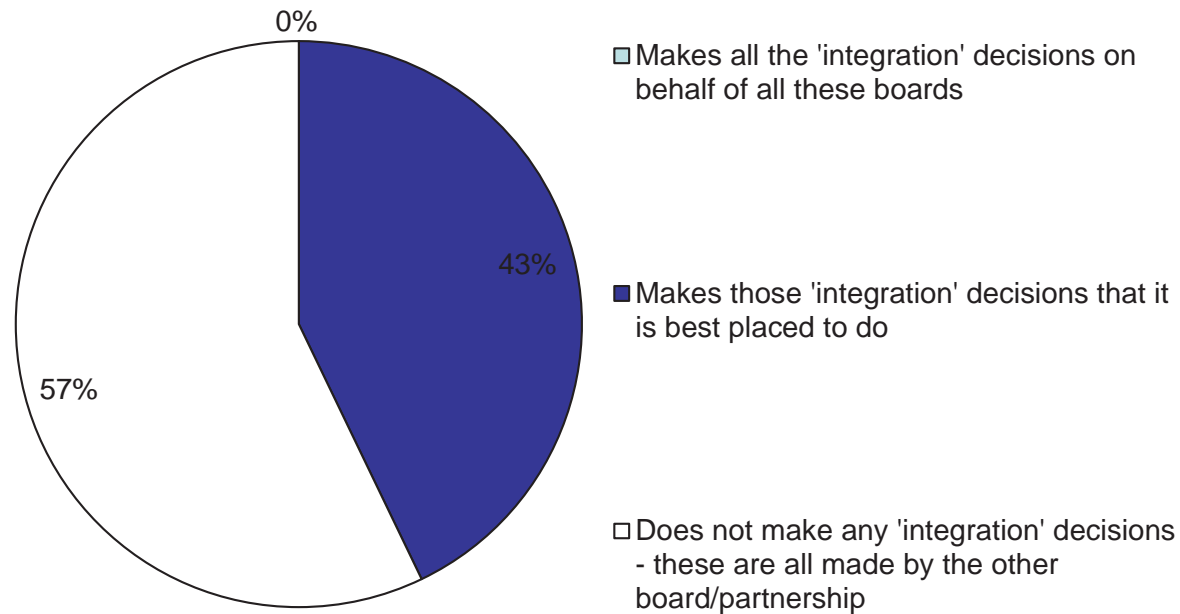
Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]



Local Enterprise Partnership

Options	HWBs
Makes all the 'integration' decisions on behalf of all these boards	N/A
Makes those 'integration' decisions that it is best placed to do	Wolverhampton, Walsall
Does not make any 'integration' decisions - these are all made by the other board/partnership	Dudley, Herefordshire, Worcestershire, Stoke, Warwickshire, Staffordshire, Birmingham, Sandwell, Coventry, Solihull, Shropshire, Telford,

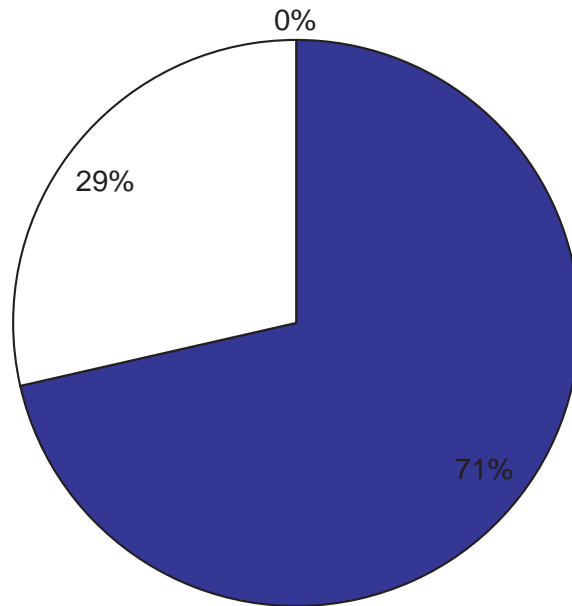
Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]



Full Council

Options	HWBs
Makes all the 'integration' decisions on behalf of all these boards	N/A
Makes those 'integration' decisions that it is best placed to do	Wolverhampton, Walsall, Herefordshire, Worcestershire, Shropshire, Sandwell
Does not make any 'integration' decisions - these are all made by the other board/partnership	Dudley, Stoke, Warwickshire, Staffordshire, Birmingham, Coventry, Solihull, Telford

Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]



- Makes all the 'integration' decisions on behalf of all these boards
- Makes those 'integration' decisions that it is best placed to do
- Does not make any 'integration' decisions - these are all made by the other board/partnership

CCG Board(s)

Options	HWBs
Makes all the 'integration' decisions on behalf of all these boards	N/A
Makes those 'integration' decisions that it is best placed to do	Dudley, Wolverhampton, Walsall, Herefordshire, Worcestershire, Shropshire, Warwickshire, Sandwell, Solihull, Coventry
Does not make any 'integration' decisions - these are all made by the other board/partnership	Stoke, Staffordshire, Birmingham, Telford

Question 30: What is the HWB's role in relation to the following boards/partnerships? [Please pick one answer for each type of board/partnership]

Any others

HWB	Comment
Walsall	For full Council and CCG Boards, the HWB makes recommendations that they would need to ratify
Sandwell	Sandwell does not have a children's trust partnership or board

Question 31: Which of the following areas is your HWB best placed to lead on compared to other boards with a related focus?

	Health inequalities	Acute reconfiguration	Drugs/alcohol	Child mortality	Child obesity	Special Educational Needs reforms	Health and Social Care integration	Promotion of 'integration' and 'whole system' aspects of the Care Act e.g. wellbeing principle	Quality and safety concerns with key providers	Mental health including dementia
Dudley	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	No
Wolverhampton	Yes	No	Yes	Yes	Yes	No	Yes	No	No	Yes
Herefordshire	Yes	Don't know	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Worcestershire	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Walsall	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Stoke	Yes	Don't know	No	Yes	Don't know	No	Yes	Yes	No	Don't know
Warwickshire	Yes	Don't know	Don't know	Don't know	Yes	Don't know	Yes	Yes	No	Don't know
Solihull	Yes	Don't know	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Shropshire	Yes	Yes	Yes	Yes	Yes	Don't know	Yes	Yes	Yes	Yes
Birmingham	Yes	No	Don't know	Yes	Yes	No	Yes	Yes	No	Yes
Coventry	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Telford	Yes	No	Yes	No	No	No	Yes	Yes	No	Yes
Staffordshire	Yes	No	Yes	No	Yes	No	Yes	Yes	No	Yes
Sandwell	Yes	Yes	No	No	No	No	Yes	Yes	No	Yes

Question 31: Which of the following areas is your HWB best placed to lead on compared to other boards with a related focus?

Any others

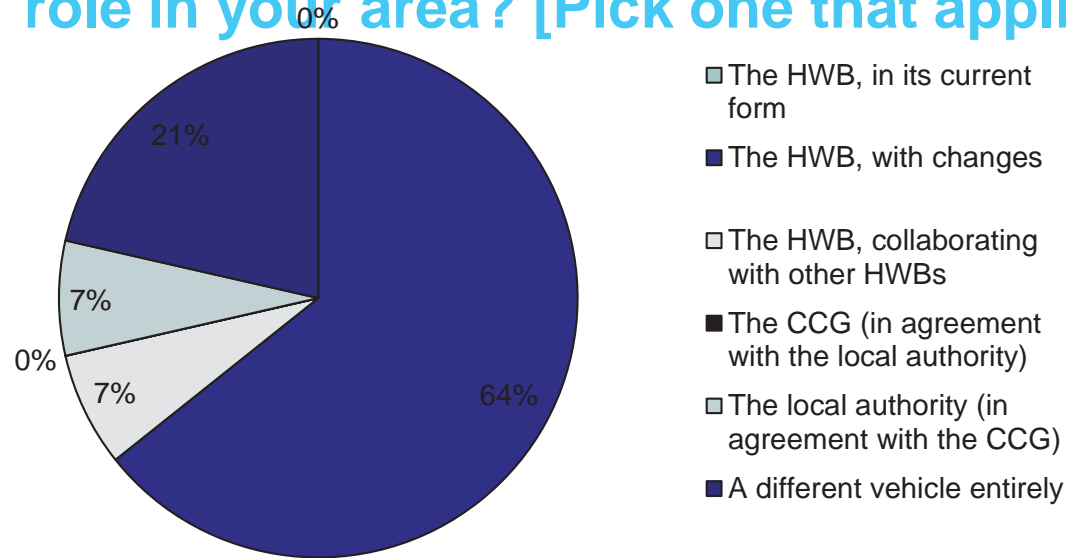
HWB	Comment
Walsall	Acute reconfiguration and SEN reforms would be part of the work covered by other groups associated with the HWB and part of the infrastructure. This would however still be reported to the HWB.
Staffordshire	This is difficult to convey in a survey. Many of these items have their own integrated boards so I have answered on the basis of the HWB B overseeing those Boards

Question 32: Are structures in place for the implementation of the Better Care Fund plan in relation to: [Please pick one answer]

	Roles and responsibilities for delivery	Monitoring delivery	Measuring and evaluating impact	Engaging with providers, and supporting them to reshape	Resolving issues with delivery, and challenging poor performance	Engaging with the public around the impact of the BCF plan
Dudley	Yes	Yes	Yes	Yes	Yes	Yes
Wolverhampton	Yes	Yes	Yes	Yes	Yes	No
Herefordshire	Yes	Yes	Yes	In progress	In progress	In progress
Worcestershire	Yes	Yes	Yes	In progress	In progress	In progress
Walsall	Yes	Yes	Yes	Yes	Yes	In progress
Stoke	In progress	In progress	In progress	In progress	In progress	In progress
Warwickshire	Yes	Yes	Yes	Yes	Yes	Yes
Solihull	In progress	In progress	In progress	In progress	In progress	In progress
Shropshire	Yes	Yes	In progress	In progress	In progress	In progress
Birmingham	Yes	Yes	Yes	Yes	In progress	In progress
Coventry	Yes	Yes	Yes	In progress	Yes	Yes
Telford	Yes	Yes	Yes	Yes	Yes	In progress
Staffordshire	Yes	Yes	No	Yes	Yes	No
Sandwell	Yes	Yes	Yes	Yes	Yes	In progress



Question 33: The Barker Commission recommended that all health, care and support services should become the responsibility of a single local commissioner. If this were to be implemented, who should carry out this role in your area? [Pick one that applies]



Options	HWBs
The HWB, in its current form	Wolverhampton, Herefordshire, Warwickshire, Solihull, Coventry, Telford, Sandwell, Birmingham, Shropshire
The HWB, with changes	N/A
The HWB, collaborating with other HWBs	Stoke
The CCG (in agreement with the local authority)	N/A
The local authority (in agreement with the CCG)	Walsall
A different vehicle entirely	Staffordshire, Dudley, Worcestershire

More details:

- Worcestershire - not in a position to respond since this has not been discussed. inevitably if this political decision were taken, there would be a significant review of the commissioning arrangements in the county across the health and social care system.
- Coventry – not yet known.
- Sandwell - This has been discussed by the board at a recent development session - it is recognised as an area where the board needs to develop its approach. It is seen as the direction of travel over the next few years..

Question 34: What are the 3 top achievements of your HWB to date?

HWB	Comment
Dudley	better care fund - integration model, now a vanguard pilot to take integration models further championing of key health issues- additional work around breastfeeding youth people risk taking behaviour needs assessment and me fest event for YP
Wolverhampton	Establishment of the Better Care Fund S75 and associated work streams Tackling Wider Determinants of Health Oversight of Acute Trust Reconfiguraion
Herefordshire	Delivering a new HWBB strategy and the JSNA Approving and supporting the delivery of the BCF Holding the system to account on prevention to develop a clear and coherent transformation programme - this is in progress
Worcestershire	strong engagement of wider stakeholders through well-attended stakeholder events which have led to clear strategy and plans being in place; ability to self-review and develop a revised structure to strengthen BCF oversight and arrangements; strengthening of relationships to enable some risk sharing on Social Impact Bond to be developed.
Walsall	Development of HWS that, through its monitoring arrangements, ties in all Council Directorates (PH, Children's, ASC, Regeneration) and CCG. Greater focus on specific key priorities that are concerns for all partners HWB members clear about their roles and responsibilities and having an understanding key areas of work such as Integration
Stoke	Better Care Fund fully approved and now moved to implementation. The Board has produced a paper on integration which includes options on how to progress in the local area. The Board has an agreed an approach which is now being taken forward by senior officers. The Board is therefore beginning to effectively take forward its responsibilities on integration. The Boards priority to achieve best start in life - good progress made through the development and implementation of a partnership early years strategy The Board has gone through a peer review process with the home officer around youth violence and vulnerability with positive feedback and recommendations.
Warwickshire	JSNA Shared agenda planning JHWS BCF Plans
Solihull	Merger of CYPT with HWBB and integration of agendas/roles Development of relationships with number of significant non statutory bodies on the Board through their formal membership of the Board Peer challenge widened awareness of the Boards agenda to a number of others, and subsequently increased the scope of issues that come to the Board (eg wider determinants)
Shropshire	Better Care Fund Agreement - the golden thread Communication and Engagement Strategy Good, positive working relationships that have laid the foundation for moving the agenda forward.
Birmingham	- Impact of and buy in for the HWB Strategy - "Plan On A Page"; - BCF plan approved for the most complex health and care economy in the country and with the largest local authority in the country under major financial pressure; - Concerted support and action to combat childhood obesity and infant mortality.
Coventry	Effective involvement of providers and wider partners. Oversight of local Marmot programme to reduce health inequalities. Driving and implementing a programme of work around FGM.
Telford	Improved engagement/participation across Health and Social Care. BCF Submission completed. Established Governance structure.
Staffordshire	Gaining coherent strategy and implementation (with resultant improvements in delivery) for drugs and alcohol issues, improved housing (reduction in excess winter deaths) , and carers support
Sandwell	Developing effective working relationships across all board partners and an agreed vision for the board. Developing a 'single discussion item' approach to board meetings, this has focused on key challenges such as poverty, mental health and domestic violence. These discussions have led to new partnerships / activity that wouldn't have happened without the board. Responding to specific challenges - for example in response to an approach from the chief executives of 2 mental health provider trusts and the local acute provider and focusing a board meeting on a partnership discussion of the challenges and solutions.

Question 35: What are the top 3 issues that need to be resolved for your HWB to be successful in 2015/16?

HWB	Comment
Dudley	see our 3 priorities
Wolverhampton	Delivery of year 1 of BCF Design of year 2 of BCF Wider Determinants of Health ie infant mortality and obesity
Herefordshire	System wide joined up working/Integration Further establishing its strategic roles and supporting other boards and governance arrangements to develop in maturity through demonstrating system leadership Implementing the HWBB strategy so that tangible differences are made to people's health and well being
Worcestershire	further strengthening of all age governance and approach; further strengthening of sub-groups so that non-voting members and sub-group members can clearly understand their impact/influence on Board;
Walsall	Stakeholder/public engagement needs to be strengthened and conduits to HWB developed. Strengthen the JSNA evidence base Development of new HWB members following changes in membership, particularly after elections
Stoke	Whilst JSNA has been recognised as good practice by other areas in relation to scope and content - the board recognises that there are still areas to be developed. Delivery of the BCF For the board to conclude on its delivery of its first health and wellbeing strategy and embark on planning of their next strategy. This will focus on how we operate as a whole system.
Warwickshire	Develop a clear shared delivery plan for the strategy Improve communications and public engagement clarify stakeholder roles/ relationships
Solihull	Relationship with providers Relationship with the wider Partnership and our aspirations Relationship with the public
Shropshire	Membership and Governance Integration of key transformation programmes Effective, measurable, HWB Strategy and Action Plan - from which the Board can understand what programmes are making a positive contribution to the health of the people of Shropshire
Birmingham	- Continuing work on ensuring the Board is a genuinely joint body (rather than Local Authority sub-committee) - Developing relationships with other key partnerships and strategic bodies - including with providers - and ensuring clarity in these as far as is possible at a time of change for all of them - Strengthening the role and work of supporting bodies - notably the Operations Group.
Coventry	Future role and direction of travel for health and social care integration and HWB role in delivering this. Impact of local elections on local leadership of the board Better engagement with local people.
Telford	Recognition and improved risk management. Increased public awareness of Board. Refresh and review of strategy and priorities commences 2015 for launch in 2016.
Staffordshire	Designing a clear prevention programme to manage demand and resolve root cause of long standing family issues Creating a positive impact on lifestyle choices for the 40% health issues which are caused by lifestyle Supporting a cohesive response for ageing well
Sandwell	Public, provider and third sector engagement with the board. Developing systems to allow all stakeholders to have meaningful engagement with the board. Building on recent reviews and development work to understand where the board can best add value, what the board can do that isn't being done elsewhere. Really developing the boards approach to tackling the social determinants of health, understanding what this means in terms of partnership working, developing relationships with the LEP and local businesses, coordinating current work on housing and health, health and planning etc.

Question 36: What are the top 3 areas that your HWB would benefit from, in terms of learning from other HWBs or receiving support on?

HWB	Comment
Dudley	narratives on HWB and its role out to public, staff and successful mechanisms system leadership OD prioritising processes for health need- identifying key priorities from the JSNA
Wolverhampton	BCF Provider market shaping Strategy development
Herefordshire	System Leadership Engaging with the public and community Influencing and engaging with the wide range of local and regional NHS organisations and structures more effectively such as the Area Teams
Worcestershire	Information about different governance arrangements especially in complex two tier and 1+ CCG areas; information about any risk sharing; information about any innovative funding solutions eg social impact bonds etc.
Walsall	Looking at priorities in order to consider joined-up working across the region Sharing of data/best practice relating to JSNA and priorities Issue about expectations around HWB. How do we manage this to keep a focus that is manageable?
Stoke	Whole system work Further development of relationships with a focus on understanding each organisation and the ability to understand that challenge is part of its role. Communication and engagement of wider stakeholders.
Warwickshire	taking more responsibility for greater system leadership stakeholder and public engagement
Solihull	How to develop the 3 issues listed above How to ensure the HWBB is 'the' decision making body locally How to achieve true integration
Shropshire	HWBB role in quality and safety Integration Boards Joint working/ developing transformation programmes with providers
Birmingham	- Learning from other HWBs which have achieved most improvement in areas which are priorities for us.
Coventry	Engagement with local people. Strategy oversight and implementation Role of HWB in integration/ systems leadership
Telford	Representation on Board- voluntary sector and providers. Strategy Development - approaches used to determine priorities.
Staffordshire	There is only one - these Boards need to be effective strategy shapers and decision makers . Nice to do partnerships are not a top priority when there's a £400m health and care deficit
Sandwell	Stakeholder engagement approaches. Developing relationships with HWB's in neighbouring areas and wider working on the social determinants of health.

Question 37: What are your top 3 hopes for your HWB in the future?

HWB	Comment
Dudley	make a real impact on current 3 objectives visible as system leader to public, stakeholders and staff
Wolverhampton	Integration of Health and Social care Clear oversight of strategy development and social policy change Systems transformation
Herefordshire	is able to influence and shift at pace to a more preventative agenda Is understood and engaged with the public is able to bind together the NHS and the Local Authority more
Worcestershire	development of integration thinking across health and social care, including across the age range; leading system change so that prevention and the well-being principle are embedded across all front line services; dynamic forum to develop thinking, debate and decisions about prioritisation and de-commissioning
Walsall	Evidence of team working in HWB to share the load amongst partners Engagement with other stakeholders/public Sharing of good practice/working arrangements amongst HWBs in region/nationally.
Stoke	Reduce health inequalities Progress integration to deliver better services That the board is clear on what it needs to be and to whom. Shared vision and leadership.
Warwickshire	HWB is recognised as a system leader HWB engages well with all stakeholders, including the public There is a shared ownership of all Board's business
Solihull	Stronger relationship with providers More active engagement with the public A truly integrated Board
Shropshire	Truly helps to improve the health and wellbeing of the people of Shropshire Develops strong working practices with other partnership boards to ensure a reduction in duplication and better connection between programmes Strong collective leadership with common agreement of purpose Strong channels of communication across key stakeholders including the public
Birmingham	- Progressing the key issues highlighted in response to question 35
Coventry	That it can take a driving role as a systems leader.
Telford	Board members can illustrate impact of the Board in terms of outcomes for their communities. Board members are challenging in their approach to ensure integrated delivery across its priority areas.
Staffordshire	It gains commissioning responsibility or is replaced by a form that does it builds upon effective two tier working between county and district councils It demonstrates political leadership of health and care
Sandwell	That we are successful in maintaining the current relationships and buy-in to the board. That the board continues to develop its approach to tackling the social determinants of health with the involvement of all partners. That the board is more visible across partners and the public and is seen as the senior strategic board that has made a real difference to the lives of people in Sandwell.