
HEALTH AND ADULT SOCIAL CARE SCRUTINY COMMITTEE

26th SEPTEMBER 2012

Report of the Chief Executive

PUBLIC HEALTH TRANSITION – VISION AND STRATEGY

Purpose of Report

1. For the Health and Adult Social Care Committee to consider the vision and strategy for public health transition to the Council.

Background

2. **Vision:** NHS Reform and the transition of public health has been the subject of reports presented to both Cabinet and the Health and Adult Social Care Scrutiny Committee over the last eighteen months.
3. The Council has welcomed public health responsibilities being transferred back to local government because public health was at the heart of modern local government from the 19th century until 1974. To meet the Council's aim of providing the best public health services possible, an Office of Public Health is to be located in the Chief Executive's Directorate with the Director of Public Health reporting directly to the Chief Executive.
4. These developments have been undertaken as a result of the Health and Social Care Act enacted in 2012. The Act gives Dudley Council new responsibilities along with partners in the Dudley Clinical Commissioning Group and others to improve the health and wellbeing of Dudley people through addressing health inequalities and the quality of health services in Dudley. The Council can use the influence that it has through all of its services in education, housing, regeneration, leisure environmental health, adult learning, and social care amongst others to improve the health of Dudley people.
5. The Council is working with partners in the NHS such as the Dudley Clinical Commissioning Group led by Dudley GP's and the NHS Commissioning Board as it develops. These are new bodies so their influence and leadership on Dudley health services will be vital.
6. The new law also requires the Council to establish a Health and Well-Being Board for Dudley. This has already been done in Shadow form. The Board will be a new Committee of the Council, and brings together Elected Members of the Council, the Council's three statutory Directors of Public Health, Children's Services and Adult Social Services together with the Directorate of Urban Environment with partners from the Clinical Commissioning Group and others. Amongst its

purposes, the Board will undertake a Joint Strategic Needs Assessment of the health and wellbeing needs of the Dudley population. It will produce a Joint Health and Well-Being Strategy for Dudley based on this assessment through which it can address health inequalities. The Board will also want to ensure that the voice of people using health and care services and our communities is heard to inform the leadership of the Board. To do this, the Council is procuring a Local Healthwatch for Dudley, a representative of which will sit on the Board.

7. The consequence of NHS Reform and the transition of public health responsibilities to the Council as part of that give the opportunity for public health services in the Council to be seen in the wider context of the Council's current contribution to improving health. This is part of our vision for the Council as a whole with its new responsibilities in mind. There is an opportunity now to work in new and better ways with partners. Also, there is an opportunity to have the skills, knowledge and experience of public health specialists located within the Council to advise and add their contribution to that of the Council as a whole in the new working arrangements brought about by NHS Reform. It is very important that in this way public health services are integrated into the Council so that they are not isolated in any way from other areas of Council activity. It also needs to be ensured that public health services specifically can continue serve the local NHS e.g. through a "Core offer" to the Clinical Commissioning Group.
8. **Strategy:** To manage the overall strategic approach to the transition, plans have been established to manage the process. First, a Public Health Transition Group has been formed, chaired by the Chief Executive. Membership includes:
 - Cllr. Zafar Islam as the Cabinet Member for Health and Well Being and Chair of the Dudley Shadow Health and Well Being Board.
 - Director of Adult, Community and Housing and the Director of Children's Services and a nominee for the Director of the Urban Environment are also members together with officers from a range of resources responsibilities – finance, ICT, accommodation, legal and Human Resources.
 - The Joint Director of Public Health is a Member together with the Deputy Director of Public Health.
 - Dudley Clinical Commissioning Group's Senior Responsible Officer and the Black Country PCT Cluster Director of Operations
9. An Action Plan has been developed and is monitored which covers initial consideration of a vision for public health embraced by all partners as outlined above. Specific public health activity is included in the Plan such as developing the Public Health Business Plan 2012/13, continuing public health quality assurance of Adult screening programmes and establishing working arrangements for delivery of agreed Local Authority Public Health "Core Offer" to the Dudley Clinical Commissioning Group amongst other actions. Actions relating to communications are also included such as the agreement that the Council's October Management Forum will be a specific one on public health. The Action Plan also includes practical issues relating to finance, ICT, accommodation, legal and Human Resources that need to be finalized ahead of April 2013 when the transition needs to be completed. The Committee will want to be reminded that although provided locally here in Dudley, public health services have been part of the wider NHS organization in the local Primary Care Trust. As part of a national

organization, the NHS have wanted to make arrangements that support their employees and the needs of the services they have managed across the country.

10. This has sometimes been a frustration for localities. For instance, both the Council and the Black Country PCT Cluster have to enter into a period of “due diligence” with regard to the transfer of the staff, budgets, contractual commitments, assets such as computer equipment and liabilities. To support them with this process the Black Country PCT Cluster have appointed the Auditors, KPMG, to represent them in their contact with Councils. This has caused some delays for Councils in acquiring information which they might otherwise have wanted to have at as an early point as possible. Nevertheless, a direction has now been established to carry this work forward.
11. From contact with NHS colleagues, it appears to be increasingly accepted that the consequences of NHS Reform such as public health transition will mean that by October, the Council will be seen to be “in the driving seat” as far as decision-making and ownership of the local public health agenda in Dudley is concerned. With this in mind, the Council is also establishing a Public Health Integration Board which will bring together relevant Cabinet Members and Directors and/or Assistant Directors covering Health & Well-Being, Housing, Adult Social Care, Environmental Health, and Children’s services. These are seen as the main service areas where public health issues connect to the Council although there are others, too, such as Emergency Planning. The Board is due to have its first meeting in September.
12. The Public Health Integration Board will consider the challenge and vision for the Council as a body corporate in integrating a new and significant function. It is important to note that the Council has worked in related ways to take on new responsibilities or to share responsibilities with others before. The Council is using learning from these experiences as it approaches public health transition e.g. in taking on former-Connexions staff into the Children’s Services; or working in partnership with NHS mental health services.
13. The Council is also participating in relevant regional and national meetings to assist learning about how others are approaching the transition of public health services. In May 2012, the Public Health Transition Group held a successful Learning Event with Directors of Public Health from Wigan and Newham in attendance as a means to generate wider learning from others. This has helped strengthen decisions and direction about specific actions such as developing an initiative called “Making Every Contact Count” – this is an approach of extending public health knowledge across all or most Council employees who in their contacts with the public may be able to give helpful advice about issues connected to improving health. In addition, work is being undertaken to build on approaches developed so far to focus on the health and well-being of the Council’s workforce so that the Council leads by example as an employer in the locality.
14. In terms of organisational arrangements, the Committee will recall that the Joint Director of Public Health has attended the Council’s Corporate Board for sometime. Arrangements have been made for senior public health staff to meet with Council Directorate Management Teams so that mutual understanding and appreciation of the tasks and challenges begin faced by all concerned can be shared.

15. **Summary / Opportunities:** The transition of public health responsibilities to Dudley Council is an opportunity which is being embraced at a number of levels.
16. First, it is an opportunity which is being embraced in terms of the vision for the Council as a whole taking on new responsibilities for the improvement of the health and wellbeing of Dudley people and addressing health inequalities as outlined above. The Council is reminding itself of all that it does already which contributes to the improvement of people's health but is also mindful that we need to deepen our awareness of our new responsibilities including those that the public health service will bring to the Council as part of their functions such as the role of the Director of Public Health as the chief advisor in health.
17. Secondly, there is the opportunity of working with new partners as the structural shape of NHS Reform beds down:
- Good relationships with the Dudley Clinical Commissioning Group have already been secured. The Chief Executive of the Council is a member of the Clinical Commissioning Group Board and officers from both organisations take business forward at relevant meetings.
 - The NHS Commissioning Board will be members of the Health and Well Being Board but the area of responsibility which they cover for Birmingham, Solihull and the Black Country will now be a much larger one than first envisaged.
 - At the time of writing, a Chief Officer has been appointed for Public Health England and a relationship will need to be established locally as the shape of this organisation becomes clear.
 - Black Country Directors of Public Health have continued work on how public health services across the Black Country might work more effectively together to address the issues which are shared across the Black Country with regard to obesity, substance misuse or child poverty amongst others.
 - The Health and Well-Being Board will increasingly be the instrument through which whole-Council efforts cutting across the responsibilities of the Director of Public Health, the Director of Children's Services and the Director of Adult, Community and Housing Services working together with local NHS, voluntary sector and patients organisations services through an agreed Joint Health and Well Being Strategy to improve the health of Dudley people and the quality of local health services.
18. Thirdly, through the establishment of an Office of Public Health in the Chief Executives Directorate, the Council has a direction for the integration of a relatively small team and budget in comparison to other Council areas of 80 FTEs with an indicative budget of £16.3m for 2012/13 into the Council. The work of the Public Health Transition Group, the Public Health Integration Board and the presence of the Director of Public Health on the Corporate Board with other Directors is key to ensuring sustainable effective linkage within the Council. It is understood that public health will be a corporate theme for the Council as a whole.

Finance

19. The Department of Health have indicated that a budget of £16.3m for 2012/13 will be transferred to the Council. Final declaration of the Council allocation for public

health services is not expected until December 2012. The grant for public health services will be ring-fenced.

Law

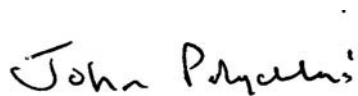
20. The Health and Social Care Act 2012 sets out arrangements for the provision of public health services. This Act is the culmination of a number of White Papers and other publications by the Department of Health which have set direction for the transition of public health to Local Authorities.

Equality Impact

21. The transition of public health to the Council extends the influence which the Council has independently and as a leader in the Shadow Dudley Health and Well-Being Board to work more closely with partners, particularly GP and Clinical Commissioners, to address health inequality issues.

Recommendation

22. That the Health and Adult Social Care Scrutiny Committee note the vision and strategy for the transition of public health responsibilities to Dudley Council.



JOHN POLYCHRONAKIS

Chief Executive

Contact Officer:

Brendan Clifford
Assistant Director