



ADPH
Yorkshire
and Humber

Rotherham Public Health Peer Review

Feedback from the Peer Review team
10th October 2024

Peer Review Team

Debs Harkins, Director of Public Health for Calderdale Council

Rose Dunlop, Deputy Director of Public Health for Bradford Council

Jen Connolly, Associate Director (Improving Population Health) for West Yorkshire Combined Authority
and West Yorkshire Integrated Care Board

Geoff Barnes, Deputy Director of Public Health for the North-East Lincolnshire Council

Phil Hollingsworth, Service Director (Communities) for Barnsley Council

Marc Hall, Network Manager for ADPH Yorkshire & the Humber & Peer Review Programme Manager

The Purpose of the Review

- Peer challenge is one key tool of Sector Led Improvement for learning and development
- Supports Public Health services achieve the best possible outcomes for local people
- Builds on existing capacity to identify strengths and challenges
- Shares experience and knowledge
- Reflects on how well embedded local Public Health is within the Health and Wellbeing Partnership and what can be done to strengthen it
- We are providing feedback as critical friends, not as assessors, consultants or inspectors
- We have 'held up the mirror'

The Process of the Review

- The Review Team has reviewed a range of information to ensure we were familiar with the council and Health and Wellbeing Board in Rotherham, the challenges it is facing and plans for the future
- We have spent three days across both sites and during the whole process which we:
 - spoke to more than 75 people
 - gathered information and views from more than 20 meetings
 - additional research and reading – almost 60 documents!
 - collectively spent more than 159 hours to determine our findings – the equivalent of one person spending just under four-and-a-half work weeks in Rotherham
- Feedback session at end of on-site visit

A thank you from us

- Preparation, planning and organisation has been impressive
- The reception and welcome has been outstanding
- People have been open and honest

We would like to give a thank you to everyone who has taken the time to speak with us throughout this review process

The Scope and Brief of the Review

Key Lines of Enquiry:

- Leadership and Governance

Does the operating environment for Public Health in Rotherham support the achievement of the Borough's Health & Wellbeing Strategy, and are public health leaders collaborating with partners on the Health & Wellbeing Board to deliver the Board's Strategy and objectives for Rotherham and mutually beneficial outcomes through a Health in All Policies approach?

- Culture and Challenge

Does the Public Health function in Rotherham demonstrate a commitment to transparency in reporting, performance monitoring, scrutiny, and public engagement? Is public voice and community feedback integrated into decision-making processes to drive tangible change and reduce health inequalities?

- Making a Difference

Are the needs identified by the JSNA and other health needs assessments effectively embedded into public health decision-making processes, with sufficient measures in place to improve population outcomes and reduce health inequalities in line with the Borough's Health and Wellbeing Strategy?

Respected
Supportive
Culture
Working-together
Governance
Joined-up
Social-prescribing
Contribution
Intelligence
Transparent
Strong-partnerships
Collaboration
Compassionate-approach
Visibility
Well-connected
Insights
Relationships
Valued
Strong-leadership
Knowledgeable
Influence
Jsna

Quotes of the week

"In the context of the strong relationships, how easy is it to disagree and for Public Health to be a positive disruptor"

"Huge respect for what PH manage as a small team"

"How do you eat an elephant? (not all at once)"

"People value the HWBB"

"Public health make it easy for us to work with them"

"PH needs to get into the experts realm a lot more"

"We don't have difficult conversations, we have difficult issues"

"PH is well led, high visibility – I know where to go and they turn up"

"They're very flexible and approachable – nothing stands still"

"Sometimes their voice in the room is enough, sometimes we seek additional specialism"

"PH and Neighbourhoods are natural bed-fellows"

"More of a dance than a wrestling match"

"Trust is key"

"We don't celebrate what we do, we just do it"

"Not enough time and resources for PH to be fully aligned into communities"

"Ben is an anchor for several viewpoints"

"Could be better at building research and evaluation into what we do, to capture the impact of our work"

"Being a good partner can't be taken for granted – have to work at it"

"I'm glad we had name badges as I was unclear who works for which organisation"

"The HWBB is well respected"

"We want to put residents at the centre of everything we do"

"JSNA – we all really understand the problems from the data – I can't always see how it relates to the action"

"The [PH] team could be braver in seeking to ensure the voice of the community is being heard, alongside the data"

"The [PH] team could do more to engage with and work with communities"

Key Messages

- Honesty, openness, and willingness has enabled us to hear from a breadth of people
- The public health team is incredibly well respected, knows itself and adds value
- Determination of partners to rebuild over the last ten years and the positive impact this has had on the strength of partnership working and governance
- The Children's Capital of Culture is a fantastic example of how sharing power with children and young people is rebuilding trust and impacting health and wellbeing
- Public health is effectively embedded in the wider health system and the wider health system is fully engaged in the health and wellbeing board on delivering the strategy

Key Line of Enquiry 1

Leadership and Governance

Does the operating environment for Public Health in Rotherham support the achievement of the Borough's Health & Wellbeing Strategy, and are public health leaders collaborating with partners on the Health & Wellbeing Board to deliver the Board's Strategy and objectives for Rotherham and mutually beneficial outcomes through a Health in All Policies approach?

Leadership and Governance

Strengths

- There is a clear and consistent demonstration of Partnership working to deliver that has been prioritised, invested in and modelled
- This is embedded through the governance which hard wires but hides the wires
- Clear benefit of strong and stable leadership across the partnership landscape
- There is a great deal of respect for and talent within the public health team, and its leadership, which is valued across the partnership and organisation

Leadership and Governance

Areas for Further Consideration

- The refresh of the Health and Wellbeing Strategy provides the perfect opportunity to build on the huge strengths identified and the appetite to become more focussed on outcomes
- We heard some tangible, positive examples of where a health in all policies approach was being developed and there is huge scope to go further on this
- Is there space for looking ahead, what are going to be the potential common challenges and challenges to that partnership working and how can a public health approach support?
- In looking ahead, consideration could be given to system value for money from PH investment and forthcoming financial pressures as current contracts come to term

Key Lines of Enquiry 2

Culture and Challenge

Does the Public Health function in Rotherham demonstrate a commitment to transparency in reporting, performance monitoring, scrutiny, and public engagement?

Culture and Challenge

Strengths

- Clear 'golden thread' of performance reporting across the partnership
- The Prevention and Health Inequalities Framework Report is helping partners look at performance differently
- Positive outcomes approach in Public Health commissioned services
- Positive leadership of the Health & Wellbeing Board and greater sense of challenge and accountability of all partners

Areas for Further Consideration

- Consider improving the understanding of the providers regarding the breadth of data and information requested and how this informs the JSNA and decision-making

Key Lines of Enquiry 2

Culture and Challenge

Is public voice and community feedback integrated into decision-making processes to drive tangible change and reduce health inequalities?

Culture and Challenge

Strengths

- Strong examples of co-production with providers and service beneficiaries in commissioning
- Example of a community-centred approach in Maltby and Dinnington, and Elected Members are working with PH intelligence to identify and deliver community-centred hyper-local priorities

Areas for Further Consideration

- Strong sense that Public Health need to do more to engage with and work within communities of place.
- Voice of “hard to reach” communities did not feature strongly in what we heard, with some recognition that this is an area requiring focus.
- Community insight could be clearer and more consistent in informing decision making, alongside the data.
- There is also a consideration for not only listening to communities, but also ‘closing the loop’ with feedback.
- The team may want to consider how the Children’s Capital of Culture can be utilised to ensure that the voice of the child is heard in informing Public Health plans and activity

Key Line of Enquiry 3

Making a Difference

Are the needs identified by the JSNA and other health needs assessments effectively embedded into public health decision-making processes, with sufficient measures in place to improve population outcomes and reduce health inequalities in line with the Borough's Health and Wellbeing Strategy?

Making a Difference

Strengths

- Public health intelligence fully embedded in local health system at all levels and the Integration of local public health team with Rotherham health partners as good as we have seen anywhere
- JSNA genuinely shaping specific priorities and service development across the local health system and NHS are full partners in the delivery of the health and wellbeing strategy
- RODA illustrates the strength of partnership working (real trust between partners)
- JSNA/dashboards are a well valued intelligence resource within the council and becoming increasingly influential in shaping service development/delivery in wider parts of the council
- Public health supporting the development of data and intelligence skills across council and partners
- Good progress in the last year in integrating the public health and planning agenda

Making a Difference

Areas for Further Consideration

- Not always clear how public health is operating within communities and ensuring the community voice is fully reflected in the JSNA.
- Linked to the above, it is also unclear how communities are supported to understand the JSNA and the priorities identified for their area, and the processes in place to support this
- May need to consider how PH intelligence reflects the increasing diversity of the communities in Rotherham and how they can shape the future of the borough
- JSNA could be more influential in terms of identifying strategic priority outcomes for the future and where to target resources to achieve them
- Does there need to be wider ownership of the “so what of the JSNA”, and is the new HWB strategy a vehicle for this?

Recommendations

- In the health and wellbeing strategy refresh, consider:
 - Focus on outcomes
 - Priorities informed by intelligence and engagement
 - Consider population groups as well as geographical areas
- The Director of Public Health and the public health team have real credibility. Colleagues and partners would welcome the team going further as positive disrupters and helping to maximise the impact that the cultural, physical and economic regeneration has on the health and wellbeing of the population
- Public Health Team to reflect on how it interfaces and influences with both seldom heard communities (including those with protected characteristics), and communities of place, in how it addresses health inequalities. This may include looking for best practice outside the Borough, as well as holding reflective joint workshops with internal and external partners to empower these communities
- Look at further opportunities to build capability within the rest of the council to maximise the impact on health and wellbeing outcomes

Thank You

Any Questions?