


29 July 2025

Subject:	LGA Review – follow up and next steps
Presenting Officer and Organisation 	Dr Frances Howie Interim Director of Public Health Sandwell MBC
Purpose of Report	Decision

1. Recommendations

Key recommendations to address the LGA Review of the Health and Wellbeing Board (HWBB):

- 1.1 That the HWBB addresses the conclusions from its recent LGA review by progressing three key themes. Each will be managed differently as set out below with oversight through the HWBB.
- 1.2 Theme 1: New Ways of working:
 - Short HWBB development sessions to be held throughout the year in order to progress findings from the Review which deal with procedural matters such as HWBB member training and ensuring that the function of the HWBB remains in line with its statutory duties
 - Consultation work will be further developed, to ensure that a comprehensive approach is taken to strategy development which includes open and wide consultation
 - HWBB meetings will continue to be public meetings in line with previous practice.
- 1.3 Theme 2: Joint Strategic Needs Assessment:
 - Set up a small task and finish stakeholder group to review the process for on-going production of the JSNA, ensuring that there is joint working between Health, Local Authority and VCS partners

- Present a short JSNA summary at the September meeting of the HWBB to enable full understanding and discussion of current content
- Present a revised JSNA structure and production process for approval at the December HWBB meeting.

1.4 Theme 3: Joint Health and Wellbeing Strategy:

- A full consultation process will be followed with the intention to seek HWBB approval of the final Strategy by either December 2025 or March 2026, dependent on the extent of revision required following consultation
- A draft report for consultation, including the consultation process, will be presented to HWBB in September 2025 for approval with consultation taking place October and early November
- A Consultation Summary Report will be presented to HWBB December 2025
- Draft JHWBS to HWBB December 2025 including draft delivery mechanisms
- Final JHWBS to HWBB for approval March 2026
- An action planning Progress Report to be presented to HWBB in March 2026 and quarterly thereafter.

2. Links to Workstreams Set out in the Health and Wellbeing Strategy

Healthy Communities	The Health and Well-being Strategy will identify a small number of priority topics for shared action across the system, identifying those topics which have been resistant to improvement effort. This shaping of the direction of travel will be to the benefit of communities across the Borough.
Primary Care	As above, all partners will play a part in the delivery of the priorities, bringing benefit across the system.
Integrated Town Teams	
Intermediate Care	
Care Navigation	

3. Context and Key Issues

3.1 Background

The Sandwell Health and Wellbeing Board (HWBB) under its new Chair Cllr Taylor, invited the Local Government Association to review local

HWBB working and impact, under the LGA Leading Healthier Places' workstream. This work was completed between November 2024 and March 25.

The Review involved non-attributable conversations with HWBB members, leaders and other key stakeholders. A final report and feedback were presented with key messages and areas for further consideration. This was discussed in April, and HWBB members held a follow-up development session on 15 July 2025 to discuss next steps.

- 3.2 The review had identified a range of experiences and feedback and highlighted several areas for further consideration. On reflection, the development session noted there was:
- a strong and shared appetite for change
 - clear ambition to provide clarity in leading through complexity and change
 - a common vision to drive change by setting a small number of priorities in a Joint Health and Wellbeing Strategy (JHWBS) underpinned by a comprehensive Joint Strategic Needs Assessment (JSNA) which can effectively drive evidence-based priority setting
 - a common commitment to build robust action plans and outcome indicators to enable the HWBB to progress and measure the impact of the JHWBS.

3.3 Next steps

The development workshop on 15 July 2025 articulated strong consensus to act at pace on the areas identified by the LGA for further consideration.

The workshop considered further facilitation from the LGA following its offer to support the HWBB in addressing some of these considerations. On balance, the workshop concluded that work should now be led by local partners, to ensure local leadership and ownership. The HWBB may wish to consider keeping open the option to bring the LGA back at a later date when an updated review may be helpful.

The development workshop identified three core themes from the LGA work:

Theme 1: Ways of Working

The Review found some lack of clarity about the function and purpose of the HWBB. However, the workshop confirmed and was reminded that this remains a formal statutory committee of the local authority, and will continue to provide a forum where political, clinical, professional and community leaders from across the health and care system come together to improve the health and wellbeing of their local population and reduce health inequalities. Its' core purpose is to lead the improvement of the health and wellbeing of Sandwell's population, with a specific focus on tackling health inequalities.

It was also noted that Terms of Reference for the HWBB were reaffirmed in May 2025.

To take forward Review considerations in this theme, the following actions were proposed for approval of HWBB:

- Short HWBB development sessions will be held throughout the year to progress findings from the Review which deal with procedural matters such as HWBB member training and ensuring that the function of the HWBB remains in line with its statutory duties whilst navigating and articulating relationships with other HWBBs across the system. These will also support HWBB members to strengthen relationships and lead and progress work at pace
- Consultation work will be further developed, to ensure that a comprehensive approach is taken to strategy development which includes open and wide consultation with partners across the system as well as residents
- HWBB meetings will continue to be public meetings in line with previous practice
- The work will be led within Sandwell, retaining the option to invite the LGA back to review progress at a later date.

Theme 2: Joint Strategic Needs Assessment

The Review found a wish to review the production and accessibility of the JSNA. Producing a JSNA is a joint responsibility of health and local authorities, and the health duty now falls to the local Integrated Care Board (ICB). They are assessments of the current and future health and social needs of the local community and should underpin evidence-

based decision making. Sandwell's JSNA is a live and extensive data set, but the Review highlighted that partners including the VCS have a wealth of other data, information and insights that are not yet included. It also found that full use is not yet made of the resource available within the JSNA.

To take forward Review considerations in this theme, the following actions were proposed for approval of HWBB:

- Set up a small task and finish stakeholder group to review the process for on-going production of the JSNA, ensuring that there is joint working between Health, Local Authority and VCS partners
- Present a short JSNA summary at the September meeting of the HWBB to enable full understanding and discussion of current content
- Present a revised JSNA structure and production process for approval at the December HWBB meeting.

Theme 3: Joint Health and Wellbeing Board Strategy

The production of the JHWBS is a statutory duty of the Local Authority and the ICB. Government guidance makes clear that this is not about acting on everything at once but about setting a small number of key strategic priorities for action, that will make a real impact on people's lives.

The existing Sandwell JHWBS was published in 2022 and comes to an end in 2025, but the Review found mixed responses about its impact and identified consensus about the need for action plans and performance indicators to be an integral part of future strategies.

At the development workshop there was agreement that a new strategy should be developed at pace, with wider consultation across stakeholders and residents, and an associated programme of delivery. Consultation should be on matters including: the principles and vision of the JHWBS; criteria for selecting a long list of priorities; a long list of priorities drawing on the existing JSNA; and examples of performance indicators and delivery mechanisms.

To take forward Review considerations in this theme, the following actions were proposed for approval of HWBB:

- A full consultation process will be followed with the intention to seek HWBB approval of the final Strategy by either December 2025 or March 2026, dependent on the extent of revision required following consultation
- A draft report for consultation, including the consultation process, will be presented to HWBB in September 2025 for approval with consultation taking place October and early November
- A Consultation Summary Report will be presented to HWBB December 2025
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3.4 Summary

Following the approval of the recommendations within this report the key considerations from the LGA report will be addressed and local stakeholders will lead the development of a refreshed way of working; a more comprehensive, joint and accessible JSNA; and a new JHWBS.

4. Engagement

This paper was consulted on with HWBB members from across the system and proposes the further consultation of stakeholders and residents to develop a new JHWBS.

5. Implications

Resources:	No new resource implication but the paper identifies areas for action from existing partners which may require a reprioritisation of work.
Legal and Governance:	The local authority and IBC have a joint statutory duty to publish JSNA and JHWBS.
Risk:	There is risk in not delivering the joint statutory duty to produce a JSNA and a JHWBS. The proposals here mitigate the risk fully.

Equality:	Equality duties will be taken into consideration within the consultation process.
Health and Wellbeing:	Proposals aim to impact on the health and well-being of residents by identifying a small number of priorities for action which will improve health and well-being and which have in the past been resistant to change.
Social Value:	No direct implications arising from this report.
Climate Change:	No direct implications arising from this report.
Corporate Parenting:	No direct implications arising from this report.

6. Appendices

None.

7. Background Papers

None.