

# Agenda

## Health Overview and Scrutiny Committee

**Wednesday, 16 November 2016, 1.30 pm**  
**County Hall, Worcester**

All County Councillors are invited to attend and participate

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ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸਮਝਣ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤੁਹਾਡੇ ਲਈ ਅਨੁਵਾਦ ਕਰ ਸਕੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਮਦਦ ਲਈ 01905 765765 'ਤੇ ਫ਼ੋਨ ਕਰੋ। (Punjabi)

## DISCLOSING INTERESTS

There are now 2 types of interests:  
**'Disclosable pecuniary interests'** and **'other disclosable interests'**

### WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3<sup>rd</sup> party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

**NB Your DPIs include the interests of your spouse/partner as well as you**

### WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
  - you must **not participate** and you **must withdraw**.

**NB It is a criminal offence to participate in matters in which you have a DPI**

### WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:  
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

### WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

### DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

### DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
  - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

## Health Overview and Scrutiny Committee Wednesday, 16 November 2016, 1.30 pm, County Hall

### Membership

#### Councillors:

Worcestershire County Council      Mr A T Amos (Chairman), Mr W P Gretton,  
Mrs J L M A Griffiths, Mr P Grove, Ms P A Hill,  
Mr A P Miller, Mrs F M Oborski, Mrs M A Rayner and  
Mr G J Vickery

#### District Councils

Mr T Baker, Malvern Hills District Council  
Ms T Biggs, Worcester City Council  
Dr B T Cooper, Bromsgrove District Council  
Mrs A Hingley, Wyre Forest District Council  
Mrs F S Smith, Wychavon District Council  
Mrs N Wood-Ford, Redditch Borough Council

### Agenda

Item No	Subject	Page No
1	<b>Apologies and Welcome</b>	
2	<b>Declarations of Interest and of any Party Whip</b>	
3	<b>Public Participation</b> <i>Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by email indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 15 November 2016). Enquiries can be made through the telephone number/email address below.</i>	
4	<b>Confirmation of the Minutes of the Previous Meeting</b> <i>Previously circulated</i>	
5	<b>Sustainability and Transformation Plans</b>	1 - 8
6	<b>Quality of Acute Hospital Services - Update</b>	9 - 12
7	<b>Futurefit - Proposals for Change and Reform to support the Medium Term Financial Plan: Public Health</b>	13 - 14

Agenda produced and published by the Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. For general enquiries: 01905 763763 Worcestershire Hub (01905) 765765

To obtain further information or hard copies of this agenda, please contact Emma James/Jo Weston telephone: Worcester (01905) 844964 / 844965, email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

All the above reports and supporting information can be accessed via the Council's website at [http://www.worcestershire.gov.uk/info/20013/councillors\\_and\\_committees](http://www.worcestershire.gov.uk/info/20013/councillors_and_committees)

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## **HEALTH OVERVIEW AND SCRUTINY COMMITTEE 16 NOVEMBER 2016**

### **SUSTAINABILITY AND TRANSFORMATION PLANS**

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#### **Summary**

1. Since the start of this year, local health and social care systems across England have been working on Sustainability and Transformation Plans (STPs). Worcestershire is in a 'footprint' with Herefordshire so it is aspiring to co-producing a plan that seeks to outline how local services can remain sustainable and within the financial allocations.
2. The Health Overview and Scrutiny Committee (HOSC) is to be provided with an overview of the process and timeline for the STP, to be briefed on how the Plan is being developed and communicated and what the key themes of the STP for Herefordshire and Worcestershire are likely to be.
3. Lead Officers involved in development of the Herefordshire and Worcestershire Sustainability and Transformation Plan have been invited to the meeting.

#### **Background**

4. On 22 December 2015, NHS England issued the annual and long term planning guidance for Clinical Commissioning Groups (CCGs). As well as the regular requirements for one year operational plans, this guidance called for local health economy partners to come together and develop Sustainability and Transformation Plans covering a defined 'planning footprint'. The planning footprint agreed for this area is Herefordshire and Worcestershire – a footprint covering a population of approximately 780,000 people. There are 44 footprints nationally, with an average sized footprint covering 1.3m people.
5. STPs are aimed at transforming health services across the country – to meet the needs of population increases and people living for longer. STPs are at the heart of the drive to greater efficiency and improvements in quality across health and care systems. They are designed to build upon local transformation work already in progress and in Worcestershire this is through Well Connected, the Future of Acute Hospital Services and other local transformation schemes.
6. The purpose of the STP is to develop the opportunities for local bodies to work on a more sustainable planning footprint in order to bridge the gaps which exist in relation to Health and Wellbeing, Care and Quality and Finance and Efficiency. These are known as the 'triple aims' and are the driving principles behind STPs nationally:
  - a) **Health and Wellbeing** – The main focus of this particular workstream is on achieving a radical upgrade in illness prevention to reduce the long term

burden of ill health – both from a quality of life perspective for individuals and a financial perspective for the health and care system

- b) **Care and Quality** – The main focus of this work is on securing changes to enable local provider trusts to exit from the Care Quality Commission (CQC) special measures regime and to reduce avoidable mortality through more effective health interventions in areas such as cancer, stroke, dementia, mental health and improved maternity services.
- c) **Finance and Efficiency** – The main focus of this work is on reducing unwarranted variation in the demand and use of services and securing provider efficiencies through implementing new approaches to care provision.

7. Progress with the Herefordshire and Worcestershire STP has been overseen by the Health and Well-being Board, and an initial and interim plan have been submitted to NHS England on 30 June and 21 October 2016 respectively. Specific proposals to address the priorities identified are currently being explored.

8. The Health and Well-being Board has received seven updates on the development of the STP and at its meeting on 1 November 2016, it reviewed and made comments on the draft priorities and potential approaches to engagement. The papers are available online [here](#). The Board will also receive a formal update at its next meeting following receipt of feedback on the draft plan from NHS England.

9. The purposes of bringing the proposals to HOSC at this stage are to keep Members informed of the process and emerging thinking, and to comment on the proposed engagement process and subsequent formal consultations as appropriate. HOSC will receive a timeline of anticipated scrutiny issues for January 2017 and the opportunity to review specific proposals in due course.

### **Legal, Financial, and HR Implications**

10. There are no specific legal, financial or HR implications associated with this paper, but there will be significant implications associated with the development of plans for each programme transformation area within the STP and their subsequent implementation. As these plans are developed these will be identified and reported in due course and dealt with through self-standing reports.

### **Purpose of the meeting**

11. Members are invited to consider and comment on progress of the Herefordshire and Worcestershire STP – and may wish to consider the following points:

- What will be done differently?
- What is likely to change for patients and access to services?
- Will funding allocations change and how?
- What are the main challenges for Herefordshire and Worcestershire?
- How will stakeholders, including the HOSC, be involved and consulted as plans are formed? – and how will plans be held to account?
- How can health scrutiny support the implementation of the STP?

## **Supporting Information**

- Appendix 1 - Communication and Engagement Plan

## **Contact Points**

### County Council Contact Points

Worcestershire County Council; 01905 763763

Worcestershire Hub: 01905 765765

### Specific Contact Points for this report

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965

Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agendas and Minutes of the Health and Well-being Board on 9 February, 13 September and 1 November 2016

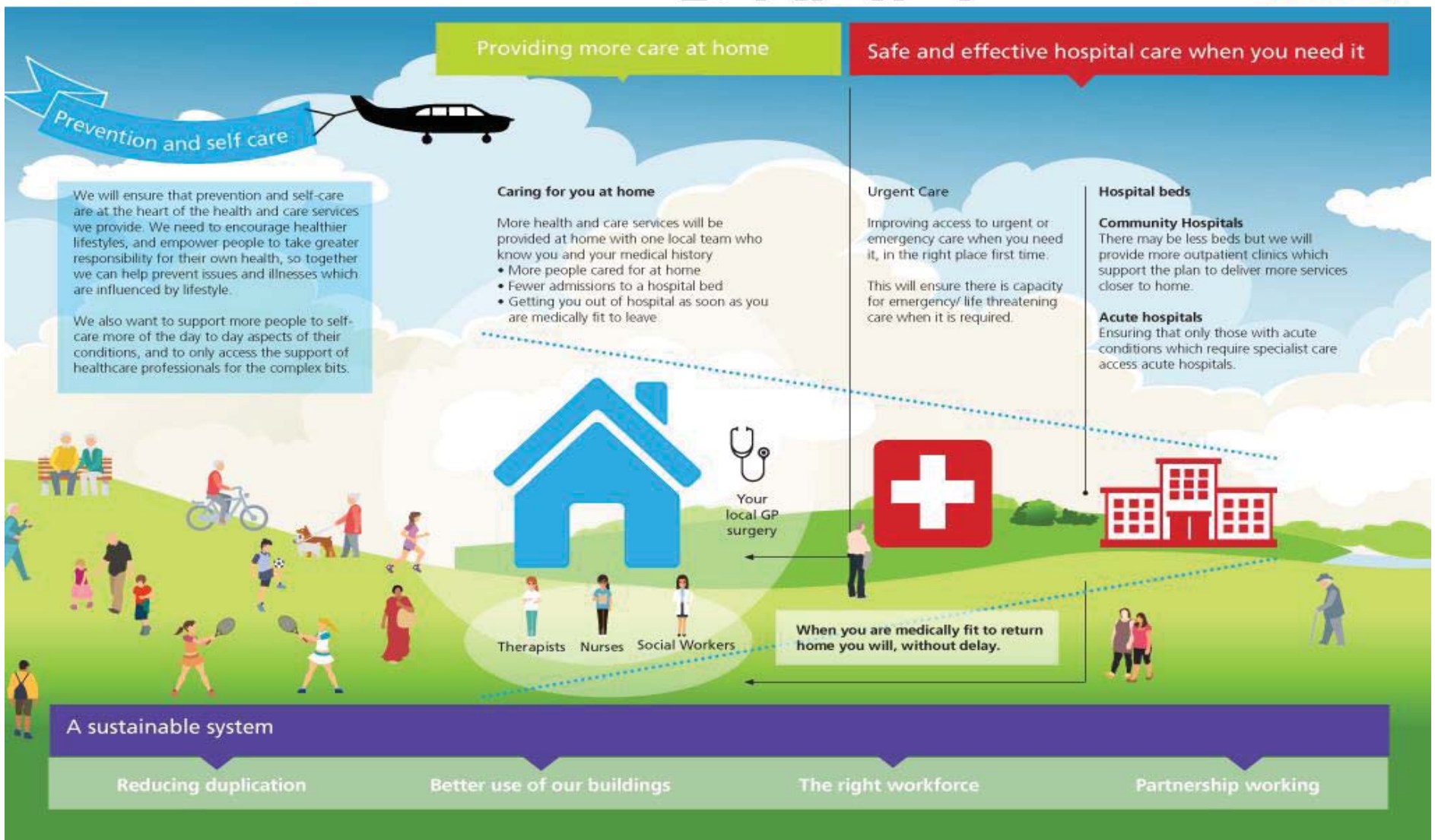
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# Communications and Engagement Plan



# DRAFT



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## Communications and Engagement Plan

*Our STP priorities are not new; they have been central to our engagement for a number of years and include extensive engagement around our strategies for Urgent Care, the reconfiguration of acute hospitals services, increasing out of hospital delivery and the promotion of self care and prevention. The collaborative focus of the STP process has enabled us to bring the learning from these activities together to develop a consistent approach to our future work, namely to effectively scale up the engagement and interaction with our local communities, clinicians and staff from 17th October.*

- Our collective experience from previous engagement around “the left shift” in the delivery of care is that the majority of stakeholders understand and support both the need for change, as well as the necessity for improvement, especially for older/ more vulnerable people. From April 2016, as STP partners we have been using all our existing engagement events to talk to members of the public and stakeholders about this system wide strategic case for change; providing us with over 100 engagement opportunities across the 2 counties to outline the Triple Aim challenge, our local gaps and gain feedback on some of emerging issues . These early discussions reflected the position above, namely that the rationale for change is supported but there are specific themes that require more exploration and assurance, for example transport and capacity of our workforce to deliver much more care at home.
- The Communications and Engagement workstream is well established and has leads from all partner organisations that meet every fortnight to coordinate activities and feedback, both internally and externally. Each workstream also has an identified communications and engagement lead to ensure consistency of messages.
- From September our STP communication has been branded as #yourconversation and a dedicated website was launched in September. [www.yourconversationhw.nhs.uk](http://www.yourconversationhw.nhs.uk). The website includes some of the previous engagement activities and content, FAQs, details of our engagement events and a questionnaire. There is a weekly #yourconversation bulletin which is issued to all staff and stakeholders.
- Staff engagement in all partner organisations is being increased in preparation for the next phase of STP development. The ‘Back Office’ and ‘Workforce and Organisational Development’ workstreams have the potential to affect the working lives of many of our staff and we are engaging with them to help them devise solutions which will make the back office of all our organisations more efficient. Each partner organisation has taken responsibility for engaging with their staff and staffside organisations using agreed messages.



# Communications and Engagement Plan

*We have now reached a point on our STP journey where it is critical that we engage more fully on our emerging thinking, including the ways in which we might work differently to address our priorities if we are to realise onward success. Although we are formally consulting on Worcestershire's acute services from November 2016 the other areas being explored in our STP are still in formation and from 25th October we are wanting to facilitate early discussions around the likely direction of travel, the development of local solutions and co-design around more formal engagement going forward (as per the NHS publication on "Engaging Local People - a guide for local areas developing Sustainability and Transformation Plans" September 2016). This will approach will be cascaded into all formal meetings, stakeholder forums, staff events etc supplemented by roadshows, briefing, social media campaigns and proactive media coverage.*

## **#yourconversation**

The early engagement outlined above will start on 18th October with our staff and then external stakeholders on 19th October. This will also publically launch #yourconversation in the media as a mechanism to gain early views and wider engagement in further shaping of our STP. The content will build on previous cascades and specifically scale up our wider staff engagement to include written briefs, drop-in sessions and roadshows (#yourconversation mobile briefings via our training bus) as well as interactive #yourconversation webinars, blogs etc.

## **Clinical Engagement**

There are two countywide clinical reference groups which provide advice to the Programme Board on all aspects of the STP. In addition there is a joint clinical engagement group which straddles both counties to come together to discuss specific items and concerns. In addition each workstream has clinical input and have plans to involve the wider community in the further development of their ideas and concepts. Clinical engagement also forms part of the staff engagement programmes in all partner organisations. Plans are underway for a series of workshops for clinicians from across the two counties at the beginning of December to discuss the STP and how clinicians can shape the current thinking and future plans.

## **Key stakeholder engagement**

We are establishing a Stakeholder Advisory Group under the chairmanship of the. Voluntary and Community Sector. The group will consist of councillors, lay members from CCGs and Trusts and representatives from community and voluntary groups. Its role will be to advise on all STP communications and engagement with the public. A briefing is being arranged in London for the eight MPs who represent Herefordshire and Worcestershire. This is in addition to the individual briefs which they have received from partner organisations. All partner organisations receive updates at their Boards/Governing Bodies and support the STP direction of travel as well as specific briefings as required

## **Engagement with the public**

As partners we will continue to use all our existing engagement events as opportunities to talk to members of the public and stakeholders about the case for change and the emerging thinking in our STP. #yourconversation will be scale up as our interactive tool to discuss the issues stakeholders have around STP priorities. This will be supported by awareness raising social media activity, proactive media campaigns and publicity through open events and forums.



# Communications and Engagement Timeline

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		Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	
PMO Governance	Governance	◆ Board	◆ Board	◆ Board	◆ Board	◆ Board	◆ Board	◆ Board	◆ Board	◆ Board	◆ Board	◆ Board	◆ Board	
		◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	◆ Programme Executive (bi-weekly)	
Gateway approvals (more scoping required)	Clinical Senate								TBC?					
	Regional Assurance								TBC?					
	Investment Committee								TBC?					
Engagement & Consultation	Pre and Full Engagement (Oct-May 17)													
	Establish stakeholder reference group		◆ Service user forum		◆ Service user forum		◆ Service user forum		◆ Service user forum		◆ Service user forum		◆ Service user forum	
	Clinical reference groups (x2)	◆	◆	◆	◆	◆	◆	◆	◆	Consultation as appropriate (TBC) (May-Sep 17)				
Key meetings	Stakeholder briefings/comms	#yourconversation – weekly bulletin and briefings					◆ #your conversation	◆ #your conversation	◆ #your conversation	◆ #your conversation	◆ #your conversation	◆ #your conversation	◆ #your conversation	◆ #your conversation
	Governing body boards and partner meetings (Eg health watch)	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	
Key meetings	HOSC	Worcs	◆ WCC HOSC	◆ WCC HOSC	◆ WCC HOSC	◆ WCC HOSC	◆ WCC HOSC	◆ WCC HOSC	◆ WCC HOSC	◆ WCC HOSC	◆ WCC HOSC	◆ WCC HOSC	◆ WCC HOSC	
		Hfd	◆ HC HOSC	◆ HC HOSC		◆ HC HOSC	◆ HC HOSC			◆ HC HOSC				
	Health and Wellbeing	Worcs		◆ WCC HWBB			◆ WCC HWBB		◆ WCC HWBB			◆ WCC HWBB		
		Hfd	◆ HC HWBB	◆ HC HWBB		◆ HC HWBB	◆ HC HWBB		◆ HC HWBB					
MP briefings	◆ 17/10		◆		◆		◆		◆		◆			
Decision Points/ major milestones		◆ Feedback on plan next submission date TBC			◆ Communication time lines TBA including formal consultation									
External impacts									Worcestershire PURDAH 23 Mar 17-4 May 17					



## **HEALTH OVERVIEW AND SCRUTINY COMMITTEE 16 NOVEMBER 2016**

### **QUALITY OF ACUTE HOSPITAL SERVICES - UPDATE**

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#### **Summary**

1. The Health Overview and Scrutiny Committee (HOSC) is to receive an update from Worcestershire Acute Hospitals NHS Trust (the Trust) on the quality of hospital services, and in particular, progress to address improvements required by the Care Quality Commission (CQC) – through the Patient Care Improvement Plan.
2. The Care Quality Commission is due to revisit the Trust in late November 2016.
3. The Trust's Interim Chief Executive and the new Chair have been invited to attend the meeting.

#### **Background**

4. The HOSC requested regular updates during 2015 on the quality of acute hospital services – as part of its role to monitor the impact of ongoing pressures experienced by many hospital trusts, such as increased activity, greater complexity of patient needs and financial constraints. Within Worcestershire, a further pressure has been the delay in finalising a reconfiguration of acute hospital services, which has resulted in an on-going period of uncertainty for the Trust.
5. Additionally, the Care Quality Commission's (CQC) most recent (December 2015) inspection report led to the Trust being placed into special measures as a result of the planned inspection in July 2015. Key issues from the inspection report centred on:
  - Outpatient Strategy
  - Women and Children's Services
  - High Dependency Unit Review Emergency Surgery Reconfiguration
  - Governance and Safety.
6. Of the 115 domains rated, the Trust received ratings of outstanding in 2, good in 54, with 13 inadequate and the rest requiring improvement – for the latter this meant that consistency needed to improve, and not that all areas were poor.
7. The Trust's previous updates to the HOSC on 9 December 2015, 27 April and 19 July 2016, have focused on the initial inspection findings and progress to date, priority work streams and plans, as well as the recent temporary emergency changes to services which needed to be made on patient safety grounds by the Trust, under emergency powers - in November 2015 all births from the Alexandra Hospital in Redditch were moved to the Worcestershire Royal Hospital because of a severe shortage of neonatal nurses, and from September 2016, Inpatient Paediatric Services were centralised at Worcestershire Royal Hospital also.

8. Whilst acknowledging the innovative work in hand to progress the Patient Care Improvement Plan since the CQC's inspection, the HOSC's discussions have raised a number of concerns, including the impact on national performance targets, the need for clear communications to inform, reassure the public and dispel rumours, the need for better systems to improve patient waiting times and discharge, staffing and recruitment, capacity at Worcestershire Royal Hospital, significant financial pressures, the onset of pressures from seasonal winter illnesses and transportation between hospital sites.

9. Concern was also expressed about the need for stability and the negative impact of the on-going delay to the reconfiguration of acute hospital services in Worcestershire.

10. More recently, on 26 September 2016, HOSC members discussed Radiology Services with the Trust, to understand actions being taken to address reports of a backlog of Radiologist reports on X-rays.

11. The Care Quality Commission is due to revisit the Trust in late November 2016.

### **Purpose of Meeting**

12. HOSC members are invited to consider and comment on progress being made to address the quality of services at the Trust.

13. Following the discussion, HOSC Members are asked to consider whether any further information is required and identify any specific elements for potential future scrutiny.

### **Contact Points**

#### County Council Contact Points

Worcestershire County Council: 01905 763763

Worcestershire Hub: 01905 765765

#### Specific Contact Points for this Report

Emma James / Jo Weston, Overview and Scrutiny Officers: 01905 844964 / 844965

Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

### **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes of the Health Overview and Scrutiny Committee on 27 April, 19 July and 26 September 2016, 16 September and 9 December 2015  
<http://worcestershire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=141>
- Care Quality Commission Press release, 2 December 2015  
<http://www.worcsacute.nhs.uk/news/care-quality-commission-report/>
- Care Quality Commission report on Worcestershire Acute Hospitals Trust (December 2015)  
<http://www.cqc.org.uk/provider/RWP#sthash.mEq4ofel.dpuf>

- Worcestershire Acute Hospital NHS Trust Press Release, 2 December 2015  
<http://www.worcsacute.nhs.uk/news/care-quality-commission-report/>
- Press releases on temporary emergency changes to maternity, neonatal and gynaecology services August 2015 to February 2016:
  - <http://www.worcsacute.nhs.uk/news/temporary-relocation-of-emergency-gynaecology-services/>
  - <http://www.worcsacute.nhs.uk/news/temporary-relocation-of-emergency-gynaecology-services-from-alex/>
  - <http://www.worcsacute.nhs.uk/news/temporary-emergency-changes-to-services-to-remain-in-place/>

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## **HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

### **16 NOVEMBER 2016**

## **FUTUREFIT – PROPOSALS FOR CHANGE AND REFORM TO SUPPORT THE MEDIUM TERM FINANCIAL PLAN: PUBLIC HEALTH**

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### **Summary**

1. As part of the Council's development of the 2017/18 budget, the Cabinet Member with Responsibility for Health and Well-being, and the Director of Public Health have been invited to discuss the budget challenges facing services in 2017/18 and how these are being addressed.

### **Background**

2. The Council needs to ensure that it can continue to deliver services within a tight financial settlement and find solutions to deliver the necessary savings. The Council is continuing to work to do things differently through the FutureFit programme, with a combination of efficiencies and savings proposals.
3. On 17 November 2016 Cabinet will be considering progress since the last FutureFit update, proposals to support the delivery of the Corporate Plan (including the delivery of savings to 2020), and the development of the Medium Term Financial Plan and budget setting.
4. The report to Cabinet will set out the context for the budget, as well as the Council's Corporate Plan Priorities and a financial summary. The Cabinet report, including savings proposals, can be accessed on the Council's website [here](#)

### **2017/18 Budget Scrutiny Task Group**

5. On 13 September 2016, the Overview and Scrutiny Performance Board agreed to set up a scrutiny task group to undertake in-depth scrutiny of the 2017/18 budget. Chairmen of Overview and Scrutiny Panels and the Health Overview and Scrutiny Committee will be invited to attend a meeting of the task group in early December to feedback the views of their Panels/Committee on the outcomes of Corporate Strategy Planning discussions and the savings proposals outlined in the Cabinet report.

### **Equality and Diversity Implications**

6. Last year's budget scrutiny task group gave a "light touch" consideration to equalities issues raised by savings proposals and suggested that the Diversity Manager should be invited to meetings to help members consider the Equalities Impact of each Corporate Strategy proposal.

## **Purpose of the meeting**

7. The HOSC is asked to consider and agree comments on the savings proposals for Public Health, which the Chairman will feed back to the 2017/18 Budget Scrutiny Task Group.

## **Supporting Information**

- Report to Cabinet on 17 November 2016 – available electronically on the Council's website [here](#)

## **Contact Points**

### County Council Contact Points

Worcestershire County Council; 01905 763763

Worcestershire Hub: 01905 765765

### Specific Contact Points for this report

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## **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes of the Overview and Scrutiny Performance Board on 13 September 2016 – available on the website [here](#)
- Public Health Ring-fenced Grant Update report to the Health Overview and Scrutiny Committee on 30 June 2016 – available on the website [here](#)