

- There is a question as to whether the indicators used to demonstrate progress would have improved over the last three years anyway and, with some data lag, we cannot yet fully understand what the impact has been.
- As strategy coordinator resource had been dedicated from the NCC Public Health budget to support the Board Priority Champions, this led to the effect of strategy implementation and delivery not being fully owned by the wider health and wellbeing system
- Despite the agreed priorities and goals of the strategy, there is little evidence that the day to day work of Board partners changed to any significant extent to make a greater system wide impact.

2.6 We know from research evidence from the past few years that an effective Health and Wellbeing Strategy should include a number of key features.

2.7 Key features of this **national good practice** and how this applies to Norfolk:

- Having a '**Place Focus**', addressing place issues – i.e. resilience, skills and employment or children rather than condition specific issues such as obesity or dementia. Taking forward the strategic themes of prevention, integration and inequalities will ensure the new strategy continues this focus to greatest effect. Supporting this will be the implementation of the LGA's guidance, 'Health in All Policies'.
- **Genuine systems leadership** – this is essential to a successful delivery of any partnership strategy. Chairs and Vice chairs of the Board are from local government and Health with membership also including voluntary and community sector and other county wide partners with the Chief Officer to the Board as the Director of Public Health. This all means that the Board is set up to deliver a successful strategy. Norfolk has a strong history of partnership working and this will continue into the newly developing health and wellbeing strategy.
- The Board as both a hub, bringing leaders together and a fulcrum, where things happen. The Board has ensured that the **time between meetings has been used effectively**. The Strategy Implementation Group together with the Board Priority Champions has monitored the Strategy making sure it is on track, on behalf of the Board. Updates on progress have been pulled together to provide the Board with information and the annual technical report demonstrating the impact on outcome measures and the selected indicators. This has been of mixed success and there have been difficulties in securing broader leadership for and identifying resources for special projects in some of the priority areas, as these may have been seen as delegated to a separate sub group. Consideration should be made to whether there is a more effective way to do this in the future.
- Collaborative 'plumbing' – **how we work together** in a challenging geography with variation in needs over a period of austerity and change. The Board has been able to regularly assess whether the Health and Wellbeing Strategy was on track which led to the fourth priority of Mental Health being selected. The Mental Health Strategic Framework agreed by the Board in July 2016 will be taken forward as a key and continuing important issue in the new strategy – perhaps a year of mental health?

