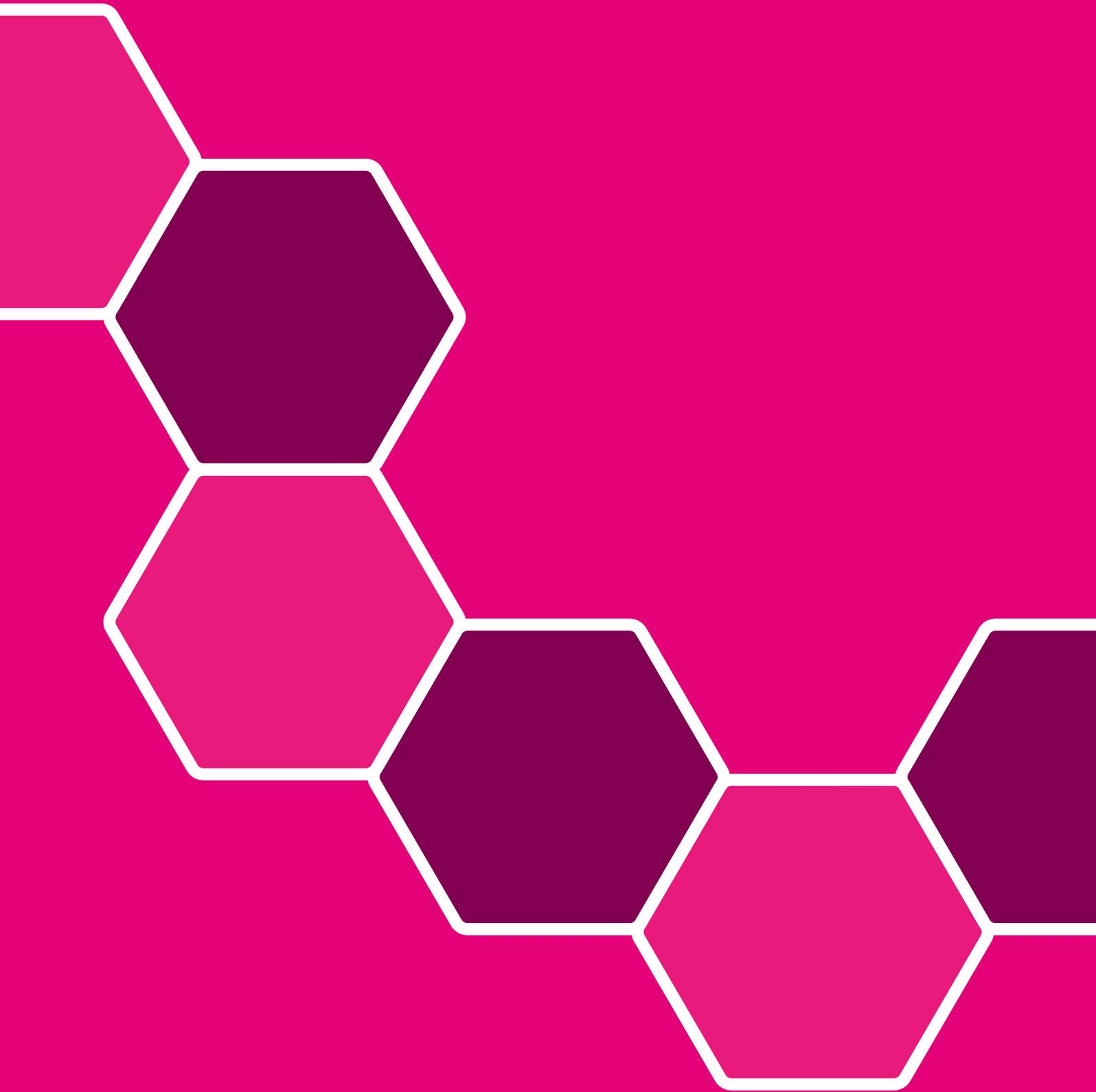


Public health, prevention and health improvement

Prospectus
2019/20



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Foreword

Embedding sector-led improvement (SLI) in public health is a real collaboration between partners. The Local Government Association (LGA), the Association of Directors of Public Health (ADPH) and Public Health England (PHE) are working together to support its development at local, regional and national levels.

Public health is about creating the conditions in which people can live healthy lives for as long as possible. Good health and well-being are about more than just health and care services. Economic prosperity, a good start in life, education, good work, housing and strong, supportive relationships all play their part.

After six years, the public health system continues to evolve with an increasing focus on linking people's health to the place where they live. With a common ambition for an integrated and place based model of prevention articulated in both the NHS Long Term Plan and the Prevention Vision from the Secretary of State for Health and Social Care, there is now greater potential and opportunity for partners to work in an integrated way to maximise efforts to provide high quality public health functions and services.

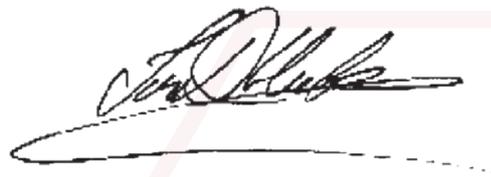
Public health is taking responsibility for its own improvement. By utilising peer challenges, public health is shining a light on how effectively it operates – both within councils and as part of the wider local health and wellbeing system. With the growing impetus on prevention and integration, it is essential that public health is well-placed to drive the 'health in all policies' approach and to ensure that improving health and wellbeing, and tackling health inequalities, are everyone's business.

This year, partners across the public health system have come together nationally to develop a shared commitment to quality in the delivery of public health functions and services.

The new Quality Framework for public health establishes a vision of high performing public health systems and the characteristics and enablers of high quality public health functions and services.

This framework recognises the wide ranging scope of public health endeavours and activities with recognition of the wider public health functions, role of place and locally led nature of public health systems.

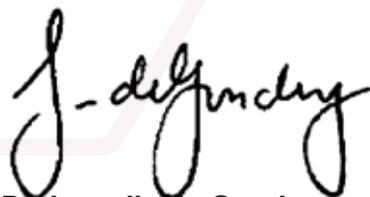
Learning and improvement in public health is a priority for local government, and the new quality framework will enable local places to embed this approach as an integral part of Sector Led Improvement, ensuring services are continually improving and respond to the needs of local people.



Councillor Ian Hudspeth
Chairman, LGA Community Wellbeing Board



Richard Gleave
Deputy Chief Executive, Public Health England



Dr Jeanelle de Gruchy
President, Association of Directors of Public Health

Introduction

It is important to have in place the most effective arrangements to help local authorities across the country to continuously improve outcomes and deliver value for money.

Local government has a track record of working with other bodies: public sector, voluntary sector and the business community to help to transform the lives of their residents and communities for the better.

Sector-led improvement (SLI) is the approach to improvement put in place by local authorities and the Local Government Association (LGA).

The overarching approach for SLI is set out in 'Sector led improvement in local government', published by the LGA with the Association of Directors of Adult Social Services (ADASS), the Association of Directors of Children's Services (ADCS) and the Society of Local Authority Chief Executives (SOLACE)¹.

The following principles underpin the approach to sector-led improvement in local government:

- councils are responsible for their own performance and improvement and for leading the delivery of improved outcomes for local people in their area
- councils are primarily accountable to local communities (not government or the inspectorates) and stronger accountability through increased transparency helps local people drive further improvement
- councils have a collective responsibility for the performance of the sector as a whole (evidenced by sharing best practice, offering member and officer peers, etc).

Sector led improvement is effective and continues to have high levels of support from the sector. These principles have informed the LGA's corporate support offer and the approach in children's and adult's social care.

The LGA is working with partners at Public Health England (PHE) and the Association of Directors of Public Health (ADPH) to deliver sector-led improvement activity in 2019/20 for public health, prevention and health improvement through the Care and Health Improvement Programme funded by the Department of Health and Social Care (DHSC).

The LGA

The LGA's support offer is based on what we have learnt works for improvement: strong political and managerial leadership, challenge from one's peers, the ability to benchmark performance with others and the sharing of good practice.

In addition, the LGA maintains an overview of the performance of the sector in order to identify potential performance challenges and opportunities – and to offer support on a proactive basis.

Public Health England (PHE)

PHE is the expert national public health agency that fulfils the secretary of state's statutory duty to protect health and address inequalities, and executes his power to promote the health and wellbeing of the nation. It does this through world-class science, advocacy, partnerships, knowledge and intelligence, and the delivery of specialist public health services. It has a role in enabling local public health systems, especially local authorities as the leaders of the local systems, to have the capability and capacity to improve and to tackle the challenges to the public's health including development of the wider public health workforce.

¹ www.local.gov.uk/sites/default/files/documents/sli-local-government-pdf--f4c.pdf

Association of Directors of Public Health (ADPH)

ADPH provides national leadership for SLI regional programmes through support to directors of public health, and sharing knowledge and expertise across networks. It also develops systems and tools to support the work.

They chair the ADPH SLI Programme Board (ADPH, PHE and LGA membership) which oversees SLI work done by public health teams regionally as well as national public health SLI programmes.

The ADPH regional networks are a key mechanism for delivering sector-led improvement in public health. Each network is expected to deliver their local developed SLI plan and report to the ADPH SLI Programme Board.

This prospectus

This prospectus sets out:

- the programme of sector-led improvement support available through the LGA and partners
- signposting to other support and resources available
- the early support arrangements for local authorities with performance challenges in public health.

Free improvement support available from the LGA

Leadership of local population health and prevention agenda support

Leadership essentials for political and clinical leaders

- 15-16 Oct 2019
- 5-6 November 2019

Warwick Conference Centre, Coventry

Aimed at those with a political or clinical leadership role in a health and care system, these two day residential sessions are an opportunity to reflect on the leadership challenges, share learning and network.

Using the LGA's tried and tested approach to leadership development, this programme is co-designed and co-delivered with NHS clinical commissioners with a focus on current and crucial issues.

To book a place contact grace.collins@local.gov.uk

Leadership essentials: sport and physical activity

Following over 20 successful Leadership Essentials Sport programmes in the last five years, the LGA and Sport England are pleased to offer further programmes to assist cabinet members/ portfolio holders with the responsibility for sport to lead transformational change in their service. The programme also provides a great opportunity to hear about Sport England's strategy, Towards an Active Nation, and the opportunities it brings for councils and local partners. We also offer a Leadership Essentials Sport programme for strategic officers with a responsibility for leading sport services in their areas.

For further details, including dates, please contact nicola.haymes@local.gov.uk

Prevention matters

One-day facilitated workshop for elected members to support their role as champions of health improvement and prevention in their local community. It provides an overview on the wider determinants of health, health inequalities, the three types of prevention and the roles of the council and elected members in improving health outcomes.

The workshop is aimed at elected members from all types of councils and in any role. The session would be tailored to your area's requirements and can be for whole councils, regional groupings, district councils or joint sessions across more than one local authority area. The session is delivered on site at a locally determined date.

In summary sessions cover:

- understanding health and wellbeing locally and nationally
- an overview of national policy drivers including the changes from the Health and Social Care Act 2012, the NHS Long Term Plan and Prevention Green Paper
- the role and impact that elected members can have on health and wellbeing in your communities
- an exploration of health inequalities
- the financial impact of investment in prevention
- influencing and planning – health and wellbeing boards (HWBs), Joint Strategic Needs Assessments (JSNA) and health and wellbeing strategies
- an exploration of your own ward profiles of health indicators.

We are developing the prevention matters workshop formula to include an advanced system leadership session and a joint GP and member offer to support council and HWBs engagement in the prevention agenda of the wider system.

For further details, or if you would like to arrange a workshop please contact kate.biddlecombe@local.gov.uk

Health in all policies/wider determinants support

Health in all policies (HiaP) is an international initiative initiated by the World Health Organisation (WHO) to encourage the embedding of health improvement into policy decision making.

The LGA with PHE and ADPH has produced a framework that adapts this approach specifically to local councils in England. The framework enables a focus on all the areas required in order to embed a HiaP into their policy, decision making and all aspects of council delivery and influence.

Support is available to enable a local authority to be confident in its understanding of the wider determinants of health and wellbeing (emphasising the whole council nature), and self-assess how far they have implemented a HiaP approach, and what actions could be taken to further this.

A one day facilitated self-assessment offer involves a peer team facilitating a challenge and action planning workshop on site. The team will undertake pre-work to understand your context to prepare for the workshop.

The approach has been refreshed to make the tool adaptable to a wider audience and different settings. Our developing approach aims to foster an understanding of the wider determinants of health and wellbeing across the system/place, and provide an opportunity to self-assess and explore steps that can be taken to embed HiaP locally across organisations, eg through HWBs, STP/ICS and their plans. The refreshed offer will support political leaders and HWBs engagement in the public health, prevention and health improvement agenda of the wider system.

Public health risk awareness self-assessment tool

The tool has been developed in collaboration with East Midlands ADPH and the LGA. It is designed to support sector led improvement activities and can be used flexibly by councils to understand how effective they are in setting their own ambitions for the public's health and engaging partners to deliver on these. It is designed to help identify key risks to the delivery of a council's public health ambitions and/or aspects of work with greatest potential for improvement. Completing the self-assessment should be part of a collaborative process with corporate colleagues and the support of the wider health and wellbeing system. The aims of the tool are:

- to promote self-awareness amongst directors of public health and their senior colleagues, supporting them in targeting their energies and limited resources on the right issues and identifying action to address their most pressing risk factors/outcomes in need of improvement
- to ensure that councils' political and executive leaders are aware of the public health challenges in their area and can take these into account in their decision making and be confident that their council is addressing the right public health challenges.
- to enable directors of public health within a region to identify issues that they should be addressing to operate an effective and embedded public health function within local public services. It can also be used as a basis for 'mini peer to peer reviews' using a critical friend approach involving two or more councils. The tool can also be used for benchmarking on sub-regional basis.

LGA will support the use of this tool amongst other regions (and any other existing regional tools) through facilitation and training local peers.

For more information: www.local.gov.uk/public-health-risk-awareness-self-assessment-tool

Regional support

The LGA will offer support to the ADPH regions in developing capacity for locally led peer-to-peer support for public health services. This can include peer training and support with designing methodologies to use in a peer support process. We are also able to offer a small grant to ADPH regions in 2019/20 for sector led improvement activity.

Bespoke support for councils or areas

We provide completely tailored support for councils or areas with specific issues or challenges around public health, prevention and health improvement.

We will work with the senior leadership team to scope what type of support is needed. A few examples of previous support initiatives included:

- workshops with senior teams and elected members to explore vision and priorities
- support and challenge for improving outcomes and performance
- support in delivering transformation.

This support may come as part of a wider package of LGA sector led improvement support for a whole council facing challenges.

We use experienced peers and expert associates to design and deliver our support.

You may welcome a discussion with your regional principal adviser or care and health improvement adviser in the first instance or contact katherine.mitchell@local.gov.uk

System-wide care and health (prevention) peer challenge

This peer challenge covers public health - tackling wider determinants of health: prevention, population health and reducing health inequalities.

Having a peer challenge can help your system/place understand the degree to which prevention activities, plans and priorities are making a real difference improving health and wellbeing, tackling health inequalities, prevention and population health improvement.

A system wide care and health peer challenge involves a small team of peers spending three days in a care, health and wellbeing place/system to identify strengths and areas for improvement in relation to public health.

Places that have had a peer challenge have said that it has helped with:

- clarity of thinking
- new ideas and approaches
- challenge and encouragement/coaching
- the whole system recognising the importance of community based prevention strategies and the involvement of primary care
- moving on from project by project to 'system wide'
- 'permission to act'
- a focus for action
- energy, learning and motivation injected at the delivery level as well as the leadership level
- helped them to move on from doing more of the same.

Peer challenge involves a team of trained peers from across local government and health spending three days with key officers, elected members and other system leaders across local government, health and other partners examining opportunities and challenges that the local system is facing. Peers champion change and recognise excellence and the achievements of the places they are invited to visit. They understand the pressures and challenges of leading in complex environments and are there to offer challenge by acting as critical friends.

The peer team meet with representatives from the system/place at the earliest opportunity to understand the local circumstances and scope the peer challenge to tailor the focus to support local priorities.

Contact kay.burkett@local.gov.uk

Suicide prevention support (in development)

The LGA, ADPH, PHE and DHSC have signed-up to a sector-led improvement collaboration for suicide prevention in councils. As part of this, a self-assessment survey was sent to councils in autumn 2018 to obtain feedback on shaping an SLI offer. The survey results show that SLI suicide prevention activity is already happening (in around one-third of councils) and 88 per cent of respondents would welcome support from LGA and ADPH to further drive improvement.

At the current time LGA and ADPH are negotiating with DHSC on funding this support offer for 2019/20. A broad approach for year one has been suggested:

- bespoke national expert support to help the relatively small number of councils we expect to self-identify as facing significant delivery challenges with suicide prevention
- regional support to build capacity for SLI activity that will target a larger number of councils who could further strengthen an already solid approach to suicide prevention with less intensive support
- a series of tools/products/events to provide wider and easy access to the good practice and learning points from the SLI activity.

Through the regional support and case studies in particular, the important role of other voluntary, public and private sector organisations will be reflected. Support funded through this programme will complement other SLI activity happening in places and also suicide prevention activity at STP level. It is planned that the programme continues for a further two years from 2020 with a focus on mental health.

Further details will be available through our website and electronic bulletin.

Childhood obesity trailblazer programme

The trailblazer programme aims to:

- test the limits of existing powers through innovative and determined action to tackle childhood obesity
- share learning and best practice to encourage wider local action
- develop solutions to local obstacles and consider further actions government can take to enable ambitious local action and achieve change at scale.

Thirteen councils have been selected to undertake the discovery phase and will receive funding of £10,000 and support from a delivery support partner, FutureGov, to develop a detailed proposal for the full three-year programme.

The three year trailblazer programme commenced in May 2019, with up to five sites selected to lead projects to implement their plans. Over the three years, trailblazer authorities will develop, deliver, review and expand their plans. Each trailblazer authority will receive £100,000 worth of funding and project support each year to progress their project. This will include government expert support, subject matter expertise, support from FutureGov. Some support will also be provided to trailblazer authorities to develop their local evaluation plans in the early stages of the three-year programme.

For more information: www.local.gov.uk/childhood-obesity-trailblazer-programme

Health and wellbeing system improvement bulletin

The LGA provides a monthly e-bulletin which contains insight into national policy development, links to new tools and useful information from partner organisations as well as information on our programme's support offer and upcoming events.

To sign up visit www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/health-and-wellbeing-systems

Case studies and good practice

The LGA regularly commissions topical case studies to showcase good practice and share learning.

Recent case studies include;

- Hampshire County Council: public health transformation six years on
- Stroud District Council: helping older people age well
- Wealden District Council: tackling loneliness

- South Norfolk Council: helping the frail out of hospital
- South Cambridgeshire District Council: using planning to encourage activity.

You can browse through the case studies at [www.local.gov.uk/case-studies?topic\[2506\]=2506](http://www.local.gov.uk/case-studies?topic[2506]=2506)

Must knows for elected members: prevention

Lead members have a vital role in driving whole-system change – ensuring prevention is embedded in all council functions, and promoting collaboration with partners in the NHS, the wider public sector, the voluntary, community and social enterprise sector and the business sector. This publication offers practical support for members to know if their council is doing all it can to deliver on prevention.

www.local.gov.uk/must-knows-elected-members-prevention

Design in the Public Sector

Delivered in a partnership between the LGA and the Design Council, the Design in Public Sector programme equips councils with design skills and techniques to apply to their service challenges.

If your organisation has a public health or prevention service challenge requiring some fresh thinking or a different approach, this could be your opportunity to receive training and support through this proven, innovative development programme.

Key design principles, methods and tools such as understanding users' needs, prototyping, visual techniques and working collaboratively can all be applied to service, system and digital challenges in the public sector to great effect.

To date, more than 66 project teams in eight regions have benefited from this innovative new training programme.

To see how other councils have used this programme to help them tackle some of the most pressing issues currently faced by public services visit www.local.gov.uk/our-support/efficiency-and-income-generation/design-public-sector

To register your interest in being on the programme please contact rhian.gladman@local.gov.uk

Health Foundation grant-making programme – wider determinants of health

The Health Foundation is working with the LGA, to develop a three year grant programme to support council-led partnership activity on wider determinants of health. The grant programme will be launched in autumn 2019 and aims to improve health by enabling partnership action on the wider determinants of health at a local level.

Further information will be made available through our website.

Publications

A comprehensive list of the LGA's publications on public health and prevention featuring best practice, briefings, guidance and more available at

www.local.gov.uk/publications?topic%5B2506%5D=2506

LG Inform and LG Inform Plus

LG Inform is the LGA's free and interactive online reporting and comparison tool based on council areas. There is a range of LGA reports available on the tool that cut across health, wellbeing and social care themes.

LG Inform Plus is a subscription service focusing on small area data and bespoke neighbourhoods. It supports comparative analysis within local areas.

<http://lginform.local.gov.uk>

Accessing support

LGA Principal Advisers (PAs) are the key point of contact for a council and are based regionally and are able to signpost and discuss the LGA support with you. You can find their contact details in Appendix B.

Regionally based care and health improvement advisers (CHIAs) support the principal advisers and are health and care specialists. You can find their contact details in Appendix B.

Improvement support available from partners

Public Health England

PHE has a key role supporting councils in the delivery of their local priorities. Practical help is available via PHE's centres who can provide local professional advice and support, drawing on national expertise when needed, as well as from their local knowledge and intelligence service, field epidemiology teams and their national centre for radiation, chemicals and environmental hazards.

PHE will provide, in collaboration with key partners, a responsive service to meet the needs of local authorities and CCGs, through directors of public health. They can provide:

- expertise to support local health surveillance, needs assessment, benchmarking and outcome assessments
- evidence of what works, emerging practice from across the country and expertise evaluating impact
- access to a wide range of profiles, atlases and tools.

PHE online tools include:

- health profiles
- local health (neighbourhood) profiles
- public health outcomes framework data tool
- NHS Atlas of healthcare variation
- strategic health asset planning and evaluation tool (SHAPE)
- decision support tool
- spend and outcomes tool (SPOT)
- return on investment tools
- general practice profiles
- cancer commissioning toolkit
- obesity fingertips tool
- mental health fingertips tools

- local alcohol profiles
- diabetes outcomes versus expenditure (DOVE) tool
- child health profiles
- kidney disease CCG profiles.

For more information please contact your local Public Health England centre, available online on the PHE website www.gov.uk/guidance/contacts-phe-regions-and-local-centres

Quality in public health: a shared responsibility

The Public Health System Group, co-ordinated by PHE and featuring a wide range of key partners across health, local, and national Government has worked together to set out the first ever high-level, system-wide commitment in England to high quality public health functions.

'Quality in public health: A shared responsibility' provides everyone who works in, runs, commissions or makes decisions about public health services with a framework that brings together key information. This includes:

- a description of what we mean by quality in public health systems, functions and services
- roles and responsibilities of key players in the public health system to deliver high quality functions and services
- a description of the process for improving quality
- areas where priority focus and further action is needed.

You can download the full document here www.gov.uk/government/publications/quality-in-public-health-a-shared-responsibility

What Good Looks Like

Co-produced by PHE and ADPH, the What Good Looks Like (WGLL) programme aims to facilitate the collective efforts of local organisations and wider society (the system) towards improvements in their population health outcomes. The publications represent the practical translation of the core guiding principles of the new Quality Framework for the public health system and features of what good local looks like in any defined place. It was developed collaboratively through the synthesis of existing evidence, examples of best practice, practitioners' experiences and consensus expert opinions. It is intended to serve as a guide and will be iterative with regular reviews and updates when new evidence and insights emerge.

For more information: <https://khub.net/group/what-good-looks-like/group-home>

ADPH

ADPH's role in sector-led Improvement is to strengthen the networks and support their local SLI programmes to maximize the improvement in outcomes and performance. Our specific objectives revolve around the following activities:

Providing leadership

ADPH SLI Programme Board provides a national focus and leadership for SLI in Public Health by offering support to the regional work and setting standards and expectations. This includes development of the PH SLI framework as well as a set of templates for periodic reporting to ensure consistency across networks. We also develop tools to be shared nationally and currently we are working on a self-audit tool to provide networks with challenge and benchmarking. Introduction to SLI is already an integral part of the new ADPH member induction process and our ambition is to ensure all key stakeholders understand the role and importance of SLI.

Providing structures

We believe that learning and development is best facilitated through a strong network of specialists who can share knowledge and build on each other's expertise. For this reason, we make efforts to strengthen the links of directors of public health, be it regional or thematic, by offering a range of face-to-face events and teleconferences throughout the year. To bring non-geographic networks together we coordinate thematic networks such as directors of public health. from two-tier counties or those who have an Accountable Care Organisation on their patch.

Furthermore, ADPH supports the creation of necessary conditions for SLI by strengthening the geographic networks. This involves setting up individual webpages to allow networks to share updates on their recent activity as well as coordinating periodic newsletter and meetings for the network coordinators with updates on SLI and sharing resources.

Facilitating learning across networks

ADPH engages in disseminating good practice among the networks and facilitating further learning. To this end we manage a password-protected online platform where we post updates on networks' SLI work and where members can share tools and methodologies. We celebrate the successes of networks by showcasing what is done well. We do that through national workshops on SLI as well as weekly network updates in member newsletter. Our further plans include a case study publication and designing an SLI session to be delivered locally to the networks.

The National Institute for Health and Care Excellence (NICE)

NICE provides guidance and advice to improve health and social care. As well as resources to support you in translating guidance into practice. NICE quality standards set out priority areas for quality improvement in health and social care

Each one covers a topic, for example 'community engagement' or 'preventing harmful alcohol use in the community'. They comprise of a list of four to six statements describing priority areas where we know there is unwarranted variation. The rationale for each statement briefly explains why this is a priority area.

Each statement is also supported by quality measures (which can be used to develop questions to support service review or to develop performance or quality indicators and measure the impact of quality improvement efforts). 'Definitions of terms used' provide further clarity and of course there are links directly to the underpinning guidance.

This link will take you to the menu of preventative interventions:

www.gov.uk/government/publications/local-health-and-care-planning-menu-of-preventative-interventions

Appendix A

Managing the risk of significant under-performance

The public health function in local authorities sits within the context of council's wider responsibilities to promote the economic, social and environmental wellbeing of their areas and there are specific statutory responsibilities for improving the public's health.

Significant underperformance at a service or corporate level is likely to have a detrimental impact on local people and localities. The sector wants councils to be able to voluntarily signal their need of support and to seek it from sector controlled improvement activities to help prevent specific incidences of service or corporate underperformance.

In summary our approach, is as follows:

1. Our team of principal and senior advisers gather qualitative information about the performance of councils in their areas and act as the key point of contact between councils and the LGA. They work with and are supplemented by our lead and regional member peers, who are drawn from local councils and make use of political networks.
2. The principal advisers are supported with analysis of published, high level key quantitative performance data, including that derived from LG Inform and with feedback from our wider engagement with councils, for example the results of a peer challenge, and intelligence gathered from other published datasets as appropriate (eg government departments, service specific inspectorates).
3. Where information and intelligence is shared about performance challenges, the purpose will be primarily to improve the public's health and protect the public's interest. This will most effectively be done by enabling timely, appropriate and effective support to be offered, in accordance with the following general principles:

- the individual council will be aware information is being shared
- any concerns should be specific and evidence-based
- information is treated in confidence.

4. Where the information and intelligence gathered appears to identify councils facing significant performance challenges and a potential serious concern, the principal adviser will make contact at the earliest opportunity with the authority involved. How he/she approaches the council and the level of contact will depend on the circumstances and relationships in each case, but would normally be at leader/chief executive level.
5. The principal advisers will engage with the council and draw together an appropriate improvement offer, working with the authority to facilitate its implementation and review progress.

The LGA's support offer is based on what we have learnt works for improvement: strong political and managerial leadership, challenge from one's peers, the ability to benchmark performance with others and the sharing of good practice.

In addition the LGA maintains an overview of the performance of the sector in order to identify potential performance challenges and opportunities – and to offer support on a proactive basis. The LGA's support offer is based on what we have learnt works for improvement: strong political and managerial leadership, challenge from one's peers, the ability to benchmark performance with others and the sharing of good practice.

In addition the LGA maintains an overview of the performance of the sector in order to identify potential performance challenges and opportunities – and to offer support on a proactive basis.

Appendix B

Useful Contacts

LGA

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[www.local.gov.uk/our-support/
our-improvement-offer/care-
and-health-improvement/public](http://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/public)

@LGAWellbeing

PHE

[www.gov.uk/government/
organisations/public-health-
england](http://www.gov.uk/government/organisations/public-health-england)

@PHE-uk

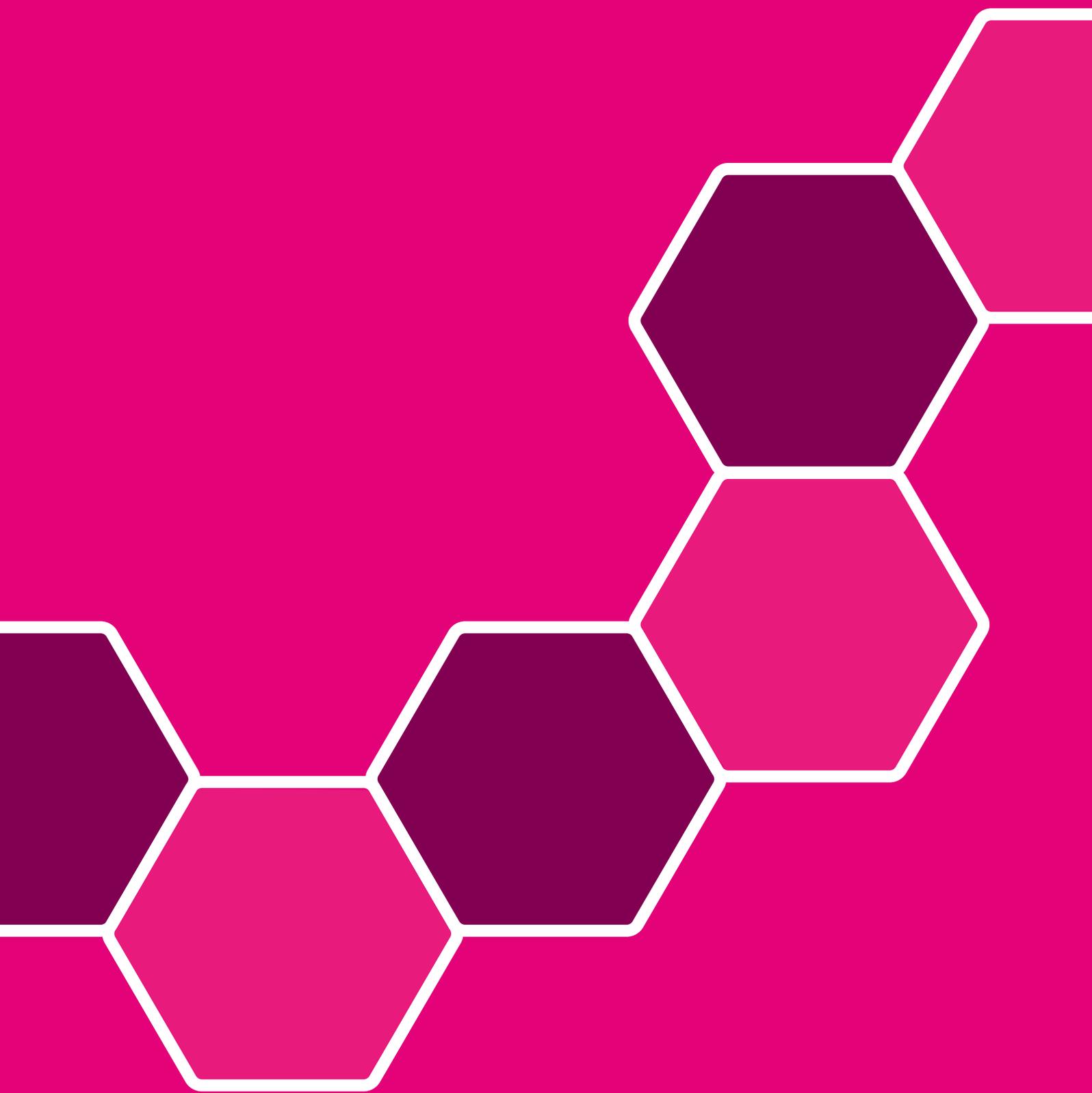
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We consider requests on an individual basis.

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