

HWBB Development Workshop

Thursday 23 May 2024

Garden Room at St Mary's Conference Centre



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1. The brief:

The brief for the workshop was to bring together the HWBB and ask them to make commitments against each of the four radical shifts. Board members needed the opportunity to take collective ownership of these commitments and to consider how they aligned with their respective organisations' goals. The minimum output for the day was that at least one commitment be made per shift. The session was 3 hours long.

The radical shifts are:



2. Attendees

Alexis Chappell, SCC
 Cllr Angela Argenzio, SCC
 Dr David Black, STH
 Emma Latimer, ICB
 Greg Fell, DPH
 Helen Sims, VAS
 Helen Steers, VAS
 James Drury, SHSC NHS FT

Judy Robinson, Healthwatch
 Leigh Sorsbie, ICB
 Megan Ohri, SOAR
 Meredith Teasdale, SCC
 Paul Ferguson, SYP
 Yvonne Millard, SCH
 Dr Zak McMurray, ICB

The session was supported by Christopher Gibbons, Daniel Spicer, Helen Watson and Susan Hird from Sheffield City Council Public Health Team.



3. Team Norms

Team Norms had been carefully considered with members of the editorial group involved in the workshop design. These were shared with the group who were invited to add anything else that would help them engage in the workshop:

- Collaboration over competition
- Active listening
- Let go of hierarchies
- Trust the process
- Trust each other (and your teams)
- Tell new stories
- Be in your leadership space
- Whole city focus, not organisational
- Embrace discomfort; we're being radical
- Operate in uncertainty
- Trust and honesty
- Be present
- 'No, but..'
- Invest in creative possibility



4. Your Role Today as a Board Member

The HWBB have four ways of working, which had previously been shared and were available to view on tables. For the radical shift commitments to be defined and agreed during the workshop, all members of the Board needed to focus on 3 of the 4 roles (guiding action, gathering people together and influencing others). The 4th role (practicing), while equally important, represented a level of detail that was beyond the scope of the discussions during this session.

Therefore, to help focus their minds, the Board spent some time reflecting on three of the four roles and how these might manifest in behaviours during the session.

The roles, descriptions and responses the Board shared are noted below in the table below.

<p>1) Guiding action</p> <p>Where an aim of the Strategy falls wholly within the Board’s remit, the Board can endorse a proposed programme of work and ask partners to work together to identify the necessary resources to support delivery, whether those are financial, personnel, or other. An example of this is the work to develop the Compassionate Sheffield programme.</p>	<ul style="list-style-type: none"> • Clarity on vision and strategy • Informing children’s system – system leadership • Create and communicate strategy • All sectors, all stakeholders – the gold is how it comes together • Each sector, stakeholder be able to describe their contribution to big chunks • Reflect, respect or amplify what is good • Bringing community insights and unheard/hidden perspectives in to shape work • Give skills, insights and experience to give better chance of success • Joining cross sector organisation initiatives to bring different perspectives
<p>2) Gathering people together</p> <p>Where an issue cuts across multiple policy areas or would benefit from broad discussion, the Board can use its place in Sheffield’s democratic structures to convene conversations to work through challenges, identify assets to build on, and agree a proposed way forward. An example of this would be the work the Board has supported around Housing and Health, starting with a conference in June 2022, and leading to South Yorkshire wide discussions.</p>	<ul style="list-style-type: none"> • Synthesise different perspectives • Gather views and share them with the board • Children’s Governance to work in partnership • Share compelling vision • Conversing/influencing VCSE organisations (eg. VCSE Leaders Group)- feeding back from Board and bring wide views • Different individuals, assets and organisational cultures = better plan and delivery

	<ul style="list-style-type: none"> • Choose/influence what's on the agenda
<p>3) Influencing others</p> <p>Where an issue sits within a different policy domain but has strong potential to impact on health and wellbeing outcomes, the Board may seek to influence discussions in that domain, directly or indirectly. An example of indirect influence would be the work between Employment and Skills and Public Health officers on Employment & Health, which has been supported by the explicit ambition in this area in the Joint Health & Wellbeing Strategy 2019-24. Direct influence could involve joint discussions with other bodies (for example as work on a Growth Strategy for Sheffield begins developing).</p>	<ul style="list-style-type: none"> • Align organisational strategies • Communicate and engage • Translating • Challenge status quo – plans to shift status quo • Recognising the interdependency of work with other initiatives • Bringing Healthwatch knowledge and peoples' expertise to policy and practice • Influencing/bringing different perspectives - As an organisation we cover multiple datasets, health/employment/CMP/MN/Community development etc • Linking interdependencies across systems • Speaking about strategy • Influence strategic direction of organisation by internal and facilitating external input • Influence policy direction in own organisation
<p>4) Practicing</p> <p>Practicing refers to the service delivery activity of individual organisations in the partnership, and the expectation that this work will be shaped and guided in part by the jointly agreed aims and ambitions set out in the Joint Health & Wellbeing Strategy.</p>	<ul style="list-style-type: none"> • Living the values



5. The Radical Shifts – “Must do” Board Commitments

The editorial team had pre-defined a series of suggested commitment statements for the Board to review, based on the co-productive process of defining the radical shifts.

Each group was asked to review the commitment statements provided and select and present the statements that the Board “must do”.

After presenting these commitments, the group were able to challenge and were asked if they were collectively in agreement.

It is worth noting that there was significant appetite in the room to commit to an even greater number than were agreed on the day and, given more time, it’s likely that a number of the ‘should do’s (see Appendix 1) could also be gotten over the line.

The “must do” Board commitments that were agreed are detailed here, along with the modified version with more accessible language:

Leadership and Workforce: brave and compassionate leadership and a thriving workforce that can take action

Original text:

- *We will commit to shifting resource and value to prevention from treatment.*
- *We will value volunteers as assets in creating health.*
- *We will model being compassionate, brave and bold leaders who move from talk to action.*
- *We will explore and promote compassionate, creative and humanised approaches to public service delivery.*
- *We will advocate for greater recognition and support for unpaid carers.*
- *Diversity of voice.*
- *We will develop a clear picture of the leadership attitudes, skills and behaviours that are really important for making Sheffield healthier and fairer, and advocate for equitable development opportunities across all sectors and hold each other to account.*
- *System leadership with a set of measures to articulate what this means.*

Accessible version:

- We will be compassionate, brave and bold leaders who move from talk to action.



- We will value volunteers as they are very important in creating health
- We will explore and promote kind, creative and human ways to deliver public services.
- We will call for more recognition and support for unpaid carers.
- We will listen to many different voices.
- We will create a clear picture of the attitudes, skills, and behaviours needed for good leadership to make Sheffield healthier and fairer.
- We will push for fair development opportunities across all organisations and sectors.
- We will stand together as Board members, when doing the right things for a healthier and fairer Sheffield are challenged by regional or national bodies.

Partnership & Collaboration: working together across sectors and organisations and with communities

Original text:

- *We will review membership of the Board to ensure that we have the right representation from all sectors.*
- *We will ensure greater clarity about the roles of the Health & Wellbeing Board, the Health and Care Partnership Board and the City Goals infrastructure and the relationship and synergy between these.*
- *When people are presenting to the Board we will challenge them to join up and work in partnership with other sectors and communities on the big issues that matter for health and wellbeing.*
- *We will champion approaches to creating health and wellbeing that depend on collaboration across organisations and with empowered communities and people.*
- *We will ensure that there is a greater understanding of the diversity of the VCFSE sector and voice organisations and its roles, and how we can ensure it is strong and successful and sustainable.*
- *We will invest in strong relationships within the HWBB and develop collaborative skills and behaviours so we can do the best for Sheffield.*
- *We will champion diverse public involvement and engagement approaches, for individuals, groups and communities.*
- *We will acknowledge power differences within the partnership relationship,*
- *We will call out when the actions and lived experience doesn't meet the words.*
- *We will explore opportunities to share expertise (eg. in reducing inequalities)*

Accessible version:

- We will review who is on the Board to make sure that we have the right people to represent organisations and sectors from across the City.

- We will make it clear what the Health & Wellbeing Board, the Health and Care Partnership Board and the City Goals partnership groups do, and how they can work together best.
- When people are presenting at Board meetings, we will challenge them to work with other organisations and communities on important health and wellbeing issues.
- We will champion approaches to creating health and wellbeing that depend on organisations working together with empowered communities and people.
- We will help everyone understand the diversity of the VCFSE and voice organisations in Sheffield, and how we can make them strong and successful and sustainable.
- We will build strong relationships within the HWBB and learn how to work together well so we can do the best for Sheffield.
- We will champion diverse public involvement and engagement approaches, for individuals, groups and communities.
- We will recognise power differences within our partnerships.
- We will look for opportunities to share knowledge and skills across organisations and sectors to make Sheffield healthier and fairer.

Resources: greater and fairer investment in creating health and wellbeing and preventing illness

Original text:

- *We will champion adopting better funding models for the VCFSE sector and voice organisations, including moving from contracts for services towards core funding and long-term investment, not making groups compete and pooling budgets rather than having lots of small funding streams. Basically, live our principle and mechanics to hold it.*
- *We will identify the greatest opportunities for investment of money into creating health and wellbeing and preventing illness, and where and how the City can remove duplication and stop spending money on things that don't provide much benefit. AKA, the determinants of health.*

Accessible version:

- We will find the best ways to spend money to create health and wellbeing and prevent illness.
- We will find ways to save money where the same things are being done more than once.
- We will find out where we can stop spending money on things that don't help people much.
- We will support better ways to fund voluntary, community and voice organisations by:
 - Giving them more core funding and long-term investment
 - Not making groups compete for money
 - Combining budgets instead of having lots of small funding streams.

Monitoring & Accountability: measuring and reporting what matters, and being answerable for our commitments



Original text:

- *We will stand together when doing the right things for a healthier and fairer Sheffield are challenged by regional or national bodies.*
- *We will take shared responsibility for our shared goals and supporting each other to achieve them.*
- *We will explore how information can be better shared across organisations and sectors where this is meaningful and useful to enable our stated commitments.*
- *We will value human stories alongside numerical data.*
- *Add qualitative information to system “measure remark”*
- *We will create opportunities to involve Sheffielders* in deciding what to measure and report in relation to the Healthier and Fairer Sheffield Plan. (*representative population)*
- *We will work with citizens and voice organisations to understand and see the progress and gaps, using a range of comms channels, including the new Health & Wellbeing Board microsite, and speak with people.*
- *We will publish our commitments.*
- *We will take responsibility for making sure our commitments are spread throughout our organisations and sectors – public/voluntary etc.*
- *We will follow through on what we have promised to do.*
- *We will establish a mechanism to regularly check on progress towards our commitments and any actions that are agreed.*
- *We will be open and honest about our progress and accept challenge from each other and the public.*

Accessible version:

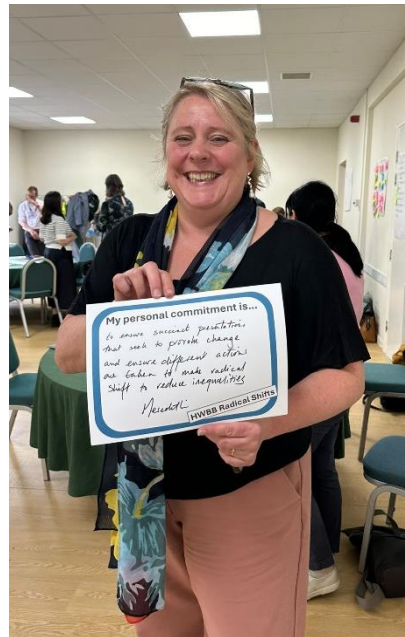
- We will publish our commitments.
- We will follow through on what we have promised to do.
- We will check how we're doing regularly to keep track of our commitments.
- We will make sure our commitments are spread throughout our organisations and sectors.
- We will take shared responsibility for our commitments, support each other to achieve them, and challenge where we think they aren't being met.
- We will be open and honest about our progress and where the challenges are.
- We will welcome challenge from each other and the public.
- We will find better ways to share information across organisations to help us fulfil our commitments.
- We will value people's stories as well as data in numbers.
- We will have conversations with and listen to people in Sheffield in various ways so that everyone can be included.
- We will ask people in Sheffield to help decide what to measure and report about making Sheffield healthier and fairer.
- We will stand together as Board members, when doing the right things for a healthier and fairer Sheffield are challenged by regional or national bodies.



The Should do, Could do if and Would like to do later statements are listed in Appendix 1.

6. Personal Commitments

Finally, all attendees were asked to reflect on how they, as an individual, will commit to supporting the radical shifts. They were asked to write this commitment on a template which would be published after the Health and Wellbeing Board meeting in June.



7. Recommendations

This section makes some suggestions for next steps or further areas of exploration, based on the facilitators' reflections following the workshop and the feedback gathered from the group.

a) More time together

Firstly, as is noted above in section 5, the appetite to make further commitments was clear. A strong recommendation would be for Board members to find more time to spend together to capitalise on the momentum they created in this session. It would be useful to spend some of this time exploring the 'should do', new and more complex statements and working through any challenges to move them forward.

b) Hold more practical sessions in the future

Secondly, the feedback from the group was that they enjoyed the process of moving around the tables to discuss the different radical shifts and the collective conversations that tested understanding as a whole group was deemed useful. It would be great, therefore, if some

more practical exercises like this could be built into the group's time together on a more regular basis.

c) Practical suggestions for future meetings and workshops

Feedback also reflected the challenges the group understandably experienced with trying to meaningfully rate and understand complex issues in such short time periods. Especially when the statements weren't available in advance of the session. As is always the case when groups of people work collaboratively over a period of time, the quality of outputs will bear some correlation to the amount of time they are able to spend together and it would be great for the Board to work together for longer periods. However, this is not always practical and so there are some other recommendations that may be helpful for future session:

- Provide commitment statements ahead of the workshop to allow time to understand and gather thoughts – this report will serve this purpose.
- Allow time for more detailed discussion around critical health issues, eg. Diabetes, Mental Health – one suggestion was for a couple of 2 hours sessions on these topics, another could be to build some 'reflection time' into regular board meeting agendas to tackle one detailed subject at a time (a little like a community of practice).
- Omit the "Our Role Today as a Board Member" exercise – this was only required once to create collective consciousness and ensure everyone was on the same page; it can be referred back to in future sessions to save some time.





8. Appendix 1

The 'Should do', 'Could do if...' and 'Would like to do later' statements were placed as follows:

Monitoring & Accountability*

<p>Should do:</p> <p>Develop measures for what we don't measure but do matter eg. Decompensation in hospital</p>	<p>Could do if....:</p> <p>We will call out and own individual sector behaviour (including when there are constraints) that are contrary to overall goal.</p> <p>The story of how unfunded work meets unmet need or prework failure demand to inform risk response</p>
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Resources

<p>Should do:</p> <p>We will explore how commissioning strategy and procurement activity in the City can be better used to create that which we agree to value the most. Quantifiable specification of this.....</p> <p>Need to go beyond BCF arrangements - total place based budgets.</p> <p>We will host a neighbourhoods City-wide conversation with the public about how they can have more say in how money is spent and then do something with the information.</p>	<p>Could do if:</p> <p>Invest disproportionately in services that affect children and young people positively and support the whole population of Sheffield IF there is sufficient service/support for adults AND we collectively own the consequences and communicate them with the public</p>
	<p>Off the Page:</p> <p>Not at all – We will sponsor the development of a plan that clearly shows how our organisations and sectors and our wider partners can take actions to invest more money, more fairly in creating health and wellbeing and preventing illness in Sheffield.</p>

Partnerships & Collaboration

<p>Should do:</p> <p>We will have Board Meetings in different venues across Sheffield communities, accompanied by an approach to connecting with communities and encouraging participation.</p> <p>We will make sure that our Board papers and our website pages are accessible and written in reading age 11 years and are brief and to the point in context of comms and engagement strategy.</p> <p>Discuss the issues that affect/influence us all (partners on the Board)</p> <p>Develop clear guidance about the type of presentation content needed for the Board – clear, accessible, strategic, concise.</p> <p>Apply our principles to all levels of geography and across all sectors.</p>	<p>Could do if:</p>
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Leadership & Workforce

<p>Should do:</p> <p>We will advocate for the real living wage for all employees across all sectors in Sheffield.</p>	<p>Could do if:</p> <p>We will pay the real living wage within our own organisations.</p> <p>CEO/top job not paid more than X than lowest paid worker.</p> <p>Hard measure and commitment and active support to reflecting WRES and WDES EDI in workforce.</p>
<p>Would like to do later:</p> <p>Develop staff to better understand how to meet the needs of disadvantaged people and those less able to interact with services.</p>	<p>Not on the page:</p> <p>We will ensure that the HWBB membership reflects the ethnic diversity of the City – this doesn't go far enough.</p>

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