



## HEALTH AND WELLBEING BOARD PAPER FORMAL PUBLIC MEETING

**Report of:** Greg Fell

**Date:** 28<sup>th</sup> September 2023

**Subject:** Collaborating for Health: update following conference

**Author of Report:** Eleanor Rutter

**Summary:**

This paper provides a short summary of the outputs from “Collaborating for Health, a Health & Wellbeing Board sponsored conference, and a brief update on next steps, with a proposal to bring a proposition on new ways of working to the Board at a later meeting for discussion and endorsement.

**Questions for the Health and Wellbeing Board:**

N/A

**Recommendations for the Health and Wellbeing Board:**

The Health & Wellbeing Board are recommended to:

- Note the update on the conference event; and
- Agree to receive a fully developed proposition at a future meeting.

**Background Papers:**

- Appendix: Collaborating for Health – Speaker key points

**Which of the ambitions in the Health & Wellbeing Strategy does this help to deliver?**

This topic addresses overall health inequalities and is potentially supportive of all ambitions in the Health & Wellbeing Strategy.

## **Who has contributed to this paper?**

This paper has been developed with support and input from:

Bev Ryton, NHS Sheffield  
Dan Spicer, Sheffield City Council  
Elaine Goddard, Sheffield City Council  
Emma Dickinson, Sheffield City Council  
Helen Sims, Voluntary Action Sheffield  
Helen Steers, Voluntary Action Sheffield  
Isobel Howie, Sheffield City Council  
Judy Robinson, Healthwatch Sheffield  
Lucy Ettridge, NHS Sheffield  
Megan Ohri, SOAR  
Matt Dean, ZEST

# **COLLABORATING FOR HEALTH: CONFERENCE UPDATE**

## **1.0 SUMMARY**

- 1.1 In June 2023, the Health and Wellbeing Board sponsored a conference focused on working differently with and in communities to build good health and wellbeing, titled “Collaborating for Health”. The event focused on how citizens, voluntary and community sector organisations, and statutory services can work together differently within existing resources to achieve better outcomes, and heard from speakers both from inside and outside Sheffield on how things could be done differently.
- 1.2 This paper provides a short summary of the outputs from that conference, and a brief update on next steps, with a proposal to bring a proposition on new ways of working to the Board at a later meeting for discussion and endorsement.

## **2.0 HOW DOES THIS IMPACT ON HEALTH INEQUALITIES IN SHEFFIELD?**

- 2.1 Health and wellbeing is created in the local environments in which people live their lives. Adopting a strengths-based, asset-focused, and locally tailored approach to health creation can bring all partners together to maximise the impact of resources in local areas and reduce health inequalities.

## **3.0 CONTEXT FOR THE EVENT**

- 3.1 Citizen-led approaches to health and wellbeing have been gathering momentum for the past decade with evidence of positive outcomes for citizens and communities. In Sheffield, a number of pieces of work have developed in response to this, or incorporating the principles of these approaches, including:
- The People Keeping Well programme;
  - UKSPF Community Development Work;
  - Community Champions Programme;
  - Compassionate Sheffield;
  - NHS Sheffield’s Model Neighbourhood work;
  - What Matters to You; and
  - Team Around the Person
- 3.2 This event was set up to help city stakeholders consider how to maximise the benefits they can offer, beginning the process of developing a single, strengths-focused approach to working in and with communities to provide coherence across the health and wellbeing system.

3.3 The event was planned collaboratively by a small group drawn from across Sheffield City Council (SCC), NHS Sheffield, Healthwatch Sheffield, and the Voluntary and Community Sector (VCS).

#### **4.0 SUMMARY OF THE EVENT**

4.1 Following a welcome from Matt Dean, Chief Executive of ZEST, the event took place in two main sections.

4.2 The first, chaired by Greg Fell, Director of Public Health for Sheffield, focused on learning from outside Sheffield on the importance of a community focused approach. This heard from Donna Hall, former Chief Executive of Wigan Council and Chair of New Local, and Alison Haskins, Chair of Locality and Chief Executive of Halifax Opportunities Trust. Following this, attendees discussed on their tables “If Sheffield could take one thing from the talks, what is it?”.

4.3 The second, chaired by Megan Ohri, Partnership Manager at SOAR, looked at a small sample of work going on in Sheffield, hearing about the BAMER-5 VCS organisations’ work to support the Covid-19 vaccination programme, collaboration between Heeley Development Trust and Heeley Plus Primary Care Network to support the health of local people, work led by Disability Sheffield and Healthwatch Sheffield to engage with people with Learning Disabilities, and work to bring Sheffield’s Community Development & Health programme into workforce development in SCC. Attendees reflected on these, and discussed on their tables:

- One key lesson for the city; and
- One big thing we need to do to take this forward

4.4 The outputs from both sessions were collated to inform follow up work from the event.

4.5 A more detailed summary of key points raised during the event is appended.

#### **5.0 KEY OUTPUTS AND OUTCOMES FROM THE EVENT**

5.1 The two keynote talks were positively received, in particular Donna Hall’s comments.

- Donna discussed the change undertaken in Wigan and work led by New Local: in particular she talked through how the approach that developed into the Wigan Deal was not just about investment in communities but also about a wholesale change in the approach public services took, including rethinking the role and skills of staff.
- Alison Haskins talked about the value and contributions voluntary, community and social enterprises can deliver, and the ways in which relationships with and support from statutory services can help maximise the impact of this.

Even as a small sample of what is going on, the examples of work in Sheffield and experiences of those attending showed that we have much to build on.

5.2 There was a lot of enthusiasm in the room and commitment to develop a new way of working in Sheffield, and to commit time to being involved in this.

5.3 However this was tempered by limited attendance from senior leaders in statutory services, though there were mitigating circumstances around this such as the event coinciding with the junior doctors strike, and the launch of Sheffield's work on Family Hubs.

5.4 In both the table discussions and the first and second sessions of the event there were some clear themes that emerged:

- The importance of shared purpose
- The centrality of power dynamics, and the need to devolve power
- The importance of financial investment, and its links to power dynamics
- The need for clear understanding of each part of the system, respective capabilities and the resultant roles they should play
- The necessity of trust, particularly statutory bodies trusting VCS partners
- A focus on strengths-based, local approaches
- A clear commitment to addressing inequalities

5.5 As well as the consistent themes identified above, there were a number of other, less frequently made points that feel important to consider in how this works develops:

- There was a lot of support for the approach taken in Wigan, but the point was made that we need to develop an authentic Sheffield approach
- This work takes commitment and grit to drive change; Wigan and Calderdale wanted to transfer power, but are we sure the intent is there where it needs to be in Sheffield?
- A different, supportive, humble approach to leadership to encourage creativity and risk taking would be welcome
- A desire to work in and focus on relatively small local areas of 30-50k people, or on 142 neighbourhoods in Sheffield

5.6 The developing City Goals were raised spontaneously in the room, with a clear view that their eventual form and content will be highly relevant to success in this space. The development of a new Joint Health & Wellbeing Strategy, scheduled to be published during 2024, is also important, and the outcome of this work is seen as being central to the "how" aspects of that document.

5.7 NHS Sheffield's developing approach to working with people and communities is also strongly connected, and internal SCC work that is beginning on the question of

engagement with the city and its communities, and the importance of VCS partners in that work is also relevant.

5.8 A strong message from Donna Hall was about the importance of senior political and officer buy-in to the success of the Wigan Deal.

5.9 We will also need to think about how this helps support and provide coherence to the existing and developing work in this space, to reinforce our approach to working together to tackle inequalities and improve outcomes.

## **6.0 NEXT STEPS**

6.1 The group that planned the event, with the addition of some other committed individuals, has taken on the task of considering next steps. Their suggestion is that a clear proposition is developed that sets out a Sheffield approach to enable citizens, voluntary and community sector organisations, and statutory services to work together to create health and wellbeing. This will be developed over the coming months and presented to the Board for discussion and endorsement.

6.2 This will build on the overarching themes identified in the conference, setting out the value of taking a strengths-based, community-led approach to prevention, with investment into communities and changes in statutory sector ways of working to support and enable this. It will link with other work in this space to draw out and establish the key underpinning success factors, using these to develop a framework for investment in health creation, alongside a set of goals over the short, medium and long term.

6.3 This will set out:

- A set of clear agreed statements about how health is created for individuals and in communities, and how this is central to reducing inequalities;
- A clear position on how the system needs to work in support of this; and
- A clear set of ambitions and actions on what needs to change as a consequence.

6.4 Development of this will be led by the broad group that supported the development of the conference event, but this will take a co-production approach supported by independent facilitation. This work will engage with key stakeholders including:

- Conference attendees, as those who have committed time and energy to this work already and offered further involvement;
- The broader voluntary and community sector, as key institutions with roots in their places and communities;
- Voice organisations representing & reflecting the concerns & needs of citizens, patients, carers, etc. both individually & collectively;

- Health and wellbeing system leadership, both organisational and political, as drivers of any change that may result from this work.

6.5 This will ensure that we:

- Maintain an open approach, sharing this work as it develops with all those who want to contribute
- Actively seek to engage senior leaders in the city and specifically system around health and wellbeing to address the issues identified above, using forums such as the Health & Care Partnership as well more individual routes, to ensure the buy-in and ownership necessary to support change.

6.6 This work is seen as important in its own right, but will also be key to the development of the Joint Local Health & Wellbeing Strategy.

## **7.0 RECOMMENDATIONS**

7.1 The Health & Wellbeing Board are recommended to:

- Note the update on the conference event;
- Sponsor the proposed work and commit to engaging in the development process; and
- Agree to receive a fully developed proposition at a future meeting.

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