



Leeds Health and Wellbeing Board

Development Session: We start with people

Date: Thursday 18 February 2021, 10:00-12:00

Zoom: <https://eu01web.zoom.us/j/61962362630> (ID 61962362630 / Passcode 209176)

Purpose: Through our commitment to continuous improvement, the Leeds Health and Wellbeing Board holds a development session at the start of each year. This is a space for us to reflect and consider how we have worked to date and, as a Board, to look forward to where we want to go next and how we work together to get there.

This is our fourth development session. In our previous session we committed to ‘Making the Leeds Health and Wellbeing Board *Brilliant*’ going beyond being national exemplar, but innovating how we work as a Board. Key to this was modelling our partnership principle – *We start with people*.

In our longer term recovery from COVID-19, it is essential that we maintain an unrelenting focus on our vision for Leeds to be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest. This must be achieved with people; coming together, sharing power, resources and responsibility, to bring about collaborative change so that inequalities are not inadvertently repeated. Also how the legislative proposals for a Health and Care Bill, ‘*Integration and Innovation: working together to improve health and social care for all*’ can act as catalyst for “a source of genuine co-production”.

There has been a momentum building in Leeds to go further in putting people at the centre of all we do. In this session, we want to explore what this means for Leeds, our organisations and ourselves as system leaders – and how we can truly model those behaviours as Board.

In preparation for this session, think through what more we can do to build on this momentum to build trust as partners with communities of interest and develop the culture of the Board as part of a collaborative, iterative learning journey.

If we really started with people as a Board, what would you want this to look like?

To support you, please find attached the following background information along with the agenda:

- Making the Leeds Health and Wellbeing Board Brilliant
- People’s Voices Group
- Communities of Interest Network
- Leeds Solidarity Network

AGENDA

Our bold ambition: Leeds will be the best city for health and wellbeing

Our clear vision: Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest

Principles of our approach	In everything we do	
<p>We start with people Working with people instead of doing things to them or for them, maximising the assets, strengths and skills of Leeds' citizens, carers and workforce.</p>	<p>We deliver Prioritising actions over words. Using intelligence, every action focuses on what difference we will make to improving outcomes and quality and making best use of the Leeds £.</p>	<p>We are Team Leeds Working as if we are one organisation, being kind, taking collective responsibility for and following through on what we have agreed. Difficult issues are put on the table, with a high support, high challenge attitude.</p>

Development Session	
1.	Welcome and Introductions (Cllr Venner)
2.	<p>Setting the scene (facilitated by Tony Cooke and Hannah Davies) <i>Overview of our journey as a Board, how we have put people's voices at the centre and in our response and recovery to the COVID-19 pandemic and the context going forward in light of the legislative proposals for a Health and Care Bill.</i></p> <p>Group exercise: <i>Reflecting on where we are as a Board, as a city, the implications for the legislative proposals and how this can act as a catalyst for change for our partnership principle, We start with people.</i></p>
3.	<p>Leeds Solidarity Network: Representation and Relationships (facilitated by the Leeds Solidarity Network) <i>Overview of the Leeds Solidarity Network and the Healthy Communities Together Programme.</i></p> <p>Group exercise: <i>As a Board, what will we do to apply the principles behind the Healthy Communities Together Programme to create the shift we need for real participation and real ownership with our communities of interest to drive system change in Leeds and the culture of the Board?</i></p>
4.	<p>What are the practical actions we need to get to where we want to be? (facilitated by Hannah Davies and Pip Goff)</p> <p>Group exercise: <i>If we <u>really</u> started with people as a Board, what do we want this to look like, how do we want it to feel and what are the practical actions to achieve this?</i></p>
5.	Summary and close (Cllr Venner)

Making Leeds Health and Wellbeing Board **BRILLIANT**

We start with people

Working with people instead of doing things to them or for them, maximising the assets, strengths and skills of Leeds' citizens, carers and workforce.

We deliver

Prioritising actions over words. Using intelligence, every action focuses on what difference we will make to improving outcomes and quality and making best use of the Leeds £.

We are Team Leeds

Working as if we are one organisation, being kind, taking collective responsibility for and following through on what we have agreed. Difficult issues are put on the table, with a high support, high challenge attitude.

A Health and Wellbeing Board committed to:

Emphasising the power of people, communities and local places

Tackling health inequalities

Improving wellbeing AND delivering a seamless experience of care

Being the best city, where everything is connected, and where people who are the poorest improve their health the fastest

Our members

Senior representatives from the Third Sector, Leeds City Council, Healthwatch, the NHS, Safer Leeds, and elected members. Our Chair is Cllr Charlwood, Executive Member for Adults, Health and Wellbeing

We are:

- Kind and compassionate system leaders
- Servants of our citizens
- Action focused

We strive for:

- Inclusion of people and staff in our work
- Strong links with other strategic Boards and groups
- Diversity in our Board membership and workforce
- Influence over other organisations when making decisions that impact wellbeing

Our work demonstrates that:

- We listen, particularly to our city's most vulnerable and marginalised individuals and communities
- We use buddying and mentoring to connect our HWB members with individuals and communities
- We confront difficult issues and challenge each other to find solutions
- We systematically move from talk → actions → development
- We use clear, inclusive language that demonstrates our respect for citizens and for each other
- We trust that diverse perspectives are valuable and that we don't always know best
- We share projects, intelligence and budgets across organisational boundaries
- We use values-based measures so that we can understand progress on things that really matter
- We learn from each other and understand each other
- We seek freedoms and flexibilities on behalf of the system

We meet in a variety of ways, connecting with people and other Boards and groups to do our work. Our time together focuses on talk → action → delivery. We proactively seek out diverse voices to increase our understanding of people's experiences and to ensure people are at the centre of our decision making.



Leeds People's Voices Group (PVG): Making sure that people are at the heart of decisions made about their health and care

What is the Leeds People's Voices Group?

The Leeds People's Voices Group (PVG) brings together involvement leads from across health and care organisations in Leeds to work together as one team. It was set up by the [Leeds Health and Wellbeing Board](#) to help improve involvement across the city and avoid duplication.

Our shared aim is to put people's voices at the centre of health and care decision making in Leeds, and in particular the voice of people living with the greatest health inequalities. We believe that we can only achieve our citywide ambition to improve the health of the poorest fastest by involving all our communities directly in decision making in Leeds. Working together as the PVG we:

- Co-ordinate our involvement work in Leeds
- Work to shared involvement principles
- Minimise duplication to reduce involvement fatigue
- Share best practice and inspire and support each other
- Encourage and support anyone who needs to involve people in their work
- Provide leadership across the city around the importance of this agenda
- Champion people's voice leadership roles in the city

What are our Principles of good involvement?

- Ensure that the voice of people experiencing health inequalities is central.
- Ensure that involvement is linked directly into decision making within our organisations.
- Avoid repeating listening exercises when we have already asked people what they think.
- Ensure our involvement work is accessible to all communities.
- Feed back to the people who shared their views by clearly detailing how their contribution has supported decision making.
- Promote wider recognition that involvement is everyone's responsibility, not just involvement specialists'.

Our approach: Together we promote a model that says that people, patients and service users should be involved and seen as integral co-partners at all stages of the health and care decision-making process.



What do we want to achieve over the next year?

- A voice intelligence hub for Leeds
- A citywide member network of people in Leeds
- A hub for people's stories
- The next stage for our Big Leeds Chat, a collective listening approach



Leeds Community of Interest Network: Working in partnership with a network of community based organisations to address inequalities



What do we mean by 'Communities of Interest'?

'Communities of Interest' are groups of people who share an identity rather than geography and also include groups who have a shared experience. The communities included are diverse, but may have shared experiences resulting from the inequalities they face.

The communities we are reaching include people with: a learning disability and/or Autism, mobility issues, mental health issues, or long-term conditions; people from Black Asian and Minority Communities; young people and care leavers; gypsies and travellers; people facing high levels of inequality and people living in deprived communities; people leaving prison; people who are Deaf or Blind; unpaid carers; people experiencing domestic violence; women and maternity; sex workers; men; people experiencing drug or alcohol issues; Refugees, Asylum Seekers and Migrant communities; homeless people; older people; people from the LGBT+ community; single parents.

What is the Communities of Interest Network?

Building on trusted relationships with local community organisations and the richness and diversity of our Third Sector in Leeds, Forum Central have been working with operationally connected community-based organisations since March 2020 to support the flow of information to Communities of Interest facing additional challenges during COVID-19. Furthermore, the work seeks to establish mechanisms to ensure that these needs and solutions are fed into the decision-making systems across the City.

Practically this work is manifested as a dynamic group of members who meet fortnightly and linked through a communications network facilitated by Forum Central. Through a process of shared dialogue and decision making, the network provides a mechanism to share information with and hear back from communities in real time. The information collected, compliments broader insight and intelligence activities taking place across the health and care system.

What has it achieved so far?

We are hearing back week by week about all the challenges, barriers, questions, issues experienced across all communities of interest, and exploring the experience of intersecting identities. This enables us to give **real time feedback to decision-makers across our Leeds system** to help them respond to current challenges. It will also help us **develop a future system which is both personalised and responsive to the needs of all communities of Leeds**.

Capturing the positive actions and resilience of our communities and sharing good practice and resources between different groups has also been valuable.

To date, the network has enabled the development of target support including small grant funding focussed on areas of greatest need including Black Asian and Minority Ethnic Groups; Faith, Older People's Young People's and disability organisations; this has enabled us to reach around 70 often very small and locally focussed organisations giving a platform for applicants to come and talk us about any challenges or successes they may have had with their project/activities. This has been great at building trust and developing tools to have the often difficult and challenging conversations as well as improving access to health services and vaccines through targeting messages.



Leeds Solidarity Network

What is the Leeds Solidarity Network?

Over the last 5 years a group of organisations working with communities experiencing marginalisation and extreme inequality have come together to work in solidarity. The organisations - Leeds GATE, BASIS Yorkshire, LASSN and Yorkshire MESMAC work with Gypsies and Travellers, Sex Workers, Asylum Seekers and Refugees, communities affected by HIV and LGBTQ+ communities. Whilst the context of our organisations and the people we work for are different often the barriers and experiences of stigma are strikingly similar. **We have identified that working together to demonstrate these common ways in which our communities are excluded can give us strength and help us to make systemic changes.**



GROUP OF SERVICES



We have been working together to:

To find out more about the theory, approaches and learning work here.

- Show support and kindness to each other as we face challenges in our work
- Celebrate our work
- Reflect and learn from our experiences of challenging injustice and developing allies
- Represent the experiences of all our communities in strategic spaces
- Come up with creative solutions that build systems and services from the margins not from the centre, recognising that accessible services work for everyone

What is the Health Communities Together bid?

The Healthy Communities Together programme, was established by The King's Fund and The National Lottery Community Fund, to support partnership working to improve the health of their community. Led by the Leeds Solidarity Network, Leeds was one of six areas selected out of more than 270 applications and will benefit from leadership development support from The King's Fund and a grant.

Systems that work better for marginalised communities work better for all communities. As a city, Leeds wants to work on what "commissioning from the margins" looks like, to create a model that could work for a range of marginalised groups. And to make a paradigm shift to support it, from transactional to mutual relationships. Leeds Solidarity Network wants to ensure real participation and real ownership with experts by lived experience and communities. The detail isn't pinned down yet because it will be taken there by communities. The programme consists of two phases.

Phase 1: In the first nine months develop a learning partnership of organisations that can be ready to approach the challenge of systems change in Leeds. One that will bring together a steering group including the Solidarity Network, health and care system representatives and experts by lived experience with meaningful interactions that translate their stories into actions. This means putting communities in the lead, developing our relationships, deepening our understanding (researching, asset mapping, gaps analysis) and facilitated spaces.

Phase 2: With communities in the lead, delivering system change projects to improve health outcomes for marginalised communities, developing a movement, allies and public support, learning and sharing from the work.

Join our movement, let's make a change.