



To: Coventry Health and Wellbeing Board

Date: 13th January 2020

From: Gail Quinton, Deputy Chief Executive (People)

Title: Coventry Joint Health and Wellbeing Strategy 2019-23: Working Differently with our Communities Update

1 Purpose

- 1.1 To update the Board on progress against the Health & Well-being Strategy priority of 'Working Differently with our Communities'
- 1.2 To note the alignment of this activity to the work led through the Health and Care partnership

2 Recommendations

- 2.1 The Health & Well-being Board is asked to:
 - Note the report
 - Identify any issues in relation to this development which are not captured or need to be addressed further.
 - Consider of the development of anchor institutions in Coventry as a future agenda item

3 Information/Background

- 3.1 One of the three priorities of the revised Health & Well-being Strategy is 'Working Differently with Communities' and is being led by the One Coventry Partnership. Our engagement with communities and community organisations during the JSNA and Health and Wellbeing Strategy development has revealed an appetite for a change in approach to how we work together in our places and with our communities. This means working together, with communities, to improve people's lives and the city for the better. Communities want to be part of the change and want to work *with* statutory partners, not to be "done to", which means changing traditional relationships. This is also in line with the Council's One Coventry approach, whereby the Council will be working with partners and the public, sharing resources and looking for opportunities to become more collaborative and do things differently.
- 3.2 This priority also supports a key pillar of our population health framework (see below diagram), which is taken from a [model developed by the King's Fund](#) (a national health and care think tank), and will underpin everything we do as a health and wellbeing system in Coventry to achieve our long-term vision for change.



4 Working Differently with Communities - Objectives

- 4.1 There is a real opportunity to mobilise health and wellbeing solutions through assets that already exist in our communities, and to work together to make the biggest positive impact that we can on the lives of local people. We want to see a shift in culture and behaviours amongst statutory partners which will include:
- **Empowering and enabling community solutions** by valuing the community leaders who have trust, networks, understanding and legitimacy; and getting behind existing partnerships;
 - Facilitating forums and networks to **enable better collaboration and communication** between public and third sector partners and within the third sector, by helping partners and communities share what they do and learn from - and build partnerships with - each other;
 - Taking forward work to change the way we **commission services to better recognise social value and develop the role of anchor institutions to maximise the social and economic value they bring to local communities**; and
 - Providing **practical support to strengthen the community sector**, including by pooling resources to build capacity and connections and enable communities to maximise social action.
- 4.2 This work aligns to and supports the work that the Coventry & Warwickshire Health & Care Partnership is doing to understand how it engages with the voluntary and community sectors to meet the challenges of increasing demand and engaging the public in the design and delivery of the care and support they receive. The One Coventry Partnership will provide an overall strategic approach across the place of Coventry for this area of work and that all partners will sign up to, with the understanding that partner agencies will tailor this to their specific needs.
- 4.3 This work will also align with the Population Health and Prevention Workstream of the STP/ICS which aims to lead the system in its population health approach by implementing the King's Fund model of population health as well as delivering the Year of Wellbeing legacy.

5 Engagement with the Voluntary & Community Sectors

- 5.1 In order to develop this priority, engagement work has taken place with the voluntary and community sectors to understand the challenges facing the sector and to co-design an effective One Coventry engagement mechanism.
- 5.2 Recent engagement with 70 representatives of community and voluntary sector organisations for the JSNA and 30 organisations during a visit with leaders of Arms Length Bodies has provided insights about the challenges faced:
- Generally, third sector organisations want to work together more effectively with each other and with public sector organisations to make a bigger impact
 - Achieving greater connectivity across organisations with shared aims is therefore a big priority, but is very hard to achieve as there is poor visibility of what is happening
 - There are perceptions amongst smaller third sector organisations that the way the public sector commissions larger third sector organisations is creating a two-tier system; larger organisations receive funding, yet are expecting smaller grass roots organisations to deliver outcomes with no funding.
 - There is a perception that public sector tends to only engage when there is an ‘ask’ not to provide valued networking opportunities or to have an open conversation
 - Public sector bodies are engaging in silos – causing duplication of effort and frustration
 - Resources to support effective networking are scarce
 - Small organisations feel left out of conversations and influence and find it hard to engage through traditional mechanisms used by public sector; some may not be part of any network
 - There is wide-spread concern about how third sector organisations can achieve sustainable income streams and there is much interest in exploring more collaborative forms of commissioning with public sector organisations.
- 5.3 As part of this engagement process, facilitated workshops were held through VAC with very small organisations to understand what engagement mechanisms would work well for them. Then, on 3rd October, an event was held bringing existing networks and partnerships together with public sector engagement leads to co-design an effective One Coventry engagement mechanism – potentially a ‘network of networks’.

6 Developing our approach – network of networks

- 6.1 A key set of themes has emerged from the engagement with the voluntary and community sectors and through conversations with public sector partners:
- **Coventry conversations** – there is an appetite for developing a more collaborative relationship with the voluntary and community sector and moving away from a transactional approach. As part of this, partners have suggested aligning engagement activities across organisations to avoid duplication, reduce consultation fatigue and ensure a more efficient approach. It was suggested through the voluntary and community sectors that this can be done through holding city-wide events on specific issues affecting local residents/organisations, which bring together existing networks, partnership and communities.

There are currently lots of individual conversations happening and we need to build on these and create city-wide consensus/action. Through the engagement, it was felt that it was important to engage communities to help shape solutions to issues. It was also recognised that everyone needs to take responsibility for hosting/organising events/conversations and it is not just for the public sector to do, although the convening power of the public sector was highlighted as important.

- **Place-based conversations** – there is support for greater co-ordination at a place-based level. There is recognition that, at the moment, front line workers from a number of agencies are working in a place-based way (for example family hubs, primary care networks, community centres), but often in silo. There was a strong emphasis for the need to join things and explore how we can create a single offer at place.
- **Anchor institutions/social value** – the role of public sector organisations in maximising the social and economic value they bring to communities and to the voluntary and community sector is a key area for joint working.

From the voluntary and community sector perspective, the sector is keen to work with anchor institutions to:

- understand how social value can be maximised to support local organisations;
- build the capacity of and capability of the VCSE sector to drive their own growth and build their resilience; and
- use new and existing funding opportunities and resources in innovative, proactive ways to achieve a step change in the way the sector is financed.

7 Next steps

- 7.1 The One Coventry Partnership will identify engagement leads from their respective organisations who can work together to help create a consistent public sector 'offer' and create an action plan setting out how each of the above themes will be taken forward.

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Appendices