

GLOUCESTERSHIRE HEALTH AND WELLBEING PARTNERSHIP

Minutes of the meeting of the Gloucestershire Health and Wellbeing Partnership held at Shire Hall, Gloucester, on Tuesday 28 March 2023.

Present	Cllr Carole Allaway-Martin (Chair)	Barbara Piranty
	Mary Hutton	Chris Brown
	Dame Gill Morgan	Helen Edwards
	Professor Sarah Scott	Tracy Clark
	Siobhan Farmer	Charles Sharp
	Chris Spencer	Tom Beasley
	Darren Knight	Matt Lennard
	Angela Claridge	Riki Moody
	Ruth Saunders	Sarah Danson
	Keith Gerrard	Nick Evans
	Alistair Cunningham (Vice-Chair)	Andrea Holder
	Oleya Atkinson	Helen Gentles
	Becky Willmoth	Zoe Clifford

1. APOLOGIES

The following apologies for absence were noted at the meeting:

Angela Potter
Chief Superintendent Jane Probert
Professor Mark Pietroni
Ananthakrishnan Raghuram (deputising for Mark Pietroni)
Cllr Stephen Davies
Deborah Lee
Gail Pasquall
Mark Walkingshaw
Guy Stenson
Peter Williams
Bob Hodges
Peter Tonge
Chris Witham
Nikki Richardson

2. DECLARATIONS OF INTEREST

No declarations of interest were reported at the meeting.

3. MINUTES

The minutes of the meeting held on 17 January 2023 were confirmed as a correct record of that meeting.

Cllr Carole Allaway-Martin, (Chair of the committee), referred to an announcement at the January meeting, (via the Chair), for any members of the committee with an interest in the role of Vice-Chair to advise her of the interest. Cllr Allaway-Martin

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was able to confirm, (at this meeting), that Alistair Cunningham OBE, (Chief Executive Officer at Tewkesbury Borough Council), had expressed an interest in the role. Cllr Allaway-Martin welcomed the appointment and formally announced the appointment of Alistair Cunningham as Vice Chair of the Gloucestershire Health and Wellbeing Partnership (Committee) 2023.

4. PUBLIC QUESTIONS

No public questions were submitted for consideration at this meeting

5. MEMBER QUESTIONS

No member questions were submitted for consideration at this meeting.

6. HWBP DEVELOPMENT SESSION UPDATE

6.1 Geoff Underwood and Dani Gilleland presented an overview of the outcomes and discussions at the Gloucestershire Health and Wellbeing Partnership Development Session held at Shire Hall, Gloucester on 3 March 2023.

6.2 The slide-show presentation presented at the session is attached for information.

6.3 Key information agreed at the session included confirmation of the following 'shared' principles, to focus on how members aimed to work together in partnership to fulfil the requirements of the Health and Care Act 2022 and to deliver key messages.

6.4 Principles on how the Partnership proposed to work together, included the commitment to:

1. Coalesce around the common purpose of serving the population of Gloucestershire (holding this as the focus for decision making and activities).
2. Use an asset and community focused approach to address regulatory requirements.
3. Be bold and brave in how the Partnership worked together
4. Act as role models of the behaviours and practices members wanted the system to adopt.
5. Build trusting relationships, where candour and challenge are celebrated.
6. Work flexibly, whilst keeping a keen focus on delivery. This would allow the Partnership to continually learn and improve its practices and processes to ensure ethical efficiencies.

6.5 Actions set as a collective included:

1. Each partner to shadow and spend time with another partner organisation to better understand perspectives and place in the Gloucestershire Integrated Care System.

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2. Create a clear plan of next steps (to allow each organisation to commit to taking practical steps on their individual activities in relation to the strategy and provide measures on progress). The plan to facilitate a continuous area of discussion as feedback and learning emerges.
3. Ensure funding priorities align to the Interim Integrated Care Strategy.
4. Make the workforce career structure transparent and fair, with a focus on breaking down barriers to get into employment.
5. Ensure spatial planning is focused on holistic community needs, with a focus on providing social value, maximizing the potential of anchor institutions and rural proofing.
6. Contribute to the agreed unifying themes of Blood Pressure, Employment and Smoking and progress from a 'how' perspective.
7. Understand and test governance arrangements.

6.6 In addition, each member was asked to suggest an individual commitment from which to add value and focus to the partnership working arrangement.

These included: -

1. Get to know other ICP members by shadowing 2 people before the May meeting;
2. Be open to all routes of explorations, including where it feels uncomfortable;
3. Working with the members of the Public Health Management Steering Group, identify support for the blood pressure priority theme (to include how we deliver)
4. Convene a conversation on we progress the unifying themes
5. Support breaking down the barriers to cross sector working
6. Activities to match fund to the strategy
7. Enable everyone to be able to challenge poor behaviour in the organisation
8. Create and cascade information, including providing examples on the Partnership Pillars, to 9 people, who in turn, cascade further, (with the aim of reaching 1000 people)
9. Encourage teams to engage with communities on the aims, (focussing on the unified themes), by providing support and guidance
10. Ensure spatial planning has a health and wellbeing focus
11. Look at how the Partnership can influence and contribute to the strategy themes, not only as an organisation, but also on a project basis, with a focus on how to help inform local communities
12. Collaboratively create a roadmap to embed prevention in service development and planning at Integrated Care Board meetings
13. Reduce the medicalisation of natural processes such as frailty and end of life across organisations
14. Promote and understand who's who in communities and how to engage with them
15. Make time to develop knowledge
16. Role modelling with a focus on how lots of small changes will contribute to the overall vision
17. Role modelling and promoting a systems thinking approach to addressing complex issues that will help deliver the overall vision

18. Promote and share the pillars of the strategy within own teams and with the people we work with
19. Provide feedback on how the Partnership is working together to develop a safe and trustworthy place.

6.7 Feedback from the session was positive, with members agreeing that the session had helped set the scene for future meetings. It was felt the session had provided a good start for the joint working arrangements for the partnership, with encouraging messages on how to produce effective outcomes.

6.8 Questions raised at the meeting included: -

1. How would the work be monitored?
2. Who would lead on key actions?
3. Who would be accountable for the work?
4. Would an action plan be produced to measure performance?

6.9 Responding to the questions, lead officers advised that it was the individual responsibility of members/partners to progress actions and outcomes. It was suggested that each partner assign themselves to a particular area of work from which to work with colleagues within their own organisations to progress the activity. Members were asked to volunteer for a particular activity, in addition to committing to shared 'common' activities. During the period between meetings, it would be useful for a particular individual or individuals to coordinate the work. Acknowledging the impact this might have on resources, it was accepted that, during the initial stages of working together, this might encounter a few obstacles. Nevertheless, outcomes were time critical and it was important to maintain momentum and work at an acceptable pace in order to achieve required objectives.

Action by – All

6.10 Conscious some members had not been able to join the development session on 3 March 2023, it was suggested that individual email addresses be provided for Dani Gilleland to contact and respond to any questions they might have. **Action by Becky Willmoth/Dani Gilleland**

6.11 In addition, to assist those members who had unable to attend the development session and to refresh those in attendance on the outcomes from the discussions, a request was made for a summary of key comments and actions to be circulated after the meeting. **Action by Becky Willmoth/Dani Gilleland**

6.12 Key comments and questions (circulated via email) included: -

6.13 What is meant by 'harvest'?

Collective wisdom and conversations from a hosted session are referred to as 'the harvest'.

6.14 What does the harvest from 3 March 2023 include?

A digital copy of the harvest has been created for the Partnership by the hosting team. This harvest is the transcription of all notes made by members at the session.

6.15 As requested, (at the meeting on 28th March 2023), the hosting team have created a Harvest Insights Summary and Prompt Questions from which to spark further reflections, ideas and actions.

6.16 Harvest Insights Summary

Observations from hosting team:

1. There was great energy in the room.
2. The engagement in the activity and discussions ensured we could complete all the activities and deliver on the objectives of the session.
3. It felt like there is a potential to further develop the sharing of each other's perspectives and contexts to enable true partnership leadership practices and decision making.
4. There is a diverse set of skills and experience across the Partnership that creates rich collective wisdom and potential.
5. The collective felt like a true coalition of the willing and felt like it is making moves towards systems convening practices.
6. The checkout comments were very positive and felt like contagion to build upon.

6.17 Key themes that emerged:

6.18 About the Partnership

1. Experience of the Partnership is not a universally shared experience so far.
2. The purpose of the Partnership is clear (to deliver for the people of Gloucestershire), how it delivers is still emerging and there are trade-offs as not all roles serve the same populations/priorities.
3. There is potential to grow the Partnership potential from learning more about each other's roles/responsibilities and ways of working.
4. What the Partnership does is important, how it does these things is of equal importance (role modelling, candour, accountability, etc.).
5. There is a commitment to working differently and that this will need courage and coalition.

6.19 About the operating context

1. There is tension between the aspirations and the resource that is available.
2. Across the system there are lots of insights and lessons learned, assessing and applying these at system level will be beneficial.
3. Priorities can be competing or conflicting, decisions are anchored in trade-offs, this brings challenge for collaborative decision making as everyone holds a different lens/role.

6.20 Harvest Prompt Questions

6.21 Questions for individual reflection:

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1. How do I feel in reviewing the harvest?
2. How does this connect with how I felt at the end of the session?
3. What have I most connected with from the harvest / insights summary?
4. What reflections do I want to share with other Partnership members?
5. Where am I with my individual commitment?
6. What do I bring to the Partnership – how am I ensuring this is maximised?
7. What do I need from my Partnership colleagues – how am I asking for this?
8. If I were to suggest one thing to happen next, what would it be?
9. What relationships do I want to develop / grow that would enable me to better serve in the Partnership?

6.22 Questions to enable the next chapter of our Partnership's story:

1. Where are we in relation to our collective commitments (principles/ways of working and activities)?
2. What are the elements of our operating context that are impacting on our current focus? What is the impact?
3. How should the Partnership make decisions?
4. What governance do we require to serve our work?
5. How should our activities be sequenced?
6. How does the Partnership find the balance between systems convening and ensuring delivery (relevant NHS Horizons resource linked here)?

6.23 Questions to ask ourselves when we are in a future chapter of our Partnership's story:

1. What is serving us well in delivering for the people of Gloucestershire?
2. What is not serving us well in delivering for the people of Gloucestershire?
3. What needs to change now that we have realised this?
4. If we were to change one thing about what we are doing / how we are doing it, what would it be?
5. How is our Partnership decision making enabling us to achieve our purpose?
6. Is the governance serving our work?
7. What have we learnt from the activities we've completed so far?
8. Has the Partnership found the balance between systems convening and ensuring delivery

6.24 Chair of the Health and Wellbeing Partnership, Cllr Carole Allaway-Martin, commended the outcomes from the session and thanked officers for their work. She stated that the session had produced some good questions and had provided useful answers from which to move forward as a collective.

7. UNIFYING THEMES

7.1 Barbara Piranty, (representing the Integrated Locality Partnership), and Charlie Sharp (Enabling Active Communities and Individuals Programme), gave a detailed presentation on proposals to take forward the 3 underlying themes of Blood Pressure, Employment and Smoking.

7.2 The slide show presentation presented at the meeting is attached for information.

7.3 Acknowledging the challenges of 'where and how' to kick-start the work, it was agreed that effective coordination and communications would be essential to make progress. It was also acknowledged that some districts might have their own themes, for which it was suggested, could be fed into the unifying themes set out for the Partnership.

7.4 Summarising proposed next steps, it was suggested that the following factors be noted: -

1. Clarification of the role and function of the Partnership
2. A small 'coordination' group to be established (the group to meet independently/develop an action plan for the themes)
3. Using the action plan as a learning opportunity – adopt a different approach for each theme

This might include:

4. Adopting a system wide approach - mapping and connecting work
5. Commencing/starting out with communities
6. Person centred design approach
7. Target specific populations
8. Different person(s) to lead on each theme
9. Work to a proposed 12 month timeframe, followed by a reflect and learn session

7.5 Throughout the discussion, members noted the importance of adopting a joined up approach in order to make a difference. Acknowledging that this was an opportunity for the Partnership to demonstrate the value of making a difference from combined working, it was agreed emphasis should be placed on the desired outcomes rather than concentrating on the individual themes. From the discussion, it was proposed that a small group be established to focus on agreed outcomes. The proposal was accepted, subject to setting clear ambitions and visionary objectives. **Action by – Becky Willmoth/Zoe Clifford/Barbara Piranty and Charlie Sharp**

7.6 Noting that some work was already underway and could be used to inform the group, members were encouraged to provide feedback and make it known if they wished to become involved in the working group or in specific conversations/specific themes.

The presentation was noted.

8. CAPTURING IMPACT

8.1 Katie Hopgood, Kat Dooley and Tom Beasley gave a detailed and in-depth overview of considerations members might wish to take into account when striving to make the best possible impact in relation to development of the Interim Integrated Care Strategy.

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8.2 Focussing on the Three Pillars contained within the Strategy, members were asked to consider how best to monitor progress, add value to their work, and where necessary, how to challenge one another to achieve the best possible outcomes. Various measurement techniques were considered, including the merits of cumulative 'ripple effect' mapping.

8.3 In noting the presentation, it was agreed members understanding might warrant from the scheduling of further conversations and a more in-depth discussion. Whether this was something the Partnership as a whole might benefit from, at a future meeting, or workshop event, or whether a small group discussion might offer the best approach, was something that required further exploration.

8.4 Cllr Carole Allaway-Martin, (Chair of the Health and Wellbeing Partnership), stated that, to consider such a large area of work with the appropriate depth and understanding required, was a significant challenge, and one that would benefit from focussed discussions. Cllr Allaway-Martin welcomed the proposal to arrange a workshop. **Action by – Becky Willmoth/Zoe Clifford**

8.5 In the meantime, the following questions were suggested as questions for members to focus their attention on: -

1. How do we decide what we measure?
2. How do we capture the value the Partnership adds?
3. How will do describe 'what good looks like?'
4. What are our next steps in the development phase?

9. NEXT STEPS

The next meeting of the Health and Wellbeing Partnership would be held at Shire Hall, Gloucester, at 1.30pm on Tuesday 30 May 2023. This will be followed by a combined meeting (separate agendas) of the Health and Wellbeing Board and Health and Wellbeing Partnership on Tuesday 25 July 2023, (commencing 1.30pm).

A stand-alone meeting of the Health and Wellbeing Partnership will be held at 1.30pm on Tuesday 26 September 2023. This will be follow by a combined meeting (separate agendas) of the Health and Wellbeing Board and Health and Wellbeing Partnership on Tuesday 28 November 2023, (commencing 1.30pm).

CHAIRPERSON

Meeting concluded at 4.30pm