

**Appendix 4 - Precis of recent key documents of the involvement of people and places of the redesign of local services relating to health and wellbeing as measured by health inequalities.**

1. Policy paper. Health and social care integration: joining up care for people, places, and populations, Update 11 February 2022.
2. Power. Participation and transformative change – how funders can help. Joseph Rowntree Foundation, August 2023
3. Final report of the APPG for ‘left behind’ neighbourhoods’ inquiry into levelling up. October 2023
4. Empowered, connected, and respected: a vision for general practice at scale and primary care networks, exploring what is needed to develop a robust, resilient, and thriving future for primary care. NHS Confed September 2023.
5. How funders can facilitate community-led transformation. Local Trust, September 2023.
6. Adult social care and the NHS: two sides of the same coin. NHS Confederation 2023.

1. Policy paper.

Whilst this document is directed at the need for a significant design of the local NHS structures it is made clear that full consideration needs to be given, as the title indicates, to the designs impact on local communities.

Precis

**Precis: Department of Health & social Care, Policy Paper updated 11 February 2022**

**Health and social care integration: joining up care for people, places, and populations.**

This is a 60-page document, with a foreword by the Secretary of State for Levelling Up, Housing and Communities and the Health Secretary.

It comprises of six sections,

1. Introduction
2. Shared outcomes
3. Leadership, accountability and finance
4. Digital and data
5. The health and care workforce and carers
6. Conclusion- impact on people and next steps,

preceded by an **Executive Summary**.

The **foreword**, quite naturally, refers to the learning from the pandemic, the aims of the policy and reference to the new approach.

***‘So, as we recover and level up, it is right that we draw on our experience of the pandemic to bridge the gaps between health and social care, between health outcomes in different places and within society, that are holding us back’.***

***'Our white paper aims to achieve by bringing together the NHS and local government to jointly deliver for communities'.***

***'It sets out a new approach with citizens and outcomes at its heart'.***

***'It is the start, not the end, of a new wave of reform which will both put power and opportunity in the hands of citizens and communities and build a society that is sustainable and just'.***

The **Executive summary** is just short of 6 pages, it is presented under seven headings,

Joined up care: better for people and better for staff.

Shared outcomes which prioritise people and populations.

Ensuring strong leadership and accountability.

Finance and integration

Digital and data: maximising transparency and personal choice.

Delivering integration through our work force and carers.

What this means for people and communities.

The following key statements are abstracted from the **Executive Summary** as being of relevance to citizens and communities.

***'While progress has been made. our system remains fragmented and too often fails to deliver joined up services that meet people's needs'.***

***'People too often feel like they have to force services to work together rather than experiencing joined-up health, public health social care and other services'.***

***'Working with local places and ICS's, we will remove unnecessary barriers so places will be empowered to do what is best for their citizens. They will be supported to be transparent and accountable for the delivery on the outcomes which matter to communities, and variations in performance between areas will be addressed'.***

Further key statements are abstracted from three of the six sections beginning with section 1.

Section 1: Introduction: delivering more integrated services for the 21<sup>st</sup> century. 7 pages with 6 case studies.

1.1 ***'When health and care organisations have a shared mission, work with their local citizens, and pool their ideas, energy and resources to serve the public, the result is often the delivery of outstanding quality and tailored, joined up care, which improves the experience and outcomes for individuals and populations'.***

Section 2: Shared outcomes. 6 pages.

**Summary: 'Some outcomes and goals are appropriately set nationally, but we also need to make space for local leaders to agree shared outcomes that meet the particular needs of their communities'.**

**2.18 'Places, working with local people and communities, will then identify and agree their local outcome priorities with reference to the broad framework'.**

Section 3: Leadership, accountability, and finance. 9.5 pages.

**Developing effective leadership for integration.**

**Section 3. 'We believe effective local leaders for health and care should.**

- **Bring their partners together around a common agenda with decisive action in the interest of local people, even when it runs counter to organisational interests'.**
- **Listen to the voices of people who draw – or may need to draw- on services when designing and improving those services and in defining which outcomes matter to individuals and populations'.**

There are no further key statements in the last three sections, although the depth of this work is to be greatly applauded.

CV: 26.10.2023

## **2. **Precis: Power, participation and transformation change – how funders can help, Joseph Rowntree Foundation, August 2023****

This is an 18-page document in nine sections.

Key Learning

Background/context

The approach we took and what we learned.

What worked well: what we would do again.

Challenges and what we learned: it's all about power,

Impact definition and measurement matters.

Conclusion: system change is in our hands.

Acknowledgements.

The document is for funders and reports on five years work looking into how funders can *achieve* improved outcomes.

*Funding grassroots movements, transformative change and working with people furthest from power are currently in vogue in the funding world. This report documents learning from JRF's work alongside organisations led by people in poverty over the past five years, on what funders can do to build power and support transformative change at a grassroots level.*

*Sarah Campbell, Head of participation.*

## **Key Learning**

A short paragraph under key learning identified four points for funders.

### **Background/context.**

In a further short paragraph reference is made to three areas in which learning could be drawn whilst recognising that previous work lacked an understanding of what was needed in practice.

### **The approach we took and what emerged.**

This is one of the key components of the document and is covered in three pages.

Key statements are,

***'At the time the programme started, there was very little work in JRF which sought to share power with marginalised communities'.***

***'We sought to be experimental uncovering blind spots as we discovered-in relationship with our partners-what was needed to take a bottom-up approach'.***

***'Power sharing and partnership was the entry point'.***

***'Mutual learning was a core part of the approach-acknowledging that we had as much to learn from partners as they do from us and that we need to know our own capacity building to do this work well'.***

Six values of the work were cited,

***Voice amplification.***

***Continual learning.***

***Deeper understanding of income.***

***Converge of voices.***

***Trust based relationships.***

***Enabling conditions***

### **What worked well: what we would do again.**

This section comprises 6 separate headings, covered in 2.5 pages.

Trust Building

Shifting Power

Organisation and staff transformation

Funding for learning

Finance Fiduciary close to the marginalised groups

Diversifying/more equitable funding practice

Notable statements are,

***‘Trust is at the heart of any collaborate working and is the most important aspect to get right, however, it is hard won’.***

***‘We found a way to provide resources that enabled initiatives led by/close to marginalised groups that did not yet have a legal entity to be birthed and incubated’.***

**Challenges and what we learned: it’s all about power.**

This section is covered in two heading and in 3.5 pages.

Navigating power dynamics, and

What it takes to build power.

In this section there are several key statements, as follows.

***‘The intention of the grassroots mobilisation work was to sit under and support the work of groups affected by injustice. This is challenging when you hold a position of power: being a funder and having a brand creates a barrier to building trust’.***

***‘The high level of mistrust is also because people’s experiences of institutions in their daily lies have often been ones where power and control have been exerted with negative consequences; this leaves scars that never entirely disappear’.***

***‘Our key learning was that any relationship starts from minus trust,***

***‘Democratic engagement and participation is poor in the UK, and most acutely poor for marginalised groups’.***

***‘People who have bee dealt a poor hand in life often are prevented from having much agency and control over their daily lives, having to survive in systems that seek to control and do to and for you rather than ones that enable autonomy’.***

***‘Trust in our political system is low – and this is for the average citizen, it is even more the case for marginalised communities’.***

Four bullet points are provided aimed at nurturing power.

- Building community
- Sharing
- Creating space for analysis
- Inspiring hope

### **Impact definition and measurement matters**

This is the longest section at 5 pages under four headings.

Defining impact with systems change lens.

Implicit forms of impact.

Impact definition that encompasses power building

Shifting funder mindsets

It is a research section mentioning several sources of information which CV will follow up.

### **Conclusion**

This is reported in full due to its brevity and succinctness.

*It is within our power to take a lot of the actions needed to shift things, but taking action is probably one of the hardest things to do. Shifting mental modes, inverting usual approaches and ways of working, and redefining what we perceive as impact and what we value, are all big asks- but the work we have done over the past five years shows that it can be done. There is still a long way to go, and inevitably the slow but urgent work of transformative change never feels fast enough. The key is embedding what we've learned in future work, remembering what Kania et al have told us.*

***'Foundations involved in system change can increase their odds for success by focusing on less explicit but more powerful conditions for change, whilst also turning the lens on themselves'.***

### **3. Precis: A neighbourhood strategy for national renewal; Final report of the APPG for 'left behind' neighbourhoods' inquiry into levelling up. October 2023**

This document from the All-Party Parliamentary Group was researched by Local Trust, OCSI and Reform. It comprises 80 pages in 10 sections.

Within the definition of 'left behind' (c.f. below) Wirral has three areas considered to be in this category in this report. The MP for Birkenhead participated in the inquiry.

***'Left behind' neighbourhoods are those local authority wards that experience the 'dual disadvantage of high levels of deprivation and socio-economic challenges [and are] lacking in the community and civic assets, infrastructure and investment required to mitigate these challenges' (OCSI,2019).***

***These are neighbourhoods that are ranked in the ten percent most deprived across both the Community Needs Index and the Index of Multiple Deprivation.***

The ten sections in the report are,

Executive Summary

Co-Chairs' foreword

'Left behind' neighbourhoods: definition, experience, and opportunity.

Our vision for 'left behind' neighbourhoods.

The policy challenge: why it is difficult to transform 'left behind' neighbourhoods?

Where change is needed most: power, funding, and culture.

Three possible futures: at the turning-point for 'left-behind' neighbourhoods.

Our policy recommendations.

Conclusion.

References

Acknowledgements.

This precis will focus mostly on the Executive summary and the Co-Chairs foreword with comments from the individual sections where it seems appropriate.

### **Executive Summary**

This is a powerful exposition of the aims and objectives of the Reference Group in five short pages and should be acted on without delay. It is set out under six headings.

The following quotes provide clarity of purpose and direction.

***'We are at a crucial moment for England's 'left behind' neighbourhoods and decisions made in the next few years will define their prospects for decades to come' How can we ensure that communities that have long missed out on their share of services and opportunities are no longer 'left behind'?***

***To be successful and sustainable levelling up must:***

- ***Be led by local people – the experts best placed to know what needs to be done to improve outcomes.***
- ***Reflect local needs and circumstances – not follow a national template.***
- ***Entrust decision making – including funding – to communities, not Whitehall or the town hall.***
- ***Long-term investments create a solid foundation for sustainable growth and regeneration.***

The key section of the summary comes under the heading 'What we should do differently?' With three headings,

***Distribute power from the centre to community.***

***Transform funding and resources.***

***Shift culture from control to trust.***

followed by a section titled '**We are at a critical point**' in which worst case, base-case and best case for neighbourhoods is defined as follows,

***Worst case-where neighbourhoods fall further and further behind***

***Base case-where, despite huge efforts, neighbourhoods are only running to stand still,***

***Best case- where, with a re-imagined levelling up agenda, with policies co-produced with communities, and powers meaningfully devolved to allow tailored local approaches-which sees 'left behind' neighbourhoods leaping forward.***

The document recognises that ***'the best case requires the most ambition, imagination, and political will*** listing nine bullet points, with the three most relevant to RG being.

***New processes harness the experience and capacity of local people at every stage of policy development.***

***Local residents are engaged in making decisions and take ownership of their community's development.***

***Long- term investments create a solid foundation for sustainable growth and regeneration.***

Policy recommendations then follow broken down into three groups, those for central government, for local government and those for community organisations.

The RG points out that this assumes community organisations are in place and their aim is to put them in place through the formation, 'bottom-up', of both community hubs and family hubs where they do not exist.

The recommendations for local government are,

- ***Stronger collaboration between local government and public bodies***
- ***More effective engagement with communities***
- ***Clearer communication and decision-making***
- ***Prioritisation of capacity building***
- ***Targeted investment in social infrastructure and local initiatives.***

And the recommendations for community organisations: operating within 'left behind' neighbourhoods are,

- ***Fostering a culture of mutual support.***
- ***Encourage knowledge sharing.***

The RG also points out that this document clearer draws a distinction between neighbourhoods and communities with communities being the key participants in programmes for change.

The local plan for change through nine neighbourhoods falls short when considering the latest up to date research and this powerful APPG report.