



<u>Committee and Date</u> Shadow Health & Wellbeing Board  18 January 2012  9.30 a.m.
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<u>Item No</u>  9  Public
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## STAKEHOLDER ALLIANCE DEVELOPMENT

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### 1.0 Summary

- 1.1 This report summarises the feedback from the Shropshire Partnership Standing Conference event, Healthy Live, Healthy Shropshire, held on 1<sup>st</sup> December 2011 to launch the Health and Wellbeing Stakeholder Alliance. The purpose of the event was to begin a dialogue with stakeholders in order for them to shape the structure of the Stakeholder Alliance, and this report recommends a way forward based on the comments of delegates.

### 2.0 Recommendations

- A. That members of the Shadow Health and Wellbeing Board comment on and approve the proposed next steps for the Health and Wellbeing Stakeholder Alliance, to include establishing a virtual stakeholder alliance and a further series of events focussed on emerging priorities.

## REPORT

### 3.0 Risk Assessment and Opportunities Appraisal

- 3.1 The Shadow Health and Wellbeing Board has made a commitment to ensure that the work of the board includes engagement with a wide range of stakeholders including service users, advocacy groups and service providers. The JSNA Peer Review also made this recommendation. The mechanism for engagement is being developed in consultation with stakeholders in order to create a Stakeholder Alliance that is 'owned' by its members. Whilst this is a more preferable process compared to a top down approach of imposing a structure, it may raise the expectations of stakeholders about the extent of their influence (given that not all health and wellbeing decisions will be made locally). In addition, the available capacity to support the Stakeholder Alliance may restrict the ambitions of stakeholders.

### 4.0 Financial implications

- 4.1 None at this stage, but capacity to support the Stakeholder Alliance may require a realignment of resources or additional resources. It is suggested that a report is brought to a future meeting on the financial implications of supporting the activities of the Board

## **5.0 Stakeholder event feedback**

- 5.1 124 delegates plus 14 facilitators attended the event on the 1<sup>st</sup> December representing 53 different organisations and groups. A list of delegates, including apologies from those not able to make it is included in Appendix 1.
- 5.2 Feedback from the event has been very encouraging with the overwhelming majority of delegates expressing that they felt motivated and positive following the event.
- 5.3 Delegates were asked to consider how the Stakeholder Alliance might work. Two options were proposed :
- a traditional meeting structure with individual groups coming together to form networks around particular themes, each sending a member to a Stakeholder Alliance Board, the chair of which would be a member of the Health and Wellbeing Board.
  - A virtual network supported by periodic conference type events to allow for face to face discussions.
- Delegates were asked to consider the advantages and disadvantages of the two options as well and any other models that they wished to propose. Full comments are included in Appendix 2.
- 5.4 Whilst most groups had concerns about the time commitment needed to attend meetings, most delegates felt that face to face meetings were important to enable more focussed and detailed discussions on specific issues and to ensure action and have an oversight of progress. It was also commented that a traditional meeting structure provides clearer accountability.
- 5.5 The negatives associated with this approach were primarily about the time input needed if new groups are created, but concerns were also raised about effective representation by individuals and the potential for dilution of issues with one representative being the link to the Health and Wellbeing Board.
- 5.6 Most delegates were supportive of the idea of creating a virtual network using social media tools as this would be more inclusive and allow for greater debate across a number of themes and groups. However, there was a general mistrust of this method as the only way of engaging with the Health and Wellbeing Board, as well as concerns about those groups that may not be able to access or use social media.
- 5.7 Alternative models proposed by some groups are essentially a hybrid of the two options. A number of delegates commented that issues raised in the virtual network could be the catalyst for determining the nature of physical sub-groups. It was also suggested that face to face meetings, rather than being standing sub-groups, could take a task and finish approach.

## **6.0 Stakeholder Alliance Proposal**

- 6.1 It is proposed that a virtual Health and Wellbeing Alliance be established using social media tools such as Yammer. This will complement and link to the developing JSNA webpages enabling interested parties to provide comment and additional information to inform the JSNA as well as stimulating debate about priorities and solutions to key health and wellbeing issues. If a tool such as Yammer is used, organisations will need to be invited to join the network, unlike a Facebook type network that is open to all. This approach is recommended initially as the network develops to avoid the need for 'policing' the content and reducing clutter that may be unrelated to the Health and Wellbeing Board.

- 6.2 All identified stakeholder groups will be invited to join the network. The network's existence will be promoted through the Shropshire Council website allowing other stakeholder groups that may have been missed in the initial audit to request to join.
- 6.3 All conversations and information on the network will be open for all members to view but there will be the ability to share private messages and create closed groups if necessary. It is not intended to set up sub groups on the network, but to let members create groups that are sensible to them. This approach allows network members to decide whether sub groups should be issue, life stage or geographically based. As groups become established in the virtual forum, network members may decide to move those groups to physical meetings and in this way a Health and Wellbeing Stakeholder Alliance that consists of physical meetings may form.
- 6.4 It is anticipated that this will be launched by early February. Content will need to be monitored so that emerging themes and comments can be collated and reported to the Shadow Health and Wellbeing Board. Some capacity will need to be created to do this, however, this time investment will be considerably less than the time needed to service a Stakeholder Alliance Board and sub-groups.
- 6.5 Moving to a virtual network for engagement is an innovative step and for some stakeholders will require a significant leap of faith. Therefore, it is important to have face to face meetings as well, at least in the short term. It is proposed that these will be focussed on particular issues and will take a task and finish approach to avoid overburdening participants and creating meeting fatigue. Task and finish groups could primarily focus on issues emerging from the JSNA. These might include groups to focus on tackling obesity, building on the Ageing Well programme or considering ways to reduce excess winter deaths. Task and finish groups should be open to stakeholder groups participate.
- 6.6 A virtual network has many advantages in that it allows for much wider participation, easier communication between stakeholder groups and the ability to share information and experiences that can enhance strategic decision making by the Health and Wellbeing Board. However, the approach does not lend itself to having an appointed stakeholder representative at the Health and Wellbeing Board to champion stakeholder views and share in the decision making. If groups do emerge from the virtual network, then a Stakeholder Alliance Board may be drawn from representatives of those groups with the overall chair joining the Health and Wellbeing Board. Whilst the network develops, it may be appropriate to invite the Voluntary and Community Sector Assembly Chair to join the board, along with representation from Shropshire LINK to provide a stakeholder voice.

## **7.0 Next steps**

- 7.1 It is suggested that the proposals for the Stakeholder Alliance be circulated to the identified stakeholders as part of the feedback from the Standing Conference event so that any further comments and refinements can be made to the proposals.
- 7.2 Notwithstanding the feedback on the proposals, a virtual stakeholder network should be created by early February to enable an open dialogue with and between stakeholder groups.
- 7.3 It is also proposed that during 2012, a series of smaller more focussed events be arranged based on emerging priority issues identified by the JSNA in order to delve more deeply into those issues, understand what activity is currently attempting to address the issue, how well these are working and what can be done differently or better. These events should support the development of the Health and Wellbeing Strategy.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

**Cabinet Member (Portfolio Holder)**

Councillor Ann Hartley

Councillor Cecelia Motley

**Local Member**

ALL

**Appendices**

Appendix 1 – Stakeholder Alliance delegates

Appendix 2 – Workshop feedback