

Inclusive Growth, Anchor Institutions, Health, Public Health and beyond

Why now

Why me

What

What next

Why now

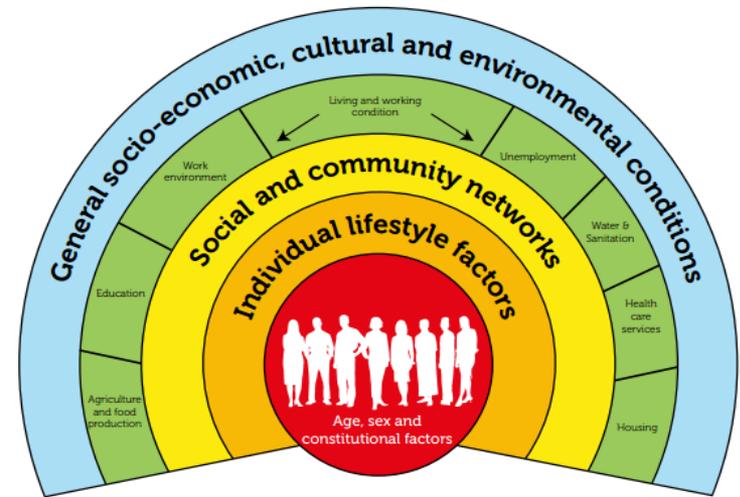
- Map of deprivation from the 80s is largely akin to now – aka regeneration has failed
- Funding injections didn't address the **mainstream** commitment of £ base
- growing narrative re. alternative models of economic growth
- RSA report and many other pushes in this space.
- SPB want to push on this area.
- Anchor institutions will be a part of that but we won't know all the steps in this.
- Not sure yet what the end point is going to be, just that we want to go on the journey.

Why me

“Health” = “NHS”

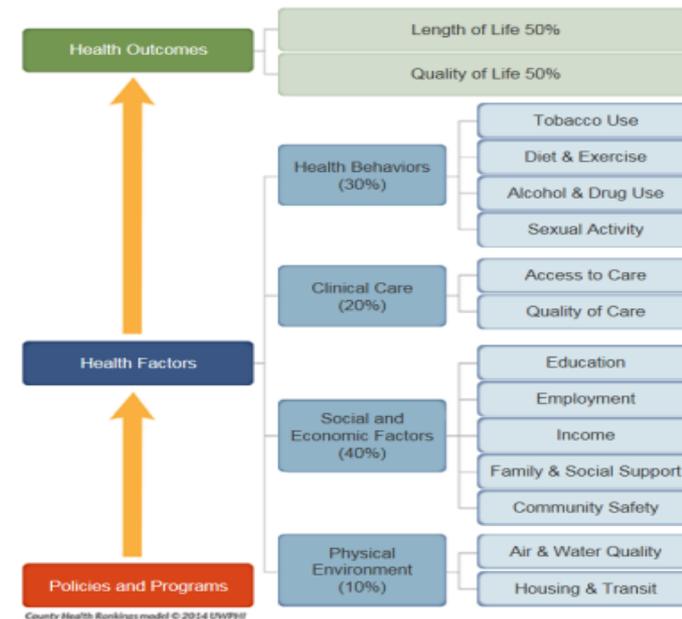
- 'Care' c20% contributor to 'health'
- The totality of the City's activities may have a material impact on health
- Some immediate, some downstream
- Some direct, some indirect.
- How far upstream do you want to go

Figure 8: The determinants of health



Source: Dahlgren, G. and Whitehead, M. (1991)

<http://www.esrc.ac.uk/about-us/50-years-of-esrc/50-achievements/the-dahlgren-whitehead-rainbow/>

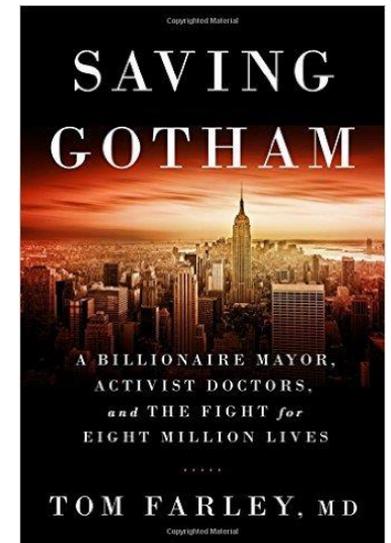
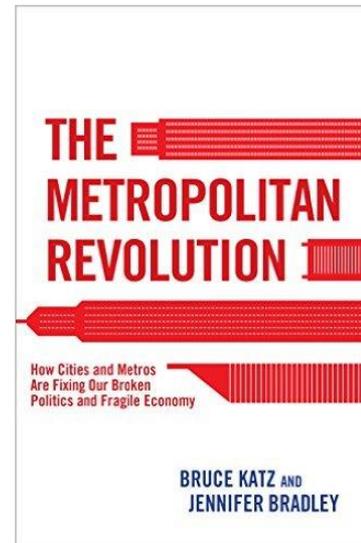
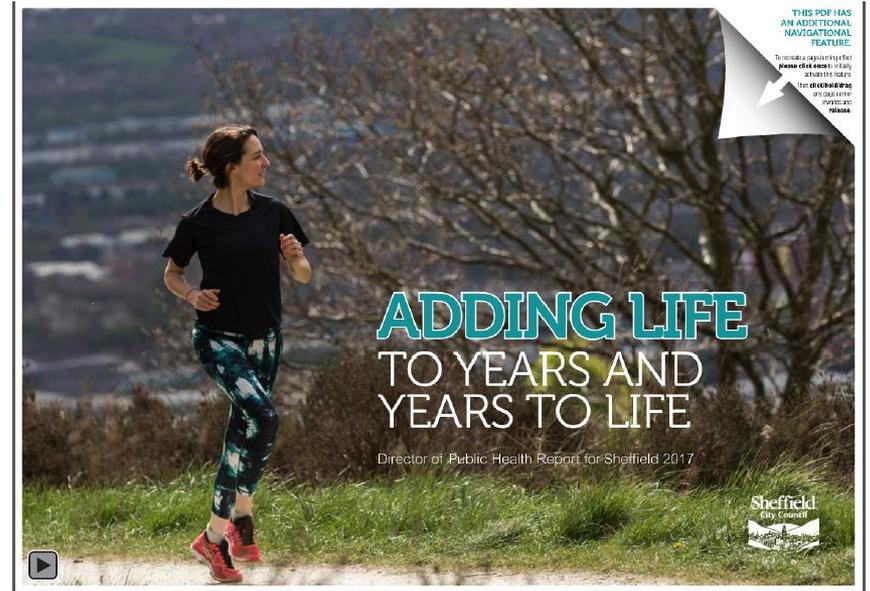


County Health Rankings model © 2014 UWFSH

<http://www.countyhealthrankings.org/Our-Approach>

Why me (2)

- Healthy life expectancy and life expectancy
- Only small % of answer is within health service
- Health / wealth link
- For every 8m people stay in work GDP increases by 1%. Ill health retirements?
- Poor health - Maybe should see the mission as a major infrastructure project?



Recent history in Sheffield.

- Commitment of SPB to work on this theme
- RSA report and similar
- Many of our organisation have already commenced down this path.
- Issue of scale and connectedness of organisations.
- Not ONLY organisations- got to connect to people.
- Ted Howard visit.

Recent history in Sheffield (2)

- We know there's stuff going on across the city.
- Is it at the right scale? Institutionalised. Built into woodwork?
- What does better look like?
- What are we aiming for?

I will mainly talk Anchor Institutions, but there is a broader context.

- **Anchor institutions** – organisations with significant local influence
- **Cooperatives** – employee owned and managed firms
- **Social enterprise** – companies with a social objective as well as a profit motive
- **Commissioning for social value** – ensuring procurement delivers for local people
- **Interfaces between sectors** – eg healthy pop / economic productivity question
- **Role of state v role of other sectors.**
- **Public service as investment vs drain**
- **Moving forward** – collaborations, authenticity, not single sector deals. Cant be done as single sector

Developing the anchor mission.

Strategic question:

1. “Dear anchor - conduct your business in a way that reflects your anchor status and builds capacity to address social determinants. Not just as a side issue but 100% of your activity...this leads to better economy - and should be done for economic reasons in addition to intrinsic health reasons”.
2. Can we incentivise the way in which you use your funds, systems and processes to impact on health and well being in a more positive way than if you do nothing?

NHS – behind? An opportunity?

- What do the regulators have to say on this matter in NHS context? This might be a driving factor.
- The NHS matters to local economy in many ways - Estates, Social inclusion, Workforce, Local spend, supply chain
- Will be no central message telling us to deliver this, or measure it
- Localism is a challenge to nationally centralised system
- Best way of protecting from market forces, Brexit = local
- This agenda is part of health creation.
- Industrial strategy and STP gives significant impetus to transform in this space

Why Local, how local is local

- Large national providers not invested in place
- **Can't respond and flex locally**
- **Not in tune with our local ethos**
- **National v local policy differences.**
- **National providers less able to tie up with other orgs** locally across NHS, local gov, or VCS
- **Multiplier effect** re keeping to local – creating local jobs, tax base
- If there is to be national contracts, **local role is to ensure standards, rules, ethos is fit for local circumstances**
- Concern re changing the dynamic of economy towards isolationism (although things have swung very far the other way)

Should we set up an anchor network?

- To help each participant accelerate their own mission and spread the model more widely
- And invest collectively to achieve the broader social aim
- Meet x times a year
- Define the org and wider imperative
- Build the evidence base
- Collaborative with wide range of stakeholder
- Working groups - for significant themes
- How does/could/should this fit with existing partnership structures

8 Practical and tangible strategies

Hiring and staffing

1. **Change policies that prevent hiring individuals with criminal records**
2. **Equip local residents for q high demand front line jobs that are connected to job pipelines**

Local sourcing and procurement

1. **Make inclusive, local sourcing an explicit goal in the strategic plan and other policy document**
2. **Adjust payment periods and invoicing processes to accommodate small businesses**
3. **Lowest cost for every unit vs full economic impact of every purchasing decision you make. i.e. factor in the externalities**

Place based investing

1. **Foster working relationships between community outreach and investment staff**
2. **Move cash and cash equivalent assets into local banks and credit unions. Is the endowment invested in hedge funds or local social capital**
3. **Community investment in land trust - purchase land to secure sustainable and affordable housing. What can hospital do in the housing economy??**

10 pieces of advice from Ted Howard

1. **Keep creating and recreating a big picture vision** of what is possible. **Powerful narrative/alternative vision** (the boss may need to change the narrative)
2. **Don't make it "a project"**. Leadership and hardwire into institutions.
3. **Build on what you've started** - 'progressive procurement' and 'joined-up education, skills and work'
4. Keep **sharing examples** of where things have worked **despite local or national defaults**
5. **Full economic and social case, not just the money. Triple bottom line** addressing the externalities in a way procurement officers don't often account for.
6. If you want to do this job - you need to **be intentional and hold feet to fire**
7. This **path is NOT the path of least resistance**
8. Make **public commitments**
9. Hold **yourself to account to progress** back to the community
10. Collaborate don't compete.

Issues

We're not ready. We may never be "ready"

Long term journey. End point unknown, steps in journey unknown

We have a baseline. Trajectory of improvement rather than endpoint is important

Develop single clear vision and narrative

Infrastructure to move it on and keep pushing.

Data and metrics

External partnerships – between us all and beyond

Internal messaging

Business case v belief? Cost of doing, cost of not doing

Political conversation – not party political.

5 question for SPB

1. Should we set up an anchor network?
2. Some practical tangibles – develop what's there. Connect and network it, how best to scale. What's the long term goal
3. How good is the Sheffield Story. What does the improvement trajectory look like
4. What is the public message. The woman on the street test – what will be different
5. How local is local? Fit into SCR and other contexts.

Greg Fell

Director of Public Health

Tel: 0114 20 57463

E-Mail: Greg.Fell@sheffield.gov.uk