

# Successfully Partnering at a Local Level for Health and Wellbeing Projects

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# PURPOSE OF THIS DOCUMENT

**To effectively deliver Health and Wellbeing (H&W) projects many Towns will need to seek out partnerships with others.**

**This guidance document aims to assist Towns in understanding the typical local partners that can be drawn upon to enhance their Business Cases for H&W projects.**

## **Why Partner for Health and Wellbeing?**

- To deliver new models of Health and Wellbeing in the built environment Towns need to be able to draw upon the resources from right across the local system.
- This 'whole systems approach' helps to look at the treatment of ill health and the enhancement of health and wellbeing together, which ensures that local public, private and third sector organisations develop a more unified and coordinated approach to achieve holistic change.

# Guiding Principles when Partnering

When partnering the Local Government Association recommend 5 Principles.

1. Be open to exploring new partnerships, particularly with community and voluntary sector organisations, as well as statutory/public sector partners.
2. Invest time in building these partnerships and testing joint working opportunities before launching into larger-scale projects.
3. Ensure appropriate due diligence is carried out in line with the scale of the project and the risk (seek advice from your council's finance/legal experts or use tools such as those published by the Charity Commission).
4. Use community action investment to stimulate new partnerships and collaboration within the market – this is likely to lead to longer-term and more sustainable solutions.
5. Ensure that partners are actively engaged in the governance, planning and monitoring arrangements and are able to take accountability for delivery.

<https://www.local.gov.uk/our-support/guidance-and-resources/community-action/community-action-overview/six-guiding-4>

# Typical Partners for Health and Wellbeing

There are three typical local partners for H&W projects that Towns may approach

## Private

- Local Enterprise Partnerships (LEPs)
- Developers

## Public

- NHS Services
- Schools, Colleges and Universities

## Third Sector

- Local Voluntary, Community and Social Enterprises (VCSE)

These are further detailed in [case studies](#) at the end of the guidance.

If a Town wishes to partner with larger national institutions to gain a wider perspective on H&W, examples are given in the [appendix](#).

# Partners from the Private Sector

## Local Enterprise Partnerships (LEPs)

- LEPs form a key backbone of the local economy and employment. Part of their remit requires an understanding of the local labour markets and they are well-placed to work collaboratively with local authorities to improve employment opportunities and health for local people. This can either be through investing in projects which bring about job opportunities (which in turn improves the H&W of those employed) or in projects which they deliver new H&W services. This can help drive a local H&W economy within a Town and provide access to new H&W services.

# Partners from the Private Sector

## Developers

- New housing offers the opportunity to encourage healthier behaviours through the built environment and urban design, preventing ill health and encouraging greater independence and self-care (NHS England 2014). By engaging with developers at an early stage Towns can ask for Developers meet certain standards such as WELL Building Standards<sup>1</sup> or Livewell Development Charter<sup>2</sup> as seen in Chelmsford. This would lead to Health and Wellbeing becoming embedded in designs and the new urban space can bring benefits to the wider communities than just the new residents.
- Relevant case studies:
  - *Case Study 1 - Defence and National Rehabilitation Centre*
  - *Case Study 2 - Pentre Awel - Swansea Bay City Region*
  - *Case Study 4 - Leeds Climate Innovation District*
  - *Case Study 5 - Bicester: 'a walk-able and cycle-able community'*
  - *Case Study 6 - Barton Healthy New Town*

<sup>1</sup> WELL Building Standards

<sup>2</sup> Livewell Development Charter

# Partners from the Public Sector

## NHS Services

- The size, scale and reach of the NHS means that it has a significant influence on the health and wellbeing of local populations. But how it chooses to function and leverage its resources will determine the extent of that impact. Hospitals can act as anchor institutions within communities as they are unlikely to relocate and have a significant stake in the geographical area. This means that they have the potential to be a powerful voice in where and how H&W resources are spent locally. Towns can harness this 'anchor mission' through effective partnerships.
- CCGs and GP surgeries are rooted in the community they serve. Their clinical expertise provides a healthcare system leadership role to enable effective partnerships across the health and care system. Due to this they play a crucial role in creating links with social care and other community groups as well as using social prescribing as a way of improving Health and Wellbeing.
- Relevant case studies:
  - *Case Study 1 - Defence and National Rehabilitation Centre*
  - *Case Study 5 - Bicester: 'a walk-able and cycle-able community'*
  - *Case Study 6 - Barton Healthy New Town*



# Partners from the Public Sector

## Schools, Colleges and Universities

- Educational institutions exist in some shape or form within every Town. They play an active part in the Town's community and most people live within easy access of one of these institutions. Thinking about these local community assets as more than just for an educational purpose (i.e. to be used during weekdays and term time) could unlock more town capacity for H&W.
- Relevant case studies:
  - *Case Study 2 - Pentre Awel - Swansea Bay City Region*
  - *Case Study 3 - Paris School Yard*

# Partners from the Third Sector

## Local Voluntary, Community and Social Enterprises (VCSE)

- The VCSE sector is essential to a vibrant local health economy. They play a key role in improving health, well-being and care outcomes and tackling health inequalities. They do this through providing ongoing maintenance and operation resource after initial public investment. This allows them to shape and deliver key services and advocate for and represent the voice of service users, patients and carers.
- Relevant Case studies:
  - *Case Study 1 - Defence and National Rehabilitation Centre*
  - *Case Study 3 - Paris School Yard*

# Successful Partnership Case Studies

# Case Study 1

Public

Third Sector

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## *Defence and National Rehabilitation Centre – (NHS, Charity, Ministry of Defence and Council)*

A clinical rehabilitation centre is being developed on the Stanford Hall Rehabilitation Estate near Loughborough, where Defence and civilian rehabilitation will share knowledge and facilities for mutual benefit. The Defence establishment is now operational and an NHS National Rehabilitation Centre (NRC) for the general population is in the business case stage.

<https://www.thednrc.org.uk/>



Picture taken from DNRC Website Gallery- [www.thednrc.org.uk/facts-figures/gallery/7/Today](http://www.thednrc.org.uk/facts-figures/gallery/7/Today)

# Case Study 2

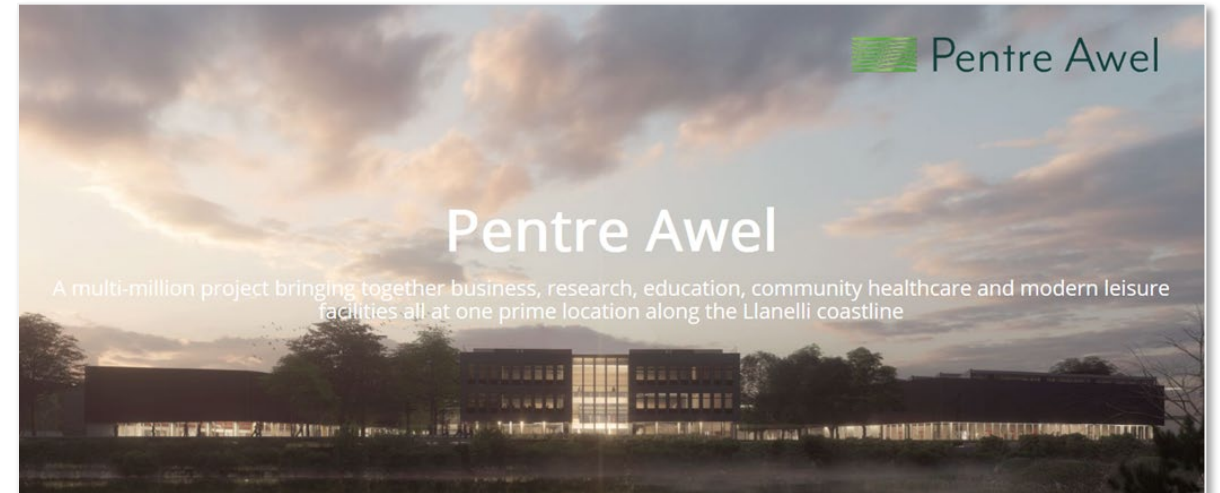
Private

Public

## *Pentre Awel - Swansea Bay City Region (Developers, local University and Council Master Planners)*

Pentre Awel is a unique development along the Llanelli coastline bringing together health, leisure, academia, business and research. This will boost employment, education, leisure provision, health research and delivery, and skills and training

The development is project is being led by Carmarthenshire County Council in partnership with Hywel Dda University Health Board, further and higher education providers and a range of other local and regional stakeholders. The council has worked with community partners to ensure the project accommodates the work, health and care needs identified and prioritised by local residents through extensive consultation.



Picture taken from Carmarthenshire Council Website [www.carmarthenshire.gov.wales/home/business/development-and-investment/pentre-awel/](http://www.carmarthenshire.gov.wales/home/business/development-and-investment/pentre-awel/)

<https://www.carmarthenshire.gov.wales/home/business/development-and-investment/pentre-awel/>



# Case Study 3

Public

Third Sector

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## *Paris School Yard – (Schools and Community)*

A programme to create green spaces in school playgrounds across Paris. This services multiple purposes: to address heatwaves by creating cool island; to better manage stormwater through increased permeable surfaces; to provide children with more access to green space, to create learning opportunities through involvement in co-design. The second phase creates wider community use opportunities - every Parisien lives within 250m of a school.

<https://www.paris.fr/pages/les-cours-oasis-7389/>



Picture taken from Paris School Yard website - <https://www.paris.fr/pages/les-cours-oasis-7389/#la-methode-oasis>

# Case Study 4

Private

## *Leeds Climate Innovation District - (Developers and local Council)*

The city's Climate Innovation District turns a central brownfield site into a resilient, green, mixed-use neighbourhood of 516 low energy homes with integrated amenities for everyday life. Working closely with a forward thinking developer, the masterplan converts an industrial environment into a walkable, healthy, family friendly environment.

<https://citu.co.uk/citu-places>



Picture taken from Citu website - <https://citu.co.uk/citu-places/the-place>



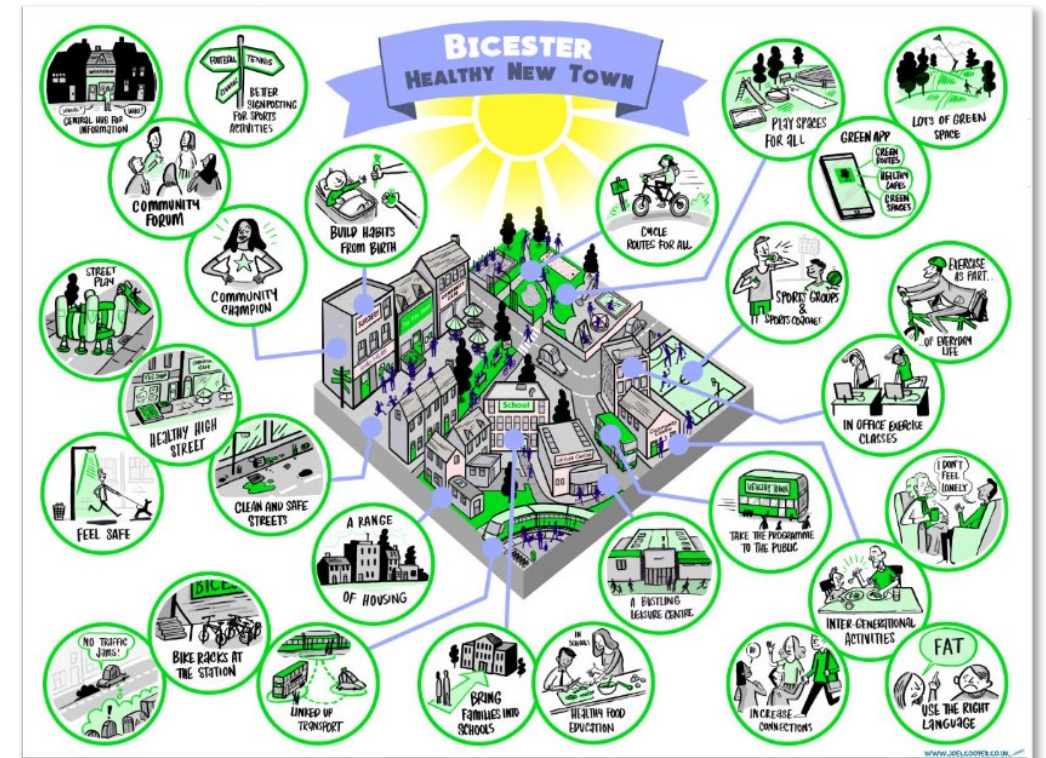
# Case Study 5

Private

Public

## *Bicester: 'a walk-able and cycle-able community' - (Developers, NHS and local Council)*

The Bicester Healthy New Towns Partnership, has core members including Cherwell District Council, Oxfordshire Clinical Commissioning Group, Oxford Academic Health Science Network and A2 Dominion Housing Group. A key aim for the partnership is to increase physical activity amongst residents in Bicester. To do this the partnership is using physical connectivity, green corridors and community assets to build a 'walkable and cycleable community' that links the new areas of housing within the existing market town.



Picture taken from Healthy Bicester Facebook page - <https://www.facebook.com/HealthyBicester/>

<https://www.england.nhs.uk/ourwork/innovation/healthy-new-towns/demonstrator-sites/eco-bicester/>



# Case Study 6

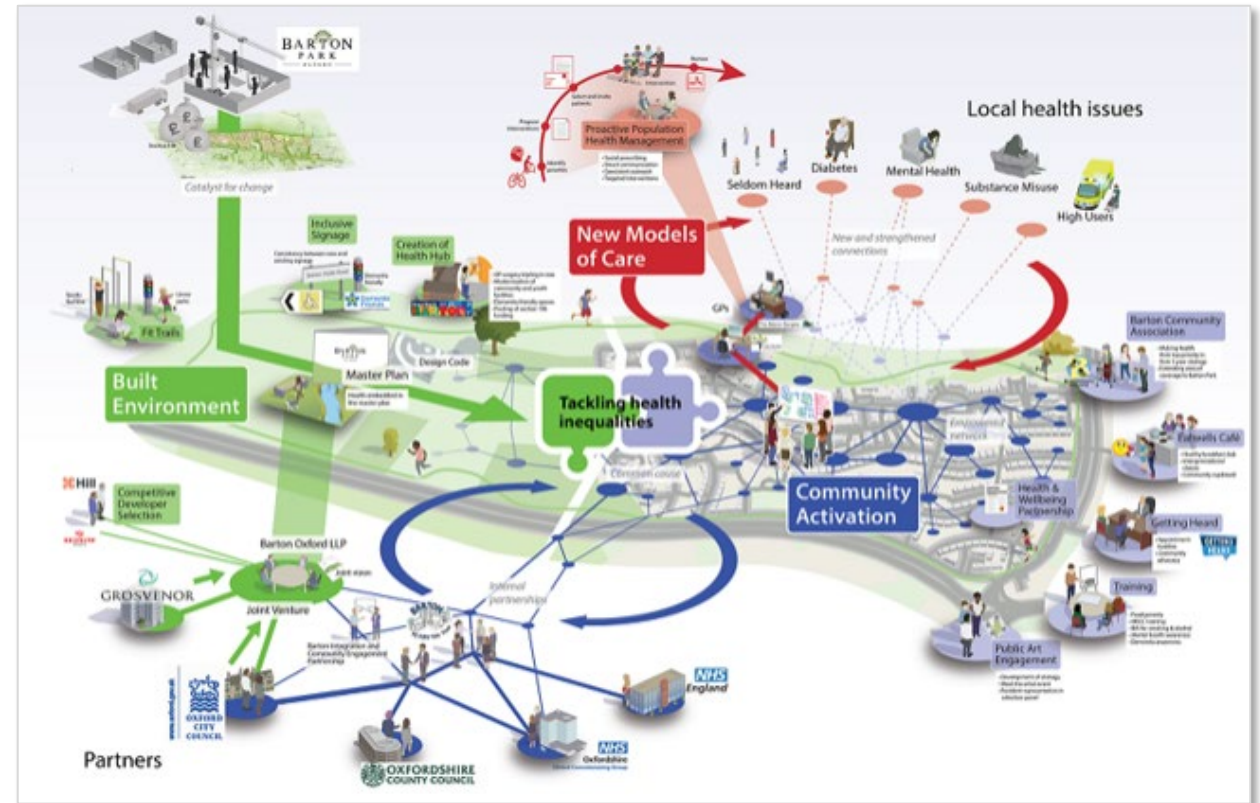
## *Barton Healthy New Town - (Developers, NHS and local Council)*

One of Barton's propositions is the conversion of an existing neighbourhood centre into a Healthy Living Centre. The Centre will provide sports facilities, units for community organisations, a GP practice and other primary care facilities. This will eventually lead to services from a nearby hospital to be embedded within the community, integrating GP, primary and acute data systems to provide seamless care.

[https://www.oxford.gov.uk/info/20272/barton\\_healthy\\_new\\_town/1151/background\\_to\\_barton\\_healthy\\_new\\_town](https://www.oxford.gov.uk/info/20272/barton_healthy_new_town/1151/background_to_barton_healthy_new_town)

Private

Public



Picture taken from Oxford City Council website - [https://www.oxford.gov.uk/info/20272/barton\\_healthy\\_new\\_town/1151/background\\_to\\_barton\\_healthy\\_new\\_town](https://www.oxford.gov.uk/info/20272/barton_healthy_new_town/1151/background_to_barton_healthy_new_town)

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# Appendix – Beyond Local Partnerships

## National Institutes and Community Interest Companies (CIC)

- Towns can continue to build and expand upon Health and Wellbeing by partnering with institutions or CICs at a National Level. These partnerships will offer wider resources for Towns to utilise and will allow for more in depth review of H&W in the Town.
- Examples include:
  - <https://whatworkswellbeing.org/>
  - <https://www.ageing-better.org.uk/>
  - [Centre for Thriving Places](#) – Thriving Places Index
  - [Carnegie UK Trust](#) - Gross Domestic Wellbeing (GDWe): an alternative measure of social progress