



BUDDYING AND PEER MENTORING PROPOSAL

SHEFFIELD HEALTH AND CARE PARTNERSHIP (SHCP) BOARD

21 February 2023

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Purpose of Paper	
To present a proposal for a buddying and peer mentoring programme between Sheffield HCP Board members and voluntary and community organisations.	
Key Issues	
<p>The proposal outlines a peer mentoring programme involving board members and VCS organisational leaders from ethnic minority backgrounds. The aims being:</p> <ul style="list-style-type: none"> • To increase the diversity of voice and thought into the HCP decision making; • To provide participants with an opportunity to increase their understanding of the lived experiences of each other to create trust; • To raise Board members' awareness of the role and contribution of VCS organisations to the health and care sector; • To raise awareness of the role and contribution of our HCP partners among VCS organisations. 	
Is your report for Approval/Consideration/Noting	
Sheffield Health and Care Partnership Board is as to consider and approve the proposal.	
Recommendations/Action Required by the Sheffield Health and Care Partnership Board	
<p>Key questions for HCP Board:</p> <ol style="list-style-type: none"> i. Do Board approve the proposal and the resource commitment; ii. Board members are asked to consider being involved as a participant in either the peer mentoring or the buddying programmes; iii. Board members are asked commit to completing at least one of the online courses suggested in the paper in relation to unconscious bias/white privilege. 	
What assurance does this report provide to the Sheffield Health and Care Partnership Board in relations to the ambitions of the Health and Wellbeing Strategy 2019-2024	
	✓
Every child achieves a level of development in their early year for the best start in life	
Every child is included in their education and can access their local school	
Every child and young person has a successful transition to independence	
Everyone has access to a home that supports their health	
Everyone has a fulfilling occupation and the resources to support their needs	
Everyone can safely walk or cycle in their local area regardless of age or ability	
Everyone has equitable access to care and support shaped around them	✓



Everyone has the level of meaningful social contact that they want	
Everyone lives the end of their life with dignity in the place of their choice	
Are there any Resource Implications (including Financial, Staffing etc)?	
<p><u>Financial</u>: backfill payments to enable community organisations' participation would total £3150</p> <p><u>Time commitment</u>: Board Member participants on the programme will be required to commit approximately 15 hours over a 6-month period.</p>	
Have you carried out an Equality Impact Assessment and is it attached?	
No – if proposal is agreed then and EIA will be completed.	
Have you involved patients, carers and the public in the preparation of the report?	
N/A	



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1. Context

The Executive Delivery Group (EDG) of the Sheffield Accountable Care Programme requested in October 2020 that a more diverse range of voices were heard at EDG to introduce different perspectives into the discussions and decisions made. At the time the group were acutely aware that there were no people from ethnic minority backgrounds amongst their members and acknowledged the resulting limitations in their thinking.

While many of our health and care partner organisations are implementing action plans to increase representation of people from ethnic minority backgrounds at all levels, this will take a number of years to have an impact on the Health and Care Partnership (HCP) Board membership, and we need to start to hear different voices now.

The original proposal for a reciprocal / peer mentoring programme was developed in 2020 /21 following conversations with some ethnic minority-led VCS organisations and the following objectives for the programme were agreed:

- To increase the diversity of voice and thought into the HCP decision making;
- To provide participants with an opportunity to increase their understanding of the lived experiences of each other to create trust;
- To raise Board members' awareness of the role and contribution of VCS organisations to the health and care sector;
- To raise awareness of the role and contribution of our HCP partners among VCS organisations.

The first peer mentoring cohort ran in 2021 (previously called reciprocal mentoring programme) evaluated very well. Some key reflections are listed below

- All participants grew in confidence and in their understanding of the health and care system in Sheffield or the challenges faced by our ethnic minorities;
- All participants planned to continue the relationship with their partner beyond the scope of the programme;
- Participants particularly valued the insights they had into each other's worlds, the connections they made and that they had a new colleague.

More details about the first cohort can be found [here](#)

2. What is Peer Mentoring?

- Mentoring pairs are equal partners in the process of learning from each other and the relationship is reciprocal in nature, rather than one side of the partnership holding the power found in other models of mentoring;
- The 'partners in progress' will support and enable each other to shift their shared understanding and awareness into powerful action, championing change, influencing peers and informing decision making together, rather than one side of the partnership responsible for taking action;
- This approach to mentoring focuses on systemic transformation as well as change at an individual level. The emphasis on other mentoring models is creating shift at an individual or team level rather than system wide. The initiative is about understanding the lived experiences of each other to create trust for a strong foundation working as 'partners in progress'.



Benefits for HCP Members:

- Challenge from a different perspective;
- Increased understanding of the ways in which their behaviours, beliefs, policies and practices impact upon the lived experience of people across the partnership;
- Helping challenge beliefs and behaviours with peers and influence decision making;
- Motivating peers to take action that really makes a change for underrepresented groups;
- Learn from other organisations across the VCS;
- Contribute their own expertise and knowledge to add value into community organisations
- Help make more informed decisions.

Benefits for participants from community organisations:

- Building a partnership with an HCP Board member and working in alliance to change the system for the better;
- The ability to directly contribute to the critical work required within the system to enable greater levels of inclusion and diverse representation from marginalised groups;
- Better understanding of the ways in which power works at a conscious and unconscious level;
- Greater awareness of our health and care system through the relationship that is formed;
- Confidence in talking to and challenging power and influencing peers within their own networks;
- The opportunity to seek input from Board members to support the work of your community organisation.

System benefits:

- Attracting more diverse talent to join the NHS;
- Developing strategies that more effectively counteract the 'invisible' and 'unconscious' ways in which the exercise (and abuse) of power negatively impacts groups of people across the HCP;
- Uncovering 'hidden' needs and using power in ways that practically generate greater equity;
- Developing allies that work collaboratively for change;
- Leadership behaviours that reflect commitments for greater equality, diversity and inclusion;
- Encouraging a culture where people feel able to take the initiative and speak to power in ways that are productive and effectively transformational;
- Learning from other organisations;
- Making fairer, more inclusive decisions;
- Helps us in a small step towards becoming an anti-racist city.

3. Buddy Up System

The peer mentoring programme has many benefits but it is appreciated that it is a big time commitment. We therefore also want to introduce a board member-VCS leader buddy system.

Here, board members will be matched to a leader from a VCS organisation in the city. The leaders will cover a wide range of geographical areas, communities of interests and sizes to ensure the areas in greatest deprivation are represented. Before the meetings, board members will meet their buddy who will act as sounding boards on partnership business. This won't replace strategic engagement and community voice work, it will complement it.

The benefits are:

1. Bring in the voice of lived experience into the partnership;
2. Test ideas, worries and concerns with great leaders who work day in and day out with people living in poverty, experiencing inequalities and discrimination and understanding the impact this has on individuals and communities;
3. Help with thinking outside of the statutory sector and see the richness and value of VCS;
4. Develop new relationships;



5. Help improve confidence and understanding of VCS leaders of partnership and your own organisation.

4. Proposal

We are asking for all Partnership Board members to volunteer to be involved and buddy up with a leader from a VCS organisation, which will last for 12 months (from July 2023 – June 2024). The leaders will represent key geographies and communities of interest in the city. This will involve:

- a) Being matched with VCS leader (to be recruited);
- b) Meeting with the leader ahead of each board meeting and discuss their views and insights into the papers and decisions being posed;
- c) Take responsibility for sharing papers and organising the meetings;
- d) Use conversations to inform and steer board discussions and papers.

We are also asking that 3 partnership board papers be involved in the peer mentoring scheme, as an extension to the above. They will be involved with the programme, which will last for 6 months (from July 2023 – December 2023). As well as the above, it'll involve:

- a) Being matched with a senior leader from a VCF organisation (to be recruited);
- b) Having an initial meeting with the person you are matched with to agree how you will work together (e.g. when will you meet outside HCP Board meetings, what specific support, feedback and information would you value receiving from each other);
- c) Taking responsibility for ensuring that your fellow mentee is provided with sufficient information to enable them to fully participate in HCP discussions (they will be automatically included in the agenda and papers' circulation by the HCP core team);
- d) Ensure that your fellow mentee feels able to contribute fully within HCP discussions;
- e) Attend at least 3 leadership meetings within your fellow mentee's VCF organisation, to be agreed upon at the programme's beginning, and contribute to those meetings as agreed with your mentoring partner.

As mentioned, each organisation will be working on their own board development, if HCP Board members are currently taking part in their own organisational programme, it is recognised that participation in this HCP programme may not be possible at this time.

5. Resource Requirements

The time commitment (in addition to existing HCP Board meetings) is estimated to total 15 hours within the 6-month programme. This will probably be more weighted towards the start of the programme, as you get to know your mentoring partner and learn how you can best work together and support one another.

Releasing senior leaders from the VCS organisations to be participants on this programme will place an already-stretched workforce under increased strain. To mitigate this, we should offer funding to enable backfill to cover their workloads at £350 per day. An estimation of the amount of time commitment for our community organisation leaders over the 6-month programme is 24 hours. This would mean the backfill payment for each community organisation leader would be £1050.

We will also need to backfill leaders for meeting their buddies. This be paid at a half-day rate (£175) to cover reading papers and meetings. Cost to be determined dependent upon take up of the scheme. To be based on x participants for up to 6 half days.



6. Additional opportunities

There are many other ways Board members can support their own learning around cultural competency and the privileges and biases we all hold. Some useful web links are provided below which Board members are asked to explore:

[Take a Test \(harvard.edu\)](https://www.harvard.edu)
[Unconscious Bias Quiz | High Speed Training](#)
[What is Unconscious Bias? - YouTube](#)
[What is white privilege? - BBC Bitesize](#)

South Yorkshire ICB is also about to launch their second cohort of their reciprocal mentoring programme. This is an ethnic minorities talent management reciprocal mentoring programme (the first cohort ran in September 2021). More details about the programme can be found on the [Inclusive Cultures Programme](#) website. This is aimed at senior leaders providing mentoring to aspiring leaders within South Yorkshire. It is anticipated that this programme will be opened up to HCP partners. For more information please contact ali.bishop@nhs.net (SY ICB Equality and Diversity Lead).

7. Next Steps

Assuming HCP Board approval of this proposal, we will:

- Confirm input from VCS community organisations to confirm the outline of this proposal;
- Contact HCP Board members after this meeting inviting expressions of interest;
- Communicate the opportunity across VCS community organisations leaders;
- Identify 3 suitable candidates for the peer mentoring programme by asking for expressions of interest:
NB: in the case of more than 3 interested people, a selection exercise will be undertaken by members of the HCPs Racial Equity and Inclusion Group;
- Match the HCP volunteers and the community organisation leaders into pairs;
- The aim is to have this programme ready to commence by the end of July 2023;
- end of July 2023.

**Kathryn Robertshaw, Interim Director HCP and
Lucy Ettridge, Deputy Director of Community Development & Inclusion
February 2023**