

## Policy Committee Decision Report

**Title of Report:** Implementing the Fair & Healthy Sheffield Plan: Sheffield City Council's role

**Date of Decision:** 11<sup>th</sup> December 2024

**Report To:** Strategy & Resources Policy Committee

**Report Of:** Greg Fell, Strategic Director of Public Health and Integrated Commissioning

**Report Author:** Helen Watson, Acting Public Health Consultant  
Dan Spicer, Policy & Improvement Officer

**Executive Summary:** This report asks Strategy & Resources Policy Committee to endorse the Fair & Healthy Sheffield Plan, as agreed and published by the Health & Wellbeing Board in September 2024 to fulfil the requirement of a Joint Health & Wellbeing Strategy. It also details a set of proposals for how work to contribute to implementation of the Plan can be taken forward for the Committee to note.



### **Council Plan outcomes:**

[A place where all children belong and all young people can build a successful future](#)

[Great neighbourhoods that people are happy to call home](#)

[People live in caring, engaged communities that value diversity and support wellbeing](#)

[A creative and prosperous city full of culture, learning, and innovation](#)

[A city on the move – growing, connected and sustainable](#)

### **Policy Committee remit:**

This report is to be considered by the Strategy & Resources Policy Committee as its remit includes providing strategic direction to the operation of the Council by developing and recommending the Corporate Plan (including determination of the priorities set out therein) to Full Council and making decisions on cross-cutting policies and practice where such decisions are not reserved to full Council.

**Does the report contain confidential or exempt information? No**

**Recommendations:**

Strategy and Resources Policy Committee is recommended to:

1. Endorse the Fair and Healthy Sheffield Plan
2. Note the proposed activity aimed at shaping Sheffield City Council's policy development and service delivery in support of the Plan
3. Agree to receive a report at a future meeting assessing impact and reviewing our approach

**Financial Implications:** No Approved by: Kayleigh Inman

**Legal Implications:** Yes Approved by: Gemma Beecroft

**Equality and Engagement Implications:** Yes Approved by: Bashir Khan

Full Equalities Impact Assessment completed with EIA number: 2900

**Climate Change Implications:** No

**Background Papers:** None

**Appendices:**

- Appendix 1: Summary of the Fair and Healthy Sheffield Plan
- Appendix 2: Health and Wellbeing Board March 2024 – Developing the Joint Local Health and Wellbeing Strategy
- Appendix 3: Health and Wellbeing Board September 2024 – Joint Health and Wellbeing Strategy approval

## 1. Background to the issue

- 1.1 It is a statutory requirement of the Health & Wellbeing Board (“the Board”) that they agree and publish a Joint Health & Wellbeing Strategy for Sheffield, based on the assessment of the health needs of the population set out in the Joint Strategic Needs Assessment (JSNA). Over the past year the Board has undertaken work to produce a refreshed Strategy, with the final product being approved for publication by the Board at their September 2024 meeting, named as the Fair & Healthy Sheffield Plan (“the Plan”).
- 1.2 As with the City Goals, the Plan is for the whole city, not just the Board and the partners involved, so it needs whole city buy-in; the aim here is to influence the shape of activity in the city so that it better supports greater and fairer health and wellbeing.
- 1.3 The principal role for the Board in this is to shape work and add value where they can. As is well understood, the Board’s limited capacity for direct delivery means they need to work with and through institutions and partnerships to guide progress.
- 1.4 As a result, the Board agreed that Board members should bring the Plan to relevant governance forums in their organisations for formal endorsement, and/or support engagement with relevant sector partnership groups to prompt discussions on how all sectors can contribute.
- 1.5 Given the breadth of its responsibilities and democratic role in the city, the Council is in a unique position to support delivery of the Plan and to show leadership in actively shaping its work in response. This means going beyond simply endorsing the Plan, to actively set out specific action the Council will be taking in response.

## 2. Summary of the Plan

- 1.1. The aim of the Plan is to close unfair gaps in length and quality of life by improving the health and wellbeing of those worst off the fastest.
- 1.2. The Plan is constructed around eight Building Blocks which are the foundations for a fairer and healthier future for everyone in Sheffield, and four Radical Shifts in our ways of working to support delivery of these building blocks.
- 1.3. The Building Blocks are:
  - Tackle racism and discrimination



- Give every child the best start in life
- Enable everyone to fulfil their potential and have control over their lives
- Create good work for all
- Ensure a healthy standard of living for all
- Develop healthy places and communities
- Ensure fair access to quality NHS and Social Care services
- Address the climate and environmental crisis

1.4. Against each of the building blocks a set of emerging priorities have been identified, based on what the JSNA tells us about Sheffield's health needs, what the evidence base tells us about what matters to health, and what Sheffield people have told us through engagement exercises about what matters to them for health and wellbeing.

1.5. The Radical Shifts address Sheffield's approach to:

- Leadership and Workforce
- Partnerships and Collaboration
- Resources
- Monitoring and Accountability

1.6. The Plan sets out how these shifts will support delivery of the building blocks and what making them will mean in practice.

1.7. The Plan is published on the Board's microsite at [Fair and Healthy Sheffield Plan | Health and Wellbeing Board](#); a more complete summary of the Plan is provided at Appendix 1.

### 3. Sheffield City Council's Response

1.8. Alongside the City Goals, the Fair and Healthy Sheffield Plan is a key city policy document setting out a vision for the future health of the city's residents and guiding the activity of organisations needed to get there. As Sheffield's civic leader, the Council is one partner but as noted above has a significant role to play in the delivery of the Plan. Strategy & Resources Policy Committee's endorsement of the plan is therefore essential and a vital statement to citizens and partners of our commitment to closing unfair gaps in length and quality of life.

1.9. Endorsement by itself is not enough, though: the Council also needs to demonstrate leadership by taking action, showing how it will ensure policy development, decision making and service design and delivery fully responds to the Plan. To support this, we are proposing a set of actions, as follows.

#### 1.10. Ensuring Members and Officers understand the role they play

The Council has developed for its staff and Elected Members a well-regarded learning package “Health and wellbeing is everyone’s business” which covers relevant territory. This package is due for review in the next six months, and will be updated to ensure it ties in fully with the new Plan. It should also be developed to include a section where users are encouraged to explore what it means for them in their roles as members and officers developing policy, designing and delivering services, making decisions, etc. We will also consider whether it should be part of the Council’s mandatory training requirements.

#### **1.11. Ensuring policy development and review actively considers opportunities to improve health and reduce unfair gaps**

We need to build this work into our governance processes and structures. With this in mind, we will ensure that the current review of Committee remits considers how to ensure all committees identify that reducing gaps in length and quality of life and improving health and wellbeing is something that they should contribute to and are responsible for.

We will also consider how our processes and templates support this work, and how we can develop the role of Public Health expertise to challenge and support officers and members in this work.

#### **1.12. Building the delivery of the Plan into the Council’s working arrangements through the Future Sheffield programme**

We should ensure that wherever possible and relevant we build the aims of the Plan into the changes to be delivered by the Future Sheffield programme, recognising the opportunity this presents, especially within the workstreams focused on Customer Experience, Empowering Communities, and Commissioning, Providers and Market Management. We will fully explore the links between delivery of the Plan and Future Sheffield over time, but in the short term three specific areas of work are proposed:

1.12.1. Explore the development of a **tool to visualise expected impacts of service change and committee proposals against the three policy drivers of People, Prosperity, and Planet** set out in the Council Plan. This tool would aid transparency in design work and decision-making by making the expected consequences clear, identifying where trade-offs are being made and allowing them to be challenged, and supporting members and officers to push harder on finding opportunities for additional beneficial impacts within the resources we have.

1.12.2. Use the opportunity of work beginning on a review of the Council’s **approach to Service Planning** to build arrangements to ensure consideration of opportunities to reduce unfair gaps in length and quality of life into business-as-usual planning and delivery. As this work develops it should ensure that prompts to consider health and wellbeing

impacts are built into guidance and documentation. To support officers in addressing these prompts, we should also consider the role of Public Health staff in this work in terms of:

- providing contact and support for those preparing plans
- providing constructive challenge in discussions at Directorate level, especially in terms of overall impact

1.12.3. We have made huge strides in **developing our performance and accountability framework**, but as with any organisation that seeks to do this work well, it will be under constant development. We will consider how to build the Fair and Healthy Sheffield Plan into this work, so that we can evidence our contributions as part of cross-partnership accountability.

1.13. As noted, there will be specific asks on the Council's public health expertise to support delivery of these proposals. Overall, the intent is not to create additional resource demands but to constructively shape transformation work that is already planned or in progress to ensure it supports the Plan.

1.14. These proposals recognise that the Council has influence over all the building blocks in the Plan: almost everything we do and deliver for the people of Sheffield has the potential to reduce unfair gaps in length and quality of life. These proposals are aimed at influencing the choices we make in policy development and service delivery, making trade-offs visible and identifying opportunities for additional beneficial impact that might otherwise be missed.

## 4. How does this decision contribute to the Council Plan?

### 4.1 Council Plan outcome

4.1.1 The Fair and Healthy Sheffield Plan is part of the policy context to which the Council Plan responds. As a result delivery against the building blocks and radical shifts set out in the Plan will support progress across all outcomes and priorities set out in the Council Plan.

### 4.2 People – Prosperity - Planet

3.2.1 People, Prosperity and Planet are all integral to the Fair and Healthy Sheffield Plan. The proposals set out in this paper will support delivery against the policy drivers.

### 4.3 City Goals

3.2.2 Development of the Plan has also sought to ensure it joins up with and complements the Sheffield City Goals, with ongoing discussions taking place to consider future working. Officers have mapped the Goals against the Plan, with every goal connecting to a building block or radical shift. Future work on metrics to assess progress will be undertaken in concert with this work in the City Goals space, supporting alignment.

## **5. What community or partner engagement has been undertaken and how has it informed the proposal?**

5.1 The development process for the Plan has been stewarded by a small editorial team from Sheffield City Council, who have been supported by a wider editorial group. However, progress has been dependent on the generous and honest contributions of Board members, people from a wide range of partner organisations, and from Sheffielders – all sharing their perspective and experiences, aspirations for the future, and bringing constructive challenge.

5.2 In particular, development of the Plan has been supported and guided by a thorough review of previous engagement around health and wellbeing with Sheffield residents; a public event in January 2023; and three development sessions with Board members in January, May and July. Details of these can be found in Appendix 2.

## **6. What alternative options did we consider?**

### 6.1 Alternative Option 1:

Now the Plan is finalised, the alternative is to for the Council not to endorse it, leaving partners to deliver against it without Council support. This option was rejected as we are the civic leader of Place, we are ambitious for our city and our determination to deliver a bright future for Sheffield can only be achieved with and alongside our communities and our partners.

### 6.2 Alternative Option 2:

A second alternative option would be to endorse the Plan, but make no firm commitments to plans to deliver in response. This would represent a missed opportunity to shape our transformation programme in a way that will support reducing unfair gaps in length and quality of life.

## **7. How has equality, diversity and inclusion been actively considered?**



## 7.1 Decisions need to consider the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010.

This is the duty to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Equality Act 2010 identifies the following groups as a protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. Also identified and considered is care experience which is now treated as a protected characteristic in Sheffield.

An Equality Impact Assessment has been carried out and highlights the Fair and Healthy Sheffield Plan is expressly focused on closing unfair gaps in length and quality of life between different groups of people living in Sheffield. In particular it is focused on addressing wider social determinants of health over the long term, including tackling racism and discrimination, giving every child the best start in life, enabling everyone to fulfil their potential and have control over their lives, good work for all, healthy standard of living, healthy places and communities, fair access to quality NHS and social care services, and addressing the climate and environment crisis.

## 8. Financial and Commercial Implications

8.1 These proposals are about shaping existing and planned activity to better support delivery against the aims of the Plan. As a result, the expectation is that any activity required will be delivered within existing resources. Any proposals that require additional resources will be the subject of a decision by the relevant Policy Committee.

## 9. Legal Implications

9.1 Section 194 of the Health and Social Care Act 2012 (the Act) introduced the requirement for local authorities to establish a Health and Wellbeing Board for its area, with prescribed membership of elected members, specified officers and representatives of the Integrated Care Boards (ICB) (formerly Clinical Commissioning Groups), Healthwatch and other representatives or persons as appropriate.

9.2 In accordance with Section 196 of the Act, the functions of a local authority and its partner ICBs under Sections 116 and 116A of the Local Government and Public Involvement in Health Act 2007, are to be exercised by the Health and Wellbeing Board which was established by a local authority. One such function is for the responsible local authority and partner ICBs to prepare a Joint Health and Wellbeing Strategy.

9.3 Under Section 116B of the Local Government and Public Involvement in Health Act 2007, a responsible local authority and partner ICBs must, in exercising any functions, have regard to the Joint Local Health and Wellbeing Strategy. In accordance with Section 196 of the Act, the Health and Wellbeing Board may give its opinion as to whether the local authority is discharging this duty. In this way it has a statutory function of holding the Council to account.

9.4 The proposals outlined in this report in relation to the Fair and Healthy Sheffield Plan support the Council in meeting the above requirements and duties. There are no other legal implications arising from this report. Any proposed actions to deliver the Strategy may be the subject of further executive decision making in accordance with the Council's constitution and the legal implications will be considered at that time.

## **10. Climate and Environmental Implications**

10.1 These proposals have been written in the context of Sheffield City Council having declared climate and nature emergencies and having a target to see both the city and council greenhouse gas emissions reduce to net zero by 2030. Respect for the planet is woven throughout these proposals with a commitment to work towards creating a successful, accessible city which prospers while protecting the environment for future generations.

## **11. Other implications**

11.1 There are no other implications arising from this proposal.

## **12. Reasons for decision**

12.1 The Council Plan says that "The wellbeing of Sheffielders drives the work of the Council", with addressing inequalities in health and wellbeing featuring in a number of priorities. The Fair and Healthy Sheffield Plan is a key tool for uniting city partners around addressing these issues.

12.2 With that in mind, it is important that the Council demonstrates leadership by both endorsing the Plan and setting out how its work will be influenced and shaped by it.