

HEALTH AND WELLBEING BOARD PAPER

FORMAL PUBLIC MEETING

Report of: Greg Fell, Director of Public Health

Date: 26th September 2024

Subject: Joint Health & Wellbeing Strategy 2024-34: approval

Author of Report: Helen Watson (293 0514) and Daniel Spicer (273 4554)

Summary:

This report presents the Joint Health & Wellbeing Strategy 2024-34 for approval and publishing on a new Health & Wellbeing Board microsite, titled as the Fair & Healthy Sheffield Plan, and the related work programme for the Board for the remainder of the municipal year.

Questions for the Health and Wellbeing Board:

- How else would you like to promote the new microsite and the new Fair and Healthy Sheffield Plan?
- Beyond statutory partners and organisations that are members of the Board, which groups should we be seeking to engage with to develop broad support for and collective action to deliver on the new Strategy?
- Is there anything missing from the work programme that you would like to see added?

Recommendations for the Health and Wellbeing Board:

Board members are asked to:

- Approve the content of the microsite, including the Fair and Healthy Sheffield Plan (Appendix 1)

- Agree to publish the Fair and Healthy Sheffield Plan as the Joint Health and Wellbeing Strategy for Sheffield
- Agree to contribute to communications around the Board’s work through producing blog posts for the microsite following Board meetings and events, or in response to other developments
- Proactively take the Fair and Healthy Sheffield Plan to the organisations and sectors you represent for endorsement and discussion, identifying what more they can do to contribute to the building blocks and the radical shifts, and making public commitments to action.
- Formally adopt the proposed work programme for 2024-25 (Appendix 3)
- Agree to a commission work on monitoring progress in Building Block 1 – Tackling racism and discrimination, using the planned discussion in December with the Race Equality Partnership for Sheffield Chair to explore the potential for joint work

Background Papers:

- Appendix 1: Microsite plan and content
- Appendix 2: Work Programme Development Session Output
- Appendix 3: Proposed Work Programme 2024-25
- [Developing the new Joint Local Health and Wellbeing Strategy](#)
- [Developing the new Joint Local Health and Wellbeing Strategy - update](#)

Which of the ambitions in the Health & Wellbeing Strategy does this help to deliver?

This paper proposes for approval a new Joint Health & Wellbeing Strategy in line with the overall aim of reducing unfair gaps in length and quality of life.

Who has contributed to this paper?

Susan Hird – Assistant Director of Public Health, Sheffield City Council

Chris Gibbons – Public Health Principal, Sheffield City Council

Developing our new Joint Local Health and Wellbeing Strategy

1 SUMMARY

- 1.1 This report presents the Joint Health & Wellbeing Strategy 2024-34 for approval and publishing on a new Health & Wellbeing Board microsite, titled as the Fair & Healthy Sheffield Plan, and the related work programme for the Board for the remainder of the municipal year.

2 BACKGROUND

- 2.1 It is a statutory requirement of 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). The current Strategy expires this year and as a result work to refresh it has been underway since late 2023.
- 2.2 The strategy development process 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.
- 2.3 In particular, development of the Strategy has been supported and guided by a thorough review of previous engagement around health with Sheffield residents; a public event in January 2023; and three development sessions with Board members in January, May and July.
- 2.4 Development of the Strategy has also sought to ensure it joins up with and complements the Sheffield City Goals, with ongoing discussions taking place to consider future working.

3 THE NEW STRATEGY

- 3.1 The overall aim and vision of the new strategy is:

To close the unfair gap in length and quality of life, by improving the health and wellbeing of those worst off the fastest.

- 3.2 The strategy is shaped around eight foundational building blocks and four radical shifts.
- 3.3 The strategy will run over a 10-year implementation period. This will be broken up by 3-yearly reviews of priorities and commitments, and supported by yearly Board work programmes, and annual reports on progress.

4 PUBLISHING THE STRATEGY

- 4.1 The Strategy will be published on a new Health & Wellbeing Board microsite. The intention behind this is to allow the Strategy to be a live document, able to flex in response to changes in Sheffield's context over the 10 years of its life.
- 4.2 It will also act as a communication channel for the Board's work, advertising events, and providing news and updates such as short blog posts from Board members.
- 4.3 The text of the Strategy, for the functional pages of the microsite, and a rough structure for the site, is set out in Appendix 1 of this paper. As noted above, the Strategy is constructed around eight Building Blocks for healthy lives, and four Radical Shifts that the health and wellbeing system needs to make to support delivery of these building blocks.
- 4.4 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
- 4.5 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 about their health.
- 4.6 The Radical Shifts address Sheffield's approach to:
- Leadership and Workforce
 - Partnerships and Collaboration
 - Resources
 - Monitoring and Accountability
- 4.7 The Strategy sets out how these shifts will support delivery of the building blocks and what making them will mean in practice. As part of the development session in May 2024, the Board agreed a set of commitments in relation to making each of the radical shifts; these are set out as part of the Strategy.

5 IMPLEMENTING THE STRATEGY

- 5.1 This is a strategy for the whole city, not just the Health & Wellbeing Board, 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.

- 5.2 As a result, it is proposed that as well as taking the Strategy through relevant governance bodies of partners for formal endorsement, the Board should seek to engage with relevant sector partnership groups to prompt discussions on how all sectors can contribute.
- 5.3 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.
- 5.4 To support this and give focus to their work, the Board will produce an annual work programme setting out where they will direct their attention every year, based around the priorities set out under the Building Blocks in the Strategy, an understanding of where the Board can add value, and where there may be opportunities to influence over the course of the year.
- 5.5 As noted above, this will operate within a three-year cycle. Every three years the Board will receive a refreshed JSNA analysis and conduct appropriate engagement activity to support refresh of those priorities and ensure work programmes are still focused where they need to be.
- 5.6 The Board report template will be modified to require explanation of how any work that is being presented aligns with and contributes to the foundational building blocks and the radical shifts. This will enable the Board to review how its activity and focus aligns with the delivery of the priorities within the Fair and Healthy Sheffield Plan.

6 HEALTH & WELLBEING BOARD WORK PROGRAMME FOR 2024-25

- 6.1 The new Joint Health & Wellbeing Strategy covers a broad territory, reflecting the breadth of factors that contribute to health outcomes. The Health & Wellbeing Board have limited resources, mostly in the form of Board time, in which to make an impact; in addition, while some identified priorities are within the Board's purview, others, while no less relevant to health, are owned by other bodies.
- 6.2 This means the Board needs to prioritise its time to focus on the areas where it can have an impact, and to think about how to approach those with its three ways of working in mind:
 - Guiding Action – We develop plans for action and ask organisations to work together and find the needed resources, such as money, staff, or other support.
 - Calling people together – We create opportunities for the public and people from different organisations and sectors across the city to come together, so they can talk about challenges, find strengths to build on, explore new ways of doing things, and agree on a plan.
 - Influencing others – We help to shape wider work on issues that impact on people's health and wellbeing so it that can make the biggest difference.
- 6.3 To do this prioritisation and give clear focus to the Board's work in delivering on the Strategy, the Board will produce an annual work programme setting out its priorities for

the year ahead. This will guide the development of formal meeting agendas, and identify topics for informal development sessions. The first of these will run from September 2024 to May 2025; thereafter they will be renewed annually at the Board's June meeting to fit with the municipal year.

6.4 To develop their work programme to May 2025, the Board participated in an independently facilitated workshop. In this workshop the Board worked through the following activities:

- An exploration of the eight building blocks and emerging priorities within them, in which they worked together to build a case for why the Board should (or shouldn't) focus on specific priorities over the next year, considering where they can collectively add value. This activity resulted in a longlist of priorities for further consideration;
- Further exploration of that longlist, bringing in the four radical shifts and considering the links between them, using this discussion to create a shortlist of focus areas;
- A discussion of when and how to engage with those shortlisted topics, identifying those for inclusion on formal meeting agendas, and those for more informal, exploratory development sessions.

6.5 A detailed summary of the activities and resulting output is at Appendix 2. In reading this it is important to understand it not as the Board's judgement on what is most important for delivery of the overarching Strategy, but as identifying the areas where their attention over the rest of the year can have the most impact. These are set out on the final page of the summary.

6.6 In addition, the priorities identified through this work do not represent the only areas that the Board will consider in that time: they will be supplemented by other issues that are also relevant and timely for the Board to discuss. For example, the Board did not identify "Tackling racism and discrimination" as an area for inclusion on the basis of potential impact over the next 7 months, but the recent establishment of the Race Equality Partnership for Sheffield, and appointment of its Chair, means that there is an opportunity to hear about plans for the work of that partnership and consider how the Board can contribute and support. As a result this features on the work programme, for discussion at the December formal meeting.

6.7 A full work programme, incorporating and building on the output from the workshop, is provided at Appendix 3. This is more detailed and complete for meetings earlier in the period; those further on in the year, especially March 2025, have space left on the agenda to allow for emerging issues to be included in a timely manner.

6.8 The Board are recommended to endorse the published work programme for the period up to May 2025.

7 MONITORING PROGRESS

- 7.1 Within the microsite, an initial set of numerical indicators have been included that will demonstrate the impact of our collective, city-wide action on the foundational building blocks over the life of the strategy. Further work is needed to establish sources of data and an approach to meaningfully monitoring progress on the first and foundational building block – ‘Tackling racism and discrimination.’ It is proposed that the role of the Board in advocating for and influencing progress in this area is discussed in more detail at the December public Board meeting when colleagues from the Race Equality Partnership for Sheffield are scheduled to present: the Board should treat this as a matter of some urgency.
- 7.2 The editorial team is continuing to liaise with the City Goals transition team to explore synergy with the ‘Metrics that matter’ work, which is focused on developing an approach to measuring progress in delivering the City Goals.
- 7.3 In Sheffield, this is a unique opportunity to set up a longitudinal dataset that will help us evaluate outcomes which are core to our Health and Wellbeing Strategy, as well as being relevant to work such as the City Goals. This is called The Born and Bred in (BaBi) project. The data from the BaBi study can be linked with any routinely collected local authority data meaning as the cohort study grows so will the opportunities to use it in innovative ways and build research partnerships.
- 7.4 The Born and Bred in (BaBi) project is a network of local electronic birth cohort studies. Supported by the Born in Bradford programme, BaBi sites invite pregnant women to join the project and allow health researchers to join together routinely collected data about them and their baby.
- 7.5 The Born and Bred in (BaBi) Network Meta-Cohort, is a multi-site cohort study that currently includes Leeds, Doncaster, Wakefield, and East London. BiB4All are the co-ordinating centre, providing strategic research support to each BaBi site and developing the process to combine these local cohorts as a meta-cohort over time. Our aim is to expand this model across further sites over time. Sheffield has been asked to put itself forward as a BaBi Site, and projects are already underway in Doncaster and Barnsley.
- 7.6 There are a set of primary aims that the BaBi network is working towards, these include:
 - Harnessing the power of routinely collected data from multiple services and organisations to build a clearer picture of children’s and families lives over time.
 - Creating a series of electronic cohorts across the UK that can be used locally as health intelligence tools and shape services.
 - And finally bringing the meta-cohort together as one, to answer research questions of national relevance. For example we envisage the potential to explore things such as rare illnesses and conditions through the power of shared data and larger sample sizes that the meta-cohort will allow.
- 7.7 As well as considering numerical measures, the Board will also monitor progress through a narrative annual report. This will be produced towards the end of each work programme period, providing the Board with a space to reflect on the impact their work

over that time has had, and on emerging impacts of previous work over longer timescales. It will provide public accountability against the published work programme, commitments made, and progress against indicators.

8 ACKNOWLEDGEMENTS

8.1 There are many people who have contributed to the work of the Board in the development of the new Fair and Healthy Sheffield Plan, and the new microsite. The editorial team would like to publicly acknowledge and thank:

- The editorial group who met regularly for a year to support the development of the new strategy – Helen Steers, Kathryn Robertshaw, Judy Robinson, Chris Gibbons, Diana Buckley, Sapphire Johnson, Jen Rickard, Anthony Gore, and Helen Sims.
- Chris Gibbons and Ian Baxter who have developed indicators and the new 'Picture of Health in Sheffield' content.
- Kay Kirk who facilitated the organisation of the private development sessions and the public workshop
- Jonathan McShane, Hannah Boneham and the Leadwell team, and Holly Dannhauser who facilitated the public workshops and Board development sessions.
- Mudassar Hussain who created the design concept and design elements for the new microsite.
- Chris Stone and Graham Booth who built the microsite.
- Chris Berry who has kept the microsite development on track and managed the comms plan for the launch of the new site and new strategy.
- The following Voluntary and Community Sector organisations and groups who hosted a photographer to take photos for the new microsite:
 - Story time at Firthpark Library
 - Firvale Community Hub
 - Manor and Castle Development Trust
 - Darnall Wellbeing
 - Sheffield Voices Drama Group
 - Sheffield Cycling 4 All

9 QUESTIONS FOR THE BOARD

9.1 How else would you like to promote the new microsite and the new Fair and Healthy Sheffield Plan?

9.2 Beyond statutory partners and organisations that are members of the Board, which groups should we be seeking to engage with to develop broad support for and collective action to deliver on the new Strategy?

9.3 Is there anything missing from the work programme that you would like to see added?

10 RECOMMENDATIONS

10.1 Board members are asked to:

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