



HEALTH AND WELLBEING BOARD PAPER FORMAL PUBLIC MEETING

Report of: Greg Fell, Director of Public Health, SCC

Date: 29th September 2022

Subject: Joint Health & Wellbeing Strategy Review: Summary of Findings

Author of Report: Freyja Cummings

Summary:

This report highlights the main findings of the Health and Wellbeing strategy review and provides recommendations for changes and actions. The review set out to explore and address the nine ambitions of the Health and Wellbeing Strategy published in 2019, health areas connected to/linked with the Health and Wellbeing Strategy, and health-related anchor organisations in the city. This report suggests that the strategy itself is the right strategy, but there is some further work to be done to ensure better engagement and delivery of the strategy. Questions for the board to consider are included in the paper and responses to these will be incorporated into the ongoing review work.

Questions for the Health and Wellbeing Board:

The Board are asked to consider the following questions:

- Do the Board agree that no major changes are required to the Strategy at this time?
- Are there additional things members of the board should be doing, beyond the actions set out in the recent review of the Board, to address the concerns raised in the interviews?
- What can Board members do in their individual and corporate roles to support driving action and impact?

Recommendations for the Health and Wellbeing Board:

The Board are recommended to note the report alongside other, complementary work on the Board and its Terms of Reference and consider its responses to the questions outlined above.

Background Papers:

Live Analysis of Transcripts: Coding Feelings v1.1.1 – Appendix 1.

Live Analysis and Methodology NEW 3 – Appendix 2.

Interview Questions – Appendix 3

[Health and Wellbeing Board Review – proposal for next steps](#)

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

All nine ambitions will be positively affected by the data from this report.

Who has contributed to this paper?

Lorraine Gosnell and Christopher Gibbons

JOINT HEALTH AND WELLBEING STRATEGY REVIEW: SUMMARY OF FINDINGS

1.0 SUMMARY

1.1 This report sets out the context for and key findings from work commissioned by the Director of Public Health to review the Joint Health and Wellbeing Strategy. It then sets these in the context of complementary work to review the Board's ways of working and Terms of Reference and asks the Board to consider any additional measures that should be taken to address questions around impact and delivery.

2.0 HOW DOES THIS IMPACT ON HEALTH INEQUALITIES IN SHEFFIELD?

2.1 Sheffield's Joint Health and Wellbeing Strategy (JHWBS) has an overall goal of reducing health inequalities. Effective delivery of a coherent Strategy is part of addressing health inequalities in the city. A central goal for the board and its strategy should be addressing the gaps in Healthy Life Expectancy, economic prosperity and inclusive growth, climate resilience, and education, skills and best start in life life/chances - although no strategy can address these without resourcing from central government that is adequate to meet the challenges, accelerate the execution of interventions already in place and/or provide new powers with commensurate resourcing system by system and topic by topic.

3.0 CONTEXT AND PROCESS FOR THE WORK

3.1 Sheffield's Joint Health and Wellbeing Strategy was agreed by the Board in March 2019 and formally adopted by SCC Cabinet the following month. However, due to the impact of the pandemic, it has not been possible to progress work on delivering the Strategy in the way intended.

3.2 With this in mind, as Sheffield begins to emerge from the pandemic, the Director of Public Health commissioned a light touch exercise to assess whether the Strategy is still fit for the challenges facing Sheffield's health and wellbeing, and what if anything needs to change.

3.3 This exercise took the form of a series of interviews, focused on assessing attitudes towards the aims and content of the Strategy and whether these were still fit for purpose, and towards delivery and impact resulting from the Strategy. The intention was that this would complement the review of the Board conducted across the end of 2021 and early 2022.

3.4 Interviewees made up of a selection of members of the Sheffield Health & Wellbeing Board, designated leads for one the nine ambitions of the Health & Wellbeing Strategy, leads in a health area connected to/linked with the Health & Wellbeing Strategy, or

leads in health-related anchor organisations in the city. Interviews took place between May and mid-June 2022.

3.5 The data has been framed by the question, 'What is the feeling about the delivery of the Health & Wellbeing Strategy, the degree of success in delivering against the nine life course ambitions, and critical reflection around the role of the Board in the delivery of the HWB Strategy'. Interviewees were free to openly answer questions, the interviews were guided by the questions found in Appendix 3.

4.0 KEY FINDINGS FROM INTERVIEWS

4.1 Full details of the analysis of interview responses can be found at Appendix 1 of this report. Overall, the key findings for the Board to consider are as follows:

- **The overall goal and ambitions set out in the Strategy remain in broadly the right place**, with Board members in agreement on this point. However Board members do see limitations in how the strategy is delivered and how board members engage and contribute towards its implementation.
- **Board members do not feel sufficiently connected to work being done to deliver the Strategy whether explicitly in the name of the JHWBS or linked to the overall goal but not name checked**, linking this to a lack of effective and reliable communication to and from the Board. This suggests action is needed to address the visibility of the impact the strategy (and contributory projects and developments) is having on the population and the determinants of health, such as spending time and resources sharing stories, developments, and successes.
- **Board members would like to emphasise action over rhetoric**, with a desire for more clearly articulated action plans. However, the key rate limiting step here is that the board is simply not resourced to write action plans for each of the strategic aims. Furthermore, this finding should be viewed in the context of other feedback from the interviews about communication/disconnect and visibility – there is a perception that action isn't taking place but that is perhaps more a symptom of visibility and communication rather than a lack of action as there is a huge amount of work towards the 9 key aims that the board simply hasn't been sighted on including smoking, obesity, physical activity etc.
- **Feeling of isolation/separateness/disconnect from the strategy, the strategy delivery, and from the board** Mainly stemming from a lack of effective and reliable communication.
- **Gaps in communication from and to the Board** - Unsureness of what is being delivered/disconnect from information.
- **The Board and how it could be as the lever for action/direction/'clout'**. **The board has a lot of power and needs to use it to action change** – not just writing down a strategy, but encouraging behaviour changes within the board, and constituent members

- **Call for focus - a defined clear agreed shared focus and commonality of purpose.** In each of the 9 ambitions the original intention was to set out (with wide range of stakeholders) a sense of state of the art and big priorities within that space. Obviously the pandemic knocked us completely off course. We made good on some of these – can argue housing summit made good on some of this, as did work on early years etc.

5.0 WHAT NEEDS TO HAPPEN TO MAKE A DIFFERENCE

- 4.2 It is clear from this work that there is broad support for the Strategy as it is: a fundamental rewrite is not needed prior to the planned expiry of the current strategy in 2024.
- 4.3 The messages highlighted above complement those received through the review of the Board itself conducted earlier this year, with changes being made to the Board’s way of working that should help to address:
- Committee meetings used to highlight issues and communicate progress in relevant areas to ensure Board members are more aware of the range of work ongoing in Sheffield;
 - Strategy meetings have been replaced by broader conferences designed to identify actions related to Strategy ambitions or areas of significant impact on health, leading to commitments against which partners can be held accountable;
 - A new commitment to producing an Annual Report to highlight the impact of the Board’s work, and areas of progress, and to regularly refresh collective commitment to the aims of the Strategy.
- 4.4 In relation to concerns raised around delivery and impact, the Board need to consider resource limitations. The Board’s support function is not resourced to directly deliver or programme manage work on the Board’s behalf. This being the case action and impact will need to flow from a combination of:
- Board members taking the content and outcomes of discussions at Board meetings and conferences with them, and factoring them into their work; and
 - Organisations and partnerships internalising the Joint Health and Wellbeing Strategy as a key strategy for Sheffield, and proactively interrogating what they could be doing differently to support delivery on its aims, including reporting, or bringing items for discussion, to the Board when appropriate.

6.0 QUESTIONS FOR THE BOARD

- 4.5 The Board are asked to consider the following questions:
- Do the Board agree that no major changes are required to the Strategy at this time?

- Are there additional things members of the board should be doing, beyond the actions set out in the recent review of the Board, to address the concerns raised in the interviews?
- What can Board members do in their individual and corporate roles to support driving action and impact?

7.0 RECOMMENDATIONS FOR THE BOARD

4.6 The Board are recommended to note the report alongside other, complementary work on the Board and its Terms of Reference and consider its responses to the questions outlined above.