



HEALTH AND WELLBEING BOARD PAPER FORMAL PUBLIC MEETING

Report of: Greg Fell

Date: 28th March 2024

Subject: Developing the new Joint Local Health and Wellbeing Strategy

Author of Report: Helen Watson (293 0514)

Summary:

This report describes progress on the development of the Sheffield Joint Local Health and Wellbeing Strategy 2024-2034.

Questions for the Health and Wellbeing Board:

- Is there anything missing from the strategy development process that the Board would expect to see?

Recommendations for the Health and Wellbeing Board:

Board members are asked to:

- Note the strategy development journey outlined in this report and the timescales for finalising and publishing the new strategy.
- Support the revised implementation period for the strategy of 10 years.
- Participate in a Spring private workshop to agree priorities and develop commitments for the strategy.
- Provide any additional steer and guidance including the role of the public and partner organisations in development and endorsement of the Strategy.

Background Papers:

- Summary of pre-existing public engagement – ‘What matters to Sheffielders for a good life?’

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

The refreshed Joint Local Health and Wellbeing Strategy 2024-2034 will reset the ambitions for the city.

Who has contributed to this paper?

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NHS	Anthony Gore Kathryn Robershaw Kate Gleave
Healthwatch	Judy Robinson
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Developing our new Joint Local Health and Wellbeing Strategy

1 SUMMARY

1.1 This report describes progress on the development of the Sheffield Joint Local Health and Wellbeing Strategy 2024-2034.

2 BACKGROUND

2.1 The current context in Sheffield post-pandemic, including longstanding structural inequalities and the cost-of-living crisis, means that people's health and wellbeing and widening inequalities require focused attention and action by all Sheffield partners.

2.2 The Sheffield Health and Wellbeing Board (HWBB) has a statutory role in producing a Joint Local Health and Wellbeing Strategy (JLHWBS) for the city. The overall purpose of the strategy is to set the key priorities for reducing inequalities in and improving the physical and mental health and wellbeing of the people of Sheffield. It is delivered by all key partners in the city including communities.

3 WHO HAS BEEN INVOLVED IN THE STRATEGY DEVELOPMENT SO FAR?

3.1 The development work for the new JHWBS has been stewarded by a small editorial group consisting of a subset of HWBB members and others who bring expertise in the Sheffield health and wellbeing system and have links with wider City strategies including City Goals. 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. We have been mindful of the need for diverse thinking in the development of the strategy and have tried to ensure equitable opportunities for involvement.

3.2 This has included:

- Reviewing relevant data from 22 pre-existing sources of public engagement from the past 5 years, which included the voices of at least 1836 people living in Sheffield: younger people, adults of working age, older people, people with learning and physical disabilities, families with children with special educational needs, and people from ethnic minority groups (See Appendix 1).
- Strategy development session on 16th January 2024 with HWBB members
- Public workshop on 31st January 2024 – 'Shaping Sheffield's approach to health and wellbeing', which involved 77 participants; Elected Members (5), colleagues from NHS organisations (6), South Yorkshire Police (1), South Yorkshire Combine Mayoral Authority (1), Business Sector (2), University of Sheffield (1), Voluntary and Community Sector (24 people from 21 different organisations), Sheffield City Council (28 people including 3 Executive Directors), members of the public (9).

- Engagement with Directorate Leadership Teams within Sheffield City Council
- Attending Sheffield City Partnership Board on 8th March 2024
- Strategy development workshop with Elected Members in the Strategy and Resources Committee on 13th March 2024

3.3 We are aware that the voices of the Faith sector and Business sector have been underrepresented in the conversation so far, and we are trying to address this. We are also keen to hear if there are groups of people in Sheffield or organisations who feel they have not yet been offered sufficient opportunity to be part of the development process.

4. WHAT HAS THE STRATEGY DEVELOPMENT JOURNEY INVOLVED?

Looking back – where have we come from?

4.1 We created space in the private workshop in January 2024 for Board members to reflect with curiosity and honesty, and to get an understanding of what has or hasn't been achieved over the life of the previous strategy and why, and what we want to take forward into the new strategy.

4.2 Some key insights include identifying that COVID had a huge impact on the Board's ability to focus efforts on implementing the current strategy, especially plans to convene city conversations around each ambition. However, the Board did still do some good work, with specific examples including Compassionate Sheffield, Employment and Health, and Housing and Health.

4.3 There were some things felt to be missing from the previous strategy:

- An understanding of what health and wellbeing means to the people of Sheffield, which the Board then has a role in helping deliver.
- A clear plan for accountability for delivery, to ensure we could know if the strategy and Board was having an impact.
- A focus on asset-based working, transferring power and working with communities.
- Commitments about how our collective assets are used to promote equity, including the allocation of our financial resources.

4.4 We also heard from Board members that they feel that:

- Strategies can be long and wordy, full of jargon, and they would like this strategy to be very accessible.
- They want the new strategy to be tangible and have some ongoing connection with the public about the impact it's having on their life.
- They would like a living document that they can refer back to and use, while they are living and breathing this work.
- Much of the content of the last strategy is still very relevant and very important.
- However, we can't do things the way we've always done them and need the new strategy to encourage new thinking and bravery across different parts of the system.

- It's vital that we genuinely listen to and involve people and partners in the development of the strategy and ensure we have diverse voices contributing to the work.

Looking around – where are we now?

- 4.5 The editorial group reviewed the current Joint Strategic Needs Assessment, which summarises data from a wide range of sources to describe the current state of health and wellbeing of people across Sheffield.
- 4.6 As well as gaps in health and wellbeing outcomes between Sheffield and other places, we see persistent gaps in the length of life, quality of life and access to the building blocks of a good life between different groups of people within our city, gaps which are unfair and preventable.
- 4.7 People in our poorest neighbourhoods are dying around a decade earlier than people in the wealthiest areas and are spending more of their life in poor health. They also have more complex poor health as they are affected by multiple health conditions at an earlier age.
- 4.8 National data demonstrates that other groups in the population also experience unfair gaps in length and quality of life and access to the building blocks of a good life, including people from some minority ethnic groups, people with a learning disability, people with a severe mental illness, asylum seekers and refugees, and people experiencing multiple disadvantage. However, there is currently a lack of detailed local data to enable us to describe these gaps fully within Sheffield.

Looking forward - where do we want to get to?

- 4.9 There has been clear consensus from the input of the public, partners, and Board members that we want to see a fairer and healthier future for Sheffielders, and that the overarching aim and vision of the new strategy should be to:

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

- 4.10 We have also listened to what Sheffielders say matters for this future good life, by undertaking thematic analysis of relevant data contained within 22 pre-existing sources of public engagement from the last five years. This included the voices of at least 1836 people living in Sheffield: younger people, adults of working age, older people, people with learning and physical disabilities, families with children with special educational needs, and people from ethnic minority groups. We have summarised the findings within 11 broad themes and presented these in a video (Figure 1), and in the report in Appendix 1.

Figure 1: What matters to Sheffielders for a good life?



What matters to people in Sheffield for a good life?

How are we going to get there?

4.11 Co-designing a path to the shared vision of the future has involved the editorial group reviewing a range of evidence and frameworks from the academic literature and other publications and creating space for deep listening and critical conversations with the public, partners and Board members. The outcome of this work is the recommendation that the strategy be shaped around eight foundational building blocks and four radical shifts.

4.12 The eight building blocks have been modified from the work of Professor Sir Michael Marmot at the Institute for Health Equity and are the foundations for a fairer and healthier future for Sheffielders – this is what we need to ensure is in place to create health and wellbeing for all (Figure 2). Many contributors have identified the good work already underway to address unfair gaps in health and wellbeing among Sheffielders, which align with these building blocks, and which we can build on. We have also heard about areas where we need to see more focused action as we move forward in the implementation of the new strategy.

Figure 2: Eight building blocks



4.13 The four radical shifts (Figure 3) are critical for making this new strategy more than just a grand ambition or inspiring words. We have heard the frustration from contributors who feel disillusioned and disappointed about the lack of momentum and determined action in the past. The four radical shifts are about acknowledging where we need to get unstuck and where the Board, its members and their organisations need to unlock the way to journey together to that shared vision of the future.

Figure 3: Four radical shifts



4.14 We've explored with the public and partners what it would look like if we made these four radical shifts and what it would take to do it, and we're using this input to develop challenging recommendations for brave and bold commitments from the Board and its member organisations to make them a reality.

4.15 The implementation of this strategy is going to require a long journey in the same direction, there's no quick way round to addressing the unfair gaps in length and quality of life among Sheffielders, so we are recommending that this strategy have a 10-year timeframe for implementation.

5. WHAT ARE THE NEXT STEPS IN THE DEVELOPMENT OF THE STRATEGY

Agreeing Board commitments and priorities

5.1 We want to encourage the Board to dedicate time to respond to the challenging recommended commitments for action to take on these radical shifts and to agree priorities within the eight foundational building blocks. This response will be incorporated into the strategy and inform the initial delivery plan. We suggest this could be best achieved in a private workshop with Board members taking place after the local government elections in May. We are keen to explore opportunities for the public and partners to review these agreed commitments and priorities and to challenge the Board if they feel they aren't brave and bold enough.

Exploring indicators

5.2 The editorial group has begun to identify a range of potential indicators that could be adopted to monitor the progress and impact of the strategy, to help us to understand if we are travelling in the right direction to the future we want to see. This work will be informed by the commitments and priorities agreed by Board members, and a refined set of indicators will be incorporated into the final strategy product.

Developing the first delivery plan

5.3 As we are proposing a 10-year implementation period for the strategy, this will be accompanied by 3-yearly reviews of progress and priorities, and yearly Board delivery plans to ensure clarity about the action the Board and its members are committed to and accountable for. The first delivery plan will be developed after the Spring workshop and will be published alongside the new strategy.

Ensuring synergy with Sheffield City Goals transition work

5.4 We are working to develop a clear narrative about how the strategy aligns with and supports delivery of the ambitions of the City Goals, and will continue to liaise with the

City Goals transition team to identify areas of synergy that we can build on and how to avoid duplication and confusion.

Product design

5.5 We have considered the views of Board members, partners and the public about the format and 'feel' of the new strategy and the desire for this to be tangible, accessible, living and interactive, and something that enables a connection between the Board and Sheffielders. We are beginning to explore the option of a hosted microsite rather than a traditional written strategy document, as this format would support interactive content including videos presented by Board members and is something that can evolve and develop over the life of the strategy, and tell the story of its implementation and impact.

Finalising and publishing the strategy

5.6 Our intention is to finalise the content of the strategy and bring this for agreement to the June 2024 HWBB meeting, and then finalise and publish the interactive format by the end of August 2024.

6 HOW DOES THIS WORK IMPACT ON HEALTH INEQUALITIES IN SHEFFIELD?

6.1 A clear and well-articulated strategy is central to:

- Setting common goals based in an understanding of conditions in Sheffield and what the evidence says works to address challenges;
- Providing a framework within which Sheffield partners can work together in pursuit of those goals; and
- In doing that, ensuring resources in Sheffield are used most effectively and efficiently in addressing health inequalities.

6.2 The refreshed strategy will be clear about how it will impact on inequalities, how this will be measured and monitored, and mechanisms for accountability.

7. QUESTIONS FOR THE BOARD

7.1 Is there anything missing from the strategy development process that the Board would expect to see?

8. RECOMMENDATIONS

8.1 Board members are asked to:

- Note the strategy development journey outlined in this report and the timescales for finalising and publishing the new strategy.

- Support the revised implementation period for the strategy of 10 years.
- Participate in a private Spring workshop to agree priorities and develop commitments for the strategy.
- Provide any additional steer and guidance including the role of the public and partner organisations in development and endorsement of the strategy.