

Board of Directors (public)

SUMMARY REPORT	Meeting Date:	27/11/24
	Agenda Item:	13

Report Title:	Fair and Healthy Sheffield Plan	
Author(s):	Director of Strategy - James Drury	
Accountable Director:	Chief Executive – Salma Yasmeen Director of Strategy - James Drury	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	Trust Board discussed the Fair and Healthy Sheffield Plan as part of its strategy development session in October 2024
	Date:	23/10/24
Key points/recommendations from those meetings	Confirmed alignment of strategic intent, particularly with regard to tackling inequalities	

Summary of key points in report

This report presents the Fair and Healthy Sheffield Plan, which is the joint health and wellbeing strategy recently adopted by the Sheffield Health and Wellbeing Board.

The Trust is an active contributor to the work of the Health and Wellbeing Board, with membership being held by the Chief Executive on behalf of the organisation.

This report sets out the direction established by the Fair and Healthy Sheffield Plan, how this supports and influences the Trust’s own strategy refresh and details the areas for action by the Trust to contribute to delivery of the Plan.

Trust Board is asked to:

1. Receive the Fair and Healthy Sheffield Plan, noting the Trust’s commitment to contributing to its delivery.
2. Discuss the proposed areas for alignment and action.

Recommendation for the Board/Committee to consider:

Consider for Action	x	Approval		Assurance		Information	X
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Trust Board is recommended to:

1. Receive the Fair and Healthy Sheffield Plan, noting the Trust’s commitment to contributing to its delivery.
2. Discuss the proposed areas for alignment and action.

Please identify which strategic priorities will be impacted by this report:					
Effective Use of Resources	Yes	X	No		
Deliver Outstanding Care	Yes	X	No		
Great Place to Work	Yes	X	No		
Ensuring our services are inclusive	Yes	X	No		
Is this report relevant to compliance with any key standards ? State specific standard					
Care Quality Commission Fundamental Standards	Yes		No	X	
Data Security and Protection Toolkit	Yes		No	X	
Any other specific standard?					
Have these areas been considered ? YES/NO					
					If Yes, what are the implications or the impact? If no, please explain why
Service User and Carer Safety, Engagement and Experience	Yes	X	No		
Financial (revenue & capital)	Yes	X	No		
Organisational Development /Workforce	Yes	X	No		
Equality, Diversity & Inclusion	Yes	X	No		
Legal	Yes	X	No		
Environmental sustainability	Yes	X	No		

Section 1: Analysis and supporting detail

Purpose

- 1.1 The purpose of this report is to request that the Board formally receives the Fair and Healthy Sheffield Plan, which is a joint plan developed by the Sheffield Health and Wellbeing Board of which the Trust is an active member. This is a request made of all partner members to demonstrate their commitment to the delivery of the Plan. All partners are also asked to consider which aspects of the Plan they can specifically act upon to contribute to the delivery of the Plan. Proposed actions for SHSC are set out in this report for consideration by the Board. Furthermore, the report highlights the opportunity for strategic alignment between the Trust's strategy refresh and the Fair and Healthy Sheffield Plan.

Sheffield Health and Wellbeing Board

- 1.2 Each local authority is required to establish a Health and Wellbeing Board as a statutory committee of the council. Health and Wellbeing Boards have been established for many years and now have specific roles in the architecture of Integrated Care Systems as defined in the 2022 Health and Social Care Act. These responsibilities include:
- Contributing to the Integrated Care Strategy owned by the Integrated Care Partnership. In the local context this means ensuring that the needs of the people of Sheffield in respect of the social determinants of health are appropriately reflected in the South Yorkshire Plan.
 - Developing a joint health and wellbeing strategy for Sheffield in conjunction with relevant local partners, to address the needs of local people as identified through the joint strategic needs assessment. The Fair and Healthy Sheffield Plan is the way in which partners in Sheffield agree to deliver these responsibilities.

The Fair and Healthy Sheffield Plan

- 1.3 The [Fair and Healthy Sheffield Plan](#) aims to close the unfair gaps in length and quality of life experienced by people in Sheffield. It seeks to do this by improving the health and wellbeing of those worst off the fastest. The plan was approved by the Health and Wellbeing Board in September 2024 and establishes a plan for the next ten years to 2034.
- 1.4 The plan is based on the principles established by Sir Michael [Marmot](#) which have been successfully adopted by other cities to make a tangible and sustainable difference to equity and outcomes.
- 1.5 The Fair and Healthy Sheffield Plan is underpinned by an acknowledgement that no single organisation can achieve the systemic changes required and therefore concerted action is required focused on common goals. The Plan is framed around eight building blocks and four radical shifts.
- 1.6 The building blocks are the foundations needed for everyone to live a long and happy life. They 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 services and social care services
 - Address the climate and environment crisis



- 1.7 The radical shifts are how everyone in the city needs to do things differently to make Sheffield fairer and healthier. They are:
- Brave and compassionate leadership and a thriving workforce that can take action
 - Working together across sectors and with communities
 - Greater and fairer investment in creating health and wellbeing and preventing illness
 - Measuring and reporting what matters and being answerable to our communities



Strategic Alignment

- 1.8 On 23 October Trust Board discussed the Fair and Healthy Sheffield Plan as part of its strategy development session. Key aspects of the discussion included our commitment to tackling inequalities, providing equitable access to services, and developing a clear understanding of the role of the Trust in contributing to prevention alongside provision of treatment. This is in line with the Three Big Shifts at the heart of the development of the national [Ten Year Plan](#) for Health
- 1.9 On 8 November the Health and Wellbeing Board held a workshop to explore ways in which we can implement the Fair and Healthy Sheffield Plan. Presentations were received about the Heeley and Gleadless Community Mental Health Centre Pilot, the Northeast Neighbourhoods programme on community empowerment, and the Connecting for Health work on VCSE sustainability and collaborating for health creation. The work of the Trust is already significantly

connected with and contributing to the shared goals of the Fair and Healthy Sheffield Plan.

- 1.10 As discussed in our recent strategy development workshop, the Fair and Healthy Sheffield Plan provides both a contextual framing of the actions local partners will take to create the conditions in which all our citizens can thrive, and it also informs the strategic objectives of the Trust which are currently being refreshed. The development of the Trust's strategic objective around tackling inequalities in the fullest sense, including but not limited to equitable access to services.

Commitment to Action

- 1.11 There has been positive engagement between the SHSC inequalities team and the Health and Wellbeing Board team to clarify the approach expected in respect of commitment to action. The proposed approach is to focus on making progress on a smaller number of aspects of the Plan each year, and to review progress and re-prioritise annually.
- 1.12 In the first year (2025/26 and the remainder of 2024/25) it is proposed that the areas in which SHSC contribute to the delivery of the Fair and Healthy Sheffield Plan are the following three of the eight building blocks:
- Tackle racism and discrimination
 - Ensure fair access to quality NHS services and social care services
 - Address the climate and environment crisis
- 1.13 In addition to focusing on these three building blocks, we will continue to evolve our ways of working in accordance with the radical shifts described at paragraph 1.7 above.
- 1.14 Appendix A describes the main actions and activities through which it is intended that SHSC will play its part in delivering the Fair and Healthy Sheffield Plan in the year ahead. It is noted that these actions are intentionally aligned with our Operational Plan.

Section 2: Risks

- 2.1 The situations described in this report are relevant to our BAF risk 0027:
- BAF risk 0027:** *There is a risk of failure to engage effectively with system partners as new system arrangements are developed caused by non-participation in partnership forums, capacity issues (focus on Trust), difficulty in meeting increased requirement to provide evidence/data potentially at pace and volume, lack of clarity around governance and decision making arrangements resulting in poorer quality of services, missed opportunities to participate or lead on elements of system change and potential increase in costs*
- 2.3 It is noted that the Trust is actively participating in many partnership activities and leading in some (e.g. through SRO roles).

Section 3: Assurance

- 3.1 Assurance on the overall range of systems and partnerships activity will continue to be provided to the Board of Directors via this report.

Section 4: Implications

Strategic Priorities

- 4.1 **Effective Use of Resources:** The proposals described in this report have potential to contribute to the financial sustainability of the Trust. Achievement of them will require the application of our clinical and supporting capabilities working together effectively.

- 4.2 Deliver Outstanding Care: These proposals relate to areas of care where SHSC is recognised as having significant expertise and experience, and these opportunities offer a chance to enhance the access of the South Yorkshire population to them.
- 4.3 Great Place to Work: These proposals offer highly rewarding opportunities for our colleagues to further develop their skills and careers in pursuit of delivering outstanding care.
- 4.4 Ensure our services are inclusive: These proposals have significant potential to enhance access to care for many across South Yorkshire. In so doing we will take care to consider any potential inequalities and tackle them in the design of service solutions.

Equality, diversity and inclusion

- 4.5 The developments described in this paper will be evaluated in full to maximise their potential to positively impact on inclusion and reducing inequalities, and to avoid or mitigate any negative consequences. This will be described in full once detailed proposals are available for consideration.

Culture and People

- 4.6 There will be a need for OD support to enable teams in the Trust and those in partner organisations to effectively deliver the changes described in this report. This requirement and options to address it will be described in full when detailed proposals are brought forward.

Integration and system thinking

- 4.7 All of the content of this report relates to the Trust's role in relation to place based and regional systems, and has the potential to enhance services, access and outcomes for Sheffield and South Yorkshire residents.

Financial

- 4.8 The regional development of partnership solutions for service needs has potential to positively contribute to income growth for the Trust. Similarly place based initiatives and national programmes offer growth opportunities.

Compliance - Legal/Regulatory

- 4.9 At the present time no decisions are required, but as work develops the appropriate legal and regulatory advice will be sought and will inform recommendations made to the Board.

Environmental sustainability

- 4.10 The environmental impact of the developments referred to above will be considered in full once detailed proposals are available. It is noted that much of the work across South Yorkshire contains an element of 'care closer to home' and therefore may reduce the travel associated with the current mode of provision.

Section 5: Recommendations

Trust Board are asked to:

- Receive the Fair and Healthy Sheffield Plan, noting the Trust's commitment to contributing to its delivery.
- Discuss the proposed areas for alignment and action.

Section 6: List of Appendices

Appendix A – SHSC Commitment to a Fair and Healthy Sheffield

SHSC ▶ commitment to a Fair and Healthy Sheffield

November 2024



Fair and Healthy Sheffield Plan

consists of four radical shifts and eight building blocks

Four Radical Shifts

How everyone in the city
needs to do things
differently to make
Sheffield fairer and
healthier



Eight building blocks

The foundations that need to be in place for everyone to live a long and healthy life



▶ SHSC Year One Focus

SHSC are committed to the Sheffield Fair and Healthy Plan. This is being incorporated within our strategy and delivery plans. SHSC will make annual commitments to the plan.

Year one will focus on setting the foundations of the four radical shifts and prioritise targeted work within three of the building blocks. We will continue to review the remaining five building blocks and plan, and progress work where possible.

Four Radical Shifts

1. Leadership and workforce
2. Partnerships and collaboration
3. Resources
4. Monitoring and accountability



Priority building blocks

1. Tackle racism and discrimination
2. Ensure fair access to quality NHS and social care services
3. Address the climate and environmental crisis



▶ SHSC Priorities – Radical Shifts

Leadership and Workforce

- Better understand the inequalities experienced by our workforce
- Develop and implement initiatives and support to ensure our workforce can maintain good work, enjoy coming to work and thrive in their role.
- Equitable access to development and promotion
- Strive to ensure our workforce represents our population
- Provide good working conditions for everyone by focussing on workforce wellbeing, targeting our lowest paid colleagues, and exploring collaboration with the VCSE sector

Partnerships and collaboration

- Commitment to working in partnership to learn, share, and take action on health inequalities in a systematic and strategic way
- Development of Heeley Plus and Gleadless Neighbourhood mental health hub
- Continue to support the North East neighbourhood model

Resources

- Review of VCSE partnerships to ensure this meets our strategic needs and the needs of our population. To develop sustainable funding approaches.

Monitoring and Accountability

- Focus on numbers and stories within monitoring and measuring success
- Improve health inequalities reporting starting with the Health Inequalities Statement to be published within our annual report



▶ SHSC Priorities – Building Blocks

The building blocks we believe we can have the most impact are the following:

Tackling racism and discrimination

- Collect and use our data better to understand the needs of both service users and staff
- Patient and Carer Race Equity Framework - continue to progress
- Ethnicity dashboard – continue to develop and expand
- EDI team and inpatient wards working together to tackle racism
- Cultural development workers – recruit and commence work

Ensure fair access to quality NHS and Social Care services

- Improve our data collection of protected characteristics, vulnerable and inclusion health groups
- Using our data to understand the inequalities to access, identify unfair gaps and develop steps to reduce these inequalities
- Continue to focus on achieving equitable access and continuing the Waiting List and Waiting Well work beyond the end of the formal programme in March 2025
- Understand DNA data of services by inequality metrics to inform improvement initiatives
- Seek to poverty proof our services so we are not adding further financial burden when accessing care
- Connect with communities and VCSE organisations to better understand community need
- Listen to and involve groups of people who have the most difficulty accessing NHS and Social Care services through co-production in all our transformation work, and advocacy for people with mental health learning disabilities and neurodiversity in City partnerships

Address Climate and environmental crisis

- Review and refresh our Green plan for 25/26 – 28/29.

