

Public Health Peer Review Storyboard	Directorate	Adult Care, Housing & Public Health
	Date	September 2024
	Ambition - contribution to the delivery of the Council Plan	<p>In the Public Health service, we aim to improve the health and wellbeing of Rotherham residents, reduce health inequalities and protect the population from health harms. We work with Health and Wellbeing Board and Place partners to prevent ill health and to commission services to support active healthy lives.</p> <p>The Public Health team works across the council, partner anchor institutions and the voluntary community sector in a system leadership role to contribute to a breadth of the commitments in the Council Plan, the Place Plan and the Health and Wellbeing Strategy.</p> <p>The 4 guiding principles in the Council Plan are well aligned to our Public Health approach:</p> <ul style="list-style-type: none"> • Expanding opportunities for all – a focus on inequalities and universal proportionalism. • Recognising and building on our strengths to make positive change – a strengths-based approach to community development work and recognition of the importance of neighbourhoods and our residents as assets for health. • Working with our communities – work informed by engagement and reaching out to seldom heard voices. • Focussing on prevention – a relentless focus on the upstream, helping people to remain healthier for longer. <p>Contribution examples to the 5 Council Plan themes are given below:</p> <p><u>Every neighbourhood thriving</u></p> <ul style="list-style-type: none"> • Rotherham has been chosen by Sport England as a Place Partnership Expansion place to receive additional funding for a systems-delivered approach to physical activity overseen by the Moving Rotherham partnership this year. This will include working in our neighbourhoods to determine what support they need to work, live and play in environments that promote physical activity. • Joint leadership with the Children and Young People’s Service of Rotherham’s Family Hubs Programme underpinned by a strong Best Start and Beyond Framework. • Working with the Neighbourhoods service to provide data and support to inform ward planning and ward-based community activity. • Supporting the Humanitarian group on cost-of-living responses and income maximisation approaches. • Engagement and closer working with colleagues in Planning to provide responses on planning policy and applications. • Say Yes campaign engagement activity to support targeted positive health communications and collaboration with partners. <p><u>People are safe, healthy, and live well</u></p> <ul style="list-style-type: none"> • Public Health commission services for stop smoking and weight management (Rotherham Healthwave), sexual health, drug and

alcohol services and NHS health checks and workplace CVD health checks to support health service provision.

- Contribution to system-wide focus on reducing health inequalities including leading and convening the Prevention and Health Inequalities Group.
- Providing opportunities for front line workers and volunteers across Rotherham to support people to access services that can support their health, including maximising their household income, through providing Making Every Contact Count training.
- Maximising opportunities of additional national grant funding through Combatting Drugs Partnership and Smokefree Generation.
- Inclusion Health Framework developed to support a way of working to consider seldom-heard groups and health inequalities associated.
- Lead and convene the Better Mental Health for All strategy group and delivery of action plan, as well as Suicide Prevention and Concordat, informed by a recent Mental Health Needs Assessment.
- Lead and convene the Rotherham Food Network, working with partners across the borough on the broad themes of healthy and sustainable food, recently achieving Bronze award from Sustainable Food Places.

Every child able to fulfil their full potential

- Public Health commission the 0-19 service providing Health Visitors and School Nurses to support families, including school-age vaccinations.
- Commissioned an additional universal 3-4 month visit using Family Hubs and Start for Life funding (incremental roll-out commenced in September 2023).
- Lead for the implementation of the Best Start and Beyond Framework, to support Children's Public Health. The BS&B Framework has oversight of funded workstreams and responsibility for Place Plan transformation milestones for best start.
- Oversee the implementation and management of the Family Hubs programme. Phased publication of Start for Life Offer online within the branded digital offer for Family Hubs.
- Public Health are leading the development of the universal Baby Pack Programme.
- A Breastfeeding Friendly Borough Declaration has been signed by Local Authority, Acute Trust and Director Public Health on behalf of Health and Wellbeing Board.
- Convene school leader sessions every quarter to facilitate ongoing health-related discussions and support to schools.
- Provide oversight and chair the CDOP (Child Death Overview Panel) to review all local child deaths and facilitate system learning, which included hosting a South Yorkshire event and changes to swimming lessons for children with learning disabilities.
- Support for the Rotherham Loves Reading Take 10 campaign.

Expand economic opportunity

- Support engagement with local employers through the South Yorkshire Employment is for Everyone programme, supporting

		<p>recruitment of candidates with learning difficulties into the workforce.</p> <ul style="list-style-type: none"> • Deliver the Rotherham Be Well @ Work scheme to supporting local business to review how their business practices and policies can be shaped to support positive health and wellbeing for their workforce. • Commissioning of the Workplace CVD Health Checks programme. <p><u>A cleaner, greener local environment</u></p> <ul style="list-style-type: none"> • Representation on One Council Climate Change Workstream Board, including supporting trial of climate impact section of the service plan for 2024/25. • Contribution to planning and spatial / place developments, advocating for the inclusion of green spaces and opportunities for physical activity and social interaction to be incorporated into design, as well as nature recovery and climate adaptation to improve the health promoting potential of our neighbourhoods.
<p>What's working well?</p>		<p>Below sets out some key areas of success for the 3 topics of the peer review:</p> <p>Leadership and Governance</p> <p>The Public Health team has created and maintains strong partnerships across Rotherham. The Director of Public Health (DPH) has a good level of visibility in key strategic discussions, including Council Strategic Leadership Team, Place Leadership Team, Place Board, Health and Wellbeing Board and the South Yorkshire Integrated Care Partnership (SY ICP).</p> <p>The Health and Wellbeing Board functions well with strong partner involvement, including senior level Board Sponsors for each of its 4 aims. The Consultants in Public Health also have portfolio areas aligned to these themes. The Board is chaired by the Cabinet Member for Adult Social Care and Public Health, who also meets regularly with the Joint South Yorkshire Health and Wellbeing Board Chairs, a meeting to which the senior leadership of the SY ICB are also invited to attend.</p> <p>Through this partnership, strong Health and Wellbeing Board representation on the SY ICP has been achieved, ensuring good alignment of the ICP Strategy with the four SY Health and Wellbeing Strategies.</p> <p>There is a common 'golden thread' in terms of health, wellbeing and reducing health inequalities running through the Council Plan, the Rotherham Plan, the Health and Wellbeing Strategy, the South Yorkshire ICP Strategy and the Rotherham Place Plan. The Public Health team has set out a clear and strong narrative for a prevention led system in Rotherham and the impact of the wider determinants of health.</p> <p>The DPH also chairs the Place partnership's Prevention and Health Inequalities Group, through which many of the partnership's priorities are being driven which specifically relate to reducing inequalities.</p>

There is a strong level of partnership working and collaboration to address key public health issues such as mental health and wellbeing, physical activity, food, tobacco, combatting drugs and alcohol. The team is very effective in working across organisational boundaries, building partnerships and understanding future pressures. There are a range of topic specific partnership, operational or groups for each of these areas to monitor action plans, maintain oversight of progress amongst partners and provide assurance to Health and Wellbeing Board.

Our approach to systems leadership is about building a culture of acknowledgement of the ways in which all parts of the system (different organisations and their services) are needed for achieving impact on improved health outcomes and reduced inequalities. Facilitating ways of working collaboratively and putting prevention and health improvement central to the agenda. Through Sport England Place Expansion Programme we have been able to support a Rotherham Systems Leadership training programme for physical activity partners to deepen understanding and opportunities of working in a systems approach to tackling inactivity in our borough together.

Culture and Challenge

There is a learning culture within the team, with participation in the Association of Directors of Public Health (ADPH), Office for Health Improvement and Disparities (OHID) and other sector-led learning and development events. The DPH supports a proactive culture which aligns with the wider council in a way that welcomes learning and supports challenge, including peer and sector-led improvement opportunities. The team has been re-structured in recent years to develop apprentice and practitioner level posts to ensure a career development pathway and support local talent into Public Health careers.

The Public Health team's work is scrutinised through various channels including the Health Select Commission, Overview and Scrutiny Management Board, and to a lesser extent the Improving Lives and Improving Places Select Commissions, in addition to other governance structures such as SMTs, DLTs, Place Board and the Health and Wellbeing Board.

The team has sought challenge through the internal audit process, with audits of Tobacco Control and the Health Protection function completed in recent years.

External challenge is proactively sought on public health work, recent examples include:

- The Sustainable Food Places Bronze Award
- Say Yes Campaign (Stand out media)
- Big Active Conversation (Yorkshire Sport Foundation)
- Place Development Programme (NHS England)
- The Mental Health Concordat

There is strong data and intelligence capacity and capability within the Public Health team, and this is enhanced and complimented by

collaboration with Performance colleagues and further collaboration at Place and system level. The Rotherham Office of Data analytics (RODA) brings together NHS and Public Health analysts across the Rotherham Place. The South Yorkshire (DAISY) Network brings together four NHS offices of data analytics with LA analysts and others in the system from the Police and voluntary sector. There is also participation in the regional Yorkshire and Humber Public Health Intelligence Network (PHINE). These collaborations facilitate shared learning and development opportunities.

Robust systems are in place to assure quality and reliability of monitoring data. Performance of Public Health services are routinely monitored and reported to SMT and the Cabinet Member, including using externally validated performance frameworks and standards. The team uses data to inform their annual Public Health Service Plan and subsequent contributions to the Council Plan and Council Year Ahead Development Plan.

A range of dashboards have been developed to monitor and track achievement of outcomes for a number of key Public Health led partnerships including the Rotherham Place Prevention and Health Inequalities Group, the Health Protection Committee, Tobacco Control Group, Combatting Drugs Partnership and Rotherham Food Network.

Public engagement and collation of engagement feedback is an important part of Public Health work which informs action plans and initiatives. Good examples exist of public engagement work led by Public Health, such as Dinnington and Maltby long-term conditions population health management engagement work and mental health engagement with key inclusion groups. Wider systems partnership engagement is also an important part of our work and good examples include Family Hubs, Big Active Conversation and Food Network Partnership Event.

Making a Difference

The Public Health team lead the development and collation of the Joint Strategic Needs Assessment (JSNA) hosted on Rotherham data hub website. The annual refresh by the Steering Group means partners and cross-Council contributions are regularly updated and provide a narrative for key health-related data for the borough. This includes ward profiles which are used to inform ward plans developed by Ward Councillors.

The JSNA is updated and developed as part of an ongoing process and annually presented to the Health and Wellbeing Board. The key health and wellbeing issues are identified using an evidence-based and asset-based approach with consideration of the wider determinants of health. The outputs of the JSNA are disseminated to professional audiences including council employees, and partners understand the health needs of the population. Training and development sessions relating to how to use the JSNA have been developed and delivered by the PH analysts on an annual cycle.

There are a wide range of opportunities to use data to inform commissioning, strategies, action plans, consultation and engagement, and performance dashboards, these then typically report to partnership

		<p>boards/committees. Public health data is also used to inform responses to the planning and alcohol licensing application processes and subsequently to inform decisions.</p> <p>With Cabinet approval, Adults Strategic Commissioning and Public Health have worked in partnership to recommission all 4 Public Health pathways, to the combined value of over £100 million (over the next 10 years), including:</p> <ul style="list-style-type: none"> • All age Sexual Health Services (go-live 01/04/22) • All age Alcohol and Drugs Services (go-live 01/04/23) • NHS Health Checks (go-live 01/07/22) • Healthy Lifestyles Services (go-live 01/10/23) • 0-19s Children’s Public Health Nursing Services (go-live 01/04/23). <p>For each of these new contracts a health needs assessment was conducted and public and stakeholder engagement to inform the development of the specification. Innovative financial and contract models have been developed to deal with specific issues and challenges, such as the need to accommodate the absence of an uplift in the Public Health Grant and short-term grant funding, minimising impact on the core contract. Continuous learning has developed by approaching the pathways in succession, including business case planning, social value moderation and risk and communication plans.</p>
	<p>What are we concerned about?</p>	<p>These are areas that we consider areas for opportunity or improvement for each of the 3 topic areas.</p> <p>Leadership and Governance</p> <p>The Council Plan and Health and Wellbeing Strategy are being refreshed for new publication in 2025. This provides both a risk to the existing ‘golden thread’ on health and wellbeing and inequalities, but also an opportunity to further narrate the opportunity improvements to health and wellbeing can have on the wider determinants and economic opportunity.</p> <p>There was significant number of new Councillors at the last election and a newly appointed Cabinet Member for Adult Social Care and Health. We are aware this change requires new working relationships to be developed, embedding the new chair of the Health and Wellbeing Board and clear articulation of aims, narrative and challenges of Public Health.</p> <p>Culture and Challenge</p> <p>We have concerns that changes in OHID capacity to lead Communities of Improvement and support Sector Led Improvement approaches have the potential to impact regional networks and the support and learning that they bring for Rotherham's Public Health Team.</p> <p>There are opportunities to learn from best practice on public involvement from partners, such as exemplified in the development of the Children’s Capital of Culture on taking engagement through to co-production. The Sport England Place Expansion Programme provides an opportunity to test some of these ways of working in neighbourhoods to improve physical activity uptake.</p>

	<p>Making a difference</p> <p>Understanding local population health and wellbeing is limited by data availability and robustness. Data sharing with NHS organisations and GPs is complex but could provide significant opportunities for better monitoring and measuring impacts of health care and wider public health interventions on population health and health inequalities, including for primary care quality and outcomes.</p> <p>The public are only involved in development of the JSNA to a small extent and there is work to do around ensuring the JSNA includes resident voice, is current, fit for purpose and used effectively as the evidence base for local decision making.</p> <p>Nationally Local Authorities are working in challenging circumstances and that is no different in Rotherham. Residents face significant financial challenges in their day-to-day living that impact on their health and wellbeing outcomes. Changing the systems to facilitate healthier living is complex and being done under significant financial constraints across partners in all parts of the system, which reduces capacity to act and deliver and for change to create impact.</p>
<p>What actions are we taking and by when?</p>	<p>Actions and risk mitigation that is already planned to address concerns are listed below.</p> <p>Leadership and Governance</p> <p>Public Health are leading the refresh and of the Health and Wellbeing Strategy, working in consultation with Board partners and Rotherham residents for example through recent Consultation work that took place at the Rotherham Show. There is ongoing work with the new Cabinet Member to support them in their new portfolio area and provide briefings across the breadth of scope of Public Health.</p> <p>Delivery of Public Health outcomes to continue via the Prevention and Health Inequalities Action Plan and the Health and Wellbeing Strategy Action Plan.</p> <p>Culture and Challenge</p> <p>Rotherham’s DPH will take on the role of Chair for the Yorkshire and Humber ADPH network in December 2024, and will be working with the network’s Sector Led Improvement Lead and OHID colleagues to ensure the continued value of the regional Communities of Improvement.</p> <p>Internally the team will continue to develop its learning culture, building a professional development approach to support the new team structure.</p> <p>New Councillors and Cabinet Member provide a new and welcomed opportunity for a fresh eyes, scrutiny, and challenge.</p> <p>Public Voice is a strong theme for development across the Adult Care, Housing and Public Health directorate. The Public Health Team will</p>

continue to engage in this development through the inclusion of more public voice within the JSNA, our Population Health Management work and in taking forward the Sport England Place Expansion Programme.

Making a difference

There is continued development of the Public Health Intelligence Dashboards, accompanied by work to support their use and ensure they make an impact. During the autumn the 2024 DPH Report will be published, with a focus on primary care in Rotherham, which will make further recommendations to support the wider healthcare system.

Public Health will continue the borough-wide focus on mitigating impacts of the cost-of-living rises and supporting people out of poverty through cross-Council programmes to ensure high uptake of all available advice and support.

Monthly quality and / or performance meetings are held for all contracted services to ensure we continue to be assured of value, impact, and outcomes.