

<b>KIRKLEES HEALTH &amp; WELLBEING BOARD</b>		
<b>MEETING DATE:</b> 26 September 2019		
<b>TITLE OF PAPER:</b> Update on the implementation of the Kirklees Health and Wellbeing Plan		
<b>1. Purpose of paper</b>		
<p>The purpose of this paper is to update the Board on progress with implementing the Kirklees Health and Wellbeing Plan and proposed steps for reviewing the implementation of the Plan, including the Place Based Peer Review in November 2019.</p>		
<b>2. Background</b>		
<p>The refreshed Kirklees Health and Wellbeing Plan was signed off by the Board in September 2018. The Plan has subsequently been endorsed by key health and care partners across Kirklees. As the Plan is the Kirklees place based plan and sets out the Kirklees element of the West Yorkshire Health and Care Partnership, it is now available through the Partnership website <a href="#">here</a>.</p> <p>The Plan provides an overview of the work across Kirklees to deliver improvement in the health and wellbeing of the population, referencing and drawing upon the wide-range of existing strategies and plans at an organisational, place or system level supporting this delivery.</p>		
<b>2.1 Progress against the Plan - high level summary</b>		
<p>In order to better communicate the outcomes and priorities that the Plan is seeking to deliver, a one page summary was developed and endorsed by the Health and Wellbeing Board on 28 March 2019 (see Appendix 1).</p> <p>This summary is supporting work to ensure that individual organisational plans are clearer about how they are contributing to the delivery of the Health and Wellbeing Plan.</p> <p>Across the long term headline shared priorities for the Health and Wellbeing Plan a small number of key projects have been identified. These are relatively new areas of activity that require significant partnership input to establish them as major local programmes in 2019/20.</p>		
<b>2018-2023: Priorities</b>		<b>FOCUS FOR 2019/20</b>
<i>Tackling the underlying causes</i>	<i>Creating communities where people can start well, live well and age well</i>	Developing active communities projects in Primary Care Network areas
		Improving the lives of children and young people through a new Children's Plan for Kirklees
		Tackling loneliness through a partnership wide Loneliness Vision and Action Plan
		Implementing the Kirklees Healthy Weight Declaration
<i>Improving Outcomes and Experience</i>	<i>Creating integrated person centred support for the most complex individuals</i>	Developing Primary Care Networks
		Implementing a Kirklees wide integrated Frailty Model
		Establishing a Kirklees Mental Health Provider Alliance
<i>Using our Assets to the Best Effect</i>	<i>Developing our people to deliver the priorities and</i>	Supporting staff, organisations and partnerships to deliver the Health and Wellbeing Plan

	<i>foster resilience</i>	Improving citizen engagement and personalised care in Kirklees
	<i>Developing our buildings to deliver high quality services</i>	Developing a Kirklees wide estates plan focussed on community based services
	<i>Harnessing digital solutions</i>	Developing an integrated Kirklees Digital Care Record and the wider approach to using technology to improve outcomes for citizens

A brief summary of progress on these programmes is provided in Appendix 2a.

Other key developments in relation to actions set out in the full Health and Wellbeing Plan are set out in Appendix 2b.

## 2.2 Outcomes

The Health and Wellbeing Plan recognised the importance of starting with the seven Kirklees outcomes and focussing on the monitoring of these outcomes.

A high level outcomes framework has been developed using an Outcome Based Accountability approach. The high level indicators are set out in Appendix 3. The current position against these indicators has been presented to the Integrated Commissioning Board (ICB) and Integrated Provider Board (IPB).

Further work is underway to identify

- a) Supplementary population level indicators to enable deeper levels of insight into how well the system is impacting on the outcomes. These also highlight inequality issues by population groups and geography and progress against other factors that make a significant contribution to the outcomes.
- b) Which of the vast number of existing performance indicators are most useful in providing an overview of how different parts of the system are performing.

## 2.3 Next steps in implementing the Health & Wellbeing Plan

One of the aims of developing the Health and Wellbeing Plan, and the associated 'Plan on a Page', was to enable us to 'tell the Kirklees story' more effectively. At the August Health and Wellbeing Board it was recognised that, whilst the current version of the Plan has gone some way to achieving, this further work is required.

In addition, since the Health and Wellbeing Plan was agreed in September 2018 there have been a range of important developments, including

- Locally, the maturing of relationships through the Health and Care Executive Group, Integrated Commissioning Board, and Integrated Provider Board, the establishment of Primary Care Networks and the development of a new Children and Young People's Plan.
- At a West Yorkshire level the development of a five year Partnership Plan is underway and due to be completed by December with a revised set of priorities and programmes (see Agenda Item 9)
- At a national level the publication of the NHS Long Term Plan.

Therefore, a review of the implementation of the Health and Wellbeing Plan has been initiated.

The review aims to refine and update the Integrated Commissioning Strategy and the Integrated Provider Board work plan to ensure they:

1. Clearly set out
  - the most important things that the health and care system needs to focus on to improve the health and wellbeing of local people
  - what actions have the biggest impact, and which will impact on multiple outcomes
  - which organisations in the local system can help with these and by doing what
  - key local 'metrics that matter' that will enable us to assess progress against the Plan and which balance local and national objectives.
2. Provide a stocktake of
  - delivery against the Kirklees Health and Wellbeing Plan
  - positive developments of which we can be proud
  - what needs to be added or amended.
3. Identify
  - areas of risk that need addressing
  - up to date financial positions and risk within each organisation and across the whole system and potential solutions
  - how the Plan will enable us to deliver the West Yorkshire and Harrogate Five Year Plan and the NHS Long Term Plan.
4. Provides a clear shared narrative for use in
  - Representing a Kirklees view into the ICS and beyond
  - Peer challenge and other external reviews.

#### **2.4 Kirklees Place Based Peer Review**

The West Yorkshire and Harrogate Partnership is committed to promoting a 'sector led' approach to improvement across all place based health and social care systems. As part of this commitment a 'peer review' process was piloted in Wakefield in 2018. The model is based on the well-established process in local government facilitated by the Local Government Association. All areas in west Yorkshire and Harrogate have committed to undertaking a review. Kirklees has volunteered to be the next area. This will ensure that outcomes can be used to inform the review of the implementation of the Health and Wellbeing Plan and the next stage of development of our local system.

The Review will take place between the 25 and 27 November 2019. Details of the scope of the review are attached (Appendix 3). A project team is developing the programme for the Review and associated communications messages.

### **3. Proposal and next steps**

- a) Work across partners to update Integrated Commissioning Strategy and the Integrated Provider Board work programme to achieve the aims set out in 2.3 above.
- b) Develop streamlined reporting mechanisms to ensure that the ICB and IPB are able to drive key programmes of work and take corrective action where necessary, and that a 6 monthly progress report is presented to the Health and Wellbeing Board.
- c) Present proposed revised Integrated Commissioning Strategy and the Integrated Provider Board work programme to the Health and Wellbeing Board meeting in November for discussion.
- d) Undertake the Peer Review in November 2019.
- e) Present a final revised versions ready for endorsement by Partners and sign off by the Board in January 2020.

f) To produce an updated version of the Health and Wellbeing 'Plan on a Page' for 2020 to reflect the proposed changes.
<b>4. Financial Implications</b>  None at this stage.
<b>5. Sign off</b>  Richard Parry, Strategic Director Adults and Health, Kirklees Council
<b>7. Recommendations</b>  The Kirklees Health and Wellbeing Board is asked to: <ul style="list-style-type: none"><li>• Note the progress with implementing the Kirklees Health and Wellbeing Plan</li><li>• Approve the need to update the Integrated Commissioning Strategy and the Integrated Provider Board work programme and 'Plan on a Page' for 2020 to reflect the progress made and emerging issues, including those identified through the Peer Review, and that these be presented to the Board in January 2020 for approval.</li></ul>
<b>8. Contact Officer</b>  Phil Longworth, Senior Manager – Integrated Support, Kirklees Council <a href="mailto:phil.longworth@kirklees.gov.uk">phil.longworth@kirklees.gov.uk</a>

# Appendix 1: Kirklees Health and Wellbeing Plan high level summary

## Kirklees Health and Wellbeing Plan 2018-2023

### Shared outcomes with Kirklees Economic Strategy

Our shared outcomes are the pillars that support our overall vision for Kirklees to be a place that combines a strong, sustainable economy with a great quality of life. Our shared outcomes are:

- Children have the **best start** in life
- People in Kirklees are as **well** as possible for as long as possible
- People in Kirklees **live independently** and have control over their lives
- People in Kirklees live in **safe, cohesive communities** and are protected from harm
- People in Kirklees have aspiration and **achieve their ambitions** through education, training, employment and lifelong learning
- Kirklees has **sustainable economic growth** and provides good employment for and with communities and businesses
- People in Kirklees experience a high quality, **clean, and green environment**



## Appendix 2a: Health and Wellbeing Plan – progress on key projects 2019/20

2018-2023: Priorities	FOCUS FOR 2019/20	Lead	Progress
<i>Creating communities where people can start well, live well and age well</i>	Developing active communities projects in Primary Care Network areas	Jill Greenfield Head of Integrated Local Partnerships, Kirklees Council	<ol style="list-style-type: none"> <li>1. Community Plus is working closely with PCNs to develop local projects alongside the extension of social prescribing and the new Wellness Service Model.</li> <li>2. Pilot Local Area Co-ordination model in 3 areas underway</li> </ol>
	Improving the lives of children and young people through a new Children’s Plan for Kirklees	Mel Meggs Director of Children’s Services	<ol style="list-style-type: none"> <li>3. Two Partnership events held to start shaping the new Children and Young People’s Plan.</li> <li>4. Draft Kirklees and Young People’s Plan prepared and being presented to Partnership event on 25th September</li> </ol>
	Tackling loneliness through a partnership wide Loneliness Vision and Action Plan	Jill Greenfield Head of Integrated Local Partnerships, Kirklees Council	<ol style="list-style-type: none"> <li>5. Draft vision and strategic goals developed with involvement from a wide range of partners and some community members</li> <li>6. Report to Health and Wellbeing Board in June 2019 where approach was endorsed</li> <li>7. Action plan being developed with initial focus on ‘making loneliness everyone’s business’</li> <li>8. Flexible approach to co-production being developed collaboratively, that will support action planning and delivery</li> </ol>
	Implementing the Kirklees Healthy Weight Declaration	Rachel Spencer-Henshall Director of Strategic Director Corporate Strategy, Commissioning & Public Health, Kirklees Council	<ol style="list-style-type: none"> <li>9. Kirklees Healthy Weight Declaration endorsed by Cabinet and the Health and Wellbeing Board.</li> <li>10. Local elements of the Declaration being further developed with partners following event on 18th March 2019.</li> </ol>
<i>Creating integrated person centred support for the</i>	Developing Primary Care Networks	Catherine Wormstone Head of Primary Care, Head of Primary Care Strategy and	<ol style="list-style-type: none"> <li>11. Network areas agreed and Clinical Directors appointed</li> <li>12. PCN data packs published</li> <li>13. All PCNs working on development plans framed around the national PCN Maturity Matrix.</li> </ol>

2018-2023: Priorities	FOCUS FOR 2019/20	Lead	Progress
<i>most complex individuals</i>		Commissioning, Greater Huddersfield CCG/North Kirklees CCG	<ul style="list-style-type: none"> <li>14. Development of the Primary Care Workforce Apex too</li> <li>15. Preparation to deliver against the 7 national service specifications (Structured Medications Reviews and Optimisation: Enhanced Health in Care Homes; Anticipatory Care; Supporting Early Cancer Diagnosis; Personalised Care, CVD Prevention and Diagnosis and Tackling Neighbourhood Inequalities)</li> <li>16. Preparing for integration of new roles i.e. social prescribing, clinical pharmacists, physiotherapists, physician's associates, paramedics etc.</li> </ul>
	Implementing a Kirklees wide integrated Frailty Model	Helen Severns Service Director – Integrated Commissioning Greater Huddersfield CCG/North Kirklees CCG/Kirklees Council	<ul style="list-style-type: none"> <li>17. Frailty summit held in May to further develop and finalise the strategy and identify any gaps and opportunities.</li> <li>18. Detailed programme plan developed and reviewed across health and social care.</li> <li>19. Individual projects established across primary, secondary and community care including enablers around personalisation, prevention and awareness.</li> </ul>
	Establishing a Kirklees Mental Health Provider Alliance	Salma Yasmeen Director of Strategy, SWYFT Vicky Dutchburn Greater Huddersfield CCG/North Kirklees CCG/	<ul style="list-style-type: none"> <li>20. Approval for development of the Alliance secured from all key partners. The Alliance is complementary and inclusive of existing structures in Kirklees</li> <li>21. Working group established to develop ToR and action plan.</li> <li>22. Link in with elected member place based leads Public Health are linking with the Place Partnerships to connect to the Alliance development</li> <li>23. Launch of the Alliance in October 2019 Mental health workshop on 25th September to shape the Mental health alliance development in Kirklees with stakeholders</li> </ul>
<i>Developing our people to deliver the priorities and foster resilience</i>	Supporting staff, organisations and partnerships to deliver the Health and Wellbeing Plan	Steve Brennan SRO Working Together NHS Greater Huddersfield CCG/North Kirklees CCG	<ul style="list-style-type: none"> <li>24. Kirklees wide Integrated Systems Leadership Development events held in February and March 2019.</li> <li>25. Integrated Care Workforce Development Steering Group established and Integrated Workforce Strategy agreed in August 2019</li> <li>26. Action Plan to deliver the strategy being presented to Strategy Group meeting</li> </ul>

2018-2023: Priorities	FOCUS FOR 2019/20	Lead	Progress
			on 17th September
	Improving citizen engagement and personalised care in Kirklees	Simon McGurk Head of Adult Social Care Operations (North Kirklees), Kirklees Council Rachel Millson Senior Strategic Planning and Development Manager, Greater Huddersfield CCG/North Kirklees CCG	<p>27. Local strategic direction for personalised care agreed, covering – co-production, care planning, self-care, community support, personal budgets and patient activation measures</p> <p>28. Links established with population health management, workforce development, primary care networks, Community Plus and social prescribing.</p> <p>29. Next steps include: developing policy and mechanisms for co-production and embedding co-production and personalised care in care planning, service delivery, project development and commissioning, extending and integrating personal budgets</p> <p>30. Programme shortlisted for a Great British Care Award</p>
<i>Developing our buildings to deliver high quality services</i>	Developing a Kirklees wide estates plan focussed on community based services	Ian Currell Director of Finance Greater Huddersfield CCG/North Kirklees CCG	<p>31. Mapping of health and social care related public estates complete.</p> <p>32. Estates leads from all major partners meeting to develop a system wide approach to estates, including access to West Yorkshire &amp; Harrogate capital monies.</p> <p>33. Increasing numbers of staff are co-located eg Council and Locala staff in Slaithwaite Town Hall; Council and CCG staff in Civic Centre 1</p>
<i>Harnessing digital solutions</i>	Developing an integrated Kirklees Digital Care Record	Ian Currell Director of Finance Greater Huddersfield CCG/North Kirklees CCG	<p>34. Kirklees Digital Transformation Board established with representatives from all major health and care partners.</p> <p>35. The Board is identifying shared priorities in September with a focus on projects that cannot be effectively developed and implemented by organisations acting alone but which will benefit from a Kirklees wide approach.</p> <p>36. All partners committed to implementing the Yorkshire &amp; Humber Digital Care Record</p>

**Appendix 2b: Health and Wellbeing Plan - progress on action**



***Tackling the underlying causes***

- 1) The planned development of a Tackling Poverty in Kirklees action plan
- 2) New housing and homelessness strategies developed and the KJSA chapter on housing updated
- 3) “Soft launch” of the Kirklees Wellness Service at the start of September and with full launch in early 2020.
- 4) System wide approach to recommissioning sexual health and drug and alcohol services being developed.
- 5) Carers Strategy has been developed and work is ongoing to ensure delivery of the strategy

***Improving Outcomes and Experience***

- 6) Local Maternity System development as part of the wider West Yorkshire programmes work in collaboration with the Kirklees Best Start Partnership
- 7) Continued development of the Thriving Kirklees model and successful funding bid for Mental Health in Schools Teams covering one hub in each CCG area
- 8) Care Closer to Home and the development of a Community Services Strategy and Implementation plan for Kirklees underway in line with the MHS Long Term Plan framework.
- 9) The contract between the CCGs and Locala for the delivery of community services has a five year term, with an option to extend for a further two years. The initial five year term comes to an end on 30th September 2020 and the extension term will now end in September 2022. In addition to the extension Governing Body Committees in Common also agreed that revisions will be required to the CCTH service in line with the stakeholder feedback from the service evaluation.
- 10) Mental Health Alliance has been established, work is ongoing to develop the Alliance and their priority areas which will include suicide prevention including suicide audit and subsequent development of updated suicide prevention and self-harm action plan.
- 11) Established Dementia Friendly communities steering group and Dementia Engagement and Empowerment Project. Raised awareness of dementia through three BAME plays, provided GPs with dementia locality factsheets, funded an Admiral Nurse working with dementia at end-of-life, working to make the council a dementia friendly employer, and dementia added to MyHealthTools.
- 12) Work is ongoing to deliver the Learning Disability work plan, this includes a refresh of the Learning Disability accommodation strategy and implementation of the Living Well programme and implementation plan, reducing inpatient usage, providing Learning Disability and autism physical health checks, continue the development of Learning Disability mortality reviews
- 13) Implementation of the West Yorkshire & Harrogate Healthy Hearts programme and undertaking a gap analysis and identifying priorities for the programme.

- 14) Review of the current respiratory programme against the recommendations of the NHS RightCare Respiratory National Priority Initiative alongside continuing the current focus of work which includes piloting the MyCOPD app; implementing updated respiratory pathways for COPD and Asthma; review of spirometry testing; supporting a children's friendly schools campaign and working with partners on the prevention agenda (smoking cessation; air quality, flu and pneumonia).
- 15) Continued delivery of Cancer work plans for both North Kirklees and Greater Huddersfield. New work plans will be developed for next year to ensure alignment with new national guidance. In North Kirklees delivery of the Lung Health Check service from January 2020 which aims to help diagnose lung cancer at an earlier stage when treatment may be more successful.
- 16) Strengthening links between community equipment, adaptations and assistive technology to use funding more flexibly, and development of an action plan to implement the findings of the Assistive Technology Diagnostic Review.
- 17) The new wheelchair service for Kirklees has now been procured and the successful provider will commence the service on the 31st October 2019.
- 18) Piloting of new approaches to the new intermediate care and reablement model following development of a Kirklees Independent Living Team (KILT) Joint Management Group and a project business case.
- 19) Implementation of a single shared approach to supporting Care Homes across the Council and CCGs.
- 20) End of Life Care Alliance established as part of the new approach to commissioning and providing end of life care.

***Using our Assets to the Best Effect***

- 21) Integrated Commissioning Board now meeting monthly and overseeing the implementation of the Integrated Commissioning Strategy
- 22) Integrated Provider Board now meeting monthly and focussing on support the implementation of a range of key programmes from the Health and Wellbeing Plan.
- 23) Health and Care Executive Group meeting regularly
- 24) The establishment of a Joint Quality Board to ensure a shared approach to quality across the Council and CCGs
- 25) The development of a proposed Kirklees model of Population Health Management
- 26) Successful bid for LWAB funding to support recruitment and retention in the Social Care sector

### Appendix 3: Kirklees Outcomes – Population Indicators

Outcome	Headline indicator	Kirklees	England	Yorkshire & Humber	Comparison to benchmarks	Trend
<b>Children have the best start in life</b>	Healthy birth weight	96.72%	97.18%	96.98%	No sig diff	No sig change in recent years, historically has been sig worse than national average
	Healthy weight at age 5	77.50%	76.60%	76.10%	No sig diff	No sig change in past ten years, remained steady
	Children in poverty	18%	17%	19.70%	Sig worse than national average but sig better than regional average	Gradually decreasing in line with national trends
	Emotional wellbeing of 13/14 year olds	SWEMBWS 22.2				up from 21.3 in 2014
<b>People in Kirklees are as well as possible for as long as possible</b>	Healthy life expectancy	Male: 62.7 Female: 58.7	Male: 63.4 Female: 63.8	Male: 61.7 Female: 61.5	Male: no sig diff Female: sig worse than national and regional	Male: gradual increase from 60.5 in 2009-11 Female: gradual decrease from 60.1 in 2009-11
	Confidence managing health (w/ 3 or more LTCs)	70.70%				Increased (improved) from 63.3% 2012
	Adults' emotional wellbeing	64.90%				Increased (improved) from 61.4% in 2012
	Adults' emotional wellbeing - alternative data source					

Outcome	Headline indicator	Kirklees	England	Yorkshire & Humber	Comparison to benchmarks	Trend
<b>People in Kirklees live independently and have control over their lives</b>	Overall life satisfaction	65.90%				Increased (improved) from 62.6% in 2012
	Loneliness/isolation	7.20%				Increased (worse) from 6.3% 2012
	Suitable housing	89.4%				Increased (improved) from 84.5% in 2012
	Proportion of people who live with social care support	18-64: 1090 65+: 6455	18-64: 865 65+: 5635	18-64: 960 65+: 5760	Sig higher than national and regional averages	Slight decrease from 2016/17 to 2017/18, in line with national trends
<b>People in Kirklees live in cohesive communities, feel safe and are protected from harm</b>	Proportion of adults who say people get on well together	53.7%			West Yorks - 53.2%	No sig change over last 12 months
	Proportion of adults who say they feel safe in their local area	75.7%			West Yorks - 77.4% Level for Kirklees is slightly worse than that for West Yorkshire as a whole although there is significant variation between different Local Authority areas – Kirklees sits in the middle of all areas.	No sig change over last 12 months
	Crime rate	14.3%			West Yorks - 14.4%	No sig change over last 12 months
	Proportion of people who say that ASB is a problem in their area	48.1%			West Yorks - 48.5%	This fluctuates on a quarterly basis but trend is fairly stable.
<b>People in Kirklees have</b>	School readiness at age 5	69.40%	71.50%	69.50%	Sig worse than national	Gradual improvement since 2012/13

Outcome	Headline indicator	Kirklees	England	Yorkshire & Humber	Comparison to benchmarks	Trend
<b>aspiration and achieve their ambitions through education, training, employment and lifelong learning</b>	Educational achievement at age 11	61%	64%	62%	Sig worse than national, similar to regional	Figures for 2018 are not comparable to previous years due to changes in the writing teacher assessment frameworks. There was significant improvement between 2016 and 2017, in line with national and regional trends. 2016 - 48%, 2017 - 57%
	People qualified to Level 2	67%	75%	71.80%	Sig worse than national and regional	Gradual improvement since 2004, but widening of gap between Kirklees and national and regional rates (not improving as quickly)
	People qualified to Level 4	33.10%	39%	33.30%	Sig worse than national, similar to regional	Gradual improvement since 2004, but widening of gap between Kirklees and national rates (not improving as quickly), but similar rate of improvement to regional
<b>Kirklees has sustainable economic growth and provides good employment for and with communities and businesses</b>	Economic growth (productivity/GVA per head)	£17,062	£22,852	£20,680	Sig lower than national and regional	The gap between Kirklees and both Yorkshire & Humber and England has widened year on year for the last 18 years. The gap has doubled in comparison with the England average
	Gross disposable income per household	£16,107	£19,878	£16,419	Sig lower than national	Although there is an upwards trend, there has been a widening gap year on year for the last 20 years when comparing Kirklees with both Yorkshire & Humber and England

Outcome	Headline indicator	Kirklees	England	Yorkshire & Humber	Comparison to benchmarks	Trend
	Average minimum travel time to nearest employment centre	PT/walk: 10 Cycle: 8 Car: 7	PT/walk: 13 Cycle: 9 Car: 8	PT/walk: 13 Cycle: 9 Car: 8	Sig lower than national and regional	Increase in PT/walk time in line with national trends, no sig change in cycle and car times
<b>People in Kirklees experience a high quality, clean and green environment</b>	Overall satisfaction with local area	78.60%				Trend not available
	CO2 emissions	4.6 tonnes	5.3 tonnes	6.9 tonnes	Similar to national, sig lower (better) than regional	Down from 6.9 in 2006. This is an area of relative strength for Kirklees both currently and over the previous 10 years. In all 10 years, Kirklees has significantly outperformed all other comparators. In 2001 Kirklees the tonnage per 1000 people was significantly lower than all other comparators and Kirklees has done well to maintain reductions with tighter margins.
	Amount of household waste produced - residual household waste per household	632.7 tonnes	543.6 tonnes	537.2 tonnes	Sig worse than national and regional averages	No improvement since 2010, including a period of increase (getting worse) from 2014-16
	Air quality/ pollution (annual concentration of PM2.5)	8.5	9.3	8.4	Lower than national average, similar to regional average	Gradual decrease 2010 to 2015 then increase in 2016, in line with national trend. Lower than national average and lower than Y&H average until 2016.
	% premises with access to superfast broadband	95.00%	94%	92%	Above regional average	Increase in line with national trends



## Appendix 4: West Yorkshire and Harrogate Health and Care Partnership Place Peer Review - Kirklees

### Proposed scope and focus of the peer review

These are the areas of enquiry for the peer review team:

1. How well is the vision and key priorities for the place articulated?
  - Are the vision and priorities articulated in the same way by all partners.
  - Does the place have a shared understanding of the challenges facing the local population based on a shared evidence base.
  - To what degree do the partners within the place understand the benefits of a population health management approach. What measures are in place, or are being put in place, to take such an approach
  - What progress is being made in the development of 'primary care networks'
  - What progress is being made in the development of primary, social and community providers (including the voluntary sector) and how do they contribute to the delivery of the systems' priorities
  - What progress is being made to tackle inequalities.
2. To what degree are the place's stated priorities owned equally by CEOs and Boards/Governing Bodies across the participating organisations?
  - If they are not, how has this been addressed, and with what degree of success
3. Are there effective place level governance arrangements to support delivery?
  - How do they align with the governance of constituent bodies.
  - Are there clear lines of accountability for delivery.
  - How do partners within the system hold each other to account for delivery.
  - Have the governance arrangements been tested by any 'wicked issues' to date. How were they resolved as a partnership.
  - Are the connections into WY&H working clear.
4. What is the contribution of place to WY&H ambitions?
  - Is there a shared agreement and understanding of what decisions and activities should take place at place versus WY&H level.