

KIRKLEES HEALTH & WELLBEING BOARD	
MEETING DATE:	17 September 2020
TITLE OF PAPER:	Update on the Kirklees Health and Wellbeing Plan
1. Purpose of paper	<p>The purpose of this paper is to seek Board approval for proposals to ensure the updating and delivery of the Kirklees Health and Wellbeing Plan, refocussing the Kirklees Joint Strategic Assessment and a timeline for developing a new Joint Health and Wellbeing Strategy.</p>
2. Background	<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 here.</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> <p>In order to better communicate the outcomes and priorities that the plan is seeking to deliver a one-page summary was been developed and approved by the Health and Wellbeing Board in March 2019. The summary also highlighted key areas of partnership activity during 2019/20 – see Appendix 1. This ‘plan on a page’ is now often referred to as ‘the wheel diagram’</p> <p>As part of the West Yorkshire and Harrogate Partnership ‘sector led’ approach to improvement a Peer Review was undertaken in November 2019. As reported at the July Health and Wellbeing Board a key outcome of the Peer Review was the creation of the Integrated Health and Care Leadership Board. The Board met for the first time on 2nd July and is now meeting monthly.</p> <p>A key role for the Board is to help to oversee the Kirklees Place approach to the delivery of health and care as we begin to emerge from the initial stage of Covid-19, the immediate response to this having been overseen by the Kirklees system Gold and Silver arrangements. In addition to this the original intention that this Board would bring together and oversee the work programmes of the two previous Boards, many of which were similar, remains valid and important. The development work to support the establishment of the Board confirmed support for an integrated delivery plan to enable the implementation of the Health and Wellbeing Strategy and Plan. The emphasis for this being on those things which individual stakeholders cannot do separately.</p> <p>2.1 Refreshing the Plan</p> <p>Discussions at the Integrated Health and Care Leadership Board and other partnership fora have recognised that the current Health and Wellbeing Plan vision, values and behaviours, leadership principles, outcomes and benefits remain valid.(see Appendix 2 a, 2b, 2c). Similarly, the high-level priorities for 2018-2023 are also valid, but the approach (see Appendix 2c) needs to be updated to reflect the progress we have made, for example</p> <ul style="list-style-type: none"> • Establishing Primary Care Networks • Developing the local community response including anchor organisations

- Development of local alliances for mental health and end of life
- Bringing together commissioners and providers in the Integrated health and Care Leadership Board.

However, the areas of focus, the outer ring of ‘the wheel’, and the key steps for 20/21 (see Appendix 1) need to be reviewed and a revised set of areas of focus agreed, each with a programme of action. These programmes would supersede the existing, separate Integrated Commissioning Strategy and Integrated Provider Board Action Plan

Development of these programmes will need to reflect:

- learning from our shared experiences – before and during Covid.
- clarity around how programmes relate to other major programmes including West Yorkshire and Harrogate ICS Ambitions and delivery programme and the local Stabilisation and Reset Plan.
- that there are lots of pre-existing plans - this is not about rewriting those plans, nor making a patchwork of plans or restating the actions covered in other plans, but we need to be clear what those plans are, and which part of the system is responsible for leading them out.
- a focus on those things that can only be delivered through partnership action.

2.2 Emerging areas of focus

The Kirklees Partnership has recognised that inequalities have been brought to the fore through Covid-19. Consequently, the Partnership is committed to tackling inequalities being at the heart of everything that we do. The Board received a report on the Kirklees wide approach to inequalities at the July 2020 meeting, and agreed an update on the Plan should be presented to a future Board meeting. Work is underway across a range of areas, including:

- Kirklees inequalities action plan
- Tackling poverty
- Inclusive growth
- Digital inclusion

All of these are directly linked to the Health and Wellbeing Plan. As such it will be crucial for partners across the health and wellbeing system to contribute to shaping and implementing these programmes, and for the Health and Wellbeing Plan led programmes to work alongside them.

Initial discussion at the Integrated Health and Care Leadership Board have confirmed the importance of concentrating on a limited number of strategic programmes, recognising that there are already partnership groups working on a wide range of programmes that contribute to the delivery of the Health and Wellbeing Plan. The emerging areas of focus are set out below.

Health & Wellbeing Plan Priority	Area of focus
Tackling the underlying causes	<ul style="list-style-type: none"> • Building on the success of the community response developed throughout the pandemic
Improving outcomes and experience	<ul style="list-style-type: none"> • Tackling inequalities in access and outcomes in health and care service • Implementing the integrated (out of hospital) care interventions model
Using our assets to best effect	<ul style="list-style-type: none"> • Developing a range of Provider Alliances across Kirklees Council

2.3 Developing the Joint Strategic Assessment and a new Joint Health and Wellbeing Strategy

The Health and Wellbeing Board has a duty to publish a joint strategic (needs) assessment and a joint health and wellbeing strategy.

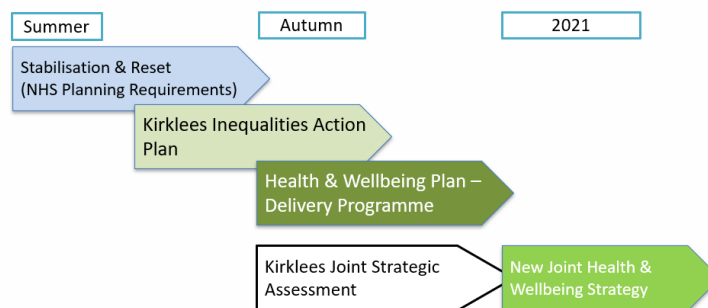
The Kirklees Joint Strategic Assessment (JSA) is updated on an ongoing basis. The current overview was approved by the Board in November 2019, and is available [here](#).

In light of the increased focus on inequalities the content of the current JSA needs to ensure the inequalities issues in each section are clearly visible to inform strategic and operational planning. Similarly, the JSA overview needs to focus on inequalities.

The current Kirklees Joint Health and Wellbeing Strategy ([here](#)) was approved by the Board in 2014 and runs until 2020. The vision and ambitions in the Strategy have informed all our local plans since then, including the Health and Wellbeing Plan. However, the Strategy does need to be reviewed and updated to reflect our current context and ambitions.

2.4 Timeline

The indicative timeline is set out below.



3. Proposal and next steps

- Continue to work through the Integrated Health and Care Leadership Board to develop the areas of focus and associated programmes to ensure the Health and Wellbeing Plan can be implemented effectively.
- At the November Health and Wellbeing Board present for approval by the Board
 - the revised 'plan on a page'
 - the updated Joint Strategic Assessment overview
 - Kirklees Inequalities Action plan
- In early 2021 start work on the process for developing a new Joint Health and Wellbeing Strategy, and present proposals for the process to the Board for approval in March 2021, with an aim of a new Strategy being in place by September 2020.

4. Financial Implications

None at this stage.

5. Sign off

Richard Parry, Strategic Director Adults and Health, Kirklees Council

7. Recommendations

The Kirklees Health and Wellbeing Board is asked to:

- Comment on the emerging areas of focus set out in section 2.2
- Request the revised Health and Wellbeing Plan 'plan on a page' be presented to the Board on November for approval.
- Approve the proposed focus for the Kirklees Joint Strategic Assessment and overview.
- Approve the proposed timescale for developing a new Joint Health and Wellbeing Strategy.

8. Contact Officer

Phil Longworth, Senior Manager – Integrated Support, Kirklees Council

phil.longworth@kirklees.gov.uk

Appendix 1: Kirklees Health and Wellbeing Plan high level summary (March 2019)

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**



Kirklees Health and Wellbeing Plan 2018-2023

Vision

No matter where they live, people in Kirklees live their lives confidently and responsibly, in better health, for longer and experience less inequality

Our shared values and behaviours

We commit to behave consistently and considerately as leaders and colleagues in ways which model and promote our shared values:

1. We are leaders of our organisation, our place and of the West Yorkshire and Harrogate health and social care system
2. We support each other and work collaboratively
3. We act with honesty and integrity, and trust each other to do the same
4. We challenge constructively when we need to
5. We assume good intentions
6. We will implement our shared priorities and decisions, holding each other mutually accountable for delivery.

Our leadership principles

We have agreed a set of guiding principles that shape everything we do through our partnership:

1. We will be ambitious for the people we serve, the staff we employ and volunteers
2. The partnership belongs to its citizens and to commissioners and providers, the council and NHS, so we will build constructive relationships with individuals, communities, groups and organisations to tackle the wide range of issues which have an impact on people's health and wellbeing
3. We will do the work once – duplication of systems, processes and work should be avoided as wasteful and potential source of conflict
4. We will undertake shared analysis of problems and issues as the basis for taking action
5. We will apply subsidiarity principles in all that we do – with work taking place at the appropriate level and as near to local as possible



Benefits and Outcomes



Children

Children have the **best start in life**



Healthy

People in Kirklees are **as well as possible** for as long as possible



Independent

People in Kirklees **live independently** and have control over their lives



Safe & Cohesive

People in Kirklees live in **cohesive communities, feel safe and are protected** from harm



Economic

Kirklees has **sustainable economic growth** and provides good employment for and with communities and businesses



Clean & Green

People in Kirklees experience a high quality, clean, and **green environment**



Achievement

People in Kirklees have aspiration and **achieve their ambitions** through education, training, employment and lifelong learning



✓ **Quality of services**
(included achievement of local and national standards)

✓ **Cost and service efficiency**

✓ **Equality and equity**

- ensuring service change does not discriminate or disadvantage people

✓ **Sustainability**



Kirklees Health and Wellbeing Plan 2018-2023

Kirklees priorities

Tackling the underlying causes

1. Create communities where people can start well, live well and age well

Improving outcomes and experience

2. Create integrated person centred support for the most complex individuals

Using our assets to best effect

3. Develop our people to deliver the priorities and foster resilience
4. Develop estate to deliver high quality services which serve the needs of the local communities
5. Harness digital solutions to make the lives of people easier

Our Approach

Primary care networks

- Working with **nine** local communities of **30,000 – 50,000 populations** across Kirklees, bringing together **NHS, social care, wider council services**, and **voluntary and community sector** organisations tailored to the needs of those diverse communities and building **resilience and connectedness** within those communities which with our residents identify

Prevention and early intervention

- A focus on **prevention** and **early intervention** and tackling the underlying cause of poor health and wellbeing

Independence and community focussed

- Empowering people to stay independent and providing **more support in the community or at home**

Collaboration

- Delivering high quality **acute and specialist** services for our whole population working with a **single group of hospitals**, the West Yorkshire Associate of Acute Trusts and a **single group of mental health providers**, the West Yorkshire Mental Health Services Collaborative

Integrated commissioning and provision

- A Kirklees approach to commissioning services once across the Council and two Clinical Commissioning Groups (CCGs) through a single **integrated commissioning board**
- A single Kirklees **integrated provider board** to ensure services are delivered in a coordinated and integrated way with local communities and across Kirklees

Involvement

- A commitment to **openness, transparency and involvement** of our communities and workforce in our conversations and decisions to deliver our ambition