

Name of meeting: Cabinet

Date: 9th August 2022

Title of report: Kirklees Joint Health and Wellbeing Strategy refresh

Purpose of report:

The purpose of this paper is to seek the endorsement of Cabinet for the draft refreshed Joint Health and Wellbeing Strategy (JHWS). This will enable the draft to progress along the proposed timeline to seek the endorsement of Full Council, prior to the final version being presented at the September Health and Wellbeing Board meeting for final approval.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Key Decision – No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Emily Parry-Harries, Head of Public Health on behalf of Rachel Spencer-Henshall Strategic Director of Corporate Strategy, Commissioning and Public Health
Is it also signed off by the Service Director for Finance?	Eamonn Croston, 29th July 2022
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft, 29th July 2022
Cabinet member portfoliohttp://www.kirklees.gov.uk/you-kmc/kmc-howcouncilworks/cabinet/cabinet.asp	Cllr Viv Kendrick Chair, Health and Wellbeing Board

Electoral wards affected: All

Ward councillors consulted: Yes – via political groups

Public or private: Public

Has GDPR been considered? Yes, no personal or sensitive data is included in this report.

1. Summary

The Council, along with NHS partners, has a statutory duty to work together through the Health and Wellbeing Board to agree and implement a Joint Health and Wellbeing Strategy (JHWS) for the district.

The JHWS is a high-level strategy which sets out the vision, ways of working and priorities for health and wellbeing in Kirklees. Responsibility for delivery of the JHWS rests across a wide range of local partner organisations, partnerships with oversight by the Kirklees Health and Wellbeing Board.

The current JHWS is being refreshed and the Board expects to approve the new JHWS at its meeting on the 22nd September.

The JHWS is in the Council's Policy Framework as per Article 4 of the constitution. For this reason, the decision about whether the Council adopts the JHWS must be made at Full Council.

Cabinet are asked to:

- a) Note and comment on the contents of the Joint Health and Wellbeing Strategy, recognising that further minor amendments may be necessary to take account of feedback from Cabinet and other key partners, and that a set of materials to help communicate the JHWS is being developed
- b) Refer this item to the meeting of Council on 7th September 2022 with a recommendation that the Joint Health and Wellbeing Strategy be adopted, subject to final approval by the Health and Wellbeing Board.

2. Information required to take a decision

2.1. Background

The Health and Wellbeing Board has a statutory responsibility to develop, publish and own the Joint Strategic Assessment and Joint Health and Wellbeing Strategy for Kirklees. Taken together these provide the overarching framework for planning, commissioning and delivery of services that impact on the health and wellbeing of the whole population, not just health and care services. The JHWS is a high-level strategy which sets out the vision, ways of working and priorities for health and wellbeing in Kirklees. The detail of how these will be delivered is in the plans and strategies for specific issues that sit underneath it. The current JHWS has been in place since 2014.

The JHWS is being refreshed as one of the four top tier strategies for Kirklees, alongside the Inclusive Economy Strategy the Environment Strategy and the Inclusive Communities Framework. Officers have been working together to ensure alignment between these four strategies, and this work is continuing.

Since Autumn 2021 a wide range of engagement activity has been undertaken, including

- Feedback local partner organisations through engagement sessions, online feedback, presentations at a range of boards/fora etc.
- Survey and engagement data, including 2021 Currently Living in Kirklees (CLiK), Place Standard, Healthwatch Kirklees engagement activity.
- In the Council through discussions at service/directorate leadership teams, political Groups, Scrutiny and the Health and Wellbeing Board.

This has enabled us to identify how we should approach improving health and wellbeing and the priorities, along with the factors that make a difference to our health and wellbeing, both positively and negatively, from what people who live, work and study in Kirklees have told us.

The full draft Joint Health and Wellbeing Strategy is attached as Appendix 1. A 2-page summary is shown in Appendix 2.

Responsibility for delivery of the JHWS rests across a wide range of local partner organisations, partnerships with oversight by the Kirklees Health and Wellbeing Board.

The new Kirklees Health and Care Partnership will have a key role in shaping the health and care services to deliver the JHWS.

2.2. Key issues

a) Proposed Flightpath

The Health and Wellbeing Board has the statutory responsibility for the JHWS as the senior partnership body for health and wellbeing in Kirklees.

The Board agreed a path that gave all partners, including the Council, an opportunity to endorse the JHWS before it receives final approval by the Board on 22nd September 2022.

The JHWS is in the Council's Policy Framework as per Article 4 of the constitution. For this reason, the decision about whether the Council adopts the JHWS must be made at Full Council. This is scheduled for the 7th September 2022.

b) Developing headline actions for each priority

Throughout the engagement phase lots of ideas for action have been identified and collated. Leads for each of the priorities are working on bringing those together with existing plans and ambitions. These will be incorporated into the JHWS presented to the Health and Wellbeing Board in September.

Alongside this the team working on the 4 top-tier strategies are pulling together the full range of strategies and plans across the partners that can support the implementation of the strategies.

c) Embedding the JHWS and ways of working

The engagement activity has highlighted a range of issues about how we work with individuals, families, communities, and partners. These are all consistent with our existing commitments to place-based working, restorative approaches, and the wider shift to collaborative approaches such as personalisation and co-production.

This culture change will be as important as the focus on the priorities and themes and will require determined and consistent effort over the lifetime of the JHWS.

d) Tracking delivery and impact

Delivery of the Strategy will largely be through the wide range of partnership strategies and plans we are currently mapping. Plus individual organisations corporate plans. Each of these will have its own arrangements for tracking delivery and impact.

At a strategic level there are two strands to the proposed approach

- Monitoring the Kirklees Shared Outcomes through the indicator framework.
This is currently being refined and updated by the Corporate Data and Insight Team
- The Health and Wellbeing Board holding partners to account on delivery against the JHWS ways of working, priorities, and themes.
The details of the approach are being developed but the Board's expectation in that having set the strategic direction through the JHWS, partnerships and partners take responsibility for delivery and the Board receives regular updates on delivery and provides 'check and challenge' to the system.

e) Presenting the top tier strategies and the action to deliver them

The process of developing the JHWS has generated a wealth of ideas and comments, and these are reflected in the current full draft. Recognising that this contains a lot of detail a 2-page summary has been developed to highlight the key points in the strategy. The final version will consist of

- a narrative document
- a set of supporting materials that provide an 'easy read' version of the strategy.

The team working on the top-tier strategies are very aware that previously there has been no consistent core narrative or look and feel to our partnership strategies. This has not helped create the sense that the relationships and dependencies between the strategies are critical to achieving the Shared Outcomes. We are working with the Corporate Communications Team to develop a consistent look and feel, initially for the core texts.

Building on this we will also be exploring more creative and engaging ways of sharing the strategies and crucially how these are being turned into action to improve people's lives. Currently this is done, but in a disjointed way.

3. Implications for the Council

- **Working with People & Working with Partners**

The development of the JHWS has been through working with people and partners. We are seeking endorsement from a wide range of partners before the final JHWS is approved by the Health and Wellbeing Board in September.

Working with people and partners is embedded in the commitments in the JHWS and most of the implementation will be reliant on continued improvements in partnership working, including co-production.

- **Place Based Working**

Place based working is embedded in the proposed ways of working, priorities and factors of the JHWS.

- **Climate Change and Air Quality**

Climate change is recognised as one of the key factors impacting on health and wellbeing. On that basis the expectation is that all plans/strategies that are enabling the delivery of the JHWS will considered and respond to the implications of climate change.

Similarly the expectation is that the key cause of poor air quality, transport, and the wider natural and built environment are considered as parts of the 'rainbow' model of health and wellbeing.

- **Impact on cost-of-living crisis**

Poverty is recognised as one of the key factors impacting on health and wellbeing. On that basis the expectation is that all plans/strategies that are enabling the delivery of the JHWS will considered and respond to the implications of poverty.

- **Other (eg Legal/Financial or Human Resources)**

No immediate financial or legal implications.

Do you need an Integrated Impact Assessment (IIA)?

An IIA has been carried out and is included in the documents. The Stage 1 Assessment does not indicate that a full Integrated Impact Assessment is required.

4. Consultees and their opinions

As described above a wide range of engagement activity has been undertaken. This has included:

- Several discussions at the Health and Wellbeing Board, most recently at the June Board meeting
- Consultation sessions with Political Groups and Adults and Health Scrutiny
- A wide range of engagement activity with partnership groups including the Kirklees Partnership Executive, Health and Care Partnership Forum, Mental Health Partnership etc, and with individual organisations/services.

A central element of the process of developing the JHWS has been the work done by Healthwatch Kirklees to engage directly with local people about what is important to them. This work also drew on existing engagement activity undertaken by partners, including the Place Standard work done by the Council. The key themes from this work has informed the draft JHWS and led directly to the creation of the 'I statements'.

The current draft has been shared widely with partners to gather their support and give them a final opportunity to comment on the content, reflect on how the JHWS can be used to shape their work, and share examples of good practice.

Scrutiny hosted a workshop with representatives from all Panels on the 25th July. Several issues were highlighted (see below), and these will be fed into the final version of the JHWS alongside comments from partners.

- Strengthening the emphasis on poverty - the impact it has on health and wellbeing and the need to tackle the causes and consequences.
- Further clarifying what we mean by equity, equality and inclusion and the implications for health and wellbeing.
- The importance of collaborating across Kirklees and West Yorkshire to ensure we have the workforce necessary to deliver the JHWS.

- Recognising the need to use the new health and care partnership arrangements to tackle significant challenges such as NHS dentistry.
- How we learn from our experience on tackling significant health and wellbeing challenges eg tackling infant mortality, local mental wellbeing projects.
- Making best use of the range of sources of intelligence about local health and wellbeing.
- How to connect with key partners on tackling the JHWS priorities eg schools and mental wellbeing of children and young people.
- Highlighting the importance of place/locality-based leadership, planning and delivery eg the new role for Councillors and Primary Care Networks.
- How we will embed the JHWS into Council policy eg Planning policy, and plans eg the Council Corporate Plan.
- Developing a set of simple messages to help local people, staff and leaders to understand what the JHWS means for them.

5. Next steps and timelines

The Health and Wellbeing Board expects the new JHWS to be in place this year – the current JHWS ran until 2020, but Covid delayed the review process.

The Council, as one of the partners, is asked to endorse the JHWS. As the JHWS is part of the Council Policy Framework this must be done through Full Council.

The proposed flightpath assumes that this will be done prior to the HWB Board approving the JHWS on 20th September.

The alternative dates for Full Council is 12 October (or later) – but as this is after when the JHWS is scheduled to be approved by the HWB Board there would be no opportunity to influence the actual content of the JHWS.

6. Officer recommendations and reasons

That Cabinet:

- c) Note and comment on the contents of the Joint Health and Wellbeing Strategy, recognising that further minor amendments may be necessary to take account of feedback from Cabinet and other key partners, and that a set of materials to help communicate the JHWS is being developed
- d) This item be referred to the meeting of Council on 7th September 2022 with a recommendation that the Joint Health and Wellbeing Strategy be adopted, subject to final approval by the Health and Wellbeing Board.

7. Cabinet Portfolio Holder's recommendations

That Cabinet accept the Officer recommendations.

8. Contact officer

Rachel Spencer-Henshall
Strategic Director of Corporate Strategy, Commissioning and Public Health

9. Background Papers and History of Decisions

Kirklees Health and Wellbeing Board report, 30th June 2022:
Kirklees Joint Health and Wellbeing Strategy Refresh
[Item 7 Kirklees JHWS - report to HWBB June 2022.pdf](#)

10. Service Director responsible

Emily Parry-Harries, Head of Public Health