

KIRKLEES HEALTH & WELLBEING BOARD	
MEETING DATE:	22nd September 2022
TITLE OF PAPER:	Kirklees Joint Health and Wellbeing Strategy
1. Purpose of paper	<p>The purpose of this paper is to seek the Board’s approval of the refreshed Joint Health and Wellbeing Strategy (JHWS).</p>
2. Background	<p>The 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.</p> <p>The current Kirklees Joint Health and Wellbeing Strategy (link) was approved by the Board in 2014. In September 2020, the Board agreed that a new Joint Health and Wellbeing Strategy should be developed. A draft refreshed JHWS was presented to the Board in June 2022, prior to being shared with partners to gain their final comments and endorsement.</p> <p>2.1 Developing the Joint Health and Wellbeing Strategy and other top-level strategies</p> <p>The Kirklees Partnership has endorsed an approach to developing an inter-linked set of top-level strategies covering Health and Wellbeing, Economy, Environment and an Inclusive Communities Framework.</p> <p>The top-tier strategies will be supported by a range of strategies and plans covering specific issues/services. Work is underway to ensure there is a shared map of all the key partnership-based strategies and plans to support this.</p> <p>2.2 JHWS development process</p> <p>Following discussions with the Health and Wellbeing Board in Summer/Autumn 2021 a range of engagement activity was undertaken with local organisations, partnership groups, political groups, scrutiny and other bodies.</p> <p>The intention was always to put significant emphasis on what people who live, work and study on Kirklees are telling us. This has been done by collating</p> <ul style="list-style-type: none"> • Feedback local partner organisations have gathered from people who use or may use their services about what is important to them, their families and friends • 2021 Currently Living in Kirklees (CLiK) survey results (over six thousand residents took part) • The local area survey feedback (Place Standard) • Healthwatch Kirklees surveys for people who live, work and study in Kirklees about what is important and makes a difference to their (and their family’s and friends’) health and wellbeing. <p>In June 2022 the Board endorsed the draft refreshed Joint Health and Wellbeing Strategy, and encouraged Partners to comment on and endorse the JHWS prior to this final version being presented at this meeting for final approval.</p>

Several Partners have done this formally, including

- Kirklees Council at the Full Council meeting held on the 7th September
- Kirklees Integrated Care Board Committee at their meeting held on the 14th September

Others have managed this through discussions at appropriate internal and partnership meetings. The feedback that has been received has been used to help refine and improve the final version of the Strategy.

2.4 Developing the West Yorkshire and Kirklees place-based plan for health and care

The West Yorkshire Integrated Care Board has a duty to agree a plan to meet the health and healthcare needs of the population within West Yorkshire and this must have regard to place-based joint health and wellbeing strategies. The ICB will be co-producing a new five-year strategic plan for the Partnership which will set out the ambitions for the Integrated Care Board (ICB). There is a separate paper being presented at the Board meeting on how this will be developed.

Similarly, the ICB place committees are required to develop a Health and Care Plan. The Kirklees ICB Committee has approved the development of a Kirklees Health and Care Plan that will provide the detail of how the Kirklees Health and Care Partnership will

- contribute to delivering the JHWS
- respond to the emerging West Yorkshire ICP Strategic Plan and the anticipated refresh of the national strategic priorities.

2.3 Developing actions and links with other strategies and plans

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 are included in the JHWS being presented to the Board – see JHWS Appendix 1. These are intentionally a high-level set of actions, and these will evolve over the lifetime of the Strategy.

Alongside this the team working on the 4 top-tier strategies are

- Clarifying the interdependencies between the 4 top-tier strategies
- Pulling together the full range of strategies and plans across the partners that can support the implementation of the strategies.

2.4 Embedding the ways of working

The engagement activity has highlighted a range of issues about how we work with individuals, families, communities, and together as partners. These are all consistent with our existing commitments, for example, to place-based working and the wider shift to collaborative approaches such as personalisation and co-production (See JHWS Section 4).

This culture change will be as important as the focus on the priorities and factors and will require determined and consistent effort over the lifetime of the JHWS to embed these ways of working.

2.5 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 (See JHWS: How will we know if we are making a difference? p16)

a) Delivery

The delivery of the JHWS will be through:

- a) Action on the JHWS priorities: Mental Wellbeing; Health Places; Connected Care and Support
- b) Delivering key strategies and plans eg Kirklees Health and Care Plan, Children & Young Peoples Plan, Everybody Active Strategy, Loneliness Strategy, Ageing Well Strategy etc. Plus individual organisations corporate plans.
- c) Action by people who live, work or study in Kirklees.

The Board has previously set out its expectation 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.

The JHWS clarifies that this culture of 'check & challenge' needs to be against:

- The JHWS vision, values & ways of working
- Delivering on the 'I' statements
- Achieving the ambition, delivering the local partner actions and progress against the success indicators for each 3 JHWS priorities
- Consideration of 6 factors in delivering the 3 JHWS priorities and key strategies and plans
- Contributing to other top tier strategies, the 8 Kirklees Shared Outcomes and the West Yorkshire Health and Care Partnerships 10 ambitions.

b) Kirklees Shared Outcomes

The JHWS will focus on 4 of the 8 shared outcomes agreed across the Kirklees Partnership: Best start in life; as well as possible for as long as possible; live independently; shaped by people (a common outcome across all 4 top-tier strategies). The JWHS will also impact on, and by supported by, the other 4 outcomes: safe and cohesive communities; sustainable economic growth and clean & green.

Monitoring of progress towards the Kirklees Shared Outcomes will be done through a set of headline indicators. The indicators are currently being refined and updated.

2.6 Presenting the top tier strategies and the action to deliver them

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.

The team has worked with the Council's Corporate Communications Team to develop a consistent look and feel, initially for the core texts. Building on that we want to explore more creative and engaging ways of sharing the strategies and crucially how these are being turned into action to improve people's lives.

3. Proposal and next steps

- Further work on clarifying and strengthening the interdependencies between the 4 top-tier strategies.
- Further develop work across partners to embed the ways of working set out in the JHWS.
- Further develop the proposed approach to tracking delivery and impact of the JHWS, including updating the Indicator Framework.
- Develop and disseminate supporting materials to communicate the JHWS key messages and embed the ways of working.
- Development of the Kirklees Health and Care Plan.

4. Financial Implications

None at this stage.

5. Sign off

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

7. Recommendations

The Kirklees Health and Wellbeing Board is asked to:

- Approve the draft refreshed Join Health and Wellbeing Strategy
- Delegate authority to the Strategic Director of Corporate Strategy, Commissioning and Public Health to make any final minor amendments which may be necessary to take account of comments at the Board meeting.

8. Contact Officer

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