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| <b>KIRKLEES HEALTH &amp; WELLBEING BOARD</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>MEETING DATE: 24<sup>th</sup> November 2022</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>TITLE OF PAPER: Implementing the Kirklees Health and Wellbeing Strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>1. Purpose of paper</b></p> <p>The purpose of this paper is to seek the Board’s support for the proposed approach to implementing the Kirklees Health and Wellbeing Strategy (KHWS).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>2. Background</b></p> <p>The Board approved the refreshed Kirklees Health and Wellbeing Strategy at its September meeting.</p> <p>The Strategy is now available online <a href="#">here</a>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>3. Proposal and next steps</b></p> <p><b>3.1 Embedding the Kirklees Health and Wellbeing Strategy in other Strategies and Plans</b></p> <p>The KHWS is a high-level strategy – the detail is in the plans and strategies for specific issues that sit underneath and alongside it. Therefore, we will:</p> <ul style="list-style-type: none"> <li>• Continue to work with leads on other Top-tier Strategies i.e. Inclusive Economy, Environment and the Inclusive Communities Framework to identify key interdependencies and how to <ul style="list-style-type: none"> <li>• clearly articulate the the key contributions and impacts, and</li> <li>• ensure active collaboration on tackling the shared priorities.</li> </ul> </li> <li>• Continue to work with the West Yorkshire Health and Care Partnership on developing the WY Health and Care Strategy</li> <li>• Complete a mapping of the key supporting strategies and plans</li> <li>• Continue working with the leads for those key strategies and plans to <ul style="list-style-type: none"> <li>• identify examples of current activity that showcases the KHWS approach and contribution to delivering the priorities</li> <li>• agree how the KHWS can inform/influence future planning and delivery</li> </ul> </li> <li>• Develop the Kirklees Health and Care Plan that will provide the detail of how the Kirklees Health and Care Partnership will <ul style="list-style-type: none"> <li>• contribute to delivering the KHWS</li> <li>• respond to the emerging West Yorkshire ICP Strategic Plan and the anticipated refresh of the national strategic priorities.</li> </ul> </li> </ul> <p><b>3.2 Delivery of the KHWS</b></p> <p>The KHWS recognises that delivery of the Strategy will be through:</p> <p>a) Action on the KHWS priorities</p> <p>The Appendices set out our local ambitions, action for partners and local people, I statements that show what good would look like for local people, success indicators and key delivery plans for each priority.</p> <ul style="list-style-type: none"> <li>○ Mental Wellbeing <ul style="list-style-type: none"> <li>This will be delivered through the Kirklees All-age Mental Health Strategy and overseen by the Mental Health Alliance</li> </ul> </li> <li>○ Healthy Places <ul style="list-style-type: none"> <li>Arrangements for oversight of this priority are still being developed.</li> </ul> </li> </ul> |

- Connected Care and Support  
This will be delivered through the emerging Kirklees Health and Care Plan and overseen through the Kirklees Health and Care Partnership.
- b) Delivery of key strategies and plans e.g., Kirklees Health and Care Plan, Children & Young Peoples Plan, Everybody Active Strategy, Loneliness Strategy, Ageing Well Strategy etc. Plus individual organisations corporate plans - see above.
- c) Action by people who live, work or study in Kirklees  
To support this, we will raise awareness of the key element so the KHWS – with a focus on real examples of local action across Kirklees.

### **3.3 Raising awareness of the KHWS**

Kirklees Healthwatch are currently working up a comprehensive communications plan to raise awareness of the KHWS.

To support this we are developing a suite of resources to help people who live work or study in Kirklees to see how they can contribute to and expect to be impacted by the KHWS. This will include

- ‘Plain English’ and ‘infographic’ versions of the Strategy
- Interactive content, particularly highlighting the KHWS in action – examples of existing activity that exemplifies the approach set out in the Strategy, that can be shared through a wide range of channels
- Co-producing ‘locality’ version of the Strategy that connects local activity and plans to key elements of the Strategy
- a self assessment tool to support services/organisations/partnerships to identify how they can support the implementation of the KHWS.

### **3.4 Indicator Framework**

The Kirklees Shared Outcomes are a key element of the Strategy. Work is underway to refresh of the basket of headline indicators that have been in place for several years, and are an important element of the Joint Strategic Assessment that the Board approves annually. An important consideration is how the indicators help our understanding of inequalities in Kirklees.

In addition to these headline indicators each of the 3 KHWS priorities has also identified a range of ‘success indicators’. To support the ‘check and challenge’ process (see below) these are being collated by the Public Health Intelligence Team at a Kirklees and locality level.

This will be one of the tools to help people use the indicators in their planning, delivery and ‘check and challenge’ for their service/organisation/partnerships.

### **3.5 Embedding the ways of working**

The engagement activity we undertook to develop the KHWS highlighted a range of issues about how we work with individuals, families, communities, and together as partners. The KHWS sets out a clear set of values and ways of working (See 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.

Further work is needed with relevant colleagues across the system to understand how the current learning and organisational development offer, and the work on implementing other key strategies and plans, can support this aspect of implementation.

### 3.6 'Check and challenge'

The Board has set an expectation that having set the strategic direction through the KHWS, partnerships and partners take responsibility for delivery and the Board will receive regular updates on delivery and provides 'check and challenge' to the system. Across the Kirklees Partnership there is a shared commitment to tackling inequalities, where outcomes for local places and communities are unfair and unequal. This commitment underpins each element of this 'check and challenge' process.

The KHWS clarifies that this 'check & challenge' process 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 of the 3 KHWS priorities
- Consideration of 6 factors in delivering the 3 KHWS 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.

The Strategy recognises the importance of this 'check and challenge' operating in 3 arenas

- In individual organisations and services
- In formal and informal partnerships
- In the statutory governance structures in Kirklees.

The Health and Wellbeing Board has overall responsibility for the KHWS and will hold partners and partnerships to account for their contribution to delivering the KHWS.

To support this process we are developing an 'Implementation Tool' to help people work through how they can maximise their contribution to the KHWS.

The Board also agreed that it would be useful to theme future meetings around the key aspects of the KHWS. Therefore it is proposed that there is a focus on each of the priorities based on the timetable below. The Implementation Tool will provide a structure to these sessions.

To complement this we will schedule discussions around the other Top-Tier Strategies, so the Board has the opportunity to influence and be aware of the key interdependencies. The Inclusive Communities Framework is being discussed at the November Board meeting.

| HWBB Meeting                   | KHWS Priority              | Other key Strategy/Plan       | Top Tier Strategy                |
|--------------------------------|----------------------------|-------------------------------|----------------------------------|
| 24 <sup>th</sup> November 2022 |                            |                               | Inclusive Communities Framework  |
| 2 <sup>nd</sup> February 2023  | Mental Wellbeing           | Kirklees Health and Care Plan | Environment Strategy (tbc)       |
| 30 <sup>th</sup> March 2023    | Connected Care and Support | Kirklees Health and Care Plan | Inclusive Economy Strategy (tbc) |
| May/June 2023                  | Healthy Places             |                               |                                  |

#### **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:

- comment on and support the proposed approach to implementing KHWS.
- consider how Board members can support the different elements of the KHWS implementation plan.

#### **8. Contact Officer**

Emily Parry-Harries, Consultant in Public Health, Kirklees Council

[emily.parry-harries@kirklees.gov.uk](mailto:emily.parry-harries@kirklees.gov.uk)

Stacey Appleyard, Director - Healthwatch Kirklees

[stacey.appleyard@healthwatchkirklees.co.uk](mailto:stacey.appleyard@healthwatchkirklees.co.uk)

Phil Longworth, Senior Manager – Integrated Support, Kirklees Council

[phil.longworth@kirklees.gov.uk](mailto:phil.longworth@kirklees.gov.uk)