

Kirklees Health and Wellbeing Board

19 January 2023

Summary report	
Item:	Refresh of the West Yorkshire Partnership’s Five-Year Strategy - Working Draft and Joint Forward Plan Approach
Report authors:	Ian Holmes, Director of Strategy and Partnerships, NHS West Yorkshire Integrated Care Board Esther Ashman, Associate Director of Strategy, NHS West Yorkshire Integrated Care Board
Presenter:	Esther Ashman, Associate Director of Strategy, NHS West Yorkshire Integrated Care Board
Executive summary	
<p>In December 2019, the West Yorkshire Partnership Board approved the Five-Year Strategy for the Partnership, Better health and wellbeing for everyone. This document was the culmination of a long period of public and partnership engagement and set out the vision, ambitions and ways of working for the partnership.</p> <p>Since its publication, the context and focus for our work has changed significantly. While we have made good progress across a range of areas, the Covid-19 pandemic has meant that our partnership has necessarily needed to shift its focus away from our priorities to more immediate operational pressures. The scale of challenge has also increased in a number of areas, most notably the widening of inequalities. A current position against the 10 Big Ambitions is set out in Appendix A. In addition, the changing landscape of health and care brought about by the Health and Care Act 2022, has set out new ways of working together to achieve a truly integrated system.</p> <p>In March 2022, the Partnership Board agreed an approach to refreshing the Partnership’s Five-Year Strategy and developing an improvement and delivery framework to affect its implementation. This approach has its foundations in places with the strategy being built from the five places’ Health and Wellbeing Strategies.</p> <p>The strategy refresh has been undertaken using an inclusive approach. There has been the opportunity for all members of the Partnership and the wider system to be involved through a networked approach to engagement and open and transparent opportunities to be part of the dialogue. There has been the opportunity for effective challenge, enabling diversity of thought and keeping open minds and hearts. The work has been driven by a strategy design group which reflects the broad diversity of the Partnership and who have been working hard since April 2022, to develop ways in which the system can connect itself better and use tools to support an improvement ethos to ensure delivery of the strategy. Representatives from Kirklees have been part of the design group undertaking this work.</p> <p>In September 2022, an update on the work undertaken to date was taken to Partnership Board for both assurance of the work and agreement of the proposed changes in focus for the</p>	

strategy. This included comment provided by Kirklees Health and Wellbeing Board members in the strategy discussion held at the 22nd September meeting.

A working draft of the strategy is attached for comment, which is intended to retain the continuity of purpose that the Partnership previously set out, whilst recognising the changing context we live and work in. It is important to note that this draft has been developed in a time of significant uncertainty, with budgets and allocations for coming years yet to be finalised ie there is a lack of clarity of funding to support the delivery of the strategy.

The next phase of our work is the development of a five-year Joint Forward Plan (guidance is available [here](#)), owned by the Integrated Care Board and setting out delivery of the NHS elements of the Integrated Care Strategy. The Joint Forward Plan needs to meet three principles:

- Being fully aligned with the wider system partnership's ambitions
- Supporting subsidiarity by building on existing local strategies and plans as well as reflecting the universal NHS commitments
- Being delivery focused, including having specific objectives, trajectories and milestones as appropriate.

As we also begin the beginning of the NHS operational planning process, it is important that we ensure that the two processes align together and tell the story of how we will deliver the Strategy. The Operational Planning Guidance (available [here](#)) places at the centre the role of ICBs and systems in overseeing planning and delivery; its requirements are threefold, to continue:

- The recovery of services post-COVID including urgent care, elective care, cancer and primary care
- To continue to deliver the priorities set out in the NHS Long Term Plan
- To transform services in support of the above.

Our approach to the Joint Forward Plan and Operational Planning process will continue to be built from place and involve the whole system in its development. We expect that the place Joint Forward Plans will cover the three requirements set out in the Operational Planning Guidance as well as responding to local health and wellbeing strategies and the ICB strategy. We anticipate these plans, being developed to late draft by end-March 2023 and published by end-June 2023, providing the narrative to accompany the operational plans as well as the longer-term system ambitions. This process has been co-designed by members of the strategy design group and NHS England colleagues embedded within the Partnership. We will continue to bring together place and WY colleagues as the plans are developed, this will in turn inform our business planning process. This will determine the WY programme priorities and where there is value in working together in delivering the long-term ambitions.

An important element of the strategy work has been to consider evaluation and how we will know that we have been successful in its delivery. Whilst much of the focus to date has been around national oversight metrics and those metrics through which we are currently measuring progress against the 10 big ambitions, the strategy design work seeks to enhance this further. It is proposed that moving forward we use an approach where we bring these together with a

third element, 'the integrated care experience' to ensure that we are able to have an holistic richness to our information and can truly understand what is telling us about our system, the extent to which people feel their care is joined-up and seamless based on their own experiences interfacing with multiple different teams and organisations, what needs to change and what it needs to look like.

We know that there is already promising practice around gathering this information across the Partnership, not least in large scale transformation programmes, places and Local Authorities. Our work includes building on and implementing the recommendations from the Independent Review of Involvement and Good Governance Institute, where not already in place. This will involve where needed, a renewed focus, capacity and investment. Partnership Board are asked to support this approach to the ongoing delivery of the strategy.

The work to finalise the draft strategy is still under development, with engagement taking place over the coming weeks and months at the Joint Health Overview and Scrutiny Committee and all place Health and Wellbeing Boards alongside the Kirklees Health and Wellbeing Board. A final copy of the strategy will be presented to the March 2023 meeting of the Partnership Board for approval.

Recommendations and next steps

Members of the Kirklees Health and Wellbeing Board are asked to:

- note the work that has been undertaken across the Partnership as part of the refresh of the strategy;
- support the proposition to further build the 'integrated care experience' into the way in which we work to deliver the strategy; and
- comment on the current draft of the strategy, noting the further work to be undertaken and the development of a Joint Forward Plan to enable delivery of the strategy.