

Contact Officer: Jenny Bryce-Chan

**KIRKLEES COUNCIL**

**HEALTH AND WELLBEING BOARD**

**Thursday 30th March 2023**

- Present:
- Councillor Viv Kendrick (Chair)
  - Councillor Musarrat Khan
  - Councillor Carole Pattison
  - Councillor Mark Thompson
  - Councillor Kath Pinnock
  - Rachel Spencer-Henshall
  - Richard Parry
  - Carol McKenna
  - Karen Jackson
  - Stacey Appleyard
  - James Creegan
  - Christine Fox
  - Catherine Riley
  - Dr Nick Hardiker
  - Alasdair Brown
  - Dr Khalid Naeem
- In attendance:
- Alex Chaplin, Strategy and Policy Officer
  - Rob McCulloch-Graham, Chair KSAB
  - Jacqui Stansfield, Service Manager
  - Rachel Milson, Senior Planning Manager
  - Matt Whitaker, Senior Manager
  - Julie Hunneybell, Public Health
- Apologies:
- Mel Meggs
  - Nicola Goodberry Kenneally

**46 Membership of the Board/Apologies**

Apologies for absence were received on behalf of Mel Meggs and Nicola Goodberry Kenneally.

Matt England substituted for Len Richards and Rebecca Caplin substituted for Jim Griffiths.

**47 Minutes of previous meeting**

That the minutes of the meeting held on 19 January 2023 be approved as a correct record.

**48 Interests**

No interests were declared.

**49 Admission of the Public**

All agenda items were considered in public session.

**50 Deputations/Petitions**

No deputations or petitions were received.

**51 Kirklees Safeguarding Adults Board Annual Report 2021 - 2022**

Rob McCulloch-Graham, Independent Chair of the Kirklees Safeguarding Adults Board (KSAB) and Jacqui Stansfield, Service Manager, Commissioning Quality and Performance attended to present the KSAB Annual Report 2021-22.

Mr McCulloch-Graham advised the Board that the principle purpose of the Board's annual report was to identify progress made over the past 12 months against the intentions laid out in the Board's Strategic Plan (which was a rolling 3-year plan updated annually alongside the Board's annual report), which laid out the Board's work programme for the next 12 months.

The Board was advised that within the annual report there were two serious incident reviews, and a synopsis of the two reviews could be found within the considered report.

Mr McCulloch-Graham advised that from his experience of working on safeguarding boards across the country, Kirklees had a very effective partnership which had been in place for a number of years. The effectiveness of the KSAB was one that he had not experience in previous positions across different authorities. The challenges and risks pertinent to the vulnerable adults in Kirklees were as high as anywhere else in the country, but in Kirklees, services worked well together within the partnership.

The Board was advised that the partnership worked effectively due to the way actions were prioritised (i) leadership (ii) protection (iii) prevention (iv) learning and (v) assurance. KSAB had worked across all services in a recent development event to narrow the focus to work over four key areas which was (i) to build a confident workforce (ii) learning from the experience of covid (iii) improved communication across the partnership and (iv) active listening.

Mr McCulloch-Graham explained that KSAB had three sub-groups including the safeguarding adult review group who led on deciding whether a case required a review, who then would undertake that review. This sub-group would then ensure the dissemination of learning that came out of the review. Another sub-group was the quality and performance group which continued to look at the number of cases that KSAB had, and how quickly they were dealt with across services. The third sub-group was the learning and development group which currently had 28 individual sessions that were being delivered alongside learning bites held during lunch times.

The Board was advised that the take up of two major events that were delivered around dignity in care and trauma informing practice was incredibly high in Kirklees with over 100 attendees at each of the events.

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The Board heard that the Covid pandemic was still have a significant impact on services and the effects were still felt across communities. The impact was having a direct impact on the acuity of patients that services were dealing with. This complexity was much higher than during and prior to Covid and coupled with the challenge around the workforce with large numbers of staff either retiring or changing careers, made for a 'perfect storm' across the partnership.

In response to the information presented, the Board asked a number of questions and made comments including:-

- Whether there was a representative from the independent and / or voluntary community sector on the KSAB and whether the training was open to that sector.
- Confirmation that training was open to everyone and did not depend on what organisation or voluntary sector a person belonged to.
- A request that maps accurately reflect the geography of North Kirklees.
- A request for information around where the responsibility and final accountability lay if a serious incident had taken place.
- Confirmation that the chair was independent from health and police, and he could raise issues and speak freely reporting to the Chief Executive, Members of Boards or Trusts, but ultimately, he could go directly to the government or the CQC to escalate.
- Details that the criteria for a serious case review was that it would be one that would look at the service across a number of agencies, otherwise an individual agency would undertake their own review.
- A concern around the resourcing of an increased need, but confirmation that this was achieved through good partnership working.
- Preventative work was important but was difficult to achieve alongside the statutory duties with a fine balancing act needed in relation to resources.
- Details that a trend in excess deaths may be attributed to missed opportunities during lockdown, for example with the population not being diagnosed with high blood pressure, culminating in them presenting with major cardiovascular events that were very preventable.
- Confirmation that the Integrated Care Board was trying to focus on catching up with demand and promoting early health checks.
- A query as to whether when learning is identified following a serious case review, whether the KSAB does any follow up to ensure any learning points were implemented.
- Confirmation that after a serious case review, an action plan would be put in place which the KSAB follow through, but that past reviews should be revisited to check that the actions and learning from it was still in place.
- There was opportunity for shared learning across different safeguarding routes, and other areas of the country, bringing the circumstances of a case to each of the safeguarding boards to implement any required changes.
- A query as to whether the key learning points from serious case reviews could be distributed to a wider audience.
- Details of the learning provided by the KSAB, which was accessible to all, but a recognition that often many people didn't know what learning programmes were available to them.

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- Confirmation that following a serious case review, a two page learning briefing was produced which outlined the learning outcomes, and was published on the KASB website.

**RESOLVED** – That Rob McCulloch-Graham and Jackie Stansfield be thanked for attending the meeting and for providing the Kirklees Adult Safeguarding Annual Report 2021-22.

**52 Implementing the Kirklees Health and Wellbeing Strategy Progress Report**  
Alex Chaplin, Strategy and Policy Officer presented the Health and Wellbeing Strategy Progress Report which summarised the implementation of the strategy.

The report outlined recent successes including:

- The Mental Wellbeing update which was a wide-reaching and comprehensive update covering mental health, suicide prevention and wider partnership working around the priority.
- A meeting between Council UX Designer and Healthwatch communication representative which discussed public facing communication strategies.
- The collating of examples (e.g. service developments, initiatives, projects, systems changes, engagement etc.) that exemplify the strategy's ethos from across the Kirklees Partnership.
- Linking with the Inclusive Communities Framework site and implementation.

Ms Chaplin explained that work was continuing with the two other top tier strategies, being the Environmental Sustainability Strategy and the Economic Strategy. These were still in development and would be brought to the Board for consideration at a later date.

In relation to upcoming milestones, Ms Chaplin explained there would be:

- Phase 1 for the launching of the live website
- Healthy Places main progress update would be brought to the Board in June 2023.
- Continued partnership working with the three other Top Tier Strategies.

The Board was disappointed with the level of detail within the update report, given that it had been three months since the previous update, and explained that it would like to see smarter updates across the actions. The Board explained that they would like to see the RAG ratings included in the key areas for the strategy.

**RESOLVED** –

- 1) That Alex Chaplin be thanked for providing the update on the Kirklees Health and Wellbeing Strategy Progress Report.
- 1) That the Health and Wellbeing Strategy Progress Report be noted.
- 2) That further progress reports provided to the Board contain increased detail incorporating RAG ratings.

**53 Kirklees Health and Wellbeing Strategy Priorities - Connected Care and Support**

Rachel Milson Senior Planning Manager, Integrated Care Board attended the meeting, along with her colleagues Matt Whitaker, Senior Manager, Kirklees Delivery Collaborative and Julie Hunneybell, Kirklees Public Health to update the Board by means of a presentation on the Connected Care and Support priority.

Ms Milson explained the ambition for organisations and professionals across the health and care system, to work together to ensure that people were able to access the right care and support for their needs, when they needed it, making the best use of all available resources.

The presentation named the success indicators as (i) healthy birth weight (ii) healthy life expectancy (iii) social care support (iv) avoidable admissions (v) length of (hospital) stay (vi) patient / user satisfaction (vii) choice and dignity at end of life (viii) people's stories and (ix) workforce sufficiency.

The Board was advised that there was a significant amount of work across the Partnerships with organisations working on details within their organisations and collectively across the partnership to progress specific elements of the priority. The decision was therefore taken to bring those together into a delivery plan on how the connected care support priority would be delivered, recognising the interdependency with other priorities.

Ms Milson explained that at a West Yorkshire level, their integrated care strategy had been recently refreshed and a Joint Forward Plan with 10 Big Ambitions had been produced.

The Board was informed that the Design Team were ensuring that they built on the work already done, rather than starting afresh. The 'I Statements' had been key in influencing the development and construction of the priorities featured, along with principals for transformation within the Health and Care Plan.

The Board noted the three system-wide strategic themes and programmes which were in their infancy being (i) Starting Well (ii) Living Well and (iii) Ageing well. Mental well-being cut across those strategic themes, along with dying well, and those key elements would be built into the key elements in the 'wells'.

The Board was advised of the timescales for the development of the Health and Care Plan which were:

- Draft by the end of March 2023 for review
- Presentation of the draft in ICB Sub-Committees in April 2023
- Sign off via the ICB Committee in May 2023

The Board noted that the Health and Care Plan would be refreshed annually.

Mr Whitaker explained the development of the different 'well' programmes and how a collaborative approach would support the distributed leadership and delegated accountability and autonomy to deliver through the system, ensuring the power

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shifted to the providers and communities. The collaborative approach would reduce duplication, have the best use of resource platforms, service level challenge conversations, joint focus, economy of scale and shared data.

In the development of the Strategic Themes, the Board was advised that work and engagement with broader partners had commenced and was building on and mapping what was already identified, gaining an understanding of potential gaps to better connect what was already in place.

In relation to the next steps for the Strategic Themes of (i) starting well (ii) living well (ageing well) and (iv) dying well, the Board noted: -

- More system engagement.
- Ensuring partnership representation, leadership (managerial and clinical) and accountability to support all 'wells'.
- Generate recommendations on support structures and proposed changes.
- Consideration as to how to embed in the broader system – role of Delivery Collaborative to oversee.
- Condense and agree priorities.
- Aim for May 2023 sign off and implementation.

The Board was advised that there was an opportunity now to harness the power of partnership working by supporting all partners, not just in representing their organisation around the table, but by owning and leading the different work programmes.

Ms Milson outlined some of the challenges to overcome in delivering the connect care and support priority, which would not be resolved in the plan but addressed in it, in relation to the approach: -

- Workforce and recruitment challenges across all health and social care sectors.
- Growing demands and pressures on service including dentistry.
- Financial pressures on budgetary restraints would encourage the development of creative solutions to ensure resources were efficiently deployed.

The Board was advised of some of the recent successes from the Health and Care and Well-being strategy, highlighted by data, which in relation to cancer screening, saw a significant increase in the uptake of bowel screening by 10% in Kirklees between 2020 and 2022. The success of working in partnerships across different organisations had therefore helped to improved outcomes for local people.

Julie Honeybell explained that the partnership working was something that had been built on over the last two years to achieve the aims of the strategy. Ms Honeybell informed the Board that cervical screening for people aged between 25 and 64, although having a slight decline, it was above the average in Kirklees compared to the England and Yorkshire and Humber average. The focus needed to be the younger age group that often don't take up the screening, and the team had been working with a company called Caja who used behaviour science techniques to

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influence women to book and attend their screening. 15 GP practices in Kirklees had signed up to the programme with the first practice which went live showing an increase of 25% in their uptake of cervical screening within the first three months of the project.

Partnership was working well between Public Health, Homes and Neighbourhoods, Community Cohesion, Wellness teams and Pennine Screening in areas with low uptake of health screening services. Following a recent event with Homes and Neighbourhoods the team saw: -

- Over 80 bowel testing kits being sent to patients.
- Over 200 residents received key information about various screening programmes, spotting signs and symptoms and understanding when and how to seek help.
- Over 166 people engaged in conversations around cancer screening programmes as part of wider discussions on health and wellbeing.

The Board was advised of a recent initiative between Public Health, ICB and Primary Care where GP practices identified non-responders to bowel and cervical screening checks, contacting them via phone to explain the importance of the screening. The data showing the successfulness of this programme was expected at the end of April.

Ms Milson outlined the next steps in relation to the plan: -

- Continue to develop the Kirklees Health and Care Plan
- Support organisations to ensure alignment with the KHWS in their organisational plans / strategies.
- Agree the frequency of updates with the Board as a mechanism to monitor implementation. Consideration should be given to a 'deep dive' analysis on elements of the Health and Care Plan once the plan had been signed off.

In response to the information presented, the Board asked a number of questions and made comments including: -

- Details of the work done by the Mid-Yorkshire Hospital Trust who had been developing their new organisational strategy and had a key focus in ensuring a strong alignment to the objective and ambitions within their operational area, mapping them to the partnership strategy.
- A 'well done' from the Board on the work done with cancer screening and the inclusion of the 'I' statements from patients.
- A comment that the dying well element was good to acknowledge as this was not something that was part of the ageing well focus of work.
- A query as to whether there would be some benchmarking with a performance dashboard to see how progress was being made against the outcomes framework.
- Confirmation that Public Health had developed the outcomes framework which included different key elements which had a set of indicators to map the delivery of the different outcomes. Those would also be mapped to the West Yorkshire 10 ambitions to see a direct link to the local outcomes.

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- A note that if Kirklees saw the screening number for cancer going up, then the potential was there for cancer diagnosis increasing.
- Confirmation that it would be important to do a deep dive into areas of the dashboard to understand and have a clearer picture of what was happening within our communities.
- An understanding that the holistic approach in how partnerships support people was critical, in terms of resources, as the only way to meet some of the workforce challenges was reimagining how people would be supported.
- A query as to how the various strategic groups would fit in with the Young People's Partnership, the Youth Development Board, the Early Years Partnership to obtain their views.
- Confirmation that as the plan was at an early stage, there was work being completed on understanding what each group did and what delegated accountability they had.
- Details that the Covid Champions that were active during Covid would move to a broader role to connect within their communities.
- A note that the Board was pleased to see that mental health was featured across the four strategies and although the waiting lists for services were long, the voluntary sector diverted people initially away from services and provided some support, but the sector would need assisting in their role.

### RESOLVED –

- 2) That Rachel Milson, Matt Whitaker and Julie Honeybell be thanked for providing the update on Connected Care and Support.
- 3) That the Health and Wellbeing Strategy Connected Care and Support update be noted.
- 4) That the strategy be considered at the June meeting of the HWB, following its sign off at the West Yorkshire ICB.
- 5) That updates on different elements of the strategy be provided at every other meeting of the HWB.

**54 Kirklees Health and Wellbeing Strategy Priorities - Healthy Places**  
Alex Chaplin provided a summary update on the Kirklees Health and Wellbeing Strategy Priorities – Healthy Places. The Board was informed that Healthy Places aimed to support the physical and social infrastructure and environment of people of all ages who live, work and study to maximise health opportunities to ensure that health choice was the easy choice.

Some of the recent successes under this priority included:

- Installation of an analyser at a government air quality monitoring station at Dewsbury in 2022.
- Planning to support Mirfield Town Council with the development of design codes to protect the special characteristics of the place and to be used in the determination of planning applications.
- Implementation of Inclusive Communities Framework with early adopter organisations
- Habitat work on sites such as Spa Park, Honley Old Woods, Park Gate and Rotcher directly contributing to improved biodiversity and carbon reduction.



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Some of the challenges included:

- Air Quality: Limited officer resource in reviewing air quality monitoring networks to meet local air quality management challenges.
- Planning: Current reforms to the national planning system may provide short-term uncertainty about the next steps in relation to planning policies and planning guidance.
- Leadtime on Playable Spaces equipment was longer than before Covid/Brexit at around 12 -16 weeks, which has affected the timeline of most playable spaces projects.

Upcoming milestones included:

- Submission of the 2023 Air Quality Annual Status Report to Defra by 30th June 2023.
- An emerging Affordable Housing and Housing Mix Supplementary Document was scheduled for a Cabinet decision on whether to adopt.
- Over the next few months and into spring 2023 a further 2 play areas currently on site will reach completion and a further 6 sites were expected to start on site (equipment lead times pending).

The Board was disappointed with the level of detail within the update report, given that it had been three months since the previous update, and explained that it would like to see smarter updates across the actions. The Board explained that they would like to see the RAG ratings in the key areas for the strategy.

### **RESOLVED –**

- 1) That Alex Chaplin be thanked for providing a summary update on the Healthy Places priority.
- 2) That increased detail and RAG ratings be included in the next update.

**55 Kirklees Health and Wellbeing Strategy Priorities - Mental Wellbeing Update**  
Alex Chaplin provided a summary update on the Kirklees Health and Wellbeing Strategy priority on Mental Wellbeing. The Board was informed that that the aim of Mental Wellbeing was for everyone in Kirklees to achieve good mental wellbeing and had a good quality of life with purpose and fulfilment throughout their lives.

Some of the recent successes for Public Health under this priority included:

- Increased investment locally to deliver suicide prevention training to those most likely to come into contact with those with risk factors for suicide.
- Local partnership working with wellness service to evolve a Mental Health for You and Others training package into Urdu.
- Self-harm awareness guide for anyone working with young people in development.
- Workshop delivered around suicide prevention on the railways in Kirklees; hoping to lead to a local campaign in partnership with Network Rail.

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The Board noted the challenge that Public Health had with limited financial resources to develop ideas.

Some of the upcoming Milestones for Public Health included:

- New National Suicide Prevention Strategy expected release in the first half of this year.
- Completion of suicide audit 2019-2021 data collection (in collaboration with Bradford and Calderdale LA) expected around summertime.
- New Samaritans contract launched across Yorkshire and Humber related to media portrayal of Mental Health and Suicide Prevention in local areas.

Some of the upcoming Milestones for the Mental Health Alliance included:

- To agree within the Mental Health Alliance a systematic way of routinely monitoring delivery against this KWHS priority.
- Develop mental health inequalities event for Autumn 2023.

The Board was disappointed with the level of detail within the update report, given that it had been three months since the previous update, and explained that it would like to see smarter updates across the actions. The Board explained that they would like to see the RAG ratings in the key areas for the strategy.

**RESOLVED –**

- 1) That Alex Chaplin be thanked for providing a summary update on the Mental Wellbeing priority.
- 2) That increased detail and RAG ratings be included in the next update.

### **56 Agenda planning for 2023/24**

The Board considered the Agenda Plan for 2023/24. The following items were planned for consideration across the municipal year: -

- DPH (RSH)
- Environment Strategy
- WY Joint Forward Plan
- Health and Care Plan
- Healthy Places KWHS Update
- Mental Wellbeing Summary Update
- Connected Care Summary Update
- Gypsy and traveller Health needs assessment
- Economic Strategy
- KWHS Site and Self-assessment toolkit
- SEND Report
- ICF Update

**RESOLVED –** That the Agenda Plan for 2023/24 be noted.