

<b>KIRKLEES HEALTH &amp; WELLBEING BOARD</b>	
<b>MEETING DATE:</b>	<b>25<sup>th</sup> September 2025</b>
<b>TITLE OF PAPER:</b>	<b>Midpoint Evaluation of the Kirklees Health and Wellbeing Strategy 2022-2027 and Next Steps</b>
<b>1. Purpose of Paper</b>	<p>The purpose of this paper is to:</p> <ul style="list-style-type: none"> <li>• Share with the Board the key reflections and recommendations from the midpoint evaluation of the Kirklees Health and Wellbeing Strategy (KHWS) 2022-2027</li> <li>• To propose the next steps, including plans to refresh the Strategy in preparation of it ending.</li> </ul>
<b>2. Background &amp; Evaluation Objectives</b>	<p>The Board approved the refreshed Kirklees Health and Wellbeing Strategy (KHWS) in September 2022. The Strategy is available online <a href="#">here</a>. The Board subsequently endorsed an approach to implementing the KHWS based around 6 strands of activity:</p> <ol style="list-style-type: none"> <li>a) Embedding the Kirklees Health and Wellbeing Strategy in other Strategies and Plans</li> <li>b) Delivering the KHWS through: <ul style="list-style-type: none"> <li>• Action on the KHWS priorities.</li> <li>• Delivery of key strategies and plans e.g., Kirklees Health and Care Plan, Children &amp; Young Peoples Plan etc.</li> <li>• Action by people who live, work or study in Kirklees.</li> </ul> </li> <li>c) Raising awareness of the KHWS.</li> <li>d) Refining and monitoring the Indicator Framework.</li> <li>e) Embedding the ways of working.</li> <li>f) Providing assurance through ‘Check and challenge’ operating in 3 arenas <ul style="list-style-type: none"> <li>• In individual organisations and services.</li> <li>• In formal and informal partnerships.</li> <li>• In the statutory governance structures in Kirklees.</li> </ul> </li> </ol> <p>An informal midpoint evaluation of the Strategy’s implementation has been undertaken by council officers to assess progress and guide its continued delivery. Specifically, the evaluation aimed to:</p> <ul style="list-style-type: none"> <li>• Assess whether the Strategy is on track to achieve its intended outcomes</li> <li>• Identify early signs of change and emerging impacts across the three priority areas</li> <li>• Understand what is enabling or hindering successful implementation</li> <li>• Inform practical recommendations to enhance the Strategy’s effectiveness through to 2027 and beyond.</li> </ul>

### 3. KHWS Midpoint Evaluation General Reflections & Recommendations

General reflections from the midpoint evaluation of the Strategy include:

#### Strategic Ownership

- The Vision remains relevant and widely supported, especially focus on wider determinants of health.
- There is some system-wide embedding of the Strategy, but this could be further strengthened.

#### Delivery and Accountability

- Roles of project management, delivery and accountability would benefit from further clarity.

#### Outcomes Focus

- Partners have feedback that the current outcomes framework is overly complex.
- There are questions around how outcomes are demonstrated.
- The strategy would benefit from a simplified, outcome-driven approach with clearer measurement.

Key challenges and opportunities identified in the midpoint evaluation to the effective delivery of the Strategy are:

- **Leadership & Governance:** Ensure clear leadership and governance for the strategy.
- **Accountability:** Ensure that clear roles, responsibilities and monitoring are in place.
- **Outcomes Framework:** A simplified outcomes framework could be developed.
- **Refresh Strategy Language and Structure:** Update language and adopt a Theory of Change model to clarify how activities lead to measurable outcomes and responsibilities
- **Delivery:** Ensure consistent implementation across priorities.
- **Community Voice:** Develop mechanisms for community input to be consistently used.
- **Fully Integrate Mental Health:** Embed mental wellbeing across all themes.
- **Focus Healthy Places Delivery:** Co-design clear, measurable priorities with key partners and assign leadership.
- **Organisational Context:** National NHS reforms and priorities create uncertainty and highlight the need for strategic alignment.
- **Align with National Policy and Health Plans:** Refresh the strategy to reflect the 10-Year Health Plan and government priorities, enabling place-based planning and investment.

### 4. Next Steps

With the HWBBs approval that:

Given the changes in national policy and uncertainty around the health system, It is suggested that the refresh of the KHWS is paused and that this is reviewed by HWBB in 6 months.

When the refresh is instigated, that a more thorough evaluation takes place in order to build on the findings and recommendations of the informal Midpoint Evaluation. This evaluation will include the Health and Wellbeing Board and other key boards, alliances, partnerships and system leaders responsible for delivering the Strategy.

Associated plans and programmes of work will be accordingly reviewed to further drive progress.

In anticipation of the current Strategy ending in 2027 and given the ongoing reforms to the NHS and the associated current uncertainties in the local system, it is proposed a paper be brought to the HWBB in 6 months with a plan for a refresh.

#### **5. Sign off**

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

#### **7. Recommendations**

The Kirklees Health and Wellbeing Board is asked to:

- Note and comment on the findings and recommendations of the KHWS midpoint evaluation.
- Support the proposal that the Strategy is brought to the Board in 6 months.
- Support the proposal that when the strategy is refreshed that the Health and Wellbeing Board provides a strategic steer on how this progresses.

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

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