

KIRKLEES HEALTH & WELLBEING BOARD	
MEETING DATE:	30th June 2022
TITLE OF PAPER:	Kirklees Joint Health and Wellbeing Strategy Refresh
1. Purpose of paper	<p>The purpose of this paper is to seek the Board’s endorsement of the draft refreshed Joint Health and Wellbeing Strategy (JHWS). This will enable the draft to be shared with Partners to seek their endorsement prior to the final version being presented at the September Board meeting for final approval.</p> <p>The draft refreshed JHWS will be presented at the Board meeting.</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.</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 Inclusive Communities.</p> <p>Each top-tier strategy will set out:</p> <ul style="list-style-type: none"> - the way we will work (including place-based emphasis) - our shared priorities <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 has been 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.

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

The Board has received regular updates on how the Kirklees and West Yorkshire health and care partners are working together to respond to the changes set out in the recent White Papers and the Health and Care Act. The new arrangements in Kirklees will collectively be known as the Kirklees Health and Care Partnership.

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 be co-producing a new five-year plan for the Partnership which will set out the ambitions for the integrated care board. This will build on the existing work and ambitions, set out in the [Partnership's better health and wellbeing for everyone plan](#). It will include a sharper focus on health inequalities. The plan will be produced with local health and care colleagues and will be built from a local neighbourhood perspective, with strong links to our local place health and wellbeing strategies. A key part of the plan will be how we measure health improvement for the 2.4 million people living across West Yorkshire. The ICB expect to complete the work by December 2022.

Similarly, the ICB's place committees also need to have a plan to meet health and healthcare needs that has regard to the JHWS. The Kirklees Health and Wellbeing Plan was developed in 2018 and updated in 2019. The commitments in the Plan are embedded in the new Kirklees Health and Care Partnership arrangements. But it is recognised that many of the actions are now well developed, and the Plan will need to be refreshed. A crucial part of the approach will be to build on recent developments, including those supported by the Health and Wellbeing Board eg Tobacco Control ([September 2021](#)), Kirklees Ageing Well Strategy ([December 2021](#)), the system wide approach to Trauma Informed Practice ([January 2022](#)) etc. And the programmes being developed across the West Yorkshire Health and Care Partnership eg [West Yorkshire People Plan](#) (which others do we want to highlight? Cancer?)

2.3 Proposed Flightpath

The Board has the statutory responsibility for the JHWS as the senior partnership body for health and wellbeing in Kirklees. However the delivery of the JHWS will be through a wide range of partner organisation and partnership bodies. Therefore the proposed path will give those partners an opportunity to endorse the JHWS before it receives final approval by the Board.

As the JHWS is part of the Council Policy Framework and it needs to go to Full Council for endorsement. Authority to approve the JHWS rests with the Board.

2.4 Developing headline actions for each priority

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 draft JHWS being presented to the Board, but we anticipate these to be further refined through engagement with partners before being incorporated into the final version of the JHWS in September.

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.

2.5 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 to place-based working, restorative approaches, and the wider shift to collaborative approaches such as personalisation and co-production.

This culture change will be as important as the focus on the priorities and themes and will require determined and consistent effort over the lifetime of the JHWS.

2.6 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

a) 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 JHWS will also impact on, and be 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 by the Council's Corporate Data and Insight Team.

b) Delivery

The Strategy will be delivered through a wide range of partnership strategies and plans, and organisations responding to the strategic direction set out in the JHWS.

The Health and Wellbeing Board's role is to hold partners to account on delivery against the JHWS ways of working, priorities, and key strategies and plans.

The details of the approach are being developed but 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.

2.7 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 is working 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. Currently this is done, but in a disjointed way.

3. Proposal and next steps

- The draft refreshed Join Health and Wellbeing Strategy will be shared with Partners to seek their endorsement prior to the final version being presented at the September Board meeting for final approval.
- The endorsement process will also enable minor amendments to be made to the draft JHWS, particularly in strengthening the proposed actions against the priorities.
- Work with partners across West Yorkshire and Kirklees ICB to ensure the Kirklees JHWS is reflected in the ICB five year plan and the Kirklees Health and Care Partnership Plan.
- 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.
- Develop a consistent and engaging approach to presenting the top-tier strategies.

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:

- Endorse the draft refreshed Join Health and Wellbeing Strategy
- Encourage Partners to endorse the JHWS prior to the final version being presented at the September Board meeting for final approval.

8. Contact Officer

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