



Kirklees Health and Wellbeing Strategy

2022

KIRKLEES HEALTH AND WELLBEING STRATEGY 2022 - 2027

Vision

People who live, work or study in Kirklees live their best lives with good health and wellbeing, free from inequality, stigma, discrimination and barriers, so they can do and enjoy the things that matter to them.

Outcomes

The KHWS will focus on four outcomes for people who live, work or study in Kirklees across the life course.



Priorities

To achieve these four outcomes we will focus on three priorities.



Factors

In delivering each priority we will use the lens of the life course and the six key factors. The factors are the things that make a difference to our health and wellbeing, both positively and negatively.



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1 INTRODUCTION

The Kirklees Health and Wellbeing Strategy (KHWS) 2022-2027 sets out the vision, values, ways of working and priorities for action the Kirklees Partnership will be focusing on to improve the health and wellbeing of people of all ages who live, work or study in Kirklees.

The KHWS is a high-level strategy – the detail is in the plans and strategies for specific issues that sit underneath it.

We have had a Health and Wellbeing Strategy in place since 2014. A review of the progress against the outcomes and commitments it set out provided the starting point for this new version.

There are many aspects of the original Health and Wellbeing Strategy that are still relevant. For example, focusing on the outcomes that are important to people, prevention and tackling the underlying causes of health and wellbeing issues; addressing inequalities in outcomes and access; personalisation of services; adopting strengths/asset-based approaches and working with people to find solutions. The original Health and Wellbeing Strategy also identified specific issues for health and social care that still resonate: coordination of care, integration of systems and resources, a robust health and care workforce and the crucial role of informal carers.

But clearly there have been many changes since the previous Strategy was published. Some of the most notable, that were not reflected in the previous Strategy, being

- the Covid pandemic
- the ‘cost of living crisis’
- recognition of the climate emergency
- changes to the partnership landscape, particularly the creation of the West Yorkshire, Kirklees and locality health and care partnership arrangements.

In addition, there is now much wider recognition of the importance of

- the impact of poverty and housing on health and wellbeing
- tackling inequalities and promoting inclusion
- recognising, understanding and working with the distinct communities that make up Kirklees
- working with communities and individuals and enabling more people to directly shape their local place, rather than just doing things to or for them
- the potential of digital technology for improving health and wellbeing.

However, it is important to remember that there are a very wide range of other things that make a difference to our health and wellbeing. We have updated the ‘rainbow model of health and wellbeing’ that was at the heart of the previous Strategy to reflect the changes in what we know are important influences on people’s health and wellbeing.

The vision, values, ways of working, priorities and the factors that we need to take into consideration when planning and taking action to deliver these, have been identified by

- analysis of the Kirklees Joint Strategic Assessment, the Director of Public Health’s Annual Reports and other local and national intelligence
- engagement with a wide range of local partners who are working on improving health and wellbeing
- what people who live, work or study in Kirklees have told us.

This information has been gathered from a wide range of sources, including:

- 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
- The 2021 Currently Living in Kirklees (CLiK) survey results (over six thousand residents took part)
- Local area 'Place Standard' survey feedback
- And the 2021/2022 Healthwatch Kirklees surveys of people who live, work and study in Kirklees about what is important and makes a difference to their (and their family and friends') health and wellbeing.

The Kirklees Health and Wellbeing Strategy along with the other three top tier strategies set out the Partnership's broader ambitions and priorities for Kirklees and are key to local accountability.

To deliver their ambitions all the top tier strategies will be supported by a range of specific strategies and plans. For example, the Kirklees Health and Care Partnership's plans will have a key role in shaping the health and care services to deliver the KHWS.

We will work ever more closely with our wider partners, including the West Yorkshire Integrated Care System and West Yorkshire Mayoralty to deliver our ambitions.

KIRKLEES TOP TIER STRATEGIES

We have a shared vision for Kirklees. For it to be

a district that combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

This vision is supported by eight shared outcomes, and we recognise changes in any one of these outcomes impacts others. For example, a population that is healthier and well means a stronger workforce and a more sustainable economy, and a sustainable economy means more disposable income to help children to have the best start in life. The health and care sector is already a major employer in Kirklees and West Yorkshire – but we need to attract more people to work in the sector. There are countless other examples.

Likewise, we have a shared commitment to tackling inequalities, where outcomes for local places and communities are unfair and unequal.

Our four top tier strategies are partnership-led. These are the Kirklees Health and Wellbeing Strategy Inclusive Economy Strategy, and Environment Strategy while the Inclusive Communities Framework provides an approach to working with communities for these strategies, supporting activity in all areas to contribute to more inclusive communities and a sense of belonging. They explain where we are at in Kirklees – what our opportunities and challenges are, what we most need to do to improve, and the role partners can play to make this happen. Like our outcomes, success in one strategy depends on the others.

With a shared sense of purpose, we can bring our collective insight, expertise, and resources together to achieve greater impact and make our local places even better.

See Appendix 4 for more details.

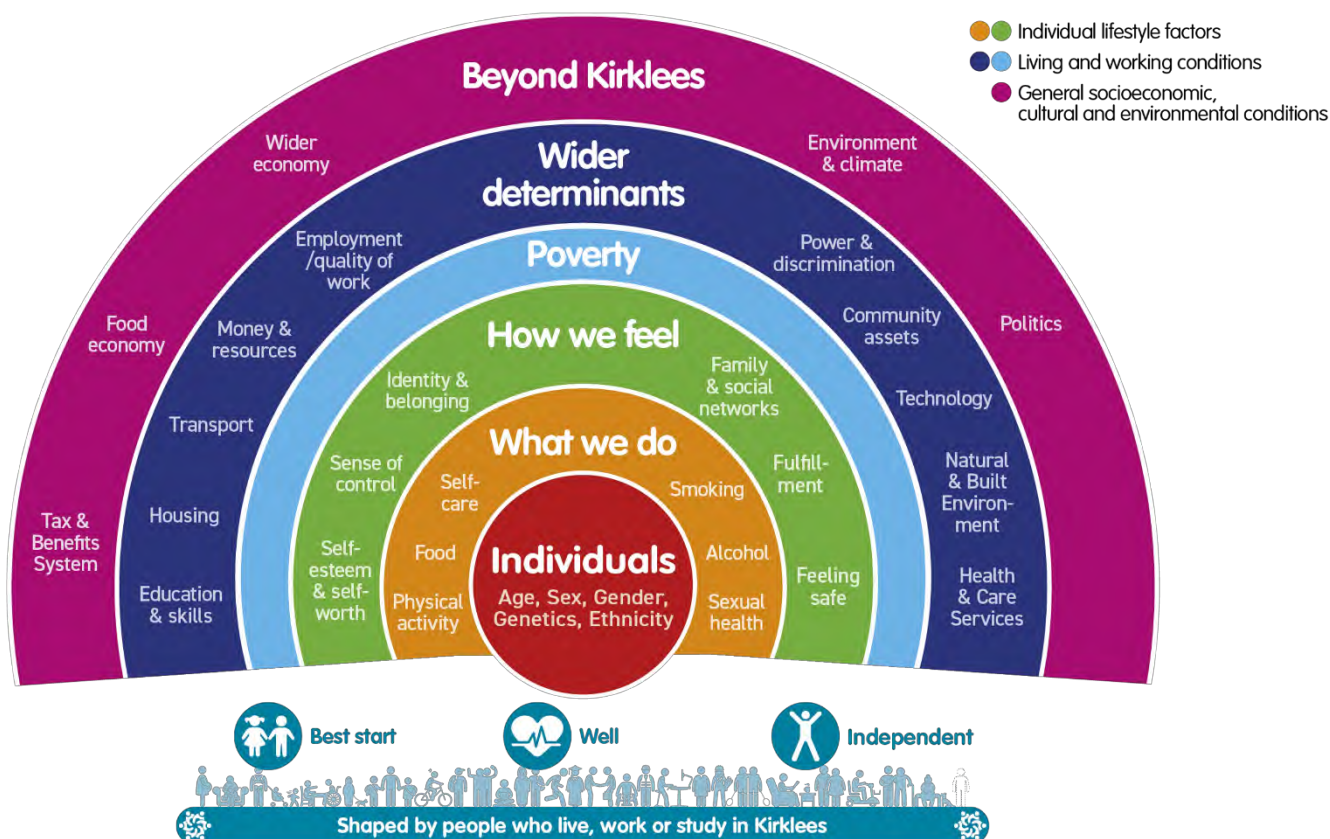
2 WHAT MAKES A DIFFERENCE TO OUR HEALTH AND WELLBEING?

THE RAINBOW MODEL

Health and wellbeing can be influenced by many different things. The 'rainbow model' shows that there is a relationship between a person and this wide range of factors. Everything from

- what people do, their behaviour and choices, and
- how they feel, about themselves and the world around them
- to the broader social, economic, cultural and environmental conditions they live in.

These factors will be different for people at different stages of their 'life course' - as people are born, grow, live, work and age. A person's experience is also shaped by the distribution of money, power and resources. Many of these factors overlap and interact, and affect people in different ways, according to their age, gender, ethnicity, sexuality and disability.



When viewed this way we can see that acting on single factors in isolation is likely to provide only a partial and incomplete response. Rather than acting on individual issues we need to adopt approaches that recognise and respond to this range of factors. So we can tackle the **'causes of causes' of poor health and wellbeing** e.g. unhealthy behaviours are not usually the origin of poor health, but the end point of a long chain of causes and consequences in people's lives.

Reflecting this wide range of issues that impact on people's health and wellbeing the KHWS needs to focus not just on the 430,000 people of all ages who live in Kirklees but also those people who work or study here too. This is also crucial as workplaces, schools, colleges and the University are all key partners in delivering the KHWS.



3 “I STATEMENTS” - WHAT LOCAL PEOPLE TOLD US WAS IMPORTANT TO THEM

Kirklees Healthwatch reviewed all the feedback that had been gathered from local people about their health and wellbeing recently. This included feedback gathered directly by Healthwatch and other local partners, including from a range of engagement activities run specifically for the refresh of the KHWS.

All the feedback was used to create a set of 'I statements'. The 'I Statements' set out citizen expectations, they set a standard for what 'good' looks and feels like. These should be used by those involved in implementing the KHWS and supporting plans to help meet these expectations.

Examples of I Statements

- ✓ *I would like support to help me take control of my own mental health*
- ✓ *I would like all the different aspects of who I am and how this impacts on my health and wellbeing to be recognised and understood, and that I am seen as a whole person*
- ✓ *I would like safe accessible local places where I can meet friends and we can do activities together regardless of our age and abilities*
- ✓ *I would like services to improve the way they communicate with me and with each other, so I don't have to tell my story over and over*

See Appendix 3 for a full list of the I Statements.

4 VISION, VALUES AND WAYS OF WORKING

OUR VISION

People of all ages who live, work or study in Kirklees live their best lives with good health and wellbeing, free from inequality, stigma, discrimination and barriers, so they can do and enjoy the things that matter to them.

OUR VALUES

- We believe everyone has the right to good health and wellbeing
- We are committed to getting rid of health and wellbeing inequalities
- We value difference and promote fair access to opportunities and resources
- We are committed to addressing the wider factors that influence and impact on health and wellbeing
- We are committed to enabling communities and individuals to adapt and thrive

KHWS APPROACH (WAYS OF WORKING)

The original KHWS emphasised the importance 'working in a KHWS way'. These ways of working have been updated based on what local people and partners have told us are important. They set standards of behaviour we expect all those involved in delivering the KHWS to demonstrate:

1. We work with communities and individuals, and don't do things to them
2. We recognise that who you are, and where you live, work or study, impacts on your health, wellbeing and inequalities
3. We make the most of the diverse knowledge, experience and skills of our communities and colleagues
4. We develop and strengthen skills and resources in local communities and organisations
5. We have the courage to be creative and innovative
6. We make sure our work is intelligence, evidence and insight driven
7. We focus on prevention and early identification and intervention
8. We build and maintain strong relationships with effective working partnerships and systems
9. We provide high support and high challenge to partners and colleagues

The Kirklees Inclusive Communities Framework (ICF) provides a toolkit to help partnerships/organisations work better with communities. The ICF and KHWS share the same ethos of supporting and encouraging all partners to work in this way, helping to break down the barriers that continue to exist for some people.

SHAPED BY PEOPLE AND PLACED BASED WORKING

To achieve the vision and ambitions of this strategy we must work in partnership and share power with people who live, work or study in Kirklees.

We need to enable and encourage people to share their experiences, ideas and solutions. This means creating and participating in local spaces where these conversations can happen. We also need ways of gathering and using that insight – both to enable citizens to make the changes that they want to see, and to shape partner plans.

SHAPED BY PEOPLE

Shaped by People is a shared goal which describes how people in Kirklees want things to be in the future. It's about enabling more people to come together to make local places even better. People want to be able to directly shape what happens in their local place. This sense of personal agency in the places where we live, work and study is important for everyone's wellbeing. By enabling more of this to happen, we can grow healthier neighbourhoods together.

Our shared commitment to Shaped by People means that we will work to help more people feel inspired to take part, to give people confidence to act, to help people feel included, respected and listened to, and to help people get to know others in their communities well.

To ensure our work is shaped and powered by people who live, work and study in Kirklees, we will be guided by our Working Alongside shared values (see Kirklees Inclusive Communities Framework):

- Recognise everyone
- Involve others early
- Recognise we are coming from different places
- Work on mutual trust
- Grow mutual confidence
- Be flexible with each other
- Take courage from kindness
- Share with each other
- Be open and honest
- Listen with curiosity
- Be flexible in our approaches, and
- Learn by doing

PLACE BASED WORKING

To ensure we work effectively with and alongside people who live, work or study in our local places we will:

- Recognise the unique identities of our local places, their assets and aspirations
- Work in partnership with people at the most relevant level, e.g. Kirklees wide, towns, villages, neighbourhoods and smaller
- Recognise people who live, work or study in Kirklees are best placed to understand local priorities, strengths and challenges
- Place based leadership is crucial and can come from a range of sources such as local people, Councillors, clinicians, teachers, community and faith leaders etc
- Recognise people may need some support to make things happen
- Meet people and communities where they are on their journey (emotionally, mentally, physically and/or geographically)
- Put relationships first, working as connected people, not as organisations
- Think and act as people of Kirklees, strengthening everyone's stake in our local places.

5 OUTCOMES, PRIORITIES AND KEY FACTORS

SHARED OUTCOMES

The KHWS will focus on 4 of the Kirklees Shared Outcomes for people of all ages who live, work or study in Kirklees across the life course:

Best Start	Children have the best start in life
Well	People in Kirklees are as well as possible for as long as possible
Independent	People in Kirklees live independently and have control over their lives
Shaped by People	We make our places what they are

Also recognising these outcomes are both influenced by the other 4 Shared Outcomes (Safe & Cohesive; Achievement; Economic; Clean & Green), and in delivering the KHWS we can make a significant contribution to the other 4 Shared Outcomes.

See Chapter 6 for more details.

PRIORITIES

To achieve the 4 outcomes across the life course we will focus on 3 priorities

MENTAL WELLBEING

Our ambition is that everyone in Kirklees achieves good mental wellbeing and has a good quality of life with purpose and fulfilment throughout their lives.

HEALTHY PLACES

Our ambition is that the physical and social infrastructure and environment supports people of all ages who live, work or study in Kirklees to maximise their health opportunities and to make the healthy choice the easy choice.

CONNECTED CARE AND SUPPORT

Our ambition is that organisations and professionals across the health and care system work together to ensure people are able to access the right care/support for their needs, when they need it, making the best use of all available resources.

See Appendix 1 for more detail on each priority.

KEY FACTORS

The 'rainbow model' (see above) shows that there is a relationship between a person and a wide range of factors and that these factors will be different for people at different stages of their life.

Through the engagement activity to refresh the KHWS several factors emerged as ones which we need to pay particular attention to. Therefore, in delivering each KHWS priority and the supporting strategies and plans we will use the lens of the life course and these **6 key factors**:

POVERTY

Poverty is the most significant factor impacting on the health and wellbeing of people who are experiencing it.

There are many dimensions to poverty including income, food, fuel, credit/debt, financial literacy, digital, housing etc.

- ✓ **We want to ameliorate the impact and stigma around poverty by ensuring all plans consider the impact of poverty**

INEQUALITIES & INCLUSION

Inequalities are avoidable unfair differences in health and wellbeing between people of different social groups.

Inclusion is what allows people to feel comfortable and confident to be themselves, living, working and studying in a way that suits them and delivers the outcomes we want to achieve. Inclusion helps ensure that everyone feels valued and adds value.

See Appendix 2 for more details.

- ✓ **We will put tackling inequalities and promoting inclusion at the heart of everything we do**

SHAPED BY PEOPLE

We want everyone to be able to take part in making the places where they live, work or study better, through:

- ✓ **People taking pride in improving things and feeling inspired to take part, because they believe it's worthwhile and that something positive will come out of it**
- ✓ **People having the confidence to get involved and to tackle local issues together and getting the support they need to make things happen**
- ✓ **People feeling included, respected, listened to and able to contribute, and feeling self-worth from working together and helping each other**
- ✓ **People feeling connected to others and really getting to know people in their communities**

DIGITAL

Digital technologies have changed all our lives, and there is huge potential to harness this to improve health and wellbeing.

- ✓ **We want people to have the option, and the skills and resources, to use digital tools to improve their health and wellbeing, and feel more in control of their own health and wellbeing**
- ✓ **We will keep information safe, only sharing it to improve the support we offer to improve people's health and wellbeing**
- ✓ **We will continue to offer non digital alternatives**

HOUSING

Where we live significantly affects our health and wellbeing – both by the physical nature of our accommodation and how secure and happy we feel in the place we call home.

- ✓ **We want everyone to live in good housing that is affordable, warm, safe and stable, and that meets their diverse needs and helps them connect to community, work and services**

CLIMATE EMERGENCY

Local partners have declared a climate emergency because we must all take urgent action to improve and protect our environment.

We will focus on both

- ✓ **Mitigation by dramatically reducing carbon emissions, and**
- ✓ **Adaptation to climate change to reduce the potential impacts of flooding, storms and higher temperature**

6 KIRKLEES SHARED OUTCOMES, STRATEGIES AND PARTNERSHIPS

The shared outcomes were developed by the Kirklees Partnership to provide a common focus on the difference we want to make to people's lives, and the avoidable and unfair differences in those outcomes. There is a suite of indicators for each outcome.

Each top tier strategy has

- specific outcomes that it is focussed on, but they will also contribute to the other outcomes
- a strategic partnership that is leading the delivery of the strategy

Kirklees Health and Wellbeing Strategy	Inclusive Communities Framework	Inclusive Economy Strategy	Environment Strategy
Health & Wellbeing Board	Communities Board	Economic Partnership	Environment Partnership
• Children have the best start in life • People in Kirklees are as well as possible for as long as possible • People in Kirklees live independently and have control over their lives	• People in Kirklees live in cohesive communities, feel safe and are protected from harm	• People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning • Kirklees has sustainable economic growth and provides good employment for and with communities and businesses	• People in Kirklees experience a high quality, clean and green environment
• Shaped by People: We make our places what they are	• Shaped by People: We make our places what they are	• Shaped by People: We make our places what they are	• Shaped by People: We make our places what they are

NB Shaped by People is a *foundational outcome* that should inform all our other shared outcomes, meaning that everything we do will be shaped by the people who live, work or study in Kirklees.

SHARED OUTCOMES - HEADLINE INDICATORS

Children have the best start in life	• Healthy birth weight • Healthy weight at age 5 • Children in poverty • Emotional wellbeing of 13/14 year olds	 Children
People in Kirklees are as well as possible for as long as possible	• Healthy life expectancy • Confidence managing health • Adults' emotional wellbeing	 Healthy
People in Kirklees live independently and have control over their lives	• Overall life satisfaction • Loneliness/isolation • Suitable housing • Proportion of people who live with social care support	 Independent
Shaped by people: We make our places what they are	• People get involved in their community and something positive comes out of it • Local area is a place where people trust each other • People pull together to improve their local area • People can personally influence decisions affecting their local area	 Shaped by people
People in Kirklees live in cohesive communities, feel safe and are protected from harm	• Adults who say people get on well together • Adults who say they feel safe in their local area • Crime rate • Proportion of people who say that Anti-Social Behaviour is a problem in their area	 Safe & Cohesive
People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning	• School readiness at age 5 • Educational achievement at age 11 • People qualified to Level 2 • People qualified to Level 4	 Achievement
Kirklees has sustainable economic growth and provides good employment for and with communities and businesses	• Economic growth (productivity/GVA per head) • Gross disposable income per household • Average minimum travel time to nearest employment centre	 Economic
People in Kirklees experience a high quality, clean and green environment	• Overall satisfaction with local area • CO2 emissions • Amount of household waste produced • Air quality/pollution • % Premises with access to superfast broadband	 Clean & Green

WEST YORKSHIRE HEALTH AND CARE PARTNERSHIP

The West Yorkshire Health and Care Partnership is a critical part of the new partnership landscape. The Partnership has '10 big ambitions' which will support the delivery of our Kirklees shared outcomes – and the work we do in Kirklees will support the delivery of these ambitions for West Yorkshire.

West Yorkshire Health and Care Partnership '10 Big Ambitions' *:

- 1) We will increase the years of life that people live in good health
- 2) We will reduce the gap in life expectancy between people with mental health, learning disability and autism and the rest of the population
- 3) We will address the health inequality gap for children living in households with the lowest incomes
- 4) We will increase our early diagnosis rate for cancer
- 5) We will reduce suicide
- 6) We will reduce anti-microbial resistance infections
- 7) We will reduce stillbirths, neonatal deaths, brain injuries and maternal morbidity and mortality
- 8) We will have a more diverse leadership that better reflects the broad range of talent in West Yorkshire
- 9) We aspire to become a global leader in responding to the climate emergency
- 10) We will strengthen local economic growth by reducing health inequalities and improving skills, increasing productivity and the earning power of people and our region as a whole.

* Ambitions as at September 2022

HOW WILL WE KNOW IF WE ARE MAKING A DIFFERENCE?

The KHWS is a high-level strategy – the detail is in the plans and strategies for specific issues that sit underneath it.

Therefore, delivery of the KHWS will be through

- a) **Action on the KHWS priorities**
Mental Wellbeing; Healthy Places; Connected Care and Support
- b) **Delivering key partnership strategies and plans**
e.g. Kirklees Health & Care Plan, Children & Young Peoples Plan, Everybody Active Strategy, Loneliness Strategy, Ageing Well Strategy etc. Plus individual organisations corporate plans.
- c) **Action by people who live, work or study in Kirklees**

To embed the KHWS and turn the strategy into action we will promote a culture of '**check & challenge**' against:

- ☐ The KHWS 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 the 6 factors in delivering the KHWS priorities and key strategies/plans
- ☐ Contributing to other top tier strategies, the 8 Kirklees Shared Outcomes and the West Yorkshire Health and Care Partnerships 10 Big Ambitions.

This 'check and challenge' will need to happen 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 these processes, we are further developing the existing Kirklees Shared Outcomes Framework. The Framework has 3 levels:

- **The Kirklees Shared Outcomes and the headline indicators** (see Chapter 6)
These are well established and are used to inform the Kirklees Joint Strategic Assessment ([link](#)). The Health and Wellbeing Board will monitor progress against these through the annual refresh of the Kirklees Joint Strategic Assessment.
- **System Performance Measures**
These are the next level of detail for specific outcomes and specific issues/populations. Each of the KHWS priorities has identified a small number of 'success indicators' they will use to monitor progress. Where appropriate these include the shared outcome headline indicators.

These System Performance Measures will be monitored through the appropriate Partnership structures for the specific issue/population. The Health and Wellbeing Board will also receive regular updates from the relevant Partnerships structures, particularly focussed on the 3 KHWS priorities.

- **Organisation/Service Specific Measure**

There are a wealth of organisation and service specific performance measures, many are part of national outcomes frameworks and reporting structures. These are important in enabling organisations manage their services and are embedded in organisation/service performance monitoring systems.

The focus of the KHWS needs to be on the Kirklees shared outcomes and system performance measures described above.

7 APPENDICES

APPENDIX 1: KHWS priorities

Priority: Mental Wellbeing

Priority: Healthy Places

Priority: Connected Care & Support

APPENDIX 2: Inequalities & Inclusion

APPENDIX 3: “I Statements” - What Local People Told Us Was Important to Them

APPENDIX 4: Linking the Top-Tier Strategies

PRIORITY: MENTAL WELLBEING

OUR AMBITION

Everyone in Kirklees achieves good mental wellbeing and has a good quality of life with purpose and fulfilment throughout their lives.

WHY IS THIS IMPORTANT

There is no health without mental health.

- People with good mental wellbeing are more likely to feel able to engage and contribute to their communities
- People with good mental wellbeing are more likely to be in work
- There is a reciprocal relationship between being lonely and the development of mental health problems.
- If more people in Kirklees are equipped to cope with the challenges of life; less people reach crisis point
- CLIK (Currently Living in Kirklees) survey (2021) showed that anxiety and depression are the two most common long term health conditions
- Children from the poorest households are more likely to have serious mental health difficulties than those from the wealthier households
- Around 1 in 8 children in Kirklees have some level of special educational need or disability (SEND)
- People with serious mental illness, die on average, 15 years earlier than those without serious mental illness
- Personal financial pressures increase stress and persistent stress can trigger or worsen mental wellbeing
- Financial instability and poverty can increase suicide risk

WHAT ARE LOCAL PARTNERS GOING TO DO

- ☐ We will work together to promote the protective factors for mental health for all ages: connection to others, learning, being in work, good housing, physical activity, giving back and purpose
- ☐ We will work together to raise awareness about mental wellbeing, create a positive culture, reduce stigma, and promote prevention, early intervention and recovery throughout all we do across Kirklees
- ☐ We will provide opportunities to increase protective factors for children's mental wellbeing; being active, eating well, connecting with peers and friends, learning a new hobby
- ☐ We will continue to develop partnership-based approaches to supporting children and adults who have special educational needs and disabilities to lead happy and fulfilled lives
- ☐ We will raise awareness of safe and anonymous spaces in Kirklees where young people can seek early help with their mental wellbeing
- ☐ Understand your responsibility around suicide prevention; undertake training to help reduce stigma and know what you can do to help
- ☐ We will recognise people as experts in their own mental wellbeing, work in partnership with them and support them to self-care
- ☐ We will work together so mental ill-health and physical ill-health are viewed equally

- ❑ We will have good data, and use it and personal stories to understand people of all ages who live, work or study in Kirklees to inform evidence-based approaches to tackling mental wellbeing
- ❑ We will work together so support and services provided are easily accessible to meet the needs of those that require them the most and, where possible, are available in local communities
- ❑ We will lead by example as good employers ensuring mental wellbeing is embedded within all organisational policies e.g. basic mental health training for staff and managers

WHAT CAN PEOPLE WHO LIVE, WORK OR STUDY DO

- Know how to keep yourself mentally well
- Be a champion for mental wellbeing in your workplace, community, or place of study
- Be resourceful; equip yourself with knowledge about what local services are available in Kirklees to help support your mental wellbeing, including crisis care
- Undertake training around mental health to be able to recognise poor mental health in yourself and others
- Access green spaces to improve wellbeing and contribute toward tackling climate emergency
- If you are an employer; know how to look after staff wellbeing, invest in training your staff and know what exists locally to help support your staff

I STATEMENTS

- ✓ I would like support to help me take control of my own mental health.
- ✓ I would like mental health care and support to be available within my local community.
- ✓ I would like mental health resources, including support and services, to be more focused on prevention.
- ✓ I would like to be knowledgeable about mental health conditions, including loneliness and healthy relationships, especially if they are affecting my family and friends so I can help them get care and support
- ✓ I would like easy access to stigma free mental health support within my school.

SUCCESS INDICATORS

- | | |
|--|---|
| ✓ % of people feeling happy | ✓ Self-harm rate |
| ✓ % of people feeling that life is worthwhile | ✓ Suicide rate |
| ✓ % of people feeling lonely* | Qualitative |
| ✓ Self-reported mental health | ✓ News stories |
| ○ Adults emotional wellbeing* | ✓ Testimonies with people with lived experience |
| ○ Emotional wellbeing of 13/14 year olds* | |
- *bold** = shared outcome headline indicator

KEY DELIVERY PLANS/STRATEGIES

For example:

- | | |
|---|--|
| • All-age Mental Health Strategy | • Autism Strategy |
| • Kirklees Suicide Prevention Action Plan | • Loneliness Strategy |
| • Children & Young People Plan | • West Yorkshire ICS (Integrated Care System) strategies |
| • SEND Strategy | |

PRIORITY: HEALTHY PLACES

OUR AMBITION

The physical and social infrastructure and environment supports people of all ages who live, work or study in Kirklees to maximise their health opportunities and to make the healthy choice the easy choice

WHY IS THIS IMPORTANT

Built and natural environments impact on our health and wellbeing across our lives, influencing our physical and mental health. Physical and social environments that nurture good health can help to reduce health inequalities.

- Accessibility to open spaces, places for leisure, recreation and play, employment, education, services and goods, including healthy food options can support health and wellbeing and help reduce health inequalities
- People living in areas of greater deprivation are more likely to be exposed to harmful environmental factors, such as poor air quality, and less likely to have access to beneficial ones, such as greenspace
- People living closer to greenspace are likely to be more physically active than those who do not. Greenspaces support neighbourhood connectivity and social networks
- Just over half of adults and just over one third of children and young people in Kirklees are meeting their recommended minutes of activity per week, with residents living in the least areas most likely to be achieving this
- Active travel, such as walking and cycling, offers an important source of physical activity and a sustainable means of transport. Nearly two thirds of residents regularly walk as a means of getting around but only 7% regularly cycle
- Noise pollution is associated with poorer mental wellbeing and greater levels of stress, while air pollution in the UK is estimated to have an annual effect equivalent to 28-36,000 deaths
- Good quality housing is associated with improved physical and mental health
- 5% of residents have no access to the internet at home, leaving them digitally excluded and unable to engage with education, work and services

WHAT ARE LOCAL PARTNERS GOING TO DO

- ☐ We will work with partners to ensure quality planning, design, construction and management of spaces, places and homes
- ☐ We will facilitate development and implement local plans that respects and creates safe and attractive places, thriving, cohesive communities and supports health and wellbeing for those that live, work or study in Kirklees
- ☐ We will develop and maintain a range of spaces and infrastructure that are safe and encourage all forms of physical activity and movement and support positive emotional wellbeing
- ☐ We will work with local communities to enable people to travel safely and actively to and from where they study, work and spend time
- ☐ We will implement identified measures which improve air quality and pollution
- ☐ We will work with communities to understand their local needs and offer a variety of opportunities to access physical activity, recreation, connection and culture and heritage activities
- ☐ We will support our communities to gain access to the internet from their homes

WHAT CAN PEOPLE WHO LIVE, WORK OR STUDY DO

- Identify local issues and opportunities and instigate change drawing support and action from Kirklees partners as required
- Actively participate in engagement activities to ensure their voices are heard
- Walk or cycle for short journeys, eg to school, and utilise public transport combinations for longer journeys
- Be active members of their local communities and respect and protect their local assets and greenspaces
- Support measures that reduce pollution and improve air quality
- Access places and green spaces that support wellbeing and physical health

I STATEMENTS

- ✓ I would like safe accessible local places where I can meet friends and we can do activities together regardless of our age and abilities.
- ✓ I would like to access affordable activities that I can do with my children that help us to be physically and mentally fit.
- ✓ I would like my local area to be disability friendly, making sure we are all included regardless of our abilities and needs.
- ✓ I would like green, natural, outdoor spaces in my local area that help me to be active and support my wellbeing.

SUCCESS INDICATORS

- | | |
|---|--|
| <ul style="list-style-type: none">• Overall satisfaction with local area*• Air quality/pollution (annual concentration of PM2.5)*• CO2 emissions*• Proportion of adults who say they feel safe in their local area*• Increase in journeys taken on foot or by cycling | <ul style="list-style-type: none">• Housing suitability for household*• Use of parks and greenspaces• Increase access to the internet at home• Increase in Kirklees children and adults meeting recommended activity levels per week• Increase in schools implementing the Active Schools Framework |
|---|--|

***bold** = shared outcome headline indicator

KEY DELIVERY PLANS/STRATEGIES

For example:

- | | |
|--|---|
| <ul style="list-style-type: none">• Safer Communities• Housing Strategy• Local Plan• Everybody Active Strategy• Playable Spaces Strategy | <ul style="list-style-type: none">• Walking & Cycling Framework• Air Quality Strategy• Culture & Heritage Strategies• West Yorkshire and Kirklees Transport Strategies |
|--|---|

PRIORITY: CONNECTED CARE & SUPPORT

OUR AMBITION

Organisations and professionals across the health and care system work together to ensure people are able to access the right care/support for their needs, when they need it, making the best use of all available resources.

WHY IS THIS IMPORTANT

- Access: Health and care systems which are easy to access and navigate, enable the best outcomes for people, reduce inequalities.
- Life stages and transitions: A connected care and support system is most important during the first 1000 days of life, key transition points eg being diagnosed with a long-term condition, and the last 1000 days of life.
- Quality of experience: When there is a coordinated systems approach people have a better experience of care across the life course (including at end of life), that is timely and where people don't need to retell their story.
- Efficiency: With people living longer and with more complex needs and technological advances, the system needs to respond in a coordinated way.
- Resources: Across the system there are significant and ongoing challenges in terms of funding, resources and workforce capacity (recruitment and retention). Alternative and more joined up ways of working are required to support a sustainable future.
- Pressures: The system is managing the ongoing legacy of Covid and other pressures including poverty and the cost-of-living crisis.
- National Policy: Policy is changing to facilitate partnership working locally, regionally and nationally.
- Sustainability: To deliver quality of care and the best outcomes, maximise opportunities and be sustainable, the system needs respond to the challenges, adapt and be creative.

WHAT ARE LOCAL PARTNERS GOING TO DO

- ☐ We will recognise that individuals are expert in their own health and care because you live it every day and work with you rather than do things to you.
- ☐ We will support you to take ownership and control of your own care and the management of long-term conditions.
- ☐ We will support you in connecting with local resources, groups and individuals.
- ☐ We recognise carers as a local asset and will create an environment where carers feel confident and supported to identify themselves
- ☐ We will work together to improve and deliver services which are more accessible, joined up using integrated care pathways and where appropriate in community settings
- ☐ We will improve the way we communicate with each other to prevent you needing to tell your story over and over again.
- ☐ We will take a neighbourhood approach where possible and involve wider partners, for example education services.
- ☐ We will reduce unintended and unnecessary duplication in services.
- ☐ We will develop a 'one workforce' approach for health and social care with partners locally and across West Yorkshire.

- ❑ We will maximise use of digital technology, when it is right for the individual, to access care and support.
- ❑ We will share data to enable a joined-up approach to planning and delivering care and support.
- ❑ We will work with partners to ensure quality planning, design, construction and management of spaces, places and homes.
- ❑ We will take an integrated approach to monitoring and improving the quality of health and care services.
- ❑ We will work together across the West Yorkshire Health and Care Partnership to identify areas for improvement and sharing of learning on a larger scale, where it adds value.
- ❑ We will use the resources available to us responsibly taking into account the impact on the wider system.
- ❑ We will minimise the impact of the services we provide on the environment and adapt to changes in the climate.

WHAT CAN PEOPLE WHO LIVE, WORK OR STUDY DO

- Take ownership and control of your own care and the management of long-term conditions to help us make the best use of our resources.
- Access local resources, groups and individuals who may be able to support you in managing your own health and care.
- Use all options including digital technology to access care.
- Work with us to co-produce better health and care services for the future.

I STATEMENTS

- ✓ I would like all the different aspects of who I am and how this impacts on my health and wellbeing to be recognised and understood, and that I am seen as a whole person.
- ✓ I would like services to know that I am an expert in my own health and wellbeing because I live it every day.
- ✓ I would like services to improve the way they communicate with me and with each other, so I don't have to tell my story over and over.
- ✓ I would like information and support to help me manage my own health and remain as independent as possible for as long as possible.
- ✓ I would like dignity and choice throughout my life, including at the end of it.

SUCCESS INDICATORS

- | | |
|---|---|
| <ul style="list-style-type: none"> • Healthy birth weight* • Healthy life expectancy* • Social care support* • Avoidable admissions • Length of (hospital) stay | <ul style="list-style-type: none"> • Patient/user satisfaction • Choice and dignity at end of life • People's stories • Workforce sufficiency <p>*bold = shared outcome headline indicator</p> |
|---|---|

KEY DELIVERY PLANS/STRATEGIES

For example:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Kirklees Health and Care Plan • SEND Strategy • Vision for Adult Social Care • Carers Strategy | <ul style="list-style-type: none"> • Ageing Well Strategy • Dementia Strategy • Primary Care Strategy • West Yorkshire ICS (Integrated Care System) strategies. |
|---|---|

APPENDIX 2: INEQUALITIES & INCLUSION



Reality

One gets more than is needed, while the other gets less than is needed. Thus a huge disparity is created.



Equality

The assumption is that everyone benefits from the same support. This is considered to be equal treatment.



Equity

Everyone gets the support they need, which produces equity.



Justice

All three can see the game without support or accommodations because the cause(s) of the inequity was addressed. The systemic barrier has been removed.



Inclusion

Everyone is INCLUDED in the game. No one is left on the outside. The barriers have been removed, everyone feels valued and involved.

APPENDIX 3: “I STATEMENTS” - WHAT LOCAL PEOPLE TOLD US WAS IMPORTANT TO THEM

MENTAL WELLBEING

- ✓ I would like support to help me take control of my own mental health.
- ✓ I would like to know what support and services I can access for my mental health, and how and when I can access them.
- ✓ I would like mental health care and support to be available within my local community.
- ✓ I would like mental health resources, including support and services, to be more focused on prevention.
- ✓ I would like children’s mental health support and services to have short waiting times, and to offer support for my family.
- ✓ I would like to be knowledgeable about mental health conditions, including loneliness and healthy relationships, especially if they are affecting my family and friends so I can help them get care and support.
- ✓ I would like easy access to stigma free mental health support within my school.
- ✓ I would like school lessons to cover issues that we face, including challenges associated with our identities, our personal circumstances, being LGBTQ+, bullying, self-harm and social media impacts.

SUPPORT

- ✓ I would like all the different aspects of who I am and how this impacts on my health and wellbeing to be recognised and understood, and that I am seen as a whole person.
- ✓ I would like services to know that I am an expert in my own health and wellbeing because I live it every day.
- ✓ I would like more people who look like me and share my culture/identity working in local health and care services.
- ✓ I would like care and support from services and organisations across Kirklees that make a difference to me if I am vulnerable/have additional needs no matter my age.
- ✓ If I am a refugee, migrant or an asylum seeker I would like health and care services to be safe, welcoming and accessible.
- ✓ I would like my family and carers to be recognised by care and support organisations and be informed about the range of support that is available to them and me.
- ✓ I would like to know how to access relevant information about local services and organisations that can support me if I am thinking about starting a family, if I have experienced the loss of a baby or if I am unable to start a family.
- ✓ I would like information and support to help me manage my own health and remain as independent as possible for as long as possible.
- ✓ I would like dignity and choice throughout my life, including at the end of it.
- ✓ I would like information and support about how to manage on my budget.

HEALTHY PLACES

- ✓ I would like safe accessible local places where I can meet friends and we can do activities together regardless of our age and abilities.
- ✓ I would like affordable ways to keep fit and be active that includes encouragement and support to improve my physical and mental health.
- ✓ I would like to access affordable activities that I can do with my children that help us to be physically and mentally fit.
- ✓ I would like to exercise at places that cater for young people and don't need parents to be there.
- ✓ I would like green, natural, outdoor spaces in my local area that help me to be active and support my wellbeing.
- ✓ I would like free local play and social spaces that are adaptable and suited to a wide age range and abilities and provide physical activity opportunities.
- ✓ I would like my local area to be disability friendly, making sure we are all included regardless of our abilities and needs.
- ✓ I would like opportunities to spend time with people in my local community, and to build relationships with local businesses and organisations.
- ✓ I would like reliable, affordable and safe public transport so I can easily get around.
- ✓ I would like our local areas to be well maintained, including the pavements.
- ✓ I would like local shops and facilities that are easily accessible however I travel there.
- ✓ I would like to have easy access to local places, including shops, regardless of my mobility.
- ✓ I would like publicly available toilets that are accessible and clean across Kirklees.

INTEGRATION

- ✓ I would like services to improve the way they communicate with me and with each other, so I don't have to tell my story over and over.
- ✓ I would like health and care services to work around my commitments such as work, education and family.
- ✓ I would like to be prioritised when contacting health and care services based on needs, risks and how vulnerable me and people I care for are.
- ✓ I would like, where it is appropriate, to choose the type of health and care appointment I can access, including self-referral, face to face, video, telephone and email.
- ✓ I would like to speak to health and care professionals who are knowledgeable, friendly, respectful and approachable.

APPENDIX 4: LINKING THE TOP-TIER STRATEGIES



To ensure that we are making the most of the inter-relationships between the top-tier strategies we are mapping the key contributions and impacts.

A map for each of the 6 interdependencies is being developed.

To support the roll out of the KHWS and the other 3 strategies we will have

- a 1-page summary of each of the top-tier strategies
- a map of top 4/5 interdependencies

For example, the key interdependencies between the KHWS and the Inclusive Economy Strategy will include

- Tackling poverty
- Learning and skills development
- Careers and local jobs (including in health and care)
- A good place to live and work
- Digital skills and tools