

HEALTH AND WELLBEING BOARD: 25th NOVEMBER 2021

**REPORT OF THE DIRECTOR OF PUBLIC HEALTH AND EXECUTIVE
DIRECTOR, STRATEGY AND PLANNING, LEICESTER,
LEICESTERSHIRE AND RUTLAND CCGS**

**DRAFT LEICESTERSHIRE JOINT HEALTH AND WELLBEING STRATEGY
2022 - 2032**

Purpose of report

1. The purpose of the report is to present the draft Joint Health and Wellbeing Strategy (JHWS) 2022 – 2032 to the Health and Wellbeing Board for approval to consult and outline the next steps in the Strategy's development.

Link to the local Health and Care System

2. The development of a JHWS is a statutory requirement of the Health and Wellbeing Board which should set out the strategic vision and priorities for Health and Wellbeing across Leicestershire over the next 10 years. The draft Strategy is aligned with the Integrated Care System's requirement for the development of a Place Based Plan.

Recommendation

3. The Health and Wellbeing Board is asked to:
 - a. Approve the draft Joint Health and Wellbeing Strategy (JHWS) 2022-2032, attached as appendix A to this report, for consultation;
 - b. Note the development of a Delivery Plan and associated dashboard to support the delivery of the JHWS;
 - c. Note that a report detailing the outcome of the consultation exercise and presenting the final JHWS for approval will be considered by the Board at its next meeting in February 2022.

Background

4. In January 2021, the Department of Health and Social Care (DHSC) published proposals through the White paper: Integration and Innovation: Working together to improve health and social care for all, to develop the NHS long term plan and bring forward measures for statutory Integrated Care Systems (ICS). The ICS for Leicester, Leicestershire and Rutland (LLR) was approved in April 2021 in shadow form, coming into full existence in April 2022. Whilst many relationships were established long before the ICS, this still represents a change in function and responsibility for many of the partners involved. For example, partnership working will be established across system (LLR collectively), place (Leicester, Leicestershire and Rutland separately) and neighbourhood (at locality level). The NHS long term plan highlights the importance of joint working, and the White Paper outlines a duty for the NHS and Local Authorities to collaborate with the introduction of Health and Care Partnerships to support integration and address health, public health and social care need with a key responsibility being to support place based joint work.
5. There is recognition regarding the opportunities of bringing together ICSs and place based HWBs to align and compliment supporting workstreams and priorities. The Health and Wellbeing Board has a statutory duty to develop a JHWS under the Health and Social Care Act 2012 and the current strategy is due to expire in 2022. This provides a timely opportunity for Leicestershire to align the new strategy and place-based plan to create one clear strategic vision for place.
6. At its meeting in July 2021, the Health and Wellbeing Board noted the development of a draft JHWS 2022 – 2032 and the establishment of working groups which would lead on its development.

The draft Joint Health and Wellbeing Strategy 2022 – 2032

7. Considerable collaboration and partnership efforts have driven the development of the JHWS through the project board and subgroups (Needs Assessment, HWB Development Day and Consultation & Engagement groups).
8. The HWB's Development Session was held virtually on the 23rd September 2021 to consider the data, engagement activity, current linked strategies from across the partnership and the inequalities and challenges local communities faced. HWB members and invited colleagues engaged with discussions based on the needs assessment pre-read covering the life course approach and cross cutting themes. Colleagues worked together to shape the specific priorities under each outcome. The session was well evaluated with positive feedback welcoming the collaborative approach

Proposed Outcomes

9. The proposed overall vision for the JHWS is, '*Giving everyone in Leicestershire the opportunity to thrive and live happy, healthy lives,*' with the strategic priorities aligning to the life course ICS transformational priorities as approved at the July HWB. The key draft priorities are detailed below;
 - a. Best Start For Life
 - i. First 1001 Critical Days

- ii. School Readiness
 - iii. Preparing for Life
- b. Staying Healthy, Safe and Well
 - i. Building Strong Foundations
 - ii. Staying Safe
 - iii. Enabling healthy choices and environments
- c. Living and Supported Well
 - i. Industrialising prevention and self-care
 - ii. Effective management of chronic illness, frailty and co-morbidities
- d. Dying Well
 - i. Understanding the latest data
 - ii. Normalising end of life planning
 - iii. Effective transition

10. It is acknowledged that there are key workstreams covering the whole life course and these are part of a cross-cutting section to improve Mental Health, reduce health inequalities and consider the impact of Covid-19. Key principles and enablers are also suggested in the strategy to support effective implementation of the strategy.

Delivery of the Strategy

11. The HWB acknowledges that partners across the system make a significant contribution to improving the health and wellbeing of the Leicestershire population both individually and collectively. Therefore, the HWB has a responsibility to ensure that the JHWS priorities have clear ownership, accountability and governance. As a result, the approved approach is 'do, sponsor, and watch' to allow the Board to proactively set the agenda around key health and care integration and partnership priority areas, whilst allowing partners to continue to deliver and drive change through their subgroups and organisations without blockages across the system. This approach is outlined in the paper that was considered by the HWB in July 2021 and will be further detailed as part of the delivery plan presented in February 2022.
12. It is acknowledged that whilst the Joint Health and Wellbeing Strategy provides an overall vision for health and wellbeing across Leicestershire, it is important it is aligned to other partnership plans and strategies, including the County Council's Strategic Plan which is currently under development and is being considered as part of a separate item on the HWB's November agenda.
13. The JHWS refresh provides a timely opportunity to refresh and revive the Board with further clarity on its mandate and purpose. Therefore, a review of the current HWB terms of reference and current HWB subgroups will be presented to the Board in February 2022.

Monitoring delivery of the strategy

14. To enable the Board to track progress against the outcomes, a high-level Delivery Plan is being developed which will capture specific actions to address the identified priorities and highlight any gaps. It is recommended that the Board receives quarterly progress reports against the Delivery Plan and that revisions are made to reflect progress against the priorities. The Delivery Plan and bespoke dashboard will be presented to the HWB with the final strategy in February 2022.
15. An iterative approach has been taken to the drafting of the JHWS and Delivery Plan and this will be maintained throughout the duration of the Strategy so that the Board can ensure it adapts and responds to the changing policy landscape. This will include an annual review of progress and more in depth review every three years. This will enable it to stay relevant and will support the Board in its aim to complement and contribute to the wider health and care system across LLR.

Consultation/Patient and Public Involvement

16. Subject to the Board's approval, an eight-week consultation exercise, beginning on the 29 November 2021, will be undertaken to help shape the JHWS and clarify that the priorities identified represent the needs of Leicestershire residents and communities. The consultation will engage with the public and key stakeholders in a variety of ways:
 - a. Information and an online questionnaire will be publicly available on LCC's Have Your Say consultation and engagement site. This will be the main response tool – to be shared and promoted by all HWB Board members and via social media
 - b. Paper copies and easy read versions will also be made available
 - c. A toolkit will be available for organisations/partners to use to promote to user groups and members of the public if required
 - d. Targeted engagement will be carried out with key community groups
 - e. The draft strategy will be presented to key stakeholder meetings across the partnership.
17. Partners within the consultation, engagement and communications working group led by the County Council and CCG Communication Teams will support communications. HWB Board members and wider partners support is requested in promoting the survey.
18. The feedback from the consultation and engagement will be regularly analysed by the County Council's Business Intelligence and used to inform the development of the final Strategy and delivery plan.

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Appendix

Draft Joint Health and Wellbeing Strategy

Background Papers

Report to the Health and Wellbeing Board – 8 July 2021 - Joint Health and Wellbeing Strategy Refresh

<http://politics.leics.gov.uk/documents/s162246/JHWS%20Refresh%20paper%20-%20July%20HWB.pdf>

Relevant Impact Assessments**Equality and Human Rights Implications**

19. The draft strategy has a cross cutting theme to reduce health inequalities and is linked into the wider LLR Health inequalities framework. However a full Equality and Human Rights Impact Assessment will be presented with the final strategy in February 2022. The results from this impact assessment will be incorporated into the final draft.

Crime and Disorder Implications

20. To ensure crime and disorder implications are considered, links to the Leicestershire Safer Communities Strategy Board and wider Office of the Police and Crime Commissioner have been made through the attendance at the JHWS Project Board and working groups. The Staying Healthy, Safe and Well priority will ensure the health considerations of the Communities Safety Strategy Board are linked into the HWB.

Environmental Implications

21. The JHWS strategy uses the Dahlgren and Whitehead (2006) social model of health to recognise the importance of the wider determinants on health on our health and wellbeing. This includes the importance of the impact of the environment in which we are born, live and grow. To ensure environmental implications are considered, links to the County Council Environment and Transport department and Public Health department have been made through attendance at the JHWS Project Board and working groups. Key priorities have been identified such as air quality, access to green space, active transport and having healthy places.

Partnership Working and associated issues

22. Success of the JHWS and HWB development is dependent on high quality, trusted partnership working and ownership. Through developing an alliance approach to the JHWS and HWB, it is hoped that further progress can be made across multiagency boundaries to improve the health and wellbeing of the Leicestershire population. The aim is to develop a JHWS that is developed and owned across the partnership with the multiagency JHWS Project Board as a key enabler in ensuring this happens.

Risk Assessment

23. The key risk the JHWS and HWB development will face is maintaining the ongoing stakeholder support and buy in through the implementation of the 10 year strategy. Partners investment of resource and time may be impacted on by a number of factors including the Covid-19 pandemic, winter pressures and national, local or organisational changing priorities. Although feedback and engagement has been positive so far, LCC Transformation Unit are providing regular project management support to monitor the risk and issues associated with the programme of work. This will allow early identification and mitigation of risks as needed.