



**HEALTH AND WELLBEING BOARD – 27 FEBRUARY 2025**  
**REPORT OF DIRECTOR OF PUBLIC HEALTH**  
**JOINT LOCAL HEALTH & WELLBEING STRATEGY REVIEW –**  
**APPROACH & PLAN**

**Purpose of report**

1. The purpose of this report is to provide the Health & Wellbeing Board (HWB) with a detailed approach and timeframe for the review of the Joint Local Health and Wellbeing Board Strategy (JLHWS).

**Recommendation**

2. The HWB is recommended to:
  - a. Approve the suggested approach;
  - b. Agree the detailed plan including milestones;
  - c. Seek support/commitment from partners to input into the work;
  - d. Agree agile approach to governance including setup and launch of a JLHWS Steering Group;
  - e. Recommend subgroups nominate representatives for JLHWS Review Steering Group.

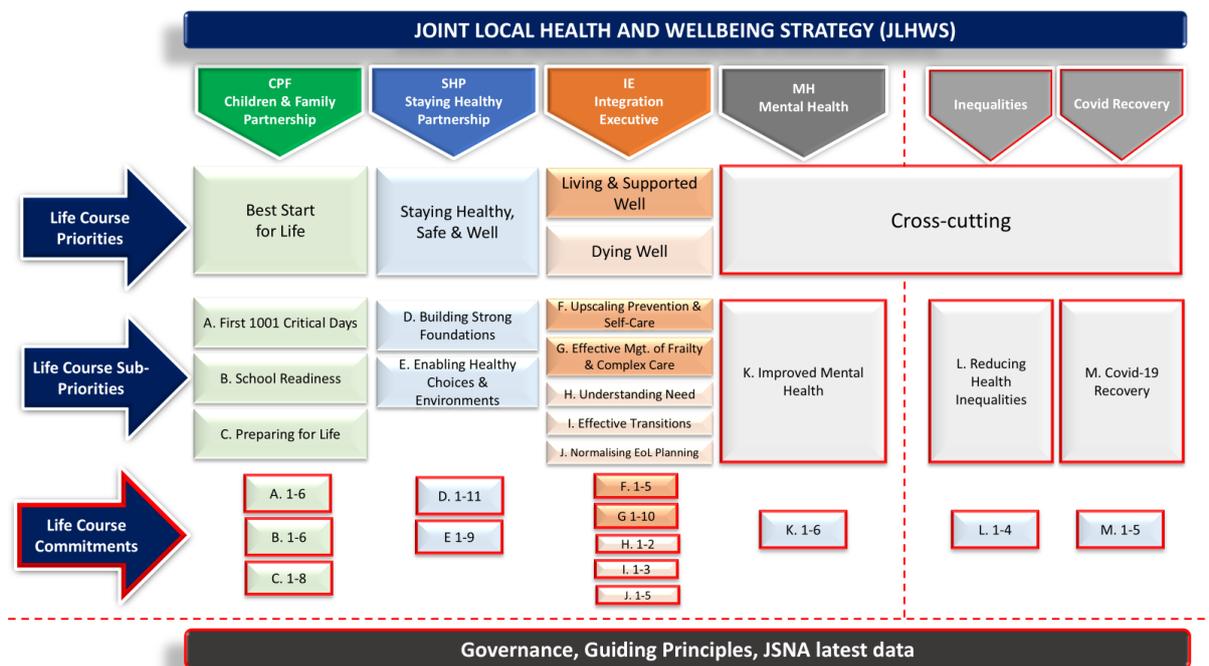
**Policy Framework and Previous Decision**

3. HWBs were established under the Health and Social Care Act (2012) and were operational within each local authority from 1st April 2013. HWBs are responsible for a number of statutory duties, which includes the development and publication of a JLHWS.
4. The 10-year JLHWS for Leicestershire was approved by the HWB in February 2022
5. It is worth highlighting that at the same time the Health and Care Act 2022 amended section 116A of the Local Government and Public Involvement in Health Act 2007, to replace references to 'clinical commissioning groups' with 'integrated care boards' (ICBs), it also renames 'joint health and wellbeing strategies' (JHWS) to 'joint local health and wellbeing strategies' (JLHWS).

**Background**

6. The JLHWS sets out the vision, priorities and action agreed by the HWB to meet the needs identified within the Joint Strategic Needs Assessment (JSNA) to improve the health, care and wellbeing of local communities and reduce health inequalities. The strategy comprises of four strategic priorities (that take a life course approach), three cross-cutting priorities, ten sub-priorities and eighty commitments.
7. The four HWB subgroups are responsible for delivering against each strategic priority, providing regular progress updates to the Board:
  - **The Children and Family Partnership Board** – Best Start for Life.
  - **The Staying Healthy Partnership Board** – Staying Healthy, Safe and Well.
  - **The Integration Executive** - Living and Supported Well and Dying Well.
  - **The place-based Mental Health Group** – Mental Health (as a crosscutting theme).

Illustrated below is a diagram showing the subgroups and the life course priorities they are responsible for. It outlines the four-life course strategic priorities, the 10 sub-priorities and associated commitments (80 in total). Additionally, the diagram demonstrates the three cross-cutting priorities, underpinning governance, guiding principles, and the supporting JSNA data that inform and guide the work being undertaken. Those areas highlighted in red are in scope of the review.



8. The 10-year JLHWS was approved by the HWB in February 2022 with the view that a review will take place every 3 years to ensure that the priorities and commitments remain relevant.
9. It was agreed by HWB members at a development session in July 2023 that the life course approach was the right approach. This approach also aligns with the priorities within the LLR HWP Integrated Care Strategy therefore the proposal is to focus the JLHWS review on the commitments within each strategic life course priority as opposed to the life course priorities and sub-priorities themselves.
10. It was agreed by HWB Members on 5 December 2024 that the review will commence in February 2025 and conclude by September 2025 and sub-groups will assess the commitments and advise the HWB of any proposed deletions, alterations and/or additions with a rationale. These will be considered by the HWB at its meeting in September 2025.

### **Purpose of the Review**

11. The purpose of the review is to ensure the strategy remains relevant and effective in addressing current and emerging health and wellbeing priorities. By evaluating commitments against the latest data and other key evidence, the review will identify whether the commitments remain appropriate. It will also assess cross-cutting priorities to assess their relevance whilst providing an opportunity to incorporate new priorities and associated commitments.

### **Proposed Approach**

12. The proposed approach to the JLHWS review is to evaluate the existing 80 life course commitments and three cross cutting priorities namely Mental Health, Inequalities and COVID-19 Recovery using the most up-to-date data available to determine whether they remain relevant, require updating, or should be removed.
13. All decisions must be evidence based and supported by a clear rationale, including review of impact. This process ensures the strategy aligns with the latest insights from the Joint Strategic Needs Assessments (JSNAs) and addresses any changes in local health and wellbeing priorities. The review also aims to identify opportunities to introduce new commitments where gaps or emerging needs are evident.
14. Additionally, the membership, Terms of Reference (ToR), and governance of the HWB and its partnership subgroups will also be reviewed by appropriate stakeholders to ensure they are aligned with the proposals and strategic direction.

### In Scope

- Outdated narrative and data throughout the strategy;
- Guiding Principles within current strategy;
- Best Start for Life Commitments (A. 1-6, B. 1-6 & C. 1-8);
- Staying Healthy Safe & Well Commitments (D. 1-11, E. 1-9);
- Living & Supported Well Commitments (F. 1-5, G. 1-10);
- Dying Well Commitments (H. 1-2, I. 1-3, J. 1-5);
- Mental Health (Cross-cutting) Priority and Commitments (K. 1-6);
- Inequalities (Cross-cutting) Priority and Commitments (L. 1-4);
- COVID 19 Recovery (Cross-cutting) Priority and Commitments (M. 1-5);
- Review governance, Terms of Reference and membership of the H&WB and Partnership Sub-groups.

### Out of Scope

- It is not a rewrite of the JLHWS;
- The four Life Course strategic priorities;
- The Best Start for Life sub-priorities;
- The Staying Health, Safe and Well sub-priorities;
- The Living & Supported Well sub-priorities.

15. The guiding principles for the strategy review are illustrated below:

- **Co-production & Stakeholder engagement** – Involvement of key stakeholders at all levels and conduct meaningful engagement activities.
- **Outcome focused** – Ensure outcomes are clear and measurable and align with improving the health and wellbeing of Leicestershire's population. The strategy review will not just define the commitments but the impacts of achieving them.
- **Evidence-driven** – review of decisions will be based on the latest health research, local data and insights. Most recent data will be incorporated to track trends and inform priorities.
- **Integration across place and system & place and neighbourhood** – Align efforts to ensure a joined-up approach across health, public health, social care and other sectors. Reduce silos by fostering collaborations and shared accountability across organisations.
- **Flexibility & Adaptability** – designed to adapt to emerging challenges, such as technological advances, societal changes or shifts in health priorities and build in mechanisms for regular review and iteration.

- **Whole population & targeted approaches** – address health and wellbeing of entire population while targeting interventions for those with the greatest need. Consider both universal and targeted measures to achieve equity.
  - **Life Course Perspective** – Structure the strategy around the key life stages, ensuring interventions support health and wellbeing throughout the life-course.
  - **Focus on prevention** - prioritise preventative measures to reduce health risks over time building at individual, community and systems levels to prepare for future challenges.
  - **Sustainability & long-term thinking** – strategies are sustainable and designed with a long-term vision, considering ever changing need.
  - **Transparency & Accountability** – establish/utilise clear governance structures with defined roles and responsibilities. Communicate progress openly to stakeholders and the public, with regular updates on performance against objectives/targets.
  - **Inclusivity** – reflect diverse voices in the strategy review.
16. It is proposed that the governance for the review is agile and led by a core steering group comprising of key stakeholders (identified through stakeholder analysis) to ensure the right stakeholders are engaged at the right time. This will support in maintaining flexibility and responsiveness throughout the process. Stakeholders will be selected to ensure diverse group representation e.g. BI & Comms colleagues and representatives from Sub-groups etc. It is proposed that the Core Steering Group is co-chaired by appropriate representatives from the County Council and ICB with appropriate representatives from subgroups agreed/nominated by subgroups themselves. Terms of Reference (ToR) will be developed for the steering group to outline its purpose, scope and decision-making authority. A JLHWS launch meeting will be arranged to clearly define the aims and objectives of the review, as well as roles and responsibilities of all stakeholders involved.
17. The review of commitments and crosscutting priorities will be undertaken by the subgroups of the HWB, with each subgroup contributing to the analysis and recommendations with clear rationale for development of specific areas of the strategy. The steering group will oversee and coordinate the process, provide data packs and analysis tools, ensuring all inputs are aligned, and consolidated into a cohesive strategy.
18. The HWB will provide strategic oversight throughout the process as well as review, approve, and formally sign off the final strategy.

19. The key deliverables for this strategy include:
- **Joint Local Health & Wellbeing Strategy** – that reflects the latest data from the Joint Needs Assessment (data pack will be provided to each sub-group);
  - **Revised commitments and cross cutting themes**- will be clearly articulated ensuring they align with current priorities;
  - **Updated Terms of Reference and membership** for the H&WB and its subgroups;
  - **Comms and engagement plan** will also be developed to ensure clear, transparent messaging and meaningful collaboration/engagement with stakeholders and the wider community throughout the review process;
  - **Clear implementation plan** developed to guide the strategy's rollout and progress monitoring;
  - **Revised data sets** provided by Business Intelligence for each subgroup based on the latest data to ensure decisions are evidence based;
  - **Impact Assessments** updates to previous assessments to assess the positive and negative impacts of the strategy review.
20. The proposed approach for consultation and engagement is by:
- a. Engaging with voluntary sector partners coordinated by VAL;
  - b. Consult with the Health Overview and Scrutiny Committee
  - c. Inform the HWP of the revised strategy following HWB approval

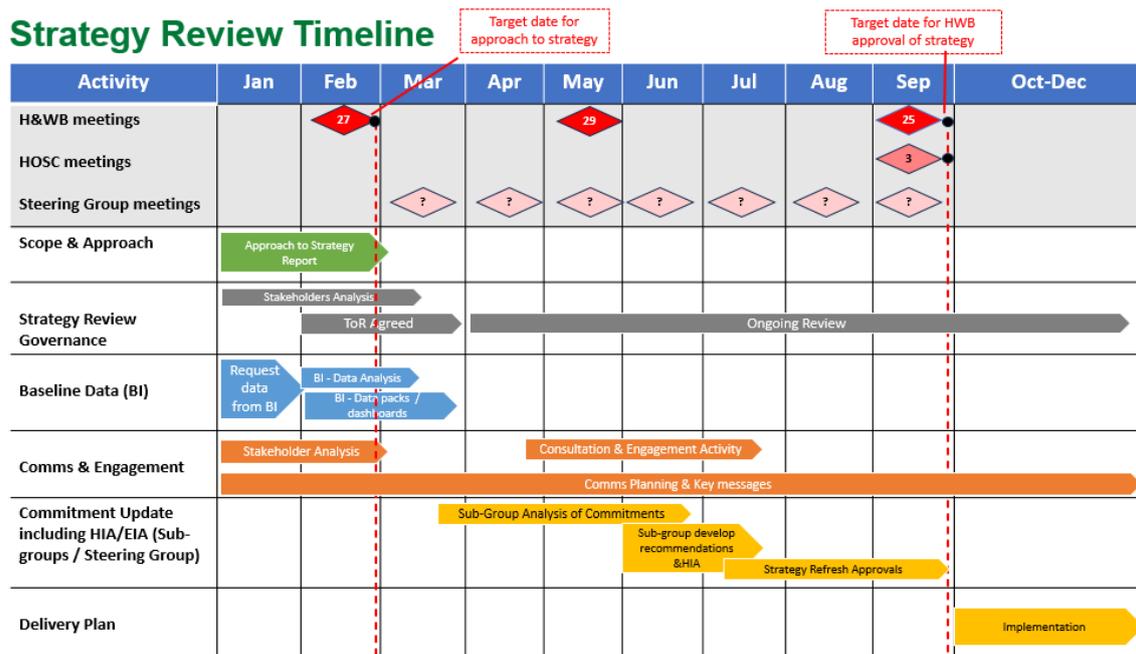
### **Resource Implications**

21. The resource implications for this review include the allocation of sufficient staff time and expertise to support the review of the updated Joint Local Health and Wellbeing Strategy. Key stakeholders on the steering group and H&WB subgroup members will need to dedicate time to contribute to the analysis, engagement and drafting processes. Internal comms resources and external support from the voluntary sectors partners coordinated by VAL will also be required for engagement activity. Additionally, Business Intelligence resources will be required to produce revised data sets for each sub-group.

### **Timetable for Decisions**

22. The chart below outlines the timeline from February to December, highlighting the key deliverables and their respective timeframe.

## Strategy Review Timeline



### Background papers

Joint Health and Wellbeing Strategy 2022-2032:

<https://www.leicestershire.gov.uk/sites/default/files/2024-04/Joint-Health-and-Wellbeing-Strategy-2022-2032.pdf>

### Appendices

- Appendix A - Strategic Priorities and details of the 80 commitments
- Appendix B – Join Health & Wellbeing Strategy 2022-2032

### Officer to contact

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### Relevant Impact Assessments

#### Equality Implications

23. There are no equality implications arising from the recommendations in this report.

Human Rights Implications

24. There are no human rights implications arising from the recommendations in this report.

Partnership Working and associated issues

25. The JLHWS review focuses on the commitment from partners in delivering the strategic objectives to improve the health and wellbeing of Leicestershire residents.

Risk Assessment

26. A full risk assessment will be undertaken and managed as part of the project