

# DRAFT Partnership Agreement:

Between West Yorkshire Combined Authority and West Yorkshire Integrated Care Board

## Shared Purpose

This document outlines the agreement of:

**West Yorkshire Combined Authority (WYCA)  
and West Yorkshire Integrated Care Board (ICB)**

as partners committed to improving the physical, mental, economic and social wellbeing of people in West Yorkshire. The Agreement sets out how we will approach our shared commitment to working on the factors that affect our population's health: including fair economic growth, responding to the climate emergency and equality, diversity and inclusion. As well as leveraging the maximum economic and social benefits of improved health to increase regional productivity, and the strengths of the health and care sector to increase opportunity and prosperity for the people of West Yorkshire.

The aim of this written Agreement is to codify the existing strong relationships between our two bodies operating at the West Yorkshire level, and describe our ambition for greater partnership working that catalyses our shared ambitions for better lives.

## Shared Mission

Our shared mission is that by working in partnership, we can develop and deliver better policies, programmes and services that will improve the lives the people of West Yorkshire. Our shared ambition is to be a **region that understands and invests in lifetime health**, both for our current population and for future generations.

We cannot separate the economic prosperity of our region from the wellbeing of the people who live here. A healthy population contributes to a stronger, more inclusive economy; and a stronger, more inclusive economy contributes to improved population health. By working collaboratively on these agendas we believe that we will use our **collective resources more effectively**, creatively develop more mutually beneficial solutions and create the conditions for our population to thrive.

As partners, and as organisations founded on partnership, we agree to continue work to work on **the principle of subsidiarity** – and our joint work will respect the established “three tests”. That is, that work should be undertaken and managed locally, except where:

- it requires the scale of being across West Yorkshire to be effective;
- where there are unwarranted levels of variation in outcome between places or population groups in West Yorkshire and collaborative working will deliver more equitable solutions; or
- where there is an entrenched or “wicked” problem and where effective and innovative solutions can be developed by coming together across the wider geography.

As publicly funded bodies, we are acutely conscious of our existing commitments to **spend our time and resources wisely** and this will continue in our work in partnership. We are also committed to implementing shared decisions and priorities, holding ourselves and each other **mutually accountable** for effective delivery.

## Shared Priorities

The ICB as the lead organisation for our wider West Yorkshire Health and Care Partnership (Integrated Care System) has a core purpose not only to deliver high quality health and care services in West Yorkshire, but to also improve the factors that determine the health of the population. The ICB vision is that **all partners work together so that people can thrive in a trauma informed, healthy, equitable, safe and sustainable society**. The ICB recognises that improving the region's health will require working strategically on developing people's lifetime health with the bodies and sectors that are central to improving social wellbeing, living environments and economic opportunity.

The purpose of the CA is to make West Yorkshire a place with a strong, successful economy where everyone can live a great life. The vision set out in the West Yorkshire Plan is for **a brighter West Yorkshire – a place that works for all, an engine room of ideas and creativity where anyone can make a home**. Underpinning this is the importance of a healthy population to a strong economy, as well as the centrality of the health and health science sectors to the West Yorkshire economy.

Therefore, where our shared priorities overlap is firmly in the space of the social determinants of health, and our joint work will focus on: economic opportunity, climate emergency and inclusion.

### ▪ Economic Opportunity

The single biggest determining factor for people's health is their economic wellbeing. Whilst a decent income does not guarantee good health, poverty and sustained low incomes increases the chances of ill-health substantially. Therefore, increasing and expanding economic opportunity for people in West Yorkshire is a cornerstone of improving health. This goes deeper than just income and covers living and working healthily and the ability to make everyday health choices.

Equally, our regional economic prosperity is intrinsically linked to the wellbeing of our population. In West Yorkshire as we play host to large sections of the national health service infrastructure and a significant proportion of the UK's health tech and health science sector, there is an economic imperative to maximising our region's economic relationship with our health and care institutions. This, combined with our strong university base and excellence in research, gives us an excellent base to becoming a regional centre for applied research into the determinants of health. Working together, we can use these strengths in health and social science to attract more investment in research and development of the factors that determine health.

Our collective health services act as an anchor to our economic strength and growth: as employers, investors, innovators and as major purchasers of goods and services.

**As partner organisations we commit** to better joined up thinking, planning and delivery of our policies, strategies, programmes, bids and services to ensure the maximum benefits of health and wealth for our population.

### ▪ Climate Emergency

Without action, predictions for the impact of the climate emergency on West Yorkshire shows dire consequences for our regional economy – including farming, fisheries, manufacturing and

international trading. The direct health consequences alone predict sharp increases in childhood asthma and more people with serious respiratory illnesses, cancers and climate related illnesses.

It is imperative that our commitment to tackling the climate emergency creates actionable and results-driven solutions so that we can be confident that region is more resilient to climate change and that we can also use our long history of innovation to plan ahead and develop the health-focused technologies that will enable our region to face the future with confidence.

**As partners organisations, we commit to** working together to ensure that our collective actions mitigate the health impacts of the climate emergency and maximise our region's contributions to tackling climate change.

- **Equality, Diversity and Inclusion**

Being a region that can confidently ensure that equality, diversity and inclusion are effectively woven through all our policies and services is a clear shared priority. Inequalities in health have been shown time and again to not only have a devastating impact on individuals – but to have a generational impact on the economic wellbeing of significant parts of our West Yorkshire communities.

Health and care employs one of the most diverse workforces in West Yorkshire, yet its most senior leadership does not yet reflect this diversity. West Yorkshire's economy benefits hugely from national and international trading relations built by the diverse workforce of West Yorkshire and yet the benefits of our economic strengths are spread far too unequally across our population.

**As partners organisations, we commit to** tackling discrimination and removing structural inequality in our joint work. We commit to working closely together through the work of our shared West Yorkshire Inclusivity Champion, so that we can hear more directly from our diverse communities about their priorities for our region. In doing so, we will aim to maximise the diversity advantage of West Yorkshire and ensure that all parts of West Yorkshire's diverse communities can be part of designing and delivering the healthier, more fair and more inclusive West Yorkshire that we are working for.

- **Determinants of Health**

As our partnership work develops and strengthens, we anticipate that there will be more opportunities for joint activity focused on the factors that determine health. We aim to improve our joint working on a strategic level on key priorities for regional wellbeing such as: good work, healthy homes, creativity for health, sustainable transport and active travel, violence reduction and safety for women and girls, sustainable places and community life.

**As partners organisations, we commit to** using the principles of this agreement, we will ensure that every joint endeavour meets subsidiarity, is value for money and adds value to our respective work.

## Shared Capacity

We recognise that joint work requires dedicated capacity and we commit to sharing resources that will enable us to carry out our joint work effectively and maximising each partner organisation's existing resources.

We have created a small number of joint roles that work across our two partnership organisations to work on our shared priorities, these include:

- **Associate Director Population Health** – this role oversees the strategic links between health and the regional economy and will focus on leading our joint work on: health and inclusivity in all policies, systematically and explicitly ensuring the health and inclusivity implications of the decisions we make are taken into account; the delivery of joint programmes and the development of future ambition for the region.
- **Head of Regional Health Partnerships** – this role helps maximise the impact of local government in regional health and care, working with local authority elected members, local health and wellbeing boards, chief executives and directors of children's and adults' social care to strengthen integration.
- **West Yorkshire Inclusivity Champion** – this role provides expert advice on inclusion and addressing regional disparities, including the organisations internal policies, strengthening diversity of process around recruitment and selection and development or collaboration on programmes to increase the diversity of talent working in our partner organisations.
- **Senior Programme Manager for Improving Population Health** working in the Violence Reduction Unit – this role brings public health approaches to reducing violent crime in the region and better understanding of the causes of violence and exploitation.

As our joint work expands, we will continue to look for opportunities where shared capacity may provide an effective and cost-effective option, including joint projects or campaigns.

## Shared Governance and Representation

In order to bring mutually beneficial perspectives into each other's key decision making forums, we agree to include representation from each other's partnership. Specifically – we agree that:

- the West Yorkshire Health and Care Partnership Board will extend its membership to include the Mayor and Chief Executive of the Combined Authority.
- the Combined Authority will seek to review opportunities for Integrated Care Board colleagues to take up ex-officio roles on Combined Authority Committees. In the first instance the Place and Regeneration Committee will extend an ex-officio role to the Chair of the Integrated Care Board (or delegated representative).

Senior officers from each organisation will meet regularly to ensure effective line management and delegation of joint appointees, discuss progress on joint work and will share upcoming strategic agendas where joint work may be possible. All discussions and proposals will follow the usual, most appropriate governance routes in each respective organisation.

**This document is agreed and signed on DATE and will be reviewed every two years.**

**Signatures**

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Tracy Brabin, Mayor, West Yorkshire Combined Authority

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Cathy Elliot, Chair, Integrated Care Board

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Ben Still, Chief Executive, West Yorkshire Combined Authority

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Rob Webster, CEO, Integrated Care Board