

# Joint Health and Wellbeing strategy

*Wellbeing for life - our plan for a healthier Dudley borough* 2013 - 2016

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Enjoying good health and feeling well is important to everyone, which is why we are publishing this document; ***Wellbeing for life - our plan for a healthier Dudley borough 2013 to 2016.***

This strategy has been produced by Dudley's newly established Health and Well Being Board which I am privileged to chair. From April 2013, the Board takes responsibility for the health and wellbeing of Dudley people. It brings together Dudley Council, the Dudley Clinical Commissioning Group, Healthwatch Dudley, the NHS Commissioning Board and partners in the voluntary and community sector. You can find out more about the Board and its members at the following link: [INSERT LINK }

The aim of the strategy is to improve the health and wellbeing of people in Dudley borough and to reduce **health inequalities**. It also states our **vision and principles** which inspire us to move forward.

The strategy sets the direction for delivering services and programmes that make a difference to health and wellbeing for people in Dudley borough across the course of their lives. It sets out the priorities that we have identified. Importantly, it recognises that every person has different strengths that can be built on to help them lead independent lives and that services should be personalised to meet their individual needs.

Our public services are in a significant period of change. Our budgets have been reduced. Our population is growing, getting older and requiring more care. We need to **keep children, young people and adults safe** in every aspect of their lives, including when they use our services. We believe the best way to achieve our vision is by improving the effectiveness and efficiency of our services, using resources well to improve health and wellbeing, prevention work and early detection of any illness by working in a coordinated and integrated way.

We intend to review this strategy in 2013/14 so that we can learn from our work in getting to its publication. So please join us in making this strategy a reality for everyone in Dudley borough and do let me know if you have something to say about our approach.

Most importantly let's work together to make Dudley borough a place where everyone can feel well and have the best health possible through every stage of their lives

[INSERT: CLLR ISLAM'S SIGNATURE]

***Wellbeing for Life –  
Our plan for a healthier Dudley borough  
2013 to 2016***

**Joint Health and Wellbeing strategy  
vision, principles, priorities and  
assessment of need**

## What do we mean by 'Health' and 'Wellbeing' ?

In developing this strategy, it is important to agree our understanding of what we mean when we use the words 'health' and 'wellbeing'.

Health can be described from a physical point of view as 'not being ill'. The World Health Organisation defines health as *'a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'*.

A person's 'positive wellbeing' is defined by the World Health Organisation as a person *'being able to realise their own potential, cope with the normal stresses of life, work productively and fruitfully, and able to make a contribution to their community.'*

The New Economics Foundation identified five evidence based actions that lead to wellbeing:

- **Connect** - with the people around you
- **Be active** - discover a physical activity you enjoy which suits your mobility and fitness
- **Take notice** - reflecting on your experiences will help you appreciate what matters to you
- **Keep learning** - learning new things makes you more confident as well as being fun
- **Give** - do something nice for a friend or stranger, thank someone, smile, volunteer your time

Poor physical health can be a significant risk factor for poor mental health. On the other hand, mental wellbeing protects physical health and improves health outcomes and recovery rates, particularly for coronary heart disease and stroke. Evidence shows poor mental health results in poorer management of chronic illness and is also linked to health damaging behaviours such as smoking, drug and alcohol abuse, poor diet and unwanted pregnancy.

New Economics Foundation Action for Children have undertaken research which shows the UK currently spends billions of pounds attempting to deal with the social problems produced by unhappy and deprived childhoods. This can include drug abuse, family breakdown, obesity, mental ill health and crime. The foundation has argued that resources can be saved and well being improved by changing to a more preventative system of care services for children and young people which can make life better for everyone as adults.

We have incorporated this understanding about "health" and "well being" in to this strategy.

## What is a Health and Well Being Board ?

Following the Government's health reforms, in April 2013, the Dudley Borough Health and Well Being Board takes responsibility for the health and wellbeing of Dudley people.

INSERT: PHOTO OF BOARD MEMBERS

It brings together Dudley Council, the Dudley Clinical Commissioning Group, Healthwatch Dudley, the NHS Commissioning Board and partners in the voluntary and community sector.

For the past two years the Board has met in "shadow" form. Through these meetings, we have worked to establish our purpose as a Board which includes:

- Leadership for our local health and care system Dudley borough
- developing a Joint Strategic Needs Assessment and a Joint Health and Well Being strategy
- improving the quality and safety in our services and the lives of people using them including safeguarding children, young people and adults
- tackling health inequalities through our work
- agreeing commissioning plans
- engaging with the public and people using our services, especially through the new Healthwatch Dudley as well as with providers of services in our area
- promoting wellbeing through and working with others who can influence this

In taking on responsibility for health and wellbeing in Dudley Borough, we are building on firm foundations. Our borough was one of the first areas in the country to produce a Joint Strategic Needs Assessment in 2007. This informed our Dudley Health and Social Care Commissioning Framework 2008/13, '*Seeing the Bigger Picture*.' Our new strategy takes this work forward.

We have learned from others in developing our work. We have been associates of the Department of Health's *National Learning Network for Health and Well Being boards*. We also gratefully acknowledge the support of the Local Government Association, Shapiro Consulting (provided through the Dudley Clinical Commissioning Group,) the Centre for Public Scrutiny and the NHS Leadership Academy for their help during 2012/13.

If you want to know more about our work and meetings in public, please go to: [INSERT LINK]

## VISION

Our strategy begins with our vision for health and wellbeing in Dudley borough which is that:

- **All children in Dudley borough will have the best possible start in life**
- **People in Dudley borough will live longer, healthier and fulfilling lives**
- **The gap in health inequalities in Dudley borough will be reduced**

## PRINCIPLES

Our vision for health and well-being in Dudley borough is informed by some general principles that underpin our vision. These are

- We will provide innovative, integrated, localised and personalised services that give excellent value for money and provide the best possible services within the resources available to us.
- We believe people in Dudley borough also need to take responsibility for their own health and wellbeing and so we will focus our services on prevention and early detection
- We believe people in Dudley borough have strengths that will be empowered through engagement, to develop and implement their own solutions as individuals and communities, shaping services for the future
- We will aim to tackle health inequalities and will therefore adopt a flexible, 'universal-plus' approach to delivering services and interventions based on the Marmot principles<sup>1</sup>
- We will work together with all sectors as partners to improve their health and wellbeing
- We are committed to continual improvement in quality and safety of our services
- We will ensure our service delivery safeguards children, young people and adults

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<sup>1</sup> Professor Sir Michael Marmot published a review of health inequalities in England, "Fair Society, Healthy Lives", in February 2010. This showed the link between economic status and health and wellbeing. It introduced the concept of 'proportionate universalism' i.e. actions must be universal but with a scale and intensity that is proportionate to the level of deprivation. In Dudley Borough, we call this 'universal +' We have a Health Inequalities Strategy for the period 2010 - 2015.

## PRIORITIES

Working together, we believe we should prioritise to ensure that we can do a few things well. In the following pages, we explain the background to these priorities and why we have chosen them. Our priorities are:

1. *Making our neighbourhoods healthy* - by planning sustainable, healthy and safe environments and supporting the development of health-enhancing assets in local communities
2. *Making our lifestyles healthy* - by helping people to have healthy lifestyles and working on areas which influence health inequalities, for instance obesity, alcohol smoking and early detection of ill-health
3. *Making our children healthy* - by supporting children and their families at all stages but especially the early years; keeping them safe from harm and neglect, supporting the development of effective parenting skills and educating young people to avoid taking risks that might effect their health in the future
4. *Making our minds healthy* – by promoting positive mental health and wellbeing
5. *Making our Services healthy* – by integrating health and care services to meet the changing Dudley borough demography, starting with urgent care

Our vision, principles and priorities provide an over-arching framework to inform action planning by partner organisations. Their plans will also be regularly assessed to ensure that we are working to the same positive direction.

Through our governance arrangements, the Health and Wellbeing Board will seek assurance that the quality and safety of a full range of health and well-being needs are being addressed through an action plan for this strategy [INSERT LINK ].

The Health and Well Being Board will be flexible and consider and respond to other important issues as they emerge.

Partners in the Health and Well-Being Board have many other responsibilities and duties. We will meet these responsibilities and duties through connected but separate strategies [ INSERT LINK TO STRATEGIES]



## ALL ABOUT DUDLEY BOROUGH - our Joint Strategic Needs Assessment

*All About Dudley* Borough is the name of our Joint Strategic Needs Assessment. This is a compendium of data and documentation. You can see it at [www.dudleylsp.org/jsna/](http://www.dudleylsp.org/jsna/). It uses evidence to report on the needs of people living in Dudley borough and brings together technical analysis and the voices of Dudley borough residents through engagement and consultation events that have undertaken.

The Health and Well Being Board have used this information to establish the priorities outlined previously. The priorities have been chosen overall because they:

- are issues that affect a lot of people
- will have even more impact in future years
- link to health inequalities, safeguarding and quality and safety in service provision
- make a big impact on people's lives
- can be seen as a 'new' epidemic – underpinned by our lifestyles
- focus on prevention and early intervention
- will have a big impact on tackling health inequalities
- are a critical gap to which we need to give more attention
- are of high importance to the public from our stakeholder events
- require strong leadership, consensus and co-ordinated action across organisations and wider society to achieve change

The following is a summary of some important themes identified through our technical analysis and through talking to Dudley borough residents in the past two years.

### Demographic changes

1. There has been a **short term rise in the number of births** (200 – 300 more births per year now than in 2000). This will continue for two to three years and then reduce.
2. There has been an **increase in the numbers of the ageing retirement group**. This is set to rise by 7,500 in the next 10 years.
3. Ageing carers: **the number of people with learning disabilities living with older carers is increasing.**

### Mortality

4. Though life expectancy has increased in Dudley, **men from the most deprived areas still live nine years less than those from the least deprived. Women live six years less.**

## Lifestyles

5. Excessive consumption of alcohol. There are 65,000 adult heavy drinkers in the borough **with 1 in 20, 14 to 15 year olds drinking more than healthy levels last week** (15 units is where one unit is half a pint of ordinary strength beer).
6. Obesity- 55,000 obese adults **and 1 in 5 children in school year 6 are obese**

## Awareness and early detection of ill health

7. Blood pressure. **Currently it is estimated that one in three people with high blood pressure in Dudley borough remain undetected.**

## Trends in premature deaths

8. **Cardiovascular disease (CVD) and cancer remains the biggest killers.**
9. Whilst premature mortality is decreasing for CVD and cancer, **it is increasing for accidents and static for respiratory disease.**

## Social determinants

10. Unemployment: this has impacted on all age groups **but has hit 16–24 year olds the hardest with one third claiming job seekers allowance.**

## VOICE of people living in Dudley borough

We have worked with people in Dudley borough over the past couple of years in preparing our plans, analysing need, engaging, consulting and informing.

In addition to similarities with the issues identified above, our engagement and consultation also reflect the following issues as priorities:

11. **Children, especially looked After children:** as identified by Marmot, this is the priority policy life stage to tackle health inequalities. The numbers of looked after children in Dudley borough has been increasing.
12. **Minority ethnic communities:** we have a growing population within our minority ethnic communities which includes newly arrived and other migrant groups in the borough.
13. **Smoking:** although good progress has been made locally to reduce the number of adults and young people who smoke, there are still 45,000 adults in Dudley borough who smoke and one in seven 15 year olds who smoke. Smoking is also a major causal factor in health inequalities.

14. **Poverty:** in 2009 one in four children (under 16s) were classed as living in poverty in the borough (13,745 children)
15. **Mental Health and Wellbeing** one in four people in Dudley borough have self-reported poor mental health<sup>2</sup>. This worsens for people living in areas of deprivation. The 'child wellbeing index' for Local Authorities (2009) puts the borough as below average for positive child wellbeing when compared to all Local Authority areas in England.
16. **Dementia:** currently 3743 people in Dudley borough aged 65+ will have late on-set dementia rising to 4657 by 2020. Sixty percent remain undetected.
17. **Diabetes:** the numbers of people with diabetes is increasing. Currently 14,961 are known to have diabetes in the borough but one in four people with diabetes remain undetected.
18. **The environment:** for us to live healthy lifestyles, the environment in which we live, work and play needs to support us. It needs to be easier to make healthier choices than unhealthy ones. We need access to clean air, active travel, green open spaces, good housing and healthy food choices, services and information; strong social and neighbourhood networks.
19. **Drugs:** the total number of people identified as 'problem drug users' is small and is reducing (research estimates fewer than 1 in 100 15-64 year olds). However drug use contributes to wider social issues such as crime and anti-social behaviour.
20. **Sexual health:** the reported level of sexually transmitted infections is small and there will be a number of undiagnosed infections. Chlamydia and warts are the most common infections for the 15 to 24 year olds.

*All About Dudley Borough* - our Joint Strategic Needs Assessment , is the key process by which health and wellbeing needs, assets, priorities, gaps and actions will be identified, and agreed. We will refresh this understanding on a regular basis.

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<sup>2</sup> Dudley Local Health Survey 2009

## Voice of People in Dudley Borough– our Engagement 2011-2013

As members of the Health and Well Being Board, the following are some of the engagement activity we have undertaken in 2012/13

### **‘Nothing About You, Without You’**

Dudley Concert Hall - *June 2012*  
Nearly 300 people attended  
Focus: CCG Authorisation Event  
*Clinical Commissioning Group*

### **“The Healthy Debate”**

The Venue, Dudley - *July 2012*  
250 people attended for consultation on the Strategy and the development of a Local Healthwatch for Dudley  
Focus: Draft Joint Health and Well Being Strategy & development of Healthwatch Dudley  
*Shadow Health and Well Being Board Event*

### **Healthcare Forums**

Regular monthly meeting  
*Clinical Commissioning Group*

### **Children and Young People**

*July - August 2012,*  
Focus Groups with 40 people aged between 12 and 19  
Discussed / identified the most important health and well being priorities for young people within the Dudley borough.  
*Dudley Youth Service*

### **“Take Control and Get Involved” –**

*September – Dec 2012*  
11,000 members of the public, carers or people using adult social care services  
Focus groups  
*Adult Social Care*

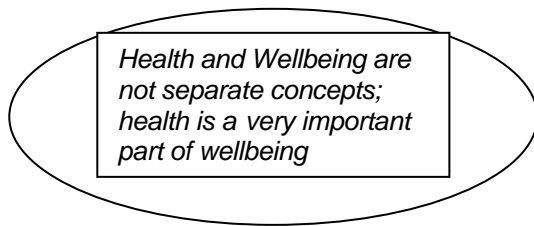
### **“From the Street”**

*November 2012*  
Trailer visited six locations in the borough –  
Questionnaire on priorities  
Engagement with 170 members of the public, 259 young people from Thorns School and some members of council staff resident in the borough completed the Survey.  
*Shadow Health and Well Being Board*

### **Black and Minority Ethnic Communities**

*September 2012*  
350 people attended  
Focus: information-giving, including engagement on development of Healthwatch Dudley  
*Dudley Council*

Things that people told us in these events were that...



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#### *DESIGN - USE WORD CLOUD*

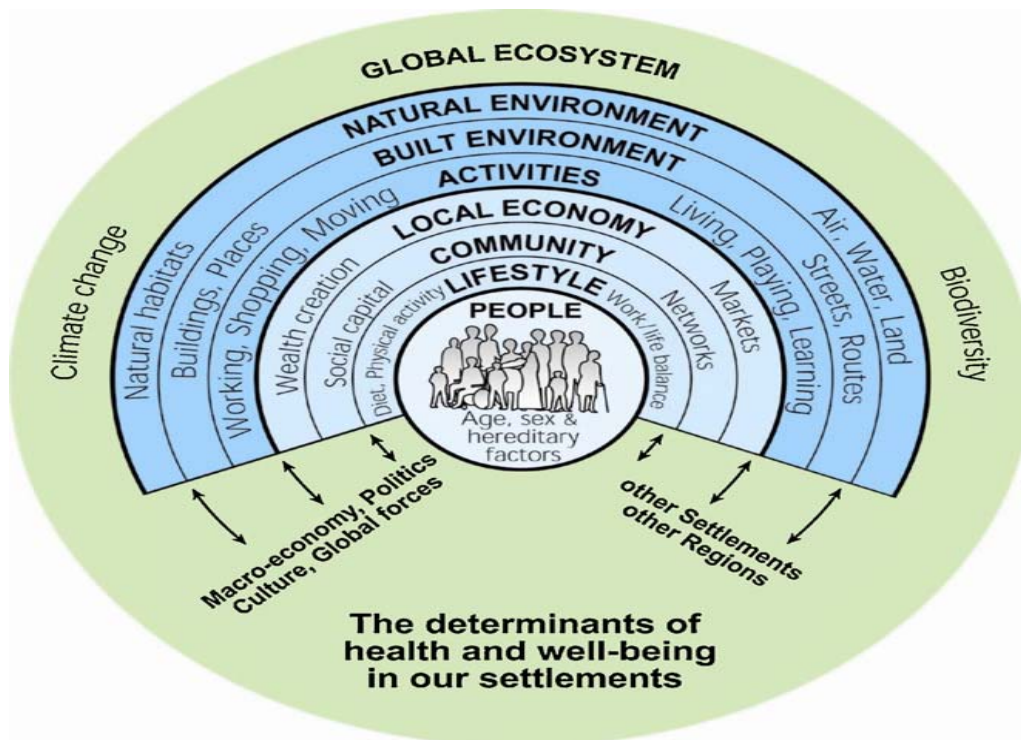
- *The importance of family, friends and relationships*
- *The importance of including the experiences and views of our communities*
- *The need for good quality information and access to high quality services and facilities*
- *Aspects of feeling valued, being able to make a contribution to society and feeling good about oneself*
- *Having a decent work/life balance*
- *Being in control of your life, being independent*
- *Having the freedom to make choices*
- *Feeling happy or content*
- *Being empowered and able to take a personal responsibility for your health*
- *Being resilient and able to cope with life's up and downs*
- *[INSERT MORE DIRECT QUOTES?]*

Detail on other areas of our engagement across all our agencies are available at [INSERT LINK] Plans to develop our engagement further are underway.

*Wellbeing for Life –  
Our plan for a healthier Dudley borough  
2013 to 2016*

**Joint Health and Wellbeing strategy  
Background and implementation**

## What are Health inequalities?



Source: Barton and Grant 2006 Health Settlement Map

We have developed a Health Inequalities strategy for 2010-2015 – you can find it at the following link; [INSERT LINK] It outlines our overall analysis and approach.

The World Health Organisation defines health inequalities as the unfair and avoidable health differences in health status seen between and within countries. Professor Sir Michael Marmot conducted a review of health inequalities in England and published a report '*Fair Society, Healthy Lives*', in 2010. This report showed the link between economic status and health and wellbeing. The report identified that focusing solely on the health of people who are disadvantaged would not reduce differences in health sufficiently.

Marmot introduced the idea of '**proportionate universalism**' where **actions must be universal but with a scale and intensity that is proportionate to the level of deprivation. Locally, we call this 'universal +'**. Reducing health inequalities has been a priority for Dudley borough for a number of years, with the production of a joint strategy up to 2015. The new 'Tackling Health Inequalities strategy' adopted Marmot's key policy objectives with the key aims being to:

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure a healthy standard of living for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill health prevention

## What is a life course approach?

Members of the Health and Well Being Board represent agencies working with all people at all times of their life – from cradle to grave.

Therefore, we have agreed to adopt a ‘life-course approach’ in our work. As a person travels through different stages in their lives they encounter numerous events and opportunities. These can encourage healthy or unhealthy behaviours which affect their overall wellbeing.

To help with our plans and understanding, the life course can be divided in many different ways. For this strategy we have chosen the following stages to help us plan and deliver our services. The diagram below gives some examples of this. We are also doing more work on how our services might be arranged better with this in mind or further divided based on key behaviour “triggers.”

THE LIFE COURSE					
0-11yrs	12-24yrs	25-39yrs	40-59yrs	60-74yrs	75+yrs
Children and young people strategies				Older people’s strategy	
	Carers strategy				
Tackling obesity strategy					
Tackling Health Inequalities strategy					

As part of a ‘life course’ approach to health and wellbeing, we see early intervention and prevention work as important in tackling inequalities across the generations **with a necessary focus on the early years of life and childhood**. Partnership strategies that impact on health and wellbeing will impact at different stages of the life-course, as shown above

Creating the conditions for people to take control of their own lives is key to moving forward. This requires action across the social determinants of health and wellbeing and the huge variety of factors that people experience during the course of their lives.



## What is an asset based approach?

Our strategy also advocates an '**asset based approach**' to improving health and wellbeing. This involves working closely with individuals and communities to identify, maximise and connect their talents and resources, support self-reliance and build resilience.

Traditional 'top down' approaches have focused on problems, needs and deficiencies, such as deprivation, illness and health-damaging behaviours. This approach has been effective in filling the gaps and fixing the problems where people need the support of a professional or service. But it can make people too reliant on services.

An asset based approach focuses on the factors that create and support human health, such as strong social networks. *"There is growing evidence that if you engage with people in disadvantaged communities to take control, their self esteem, confidence and health and wellbeing improves and thereby, their ability to change their lifestyle,"*<sup>3</sup>

**Asset based approaches** are underpinned by a set of values and principles which:

- Identify and make visible the health-enhancing assets in a community
- See citizens and communities as the co-producers of health and well-being, rather than the recipients of services
- Promote community networks, relationships and friendships that can provide caring, mutual help and empowerment
- Identify what has the potential to improve health and well-being
- Support individuals' health and well-being through self-esteem, coping strategies, resilience skills, relationships, friendships, knowledge and personal resources
- Empower communities to control their futures and create tangible resources such as services, funds and buildings.

*(Foot & Hopkins, 2010)*<sup>4</sup>

Locally, our Joint Strategic Needs Assessment – *All About Dudley Borough* - brings together traditional needs based assessments with the sourcing and capturing of data on subjective wellbeing, community assets and community engagement.

Further work on an assets based approach for Dudley borough is underway. The outcome will be available in 2013/14.

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<sup>3</sup> Solutions for Public Health (2011) *Co-production for health: a new model for a radically new world. Building new approaches to delivery to achieve better health outcomes at the local level. Final report of a national colloquium*. Oxford: Solutions for Public Health. Page 6.

<sup>4</sup> Foot, J. & Hopkins, T. (2010) *A glass half-full: how an asset approach can improve community health and well-being*. London: I&DeA

As a Health and Wellbeing Board we are responsible for ensuring all partner agencies work together. We need to integrate services through working together, commissioning or provision in order to improve quality, safety and value for money in the whole health and social care system in Dudley borough.

Our local health and social care services in Dudley borough already use arrangements to promote integration in health and social care. In particular, we have agreements under Section 75 of the Health Act 2006 exist for:-

- leading commissioning arrangements for learning disability services
- pooled budget for the Falls Service
- pooled budget for the Acquired Brain Injury Service
- pooled budget for Community Equipment Service
- pooled budget for the placement of children under 17 with disabilities outside Dudley borough

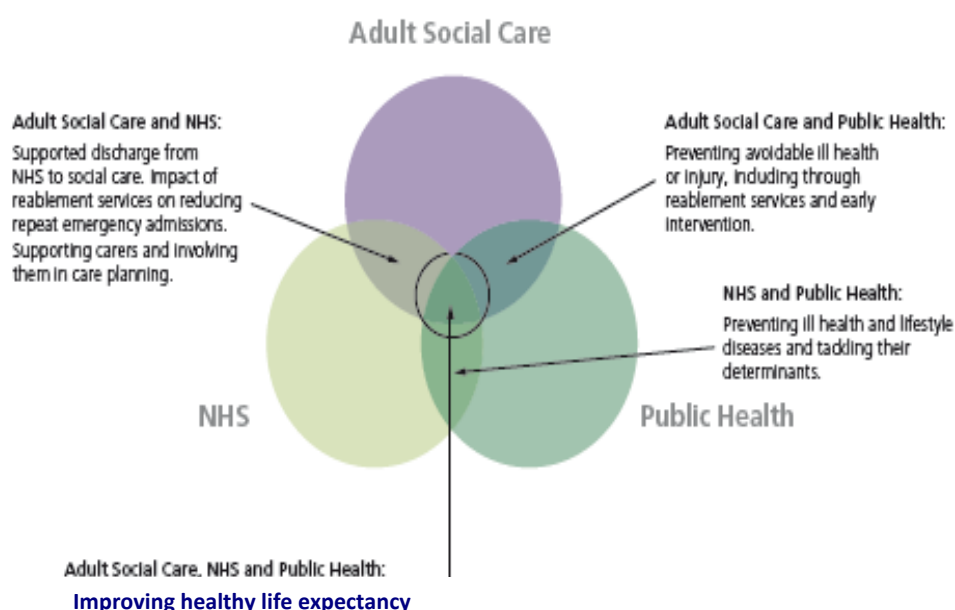
We will build on close working relationships between commissioners in different organisations and the increased opportunities presented by developing joint commissioning arrangements. Our approach to integration will be outcome driven as follows:-

- we will identify those pathways where we believe a more integrated approach can deliver a better outcome
- we will agree a revised pathway
- we will identify the resources from commissioners supporting the pathways
- we will examine how resources may be better utilised – through pooled budgets, joint teams, joint posts
- we will have sound arrangements for engagement with providers

As a Health and Well Being Board for Dudley borough, we cannot achieve the ambitions set out in this strategy on our own. The strategy covers a wide area of responsibility and crosses the remits of many different organisations as well as individual people living in Dudley Borough.

To take account of this and to provide overall re-assurance about quality and safety in our health and care services, the Board has made progress on its overall governance arrangements by:

- Establishing protocols with the Dudley Health and Adult Social Care Scrutiny Committee, the Dudley Safeguarding Children's Board and the Dudley Safeguarding Adults Board
- Confirming overall executive management of our health and care services and links to wider well-being issues through the Children and Young People's Partnership and the Health and Well Being Improvement team
- Establishing a protocol with the new Dudley Healthwatch, so that we can improve our engagement with Dudley people and develop a better co-production model
- Recognising wider linkages to the Dudley Safe and Sound Board for community safety issues and the Black Country Local Enterprise Partnership, which drives sustainable private sector growth and job creation which will have a positive impact on the health of individuals.
- Acknowledging the national requirements as set out in the NHS Outcomes Framework, the Public Health Outcomes Framework, Outcome Framework for Adult Social Care and those for children and young people as well as Inspection regimes of the Care Quality Commission or OFSTED as set out in the diagram below. [NEED BETTER DIAGRAM TO MAKE C&CP WORK MORE VISIBLE]



Within this framework, our overarching outcomes for health and wellbeing are:

1. **Increased healthy life expectancy** - taking account of the health quality as well as the length of life
2. **Reduced differences in life expectancy and healthy life expectancy between communities** - through great improvements in more disadvantaged communities

**Children and young people:** the government has also produced a children and young people's health outcomes strategy. This identifies the health outcomes which matter most to children and young people and sets out how each part of the new health system needs to make in order to achieve these health outcomes.

The **NHS Outcomes Framework** includes monitoring the safety, quality and patient experience of NHS services and how effective they are at preventing people from dying prematurely such as survival rates for cancer, levels of serious mental illness, improving recovery rates from stroke and patient safety incidents.

The **Adult Social Care Outcomes Framework** measures the safety, quality and experience of adult social care services and effectiveness in terms of early identification and support and improving the quality of life for people with care and support needs.

The **Public Health Outcomes Framework** measures the wider influences on health such as education, environment, employment and poverty; health behaviour such as obesity, smoking, alcohol rates, wellbeing levels, and screening and immunisation rates; and prevention and early detection such as emergency readmissions, suicide rates, cancer and heart disease mortality rates.

Together these frameworks cover a broad range of outcomes.

## **Monitoring and review**

So we will know what success will look like, a separate action plan has been developed and is available at – [INSERT LINK ] The plan represents some of the key actions being taken by partners through our overall arrangements. We will review progress on the action plan and the Outcomes Framework during the year and a performance dashboard will be developed for health and wellbeing based on these outcomes and local targets.

We will review this strategy in 2013/14.

## What happens next?

In this strategy we have aimed to answer three key questions.

Firstly, to show how different factors affect health and wellbeing across our whole life-course and how our environment and communities affect on our health and wellbeing. We have shown the work we have been doing on health inequalities, in *All About Our Dudley Borough - Our Joint Strategic Needs Assessment*, asset based approach and our understanding of health and well-being.

Secondly, to show what we think the priorities for health and wellbeing are for Dudley borough.

Finally to show how the strategy will be implemented and progress monitored. We have outlined our approach to measuring what success might look like. We will monitor this through explicit reporting arrangements on our commissioning plans, national Outcome Frameworks and inspection regimes including peer review and sector-led improvement approaches.

Amongst other very significant changes in health services, the establishment of Health and Well Being Boards is a new initiative. It changes the leadership, governance and delivery of health and care services in the context of wider determinants of health in Dudley borough. With this in mind, we will review this strategy and our approach during 2013/14 to ensure we are heading in the right direction to guarantee well being for all people living and working in Dudley borough.

VERSION 11

## Joint Health and Wellbeing Strategy

*Wellbeing for Life - Our Plan for a Healthier Dudley Borough 2013 - 2016*

Copy of this Strategy available at: INSERT LINK

Sent / Cascaded to local stakeholders on XXXXX

CHECK: It will be made available in a range of languages on request and briefings will be inclusive of all our diverse communities in the Borough.

Any question or comments on the Strategy can be addressed to: [xxxx@dudley.gov.uk](mailto:xxxx@dudley.gov.uk)

**Representative Pictures of People from diverse backgrounds as with WM H&WB strategy**

**Dudley Health and Wellbeing Board**

