

**Report of: Chief Officer, Health Partnerships**

**Report to: Leeds Health and Wellbeing Board**

**Date: 20 July 2023**

**Subject: The Leeds Health and Wellbeing Strategy Refresh – a strategy to 2030**

Are specific geographical areas affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of area(s):		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number: Appendix number:		

### Summary of main issues

The Health and Wellbeing Strategy refresh is an opportunity to further embed and build on the strong existing health and care and wider partnerships in the city which have effectively navigated us through an unprecedented period, and as the system continues to develop in a new phase of health and care integration. The Strategy is aligned closely to key strategic ambitions and plans including the Best City Ambition and the two other key city pillars of Inclusive Growth and Zero Carbon, as well as the refreshed West Yorkshire Partnership Strategy and Healthy Leeds Plan. The Strategy resets our continued relentless focus on improving the health of the poorest the fastest. It will be by a renewed commitment from a cross section of partners in health and care and beyond to tackle health inequalities and the impacts of poverty, which have been, and continue to be, exacerbated by the global pandemic and cost of living crisis.

The strategy demonstrates ambition for Leeds, whilst being rooted in the lived experience of residents and the challenges of inequality. It will run to 2030 and be managed flexibly and iteratively due to the fast-changing nature of the city, regional and national policy.

This report asks the Health and Wellbeing Board to consider the final draft of the HWS refresh attached to this paper for approval. Moreover, the Health and Wellbeing Board is provided with an overview of the next steps in the development and delivery of the Strategy including the approach to confirm the set of indicators of the HWS refresh and subject to the agreement of the draft HWS refresh, a fully designed and accessible public facing documents will be developed of the Strategy.

### Recommendations

The Health and Wellbeing Board is asked to:

- Note the engagement and work that has been undertaken with partners as part of the development of the Health and Wellbeing Strategy refresh.
- Approve the final draft of the Health and Wellbeing Strategy refresh attached at Appendix 1 of this report.
- Agree the proposed next steps in the development and delivery of the Health and Wellbeing refresh as outline in this paper, including establishing a set of clear indicators of the Strategy.
- Note that further development and graphic design work will be carried out with an accessible document created prior to the publication and promotion of the agreed Leeds Health and Wellbeing Strategy refresh.

## 1 Purpose of this report

- 1.1 This report provides an update of the work undertaken to develop a refreshed Leeds Health and Wellbeing Strategy and asks the Health and Wellbeing Board for approval of the draft final strategy attached to this paper. This report further outlines the next steps which will be subject to the agreement of the Board relating to developing the indicators of the HWS refresh and delivery and promotion of the Strategy.

## 2 Background information

- 2.1 Since 2012 it has been a statutory requirement to have a Health and Wellbeing Strategy. The Health and Care Act 2012 added new sections into the 2007 Act highlighting that a “Joint Health and Wellbeing Strategy” is a strategy for meeting the needs identified in Joint Strategic Needs Assessment. In setting priorities for partners to address locally determined needs, making best use of local assets and tackling wider determinants of health, health and wellbeing strategies outline key priority areas for improving people’s health and reducing health inequalities.
- 2.2 The current Leeds [Health and Wellbeing Strategy](#) (HWS) covers the period of 2016-21 (extended to 2023), and has provided a framework for improving health and for making Leeds the best city for health and wellbeing. The current strategy recognises that wellbeing starts with people and everything is connected: As we grow up and as we grow old, the people around us, the places we live in, the work we do, the way we move and the type of support we receive, will keep us healthier for longer. Focusing on twelve priorities, the HWS articulates the aspiration for Leeds to be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest. The Strategy aims to support people to build resilience, live happier, healthier lives, do the best for one another and to have access to the best care possible.
- 2.3 Though we have made some good progress on improving the health and wellbeing of the people of Leeds against some of the indicators, growing health inequalities have been exacerbated by the pandemic.
- 2.4 Responding to the individual and system impact of the cost-of-living crisis means that a refreshed focus on tackling health inequalities is even more important now than it has ever been. In particular, the lived experiences of many residents has worsened over the last few years, necessitating broad responses to cost of living, pandemic recovery and health inequality. The strategy seeks a balance between ambition for the city and awareness of how difficult day to day life is for many residents.
- 2.5 Work was initiated in early 2020 to review and refresh the Strategy but this was put on hold due to the Covid-19 pandemic. At the HWB development session in February 2020, the Board considered proposals and agreed an approach for extending the HWS to 2023.

Work was undertaken including starting the process in drafting a refreshed strategy with further engagement with the HWB in a session in June 2020.

- 2.6** Full background to the development of the HWS refresh can be found in several update reports to the Leeds Health and Wellbeing Board including at the last public meeting on the 9 February 2023 [here](#).
- 2.7** This report provides the Health and Wellbeing Board with updates of the development of the refreshed HWS with the final draft strategy attached at Appendix 1 of this paper for agreement.
- 2.8** **Context for Leeds**
- 2.9** It is particularly important that the refresh of the Leeds Health and Wellbeing Strategy has a strong focus on tackling inequality and improving both the quality and peoples experience of health and care. This is because a number of long-term challenges have been exacerbated post-Covid.
- 2.10** We also must be clear about the extent of the challenges that local people are facing, such as waiting times for primary and secondary care, access to NHS dentistry, healthy life expectancy, workforce and recruitment concerns and the impact of challenging financial settlements on all services. These challenges are impacting people’s lives, and as such we have purposely chosen a person-based narrative of the HWS refresh – reaffirming our commitment to starting with people.
- 2.11** The narrative of the refreshed strategy is also aspirational, supported through innovation and change, but also has a balance of realism of the levers available and what the optimum service level can be, given resource constraints and what is achievable.
- 2.12** The financial pressure on households, intensified by the cost-of-living crisis, with rising inflation and prices of food, fuel and energy, will all disproportionately impact low-income households. In many cases these households were already struggling with poverty and low wages. Linked to this is the impact of winter on people’s health with potential impacts of winter illnesses including flu and Covid. The impact of financial hardship and fuel poverty further presents risks to people’s health – both physical and mental. The refreshed HWS has considered the impact of the cost-of-living crisis and how this will affect people’s health, building on the breadth of work underway across the city from a range of partners.
- 2.13** The HWS refresh also provides an opportunity to both outline the principles by which the Leeds health and care system operates as well as showing how we build on the strong partnerships in the city. Aligning closely to key strategic ambitions and plans including the Best City Ambition and two other key city pillars in Inclusive Growth and Zero Carbon, as well as the West Yorkshire Partnership Strategy and Healthy Leeds Plan, the strategy will reset our continued relentless focus on improving the health of the poorest the fastest. It will be by a renewed commitment from a cross section of partners in health and care and beyond to tackle health inequalities and the impacts of poverty.
- 2.14** **The West Yorkshire Partnership Strategy and Healthy Leeds Plan**
- 2.15** Improving health and wellbeing outcomes for people and communities across the city will also be supported and delivered together with a range of connecting strategies, plans and commitments. Therefore, it is key that the Leeds HWS refresh also aligns to established and developing strategies such as the Healthy Leeds Plan and West Yorkshire Partnership Strategy. Whilst these plans are distinct in focus, they will all contribute to

tackling health inequalities in Leeds following a life course approach, including giving people the best start in life, living well, ageing well and dying well.

- 2.16** In line with our ethos of subsidiarity, the West Yorkshire Partnership Strategy has been built from neighbourhoods and places to ensure that work is locally led. The place strategies including the Leeds Health and Wellbeing Strategy forms the foundation of the overall Integrated Care Strategy and the refreshed approach will continue to be key in influencing at the regional level. All partners will work together so that people can thrive in a trauma informed, healthy, equitable, safe and sustainable society. This plan is overseen and owned by the NHS West Yorkshire Integrated Care Board closely aligned to the Leeds Health and Wellbeing Strategy.
- 2.17** A key element of the trauma informed approach of the West Yorkshire Partnership Strategy is understanding and responding to the root causes of serious violence, violence against women and girls and keeping communities safe. This further emphasises the importance of alignment across strategies and the role of the health and care partnership in delivering the vision of key strategies and plans at all levels. Supporting people experiencing health inequalities further impacted by poverty, is vital to attempt to reduce barriers these population groups face, ultimately improving their quality of life.
- 2.18** Local places including the Leeds Health and Care Partnership are delivering the Health and Wellbeing Strategy together, overseen by the Health and Wellbeing Board and the Leeds Committee of the NHS West Yorkshire Integrated Care Board.
- 2.19** The approach to the refreshes of both the place and West Yorkshire strategies has been inclusive. There has been the opportunity for all members of the Partnership and the wider system to be involved through a networked approach to engagement. Teams developing these strategies have worked closely and updates of the development of the refreshes and working drafts of the HWS refresh and West Yorkshire Partnership Strategy have been presented together at the Leeds Health and Wellbeing Board. The HWB connection with the Leeds Committee of the West Yorkshire Integrated Care Board is further strengthened by the link representation of members on both committees including the Independent Chair of the Leeds Committee of the WY ICB and the ICB Accountable Officer (Leeds Place).
- 2.20** The Healthy Leeds Plan sets out how the Leeds Health and Care Partnership will work together to improve outcomes for everyone in our city. This Plan will be delivered by bringing together key partners in Population Boards focused on a range of priorities such as supporting access to key cancer services. The overarching system goals will directly support the Health and Wellbeing Strategy priorities such as 'the best care in the right place at the right time' and key outcomes such as 'people living longer and having happier healthy lives'.
- 2.21** The relationship of these strategies will remain key as we move from development to delivery and in the next phase of the development of a five-year Joint Forward Plan building on existing local strategies and plans.

### **3** **Main issues**

#### **3.1** **Strengthening our ambition and priorities– a strategy to 2030**

- 3.2** Informed by engagement with the HWB and the refreshed work exercise which took place in 2020, several key principles have informed the approach to update the HWS refresh priorities: Updating the language of the strategy to reflect the current context; alignment with key strategies and plans; further clarity about the inter-relationships between the

priorities whilst also being clearer what each pertain to; creating opportunity to emphasise key areas of work more explicitly which were previously 'hidden' within other priorities; ensuring that the breadth of partners can 'see themselves' in the priorities and how they can contribute and going further in directly including evidence and statistics against priorities to clearly measure where we are making progress.

- 3.3** With these principles in mind, the HWS refresh covers the period from 2023 to 2030 – firmly aligning with the key connected strategies such as the Best City Ambition and the other two strategic pillars in the city which are also currently undergoing reviews.
- 3.4** It is vital also that the refresh HWS also connects and is aligned to key delivery plans and strategies which all contribute to improving the health and wellbeing of people and communities who live, work and visit Leeds. In recognition of this, the HWS refresh also has a strong narrative reflecting the determinants of health and health and care integration whilst retaining priorities which respond to the findings of the JSA and engagement with the public. As agreed by the Board, each of the refreshed priorities will have clear actions developed which can be driven forward via existing partnerships groups. This will form part of phase 2 of the HWS refresh development process.
- 3.5** **Headline feedback from engagement**
- 3.6** The Health Partnerships Team has engaged with and updated key partners and relevant forums, committees and Boards including the Leeds Health and Health Wellbeing Board; Scrutiny Board (Adults, Health and Active Lifestyles) and Forum Central Health and Care Leaders Network. Further comments, particularly from people themselves for example via the Big Leeds Chat, from elected members, the third sector and Healthwatch Leeds has emphasised the importance of reflecting real peoples experience of accessing services and the post-pandemic challenges. A full list of groups which have been involved in the engagement of the HWS refresh development is attached at Appendix 2 of this report.
- 3.7** This engagement process has also highlighted the importance of the HWS refresh having an even stronger focus on tackling inequality and the wider determinants that drive demand for healthcare whilst at the same time focusing on improving the quality of provision via the Healthy Leeds Plan and Population Boards. This also includes working to drive improvements in peoples experience of health provision and being clear about the extent of the challenges the system faces.
- 3.8** Issues highlighted include:
- Challenges accessing GP appointments in some areas particularly for older people who are digitally excluded.
  - Increasing waiting times and targets missed for elective care pathways including Cancer.
  - Challenges meeting demand for mental health services despite effective service provision once services are accessed e.g. children's services and neurodiversity.
  - Access to NHS dentistry for both children and adults.
  - Increasing numbers of people presenting with long term conditions and disabilities and the subsequent impact on healthy life expectancy.
  - Inequalities evident in accessing some services and subsequent treatment/prescribing patterns showing disadvantages for some groups, for example access to vaccinations

for ethnically diverse communities and to hormone replacement therapy for women living in more deprived areas of the city.

- Workforce issues such as recruitment, sickness and workplace stress post-pandemic
- Concern about the ongoing and increasing impact of challenging financial settlements on all services.
- There is a strongly expressed view that the strategy should emphasize how these factors have impacted on real people and their lives through clear person-based narratives that build on user-focused conversations at the Health and Wellbeing Board.

**3.9** The below points include some of the additional key headlines from engagement which have been further incorporated into the development of the refreshed HWS including the up to date thinking on the 12 refreshed priorities:

- Clarity about the role of all partners in the delivery of the strategy recognising the vital role of the whole ecosystem of health and care in delivering work which improves people's health and wellbeing outcomes.
- Articulating clearly how the strategy relates to tackling health inequalities in neighbourhoods and communities across Leeds recognising different parts of the city will have different needs.
- Ensuring an effective balance of data and lived experiences to track progress of strategy delivery, including utilising further key citizen engagement opportunities like the Big Leeds Chat to measure progress.
- Importance of citizen involvement in conversations about their health and care and access to services including communities of interest groups.
- Strong support for maintaining the direction of the current strategy with refinements to reflect the current context post-Covid including new NHS governance, demographic changes and the cost-of-living crisis.
- The need to articulate a clear narrative to underpin priority areas that explains the changes the health and care system and its partners need to make over coming years whilst ensuring that a 'golden thread' of prevention, integration and reducing inequality runs through the strategy.
- Ensure this narrative is rooted in a #TeamLeeds approach that places a focus on how people feel about, and engage with, the health and care system. This should also be asset based and community focused.
- Keep twelve priorities but don't group into sub-headings as this adds complexity
- Clarify key indicators but work closely with partners to ensure these are meaningful and can clearly be used to explain progress and improved outcomes by 2030.
- Use clear delivery plans for priority areas that don't currently have existing plans in particular the re-prioritised work on housing, employment, inequality and research
- Ensure the Health and Wellbeing Board has a balance between 'deep dives' into key priorities and understanding progress across the system as a whole.
- The strategy should not impose new plans where those already exist but should align to existing plans for example the Healthy Leeds Plan and Mental Health Strategy.
- Reflect the addition of transport and culture as key areas influencing health.

To further enhance the approach to the refresh of the HWS, we have also:

- Described a clear narrative of both the health inequality challenges and how we want the city to look like by 2030 under each priority defining clearly what the Health and Wellbeing Board's role is; our ask of the health and care system and wider partners and

which areas the Health and Wellbeing Board will use its influencing role to deliver the Strategy's vision.

- Have citizen involvement and communities of interest at the heart of our approach including thinking more innovatively about how we further embed the voices of communities in how we measure progress.
- Action plans for key areas with existing approaches – not creating any duplication of established plans and priorities.
- A stronger alignment to existing key strategies including at the city and regional level.

**3.10** The HWS refresh will be a strategy to 2030 to provide flexibility to changing national priorities and enable longer term planning. The framework of the strategy will have focused priorities with equality, diversity and inclusion at the heart supported by clearer outcomes.

**3.11** Engagement with the Health and Wellbeing Board and partners has also supported the development of the 12 priorities attached to this report. These priorities are:

- 1) A Child Friendly and Age Friendly City where people have the best start and age well.
- 2) Strong, engaged and well-connected communities.
- 3) Improving housing for better health.
- 4) Safe and sustainable places that protect and promote health and wellbeing.
- 5) A city where everybody can be more active, more often.
- 6) A strong economy with good local jobs for all.
- 7) Maximise benefits of world leading research, innovation and health and care technology
- 8) Promoting prevention and improving health outcomes through an integrated health and care system.
- 9) An inclusive, valued and well-trained workforce.
- 10) Support for carers and enable people to maintain independent lives.
- 11) The best care in the right place at the right time.
- 12) A mentally healthy city for everyone.

### **3.12 Partnership principles**

**3.13** The effective health and care partnerships in Leeds is one of our key strengths and the response to the Covid-19 is a recent example of what can be achieved collectively when faced with unprecedented challenges. As we are now in a new part of the journey of health and care integration, the Team Leeds approach continues to be vital as we support one another to make Leeds the best it can be and the best city for health and wellbeing.

**3.14** In sharing ideas and learning, working in genuine partnership and being ambitious about our collective impact the values which underpin our partnership is clearly articulated in the HWS refresh as we navigate the challenges in the short, medium and long term.

## **4 Next steps**

### **4.1 Indicators and measuring progress**

**4.2** Work is ongoing to identify outcomes, metrics and indicators for the key strategies and plans including the Inclusive Growth Strategy and Marmot City Commitment. Further work

will continue to progress to simplify and consolidate the number of different metrics and indicators within the refreshed Leeds HWS Strategy and ensure there is alignment with strategies such as the Best City Ambition performance framework (under development), the refreshed Healthy Leeds Plan and connect to wider connecting strategies such as the West Yorkshire Partnership Strategy. The HWS refresh approach to indicators will balance quantitative indicators with qualitative data and intelligence specifically feedback from people, patients, service users and workforce for example via the The Big Leeds Chat and How Does it Feel for Me? project.

- 4.3** Given the close alignment of these connecting strategies in supporting the delivery of this strategy, the indicators of the HWS refresh will be established to take account of developments of measures within influencing strategies and plans. The Health and Wellbeing Board will be updated on the progress of these discussions.
- 4.4** It is important that the progress continues to be reported to the Health and Wellbeing Board. The Board continually reviews, and challenges actions taken forward reflecting on the progress annually, commissioning a review directed by the Health and Wellbeing Board. It will continue to be guided by the Leeds Health and Wellbeing Strategy and summarises the actions and updates from those who have brought items to the Board and an overview of progress around the priorities and indicators of the Leeds Health and Wellbeing Strategy.
- 4.5** In understanding lived experiences, we will also further explore opportunities in connecting to wider performance frameworks such as the Social Progress Index (SPI). Designed by the Social Progress Imperative, a global non-profit organisation based in Washington DC, the SPI first launched in 2014 and is now used across the world, including by the United Nations, as a comprehensive measure of real quality of life.
- 4.6** **Communications, design and visual identity**
- 4.7** During the initial discussions on Strategy refresh work, the Health and Wellbeing Board agreed an enhanced visual identity, which seeks to be more engaging and representative of the diversity of people in the city. This new identity will be used in the refreshed Strategy. The identity has also since being adopted by the Leeds Health and Care Partnership, and overtime will become recognisable as representing partnership working.
- 4.8** Through our communications we want to tell the story of the health and care in Leeds and the Leeds Health and Wellbeing Strategy in a clear, consistent and concise way, using content that is memorable and shareworthy. As a result of our communications, we want:
- Stakeholders who will enable the delivery of the Strategy to be enthused to act and buy-into the aims and priorities. This includes extending the call-to-act beyond the health and care system, public sector organisations, and the third sector.
  - All people who live and work in Leeds to see the benefits of the Strategy for them, and for all of Leeds.
  - To enhance Leeds' reputation, locally, nationally and internationally, as a city that is proactive in tackling health and wellbeing, through collaborative working, led by a strong Health and Wellbeing Board.
- 4.9** Following agreement of the content of the refreshed Health and Wellbeing Strategy, work will be progressed to develop a fully designed and accessible public facing strategic document which will be also available online for citizens, workforces, and partners to access. This will include a public launch event of the strategy in October 2023 (Date TBC).



#### **4.10 Development of Action Plans of 12 refreshed priorities**

4.11 Following agreement of the HWS refresh, work will also begin on the second phase of the HWS refresh development process. The Leeds Health and Wellbeing Board and partners will work together to agree clear plans under each of the 12 priorities in the HWS refresh. This second phase will include capturing existing work underway which are contributing to the delivery of the strategy.

### **5 Health and Wellbeing Board governance**

#### **5.1 Consultation, engagement and hearing citizen voice**

5.1.1 The Health and Wellbeing Board has made it a city-wide expectation to ensure the voices of citizens are reflected in the design and delivery of strategies and services. This Board has been provided with detail of the wealth of sources and engagement with a range of stakeholders which have informed the development of the HWS refresh including key engagement via the Big Leeds Chat. These have been detailed in various papers to the Health and Wellbeing Board throughout this process.

#### **5.2 Equality and diversity / cohesion and integration**

5.3 The HWS refresh is aligned to priorities of our Leeds Health and Wellbeing Strategy 2016-2021 and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest. This will continue to be a key feature of the strategic priorities as set out in the current Health and Wellbeing Strategy to tackle inequalities. The framework of the strategy will have focused priorities with equality, diversity and inclusion at the heart supported by clearer outcomes.

#### **5.4 Resources and value for money**

5.4.2 There are no specific resource implications from this report. A continued feature of the HWS refresh will be reaffirming the aim of spending the Leeds £ wisely under the strategic leadership of the HWB- sharing or integrating resources, focusing on outcomes and seeking value for money as part of a continued long-term commitment to financial sustainability.

#### **5.5 Legal Implications, access to information and call In**

5.5.3 There are no specific legal implications of this report.

#### **5.6 Risk management**

5.6.1 Risks relating to each piece of work which will be connected to the refreshed priorities will continue to be managed by relevant organisations and boards/groups as part of their risk management procedures.

### **6 Conclusions**

6.1 The work to finalises the focus of the Health and Wellbeing refresh has continued to develop since the last update to the Health and Wellbeing Board in February 2023. This has been informed by a range of engagement with partners and stakeholder committees and boards.

The final draft HWS refresh attached to this paper demonstrates ambition for Leeds, whilst being rooted in the lived experience of residents and the challenges of inequality. It will run to 2030 and be managed flexibly and iteratively.

Work will continue to further develop and ensure the delivery of the Strategy including the approach to confirm the set of indicators and subject to the agreement of the draft HWS refresh, a fully designed and accessible public facing documents will be developed of the Strategy.

## **7 Recommendations**

The Health and Wellbeing Board is asked to:

- Note the engagement and work that has been undertaken with partners as part of the development of the Health and Wellbeing Strategy refresh.
- Approve the final draft of the Health and Wellbeing Strategy refresh attached at Appendix 1 of this report.
- Agree the proposed next steps in the development and delivery of the Health and Wellbeing refresh as outline in this paper, including establishing a set of clear indicators of the Strategy.
- Note that further development and graphic design work will be carried out with an accessible document created prior to the publication and promotion of the agreed Leeds Health and Wellbeing Strategy refresh.

## **8 Background documents**

- Appendix 1 – Draft Leeds Health and Wellbeing Strategy Refresh 2023-2030
- Appendix 2 - Overview of Health and Wellbeing Strategy Refresh engagement

**THIS PAGE IS LEFT INTENTIONALLY BLANK**

# Implementing the Leeds Health and Wellbeing Strategy 2016-21

---

## How does this help reduce health inequalities in Leeds?

The refreshed priorities in the draft HWS refresh reiterate the current HWS vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest. Tackling health inequalities and the impacts of poverty will be central to the development of the HWS refresh aligned to existing key strategies, plans and ambitions including the Best City Ambition.

## How does this help create a high quality health and care system?

The Leeds Health and Wellbeing Board is clear in its leadership role in the city and the system, with clear oversight of issues for the health and care system. The overarching commitment to drive improved quality across the health and care system remains a key feature of the Boards' and Strategy refresh priorities.

## How does this help to have a financially sustainable health and care system?

The Leeds health and care system is continuing to work collectively with the aim of spending the Leeds £ wisely under the strategic leadership of the HWB. The commitment of sharing or integrating resources, focusing on outcomes and seeking value for money as part of its long-term commitment to financial sustainability will continue to be reflected in the HWS refresh.

## Future challenges or opportunities

This HWS refresh highlights the challenges we face across the city in tackling health inequalities and the impacts of poverty, which have been further exacerbated by the Covid-19 pandemic. Whilst these challenges exist, health and care partners remain committed in their relentless focus in improving the health of the poorest the fastest. This is reflected in reaffirming the vision of the current HWS in the refresh. As the health and care system has recently gone through further transformation, the strength of the partnerships remain vital to making a real difference to the health outcomes of people across Leeds. The HWS refresh articulates clearly the priorities and the actions to deliver on this commitment and ambition.

<b>Priorities of the Leeds Health and Wellbeing Strategy 2016-21</b>	
(please tick all that apply to this report)	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	X

Maximise the benefits of information and technology	X
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	X