

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

Date: 26 July 2023

Report of: Director, Adults and Health

Report to: Executive Board

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### **Brief summary**

Since 2012 it has been a statutory requirement to have a Health and Wellbeing Strategy. The current Leeds Health Wellbeing Strategy (HWS) covers the period of 2016-21 (extended to 2023) providing a framework for improving health and for making Leeds the best city for health and wellbeing.

This report provides Executive Board with an overview of the approach to the Leeds Health and Wellbeing Strategy refresh (initiated in 2020 but paused due to the Covid-19 pandemic) which has been informed and developed together with partners across the city. This paper further seeks endorsement by Executive Board of the refreshed Leeds HWS, which will be considered for agreement by the Leeds Health and Wellbeing Board on 20 July 2023 and provides an overview of the next steps in the development and delivery of the Strategy.

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 Leeds HWS 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.

Throughout the development of the HWS refresh, the Leeds Health Partnership Team has engaged with a range of partners and relevant forums, committees and Boards including the Leeds Health and Health Wellbeing Board (HWB); Scrutiny Board (Adults, Health and Active Lifestyles) and the Third Sector Partnership.

## Recommendations

Executive Board is asked to:

- a) Note the engagement and work that has been undertaken with partners as part of the development of the Health and Wellbeing Strategy refresh.
- b) Endorse the Health and Wellbeing Strategy refresh attached at Appendix 1 of this report.
- c) Note the next steps outlined in this report regarding the finalisation and delivery of the Strategy, including developing a graphically designed version alongside an accessible version.

### What is this report about?

This report provides an overview of the work undertaken to develop a refreshed Leeds Health and Wellbeing Strategy, and asks Executive Board to endorse the refreshed Strategy, which provides the framework for improving health and for making Leeds the best city for health and wellbeing.

#### 1 What impact will this proposal have?

- 2 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.
- 3 The current Leeds Health and Wellbeing Strategy (HWS) covers the period of 2016-21, 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.
- 4 Progress has been measured against 21 indicators and updates provided to the Health and Wellbeing Board throughout this period including as part of yearly reviews.
- 5 The HWS in Leeds has widely been recognised as an example of good practice (including by the Kings Fund and Health Foundation) and was one of the first to integrate economic development priorities into the health system. The same approach has since been applied by other areas across England. The levels of leadership and strong buy-in and ownership of the strategy has also been noted by key bodies such as the Care Quality Commission (CQC).
- 6 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.
- 7 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.

- 8 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.
- 9 This report provides the Executive Board with background of the development of the refreshed HWS with the final strategy attached at Appendix 1 of this paper to be considered for agreement by the Leeds Health and Wellbeing Board on 20 July 2023.

## 10 Context for Leeds

- 11 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.
- 12 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*.
- 13 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.
- 14 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.
- 15 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.

## 16 The West Yorkshire Partnership Strategy and Healthy Leeds Plan

- 17 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.

- 18 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.
- 19 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.
- 20 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.
- 21 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).
- 22 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'.
- 23 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.

#### 24 **Key developments since 2016**

There have been a number of key developments since the current HWS was agreed. Some of these have already been highlighted in this report. The following is not an exhaustive list but includes some of the further key changes which has informed the HWS refresh and the city's health and care partnership in tackling health inequalities:

- **Living with Covid – the impact of the pandemic:** The impact of the Covid-19 pandemic has been felt by all communities in Leeds, but for some the impact has been greater. During 2020, clear trends and evidence emerged nationally showing that Covid-19 mortality and morbidity impacted more severely on certain groups in our population with disproportionate impacts dependent upon age, gender, pre-existing conditions, ethnicity and deprivation. The

pandemic has also intensified and exacerbated existing mental health inequalities and groups who were already at risk of poor mental health are more likely to have struggled during the pandemic. Long Covid and other potential long-term impacts of the pandemic on health inequalities will be a key focus of health and care partners in Leeds over coming years.

- **Cost of Living crisis:** As mentioned, the financial pressure on households has intensified this year with the impact of inflation and rising prices of food, fuel and energy, all of which disproportionately impact low-income households. 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.
- **Health and care integration– building on the strengths of health and care partnerships:** The response to the pandemic highlighted the strength of partnerships in Leeds. This partnership is made up of organisations including Leeds City Council, NHS, the Integrated Care Board, Voluntary, Community and Social Enterprise (VCSE) and Healthwatch Leeds and it has grown from the strength to strength. The Leaving No one Behind Health inequalities Covid Vaccination programme is one of many examples where partners have worked tirelessly to ensure that every part of the city has had access to the vaccine. Moreover, the work to improve health and care delivery for local people has not stopped and the Local Care Partnerships (LCPs) across the city further developing innovative partnership working at community level to support local health needs, for example by integrating employment support into pilot GP practices. As the health and care system navigates these challenges, it has also gone through further transformation with the Health and Care Act 2022 establishing Integrated Care Boards (ICBs) and Integrated Care Partnerships (ICPs) across England in July 2022. Along with all partners, the ICBs and ICPs are central to the new architecture for health and care integration and maintain a responsibility for bringing together key health and care partners to jointly assess population health needs and agreeing a health and wellbeing strategy.
- **Best City Ambition:** With the increasing focus on population health needs and the determinants of good health and wellbeing, it is vital that the HWS refresh firmly connects to key strategic ambitions at a local level which influence directly or indirectly people's health needs and outcomes. The Best City Ambition (BCA) sets out an overall vision for the future of Leeds, shared amongst partners and communities in the city. At its heart is the mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home. The Ambition champions a Team Leeds approach and describes how stakeholders in the city have committed to work together. The goals and priorities it includes are structured around the three pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon – all key strategic ambitions going through a process of refresh too. The Ambition was produced in response to the findings of the 2021 Leeds Joint Strategic Assessment and, through the approaches, policy goals and breakthrough priorities it establishes, seeks to drive improvement over the next decade.
- **Enabling local strategies, plans and ambition:** Alongside the BCA there are the Three Pillar strategies (Inclusive Growth, Net Zero and Health and Wellbeing), wider key health and care connecting plans such as the Children and Young People Plan and a cross section of strategic ambitions (some under development) for example the Better Lives Strategy, Mental Health strategy, Food Strategy, Culture Strategy, Digital, Physical Activity Ambition, Age Friendly, with organisational priorities across the system. It is vital all are working in alignment with the HWS refresh given their key influence in tackling health inequalities. Rooted in the priorities of the HWS will be a firm commitment to fairness and a key part of

achieving this will be our focus in becoming a Marmot City by taking action to reduce health inequalities and looking at this with a social determinants of health lens. Work has progressed to agree a plan to reduce inequalities with an initial focus on Best Start in Life and Health and Housing.

- **Interface with national strategies, approaches and relationships:** It is important that the local HWS refresh also balances the national approaches and strategies whilst also focusing on local priorities. These include NHS priorities linked to tackling health inequalities outline in legislation and in key plans such as the [NHS Long Term Plan](#) and [Core20PLUS5](#). Leeds has also launched the [Health and Social Care Hub](#) bringing together the Department of Health and Social Care (DHSC) and various local partners to improve health outcomes across the region. Utilising key partnership working at all levels to improve health outcomes locally will be key to driving improvements in people's health.

- 25 Significantly new to the Strategy refresh approach is the degree of development the HWB has undertaken in relation to hearing and including the voice of health inequalities in its work. Since the current Strategy, and in part as a response to the pandemic, the HWB has established significant and multiple mechanisms for hearing, planning and responding to those communities most likely to experience inequalities.
- 26 The Tackling Health Inequalities Group plays a key role and will continue to act as an advisory group for the health and care system to ensure there is a positive impact in tackling health and care inequalities. The Board's Allyship Programme has paired HWB members with key third sector organisations in the city supporting direct insight into particular geographies and communities. The Board is also an active participant in a Kings Fund supported programme to bring insight from the most underserved communities to the forefront of health and care decision making (Healthy Communities Together).
- 27 The Big Leeds Chat, detailed further in this report, has also taken an approach towards specific events with communities within Leeds or representative groups/organisations. The HWB has further supported the development of the Communities of Interest Network – a network of organisations which support specific communities, often underserved, to collaborate and support better health and care planning and delivery. Finally, the Board has influenced and supported the core governance of the West Yorkshire Integrated Care Board and the Leeds local team and partnership governance towards embedding tackling health inequalities as a core purpose. The mechanisms are key to the refresh, the refinement of its actions and reaffirms the Strategy's continuing ambition to reduce inequalities.
- 28 The Health and Wellbeing Board considered the broad principles and approach to the HWS refresh on the 27 September 2022, and it was highlighted that this is not complete rewrite of the current Health and Wellbeing Strategy in Leeds but builds on the strengths of the current Strategy, informed by a strong evidence base of intelligence/analysis from a variety of sources and engagement exercises to understand the health inequality challenges in the city as well as the lived experiences and health and care priorities of people and communities. The following includes examples of sources which have informed the development of the HWS refreshed priorities and outcomes:

## 29 Joint Strategic Assessment (JSA) 2021 Findings

The [JSA](#) is a reliable source of data about key demographic, socio-economic and health trends in Leeds. Key findings from the JSA include:

- Stalling of improvements in life expectancy for people living in low-income areas and growth in concerns about mental health across all communities. The gap in life expectancy between some of our most and least affluent areas is illustrated by a difference in life expectancy of 14 years for women and 11 years for men. In terms of wider comparisons, Leeds lags regional and national averages for female life expectancy with a recent Lancet report highlighting that one area of Leeds (Leeds Dock, Hunslet and Stourton) has the lowest female life expectancy in England).
- The city's population has continued to become more diverse, in terms of age, countries of origin and ethnicity. These changing demographics highlight a growing number of older people, and the profile of young people becoming more diverse and focused on communities most likely to experience poverty.
- Covid-19 has had a profound impact on children and young people with increasing mental health challenges. The importance of closing the educational attainment gap for the children and young people most likely to be experiencing poverty and disadvantage will be a priority for partners over coming years.
- Achieving net zero carbon ambitions by 2030 will be challenging and efforts should focus on four fundamental issues for health: minimising air pollution, improving energy efficiency to reduce fuel poverty, promoting healthy and sustainable diets, and prioritising active travel and public transport.
- As we focus on longer term recovery and growth - a focus on skills and life-long learning will be a central element, for young people and those people who will need to renew their skills.
- The population is growing and becoming more diverse, and as each year passes demographic trends are reflected in our oldest generations. Older people from diverse ethnicities, cultures and communities of interest who have a particular identity or experience can also face specific challenges as their established networks and support diminish over time. We also know that many older people are more likely to have multiple long-term conditions with socio-economic inequalities being a key influencing factor.

### **30 Big Leeds Chat 2021- priorities from people and communities**

- 31 The Health and Wellbeing Board (HWB) has made a firm commitment to being led by the people of Leeds, acknowledging that people should be at the centre of health and care decision making. Under the leadership of the HWB, the People's Voices Partnership (PVP) was established to bring together listening teams across the Leeds health and care partnership, so they could better collaborate on improving the engagement 'experience' of local people, work together to improve insight, to champion the voices of local people in decision making, and to ensure that the voices of those living with inequalities are better heard.
- 32 The Big Leeds Chat is a key element of this engagement and is a series of innovative, citywide conversations with senior leaders from across the health and care system together with the public to listen to people's experiences around health and wellbeing and find out what matters most to them. The Big Leeds Chat in 2021 involved 43 'conversations' (in-person discussion forums open to all people) taking place with both geographical communities, communities of interest and young people organisations. These took place at a number of venues between September and November 2021. Ten key themes emerged from these conversations and formed the basis for 10 Big Leeds Chat Statements (where the HWB agreed on 28 April 2022 to support governance arrangements to progress each Statement):

1. Make Leeds a city where children and young people's lives are filled with positive things to do.
2. Make Leeds a city where there are plentiful activities in every local area to support everyone's wellbeing.
3. Make Leeds a city where people can use services face-to-face when they need to.
4. Make Leeds a city where people feel confident they will get help from their GP without barriers getting in the way.
5. Make Leeds a city where each individual community has the local facilities, services and amenities they need.
6. Make Leeds a city where fears about crime and antisocial behaviour are no barrier to enjoying everything the community has to offer.
7. Make Leeds a city where services acknowledge the impact of the pandemic on people's mental health and where a varied range of service- and community-based mental health support is available.
8. Make Leeds a city with affordable activities that enable everyone to stay healthy.
9. Make Leeds a city where green spaces are kept tidy and welcoming, because services understand the vital role they play in keeping people well.
10. Make Leeds a city where everyone can get around easily on public transport, no matter their location or mobility needs.

### **33 Leeds Best City Ambition– Health and Wellbeing**

- 34 As outlined earlier, Health and Wellbeing represents one of the three pillars contained in the Best City Ambition. The Ambition describes a vision that in 2030 Leeds *“will be a healthy and caring city for everyone: where those who are most likely to experience poverty improve their mental and physical health the fastest, people are living healthy lives for longer, and are supported to thrive from early years to later life.”* A series of priorities underpin this vision, capturing issues including equal access to services, safe and welcoming communities, children having a great start in life, building connected communities which enable people to be physically active, and the imperative to improve poor quality housing to support good health and wellbeing.
- 35 The Ambition also launched five breakthrough priorities – targeted areas of work where cross-city teams will collaborate to tackle a specific and well-define challenge or opportunity. Many of the breakthroughs have a clear link to health and wellbeing, and indeed some have secured support from the Health and Wellbeing Board. The priorities are:
  - Better homes for health and wellbeing
  - Promoting mental health in the community
  - Inclusive green jobs
  - Learning outcomes for social mobility
  - Responding to the cost-of-living crisis
- 36 Consultation and engagement to support development of the Best City Ambition was delivered through a mixture of face to face and online discussions, workshops and surveys. This included discussions at all ten of Leeds's community committees, in addition to engagement with equality



hubs, community forums, city partners, the third sector, local community organisations and small groups of citizens directly. Some of the key headlines related to Health and Wellbeing highlighted the importance of:

- Ensuring better and more equal access to essential services in health and education and promoting care closer to home
- Ensuring children in all areas of the city have access to best start in life
- Access to green spaces, providing a place to be active and safe for play
- Improved mental health, wellbeing, and reduced loneliness
- Tackling poverty, particularly recognising the lifelong impacts of child poverty and its role in deepening inequalities.

### **37 National research and analysis**

38 Alongside key local and regional data and intelligence sources, there is also a rich set of analyses which continue to inform our understanding of the impact of health inequalities and links to determinants of health. Data from sources such as the Office for Health Improvement and Disparities (OHID) regional dashboards linked to areas for example like Housing and Health and Employment and Health will complement local analysis.

39 Additionally, the team responsible for developing the strategy will continue to work closely with local universities and national think-tanks like the Kings Fund, Wellcome Trust and Health Foundation to ensure the strategy remains consistent with the latest local, national, and international best practice.

### **40 Approach to the Leeds Health and Wellbeing Strategy refresh - What will look familiar?**

41 The Leeds Health and Wellbeing Strategy 2016 – 2021 is embedded across the health and care partnership by all partners and is widely seen as one of the most effective nationally providing a strong strategic direction of health and care priorities. Owned by the city and overseen by an effective Leeds Health and Wellbeing Board, it has been recognised by organisations like the Local Government Association as innovative and delivery focused.

42 Informed by the engagement with HWB members and key stakeholders, a key approach to the HWS refresh is maintaining elements of what works effectively with the current strategy and updating parts which further strengthen our focus in tackling health inequalities.

43 Key elements of the current strategy approach which remain so that the Health and Wellbeing Board can continue to effectively utilise the strategy are:

- Working with local people and communities, ‘anchor organisations’ and broader partners and networks that have a significant influence on the health and wellbeing of communities (people and geographical).
- A continued focus of the united partnership as a central ‘place board’, responsible for aligning and driving the work of partners behind shared ambitions.
- Taking an asset-based, population health approach to tackle the wider determinants of health.
- Making further progress on health and care integration and prevention
- A continued commitment to long term financial sustainability - sharing or integrating resources, focusing on outcomes and seeking value for money.

44 Several strong features of the current strategy remain relevant today and key to our ambitions and priorities. These broadly include the following:

- Wellbeing starts with people: this will remain a key focus to ensure that the refreshed strategy retains the effective approach of people at the heart of everything we do to improve health outcomes. The strength in our communities is a key asset and supporting a health and care system powered by our diverse communities will be vital.
- The strategy is always informed and rooted in evidence such as the JSA and people's voices.
- Continues to follow a whole life course framework that will seek to achieve improved outcomes ensuring the best start in life and ageing well.
- A relentless focus on addressing health inequalities and improving the health of the poorest the fastest and being the best city for health and wellbeing supported by five clear outcomes.
- Everything is connected principle backed by inclusive partnership and a unifying narrative context focused on shared priorities to achieve our agreed vision.
- Setting the long term, strategic direction for a wide range of partners who directly and indirectly influence health outcomes.
- Measuring progress continuously and consistently.
- Continue to be outward facing and sharing good practice: unifying strategy that is recognisable and shared locally, nationally and internationally.

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

- 46 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.
- 47 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 city strategic pillars in Inclusive Growth and Net Zero, which are also currently undergoing reviews.
- 48 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 it is proposed that 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. It is proposed that within each of the refreshed priorities clear actions are developed which can be driven forward via existing partnerships groups. This will form part of phase 2 of the HWS refresh development process.

## 49 **Headline feedback from engagement**

- 50 As highlighted earlier in this report, 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.
- 51 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.

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.

- 52 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.

53 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.

54 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.

55 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.

## **56 Partnership principles**

- 57 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.
- 58 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.

## **59 Next steps**

## **60 Indicators and measuring progress**

- 61 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.
- 62 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.
- 63 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.
- 64 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.

## 65 Communications, design and visual identity

66 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.

67 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.

68 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).

## 69 Development of Action Plans of 12 refreshed priorities

70 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.

### How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

### What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

71 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 paper highlights 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.

### What are the resource implications?

72 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.

## **What are the key risks and how are they being managed?**

73 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.

74 This paper and the draft HWS refresh identifies some of key risks and challenges to the growing health and care inequalities, proposing a clear framework which will seek to harness the strong partnerships and working with people and communities to improve health and wellbeing outcomes. The Leeds Health and Wellbeing Board will have oversight of the progress of delivery of the HWS refresh, working with key partners in the development and implementation of Action Plans as described in this report.

## **What are the legal implications?**

75 There are no specific legal implications of this report.

## **Options, timescales and measuring success**

### **What other options were considered?**

76 This report details the process of the HWS refresh which began in 2020 but was paused due to the Covid -19 pandemic. Following the engagement process, the Leeds Health and Wellbeing Board will consider the HWS refresh final draft for agreement on the 20 July 2023. Phase 2 of the development process is detailed in this report.

### **How will success be measured?**

77 Headline indicators will be a key measure of the successful delivery of the refreshed Leeds HWS Strategy, ensuring alignment with connecting strategies and performance frameworks.

### **What is the timetable and who will be responsible for implementation?**

78 The timeline of the HWS refresh development has been highlighted in the next steps section of this report. Following agreement of the strategy at the HWB on 20 July 2023, the phase 2 work of this process will begin.

## **Appendices**

- Appendix 1 -Draft Leeds Health and Wellbeing Strategy Refresh 2023-2030
- Appendix 2 - Overview of Health and Wellbeing Strategy Refresh engagement
- Appendix 3 – Equality, Diversity, Cohesion and Integration Screening

## **Background papers**

- None