

The Leeds Health and Wellbeing Strategy 2023-2030

'Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest'

Foreword

Hello and welcome to the Leeds Health and Wellbeing Strategy.

Our last strategy was developed in 2016 and there is so much to be proud of in our achievements since then. This has been driven by a united partnership of the council, NHS, public sector, a thriving Voluntary, Community and Social Enterprise (VCSE) network, businesses, education, academia, and organisations championing the voices of our communities, such as Healthwatch Leeds.

The most significant event in that time has undoubtedly been the pandemic. We responded by coming together to take care of each other and were supported by our resilient communities. 60,000 people who work in health and care with public, business and community sector partners, working with hundreds of volunteers, meant we were able to make sure people had food, medicines and wellbeing checks. We also delivered an extraordinary vaccine roll out programme embedded in our local communities with over 1.8 million doses given in Leeds.

None of this would have been possible without the strong foundation of partnership working supported by a #Team Leeds' ethos and approach.

Many lives were tragically lost during the pandemic and each person will not be forgotten. The aftermath of the pandemic is clear to see throughout our great city. We have seen health inequalities grow, caused by the pandemic, but also because of longer term trends in the employment, housing and health systems. Furthermore, challenges such as the cost-of-living crisis will be experienced differently by our diverse communities and across generations. The impacts of poverty are particularly felt in our most socially and economically challenged parts of the city. This highlights the importance of focusing improvements on health outcomes across the whole life course from preconception, birth and childhood, through the transition to adulthood, working life and older age.

Breaking the cycle of poverty and poor health is more important than ever. We will do this by setting transformational strategies for the city, strategies that are rooted in people's experiences and seek to change how local people and services respond to the challenges they face in a post-pandemic era. This strategy sets out how we plan to make a difference and improve health and wellbeing outcomes of people in Leeds, whilst learning from the experience of the past few years.

Leeds is a forward looking, great northern city. The innovation, creativity, and commitment of partners to work together to improve health and wellbeing outcomes of our people has never wavered. We recently reaffirmed our ambition to tackle poverty and inequality across health, the economy and environmental priorities through our Best City Ambition. Our determination to deliver positive outcomes for people has led us to reaffirm our position to challenge inequality by becoming a Marmot City, a fairer city for all. We have a solid foundation to drive this forward with a strong economy, exceptional schools, colleges and universities, a vibrant and diverse population and leading sectors such as digital health, data and medical technology. All are key to creating a healthier, more sustainable and inclusive place for people to live, work and visit.

It is the people of Leeds, our greatest asset, that are at the heart of driving the ambition we set in 2016 to be the best city for health and wellbeing. They have told us they want to see care that is communicated well, coordinated and compassionate. We will work together to deliver this, reaffirming our vision to be a health and caring city for all ages where people who are the poorest improve their health the fastest. This will remain key to our new Health and Wellbeing Strategy to

the year 2030, which sets our long-term plan to respond to the great health and care challenges we face as a city.

This strategy is launched at a time where we have recently seen transformation in our health and care integration journey. The creation of the Integrated Care Boards and Integrated Care Partnerships as part of wider health and care system in Leeds provides a significant opportunity to further progress our priorities so that they are positively felt by all communities in the city. We will look to partnerships at all levels, neighbourhood, local, regional and national to deliver our vision.

The success of this strategy will be determined by how people feel, and the real difference being made to improve their health and wellbeing outcomes. It is important to acknowledge that accessing NHS dentistry remains hard across Leeds and some GP practices are overstretched despite working valiantly to serve their communities. Numerous third sector organisations are significantly under resourced, or their funding is short-term and social care remains chronically underfunded with workforce challenges across all sectors. People also remain frustrated by the long waits for some services including ambulance services and accident and emergency.

As a Health and Wellbeing Board, we believe we can deliver stronger services that are integrated and effective in tackling health inequalities. But we also acknowledge the extent of the challenge. We will not see improvements immediately. This will require a continued combined effort backed by a relentless drive that our collective efforts and partnerships can and will deliver for people in Leeds over the lifetime of this strategy. We remain absolutely committed to achieving our shared vision and we cannot afford to fail. We won't be able to do this alone and we must all play an active part, but we believe by working together, with compassion and care as one Team Leeds, we can deliver positive changes for all our communities.

Councillor Fiona Venner

Chair of the Leeds Health and Wellbeing Board

What is the Leeds Health and Wellbeing Board?

Wellbeing starts with people; our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; the environment we create to live together. We all have a part to play in Leeds being a healthy city with high quality equitable services.

The Health and Wellbeing Board (HWB) helps to achieve our ambition of Leeds being a healthy and caring city for all ages, where people who are the poorest, improve their health the fastest. The Board exists to improve the health and wellbeing of people in Leeds and to integrate person centred health and care services.

The Leeds Health and Wellbeing Board is made up of senior representatives from organisations across Leeds, including Leeds City Council, the NHS, the West Yorkshire Health and Care Integrated Care Board, the voluntary and community sector and Healthwatch, which ensures the views of the public are fully represented and acted on. There is also a cross-party political representation, with meetings chaired by the Executive Member for Children's Social Care and Health Partnerships.

The Board meets regularly throughout the year, including via formal public meetings and development workshops. We get an understanding of the health and wellbeing needs and assets in Leeds by completing a Leeds Joint Strategic Assessment (JSA), which gathers information together about people and communities in our city. The latest JSA was produced in 2021.

Listening to people is central to the work of both the Health and Wellbeing Board and partners across the city, with findings feeding into strategic planning and service delivery. The Board works collectively, with the strengths and assets of Leeds people, to oversee, influence and shape action to ensure Leeds is a healthy city with high quality services.

Our partnership principles

Organisations will work in ways that support our Team Leeds approach. The following key principles, developed by the Leeds Health and Care Partnership, underpin how we work together to deliver on our ambition and vision set in this strategy:

We start with people: working with people instead of doing things to them or for them, maximising the assets, strengths and skills of Leeds' citizens, carers and workforce.

We are Team Leeds: working as if we are one organisation, being kind, taking collective responsibility for and following through on what we have agreed. Difficult issues are put on the table, with a high support, high challenge attitude.

We deliver: prioritising actions over words. Using intelligence, every action focuses on what difference we will make to improving outcomes and quality and making best use of the Leeds £.

Person-centred care principles: The 3 C's Approach

Through listening to people's experiences of health and care services, we have a significant insight around what matters to people in terms of wider health and wellbeing and what people feel keeps them well. In response to what people in Leeds are telling us, partners across the health

and care system have identified three priority areas which will enable us to focus on improving people's experiences of services with effective communication, supporting a skilled and confident workforce; and addressing health inequalities. Guiding our approach to deliver person centred care for all communities will be our 3 C's, which we expect every person to experience. These are:

- Better **Communication** with people
- Effective **Co-ordination** of health and care services
- **Compassion** in the delivery of health and care services

These will be underpinned by the following person-centred principles:

- Focus on addressing health inequalities
- Respect for people's values, preferences and needs
- Effective communication and good quality conversations
- A skilled and confident workforce
- Systems work together

The challenges and opportunities

This Health and Wellbeing Strategy is about how we put in place the best conditions in Leeds for people to live fulfilling lives in a healthy city with high quality equitable services. Everyone in Leeds has a stake in creating a city which does the very best for its people. This strategy is our blueprint for how we will achieve that. It is led by the partners on the Leeds Health and Wellbeing Board and it belongs to everyone.

Diverse cultures, a strong economy, vibrant partnership working, and a strong offer of services are just some of the many strengths which make Leeds a great place in which to live, learn, work and visit. However, not everyone is benefitting from what the city has to offer and there are unacceptable health inequality gaps.

This strategy has balanced the ambition and drive we have as a system to tackling health inequalities with the reality of the scale of the challenges that we face and the rising demand for services. We will seek to address these inequalities where possible whilst also mitigating some of the pressures to enable effective delivery of health and care services. We will have a laser focus in improving outcomes of people's health and wellbeing particularly in communities which experience poverty, by focusing on actions which respond to the needs of the city's people and communities, resourced and delivered at scale. This will mean that we can help everyone to improve their health focused on place priorities and delivering actions to accelerate improvements in tackling health inequalities of adults and children through national approaches such as Core20PLUS5.

Stalling improvements in life expectancy for people living in low-income parts of the city also demonstrates the scale of the challenge we face. The gap in life expectancy between the wards with the lowest and highest life expectancy is 14 years for women and 11 years for men¹. This gap is even wider between some communities such as the Gypsy and Traveller communities in Leeds, with the average life expectancy around 50 years of age compared to the city average of around

¹ ONS - Life expectancy at birth, by sex, 2017-2019

78 years.² More widely, the Leeds Dock, Hunslet and Stourton area of the city has the lowest female life expectancy in England³ and 197,651 people in the city live in areas ranked amongst the most deprived 10% nationally.⁴

The city is further responding to the long-term impacts of the Covid-19 pandemic which are being felt by all communities in Leeds. The evidence shows the risk of death and specific illnesses and conditions affect some groups disproportionately depending on their age, gender, pre-existing conditions, ethnicity and deprivation. The pandemic also worsened existing mental health inequalities across all age groups including children and young people, who were already at high risk of poor mental health.

Addressing these challenges will be a key focus in this long-term strategy, and we will consistently review progress to ensure we remain flexible in response to our changing context from now to 2030.

Building thriving communities & improving health and wellbeing

Building thriving communities where people live happier and healthier lives requires all the right ingredients to be in place. These are often referred to as the wider determinants of health and wellbeing. This strategy recognises that if we are to tackle health inequalities, we must recognise the influence of people's socio-economic conditions on their health outcomes. The best start to life, good education; providing sufficient opportunities for play and leisure; inclusive, stable and well-paid jobs; quality homes that are affordable and safe are some of the key ingredients to improving people's health and wellbeing. We need all partners in Leeds to generate and debate ideas and make decisions together and equally; our Team Leeds ethos is more important than ever.

The growing and changing population and diversity in the city has also highlighted particular inequalities which will be the focus of our priorities, including the concerning trend of more young people in communities most likely to experience poverty. In 2021 almost 24% of children (under 16) were estimated to live in poverty in Leeds, compared to 19% nationally.⁵ Most of us will also live longer than the generations before us – an achievement we should all feel proud of as a society and it will be important that we work together in partnership to create a city where people age well and live independently for as long as possible maintaining connections with other people and to access support that meets their needs.

To be the best city for health and wellbeing everyone must work together to do the best for one another and provide the best care possible when needed.

Hearing the voices of people living with inequalities

The Leeds Health and Wellbeing Board is there to serve the needs of local people and is committed to putting their voices and experiences at the centre of health and care decision making.

Collectively, these approaches embody an asset-based approach that focuses on empowering people to take more control of their healthcare and focuses on what is strong in people and communities. Whilst we acknowledge the challenges of poverty and opportunity in some areas it is

² [Health Needs Assessment of Gypsies, Travellers and Roma Groups in Leeds 2019](#)

³ Lancet report (Imperial College London, 2021)

⁴ Census 2021/ Index of Multiple Deprivation (IMD) 2019

⁵ [Leeds Joint Strategic Assessment 2021](#)

often the case that these same areas have the most vibrant and diverse community organisations and campaigning groups.

Under the leadership of the Board, we put the voices of people experiencing inequalities at the centre of everything we do in a number of ways. This included the People's Voices Partnership (PVP) which was established to bring together listening teams across the Leeds Health and Care Partnership to ensure that the voices of those living with inequalities are better heard.

The Big Leeds Chat is a series of innovative, citywide conversations between the public and the people responsible for making decisions in health and care. The conversations are focused on listening to people's experiences in their own terms so that we know what matters most to them. In 2021, 43 'conversations' took place with local communities, communities of interest and young people's organisations. Ten key themes emerged across these and the two previous years of The Big Leeds Chats. They form the '10 Big Leeds Chat Statements', which have shaped the priorities in the Leeds Health and Wellbeing Strategy:

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

The Tackling Health Inequalities Group also plays a key role and will continue to act as an advisory group for the health and care system to ensure there is a strong impact in tackling health and care inequalities.

Our Communities of Interest Network further brings the voices of people from 24 different communities experiencing the greatest health inequalities closer to decision-making, including representing their views to the Health and Wellbeing Board.

The How Does It Feel for Me? groups brings forward the experiences of users of health and care services as they move through different parts of the system through video diaries, complaints, case notes and questionnaires. The Leeds People's Voices Group also brings together health and care partners, working together to strengthen our approaches to co-production, which enables us to involve people at all stages of change. People's voices are also at the heart of our service transformation programmes such as the ongoing work to transform community mental health services.

To get direct insight into the needs of marginalised communities, the Leeds Health and Wellbeing Board has developed the Allyship programme which connects Board members with key third sector organisations in the city. This engagement activity will remain a key component in ensuring the priorities of all communities guide the work of the Health and Wellbeing Board and the delivery of this strategy.

Improving equitable access to quality health and care services

Good health is about physical, mental, and social wellbeing. Too many people across the city are struggling to get an appointment to access services such as primary care and dentistry. As ageing populations lead to more people experiencing multiple long-term conditions, health and care services need to adapt to these changes. People in Leeds have told us they want to feel confident they will get the help needed from services and access to treatment without barriers getting in the way. We will continue to focus on this as one integrated health and care system which will improve people's health. We will also be focused on reducing healthcare inequalities across the entire population to build and maintain the best long-term health possible for everyone.

Having equitable access to quality health and care services remains a key priority of this strategy. It is vital that we have timely and person-centred care. Whilst the cost of providing high quality care continues to rise, we must continue to work hard to deliver this for the people of Leeds. This will ensure people's health and wellbeing can be better, fairer and sustainable.

To do this effectively we need to both develop new capacity where possible and free up capacity in existing services. Preventing people needing expensive reactive, acute or emergency care will be a priority in this strategy as we see all public services facing an unsustainable rising tide of demand. To genuinely reduce demand we must not only have effective and evidence-based services, we also need to prevent problems from developing and create the conditions for thriving individuals, families and communities.

We will further develop our localities and neighbourhood-based community building approach from cluster working of partners provide holistic early help to achieve the best possible outcomes for children and families to Asset Based Community Development (ABCD) and Local Care Partnerships (LCPs). This is where people and organisations work together as equal partners actively involved in the design and delivery of health and care supported by their communities.

One integrated system focused on improving health and wellbeing outcomes and maintaining financial sustainability

As part of an integrated system, people and organisations will work together to develop joined up health and care services that focus on the people who use them. Improving health services also needs to happen alongside maintaining financial sustainability. This remains a major challenge. Rising cost pressures and sustained and increasing demand of health and care services means making the best use of the collective resources across organisations and sectors. This will continue to help us to develop the city's health and care system which has seen its own transformation supported by a strengthened governance structure including at the city level with the establishment of The Leeds Committee of the West Yorkshire Integrated Care Board (ICB). The ICB will help to join up health and care services, improve people's health and wellbeing and delegate some funding and decisions to local places so that we can work with our partners to plan and fund services that make a difference to people and reduce health inequalities.

The best place to train and work in safe and inclusive workplaces

The challenges of modern life reverberate throughout our working lives. The 60,000 people working in health and care are facing increasing pressures both outside and, in the workplace, for example around mental and physical health, juggling childcare and caring for friends and relatives. It is vital that we continue to work together to make Leeds the best place to train and work at any age and to support our colleagues to flourish in safe and inclusive workplaces. We have a highly motivated, creative and caring workforce in our city, working hard to deliver high quality care for people in Leeds and ensuring employees have the right values and skills to thrive in the future is essential. Expanded career opportunities, flexible working and access to the best technology and training is at the heart of this strategy.

It is also essential that our future workforce better reflects the demographics of an increasingly diverse city. Opportunities for younger people to access good work will need to be coupled with ensuring mid-career support for example with childcare, developing flexible working and supporting older workers to thrive and remain in the workforce.

Workplaces will be age, disability, carer and family friendly and will support flexible working and act as a beacon of best practice to attract the diverse skills that the city needs to thrive.

Turning this strategy in to actions which deliver for our communities

It is vital that the priorities in this strategy continue to direct plans which make a tangible difference to the health and wellbeing outcomes of people and communities in all parts of Leeds, across all ages. This is why the Health and Wellbeing Board will review and lead a key programme of work which will kickstart in 2023, where we will build on existing work and develop clear actions plans under each of the 12 priorities in this strategy. We will do this together with partners where we will clearly define who will deliver the objectives under each priority, how we will deliver this and when we will achieve this by, identifying clear targets where we need to. This will be focused on long term actions, recognising that making a real difference to people's lives will not be achieved immediately but will take time and a continued concerted effort across all partners in the city. This will enable us to have clear accountability to people and communities across the city that we are successfully delivering the vision of this strategy.

Connecting strategies to better tackle health inequalities

Each partner organisation has clear strategies and plans which are informed by the priorities and vision of the Health and Wellbeing Strategy. These are closely aligned and support the delivery of this strategy. Improving outcomes for people and communities across the city will also be supported and delivered together with a range of connecting strategies, plans and commitments. Each of these will help us to deliver our ambition to be the best city for health and wellbeing. We have taken a life course approach to tackling health inequalities. This means we will consider the biggest issues at each stage of a person's life from early years to older age. It will take a concerted effort across all levels: local, regional and national. This will be an approach which recognises that a diverse range of factors including social, economic and environmental conditions influence a person's physical and mental health and wellbeing outcomes.

The following city strategies and plans will be key in helping to deliver improved health and wellbeing outcomes for the people and communities in Leeds and we will ensure there is a clear and strong alignment across all to ensure the most effective delivery of the city's health and wellbeing strategic priorities:

Leeds Best City Ambition: The Best City Ambition is our overall vision for the future of Leeds to 2030. At its heart is our mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home. The Best City Ambition aims to help partner organisations and local communities in every part of Leeds to understand and support the valuable contribution everyone can offer – no matter how big or small – to making Leeds the best city in the UK. The Best City Ambition is made up of the ‘three pillar’ strategies of Health and Wellbeing, Inclusive Growth and Net Zero, bringing together key people to develop shared projects across all three strategies, many of which are listed in the relevant sections of this document.

Leeds Inclusive Growth Strategy: The Leeds Inclusive Growth Strategy sets out how we aim to make the city a healthier, greener and inclusive economy that works for everyone. The strategy details how we will harness partnerships across the city to improve the health of the poorest the fastest, linking people and communities with place and productivity. The Leeds Anchor Network will continue to play a key role as part of our place-based approach to inclusive growth and community wealth building. Bringing together the economic power and human capital of large organisations to work with communities mutually benefits the long-term wellbeing of both.

Net Zero ambition: Leeds has committed to be carbon neutral by 2030 and has the ambition to be one of the first net zero cities in the country. Tackling climate change will mean that we focus on reducing pollution and promoting cycling, walking and the use of public transport whilst also promoting a less wasteful, low carbon economy. This will also require the need for more national funding and powers to make our 2030 commitment possible. The Leeds Health and Care Commitment will be one of many key components of addressing poor health outcomes. This Commitment is a set of principles and actions to work towards being a resilient, sustainable health and care system that mitigates the impact of climate change.

Healthy Leeds Plan: The Healthy Leeds Plan (formally Left Shift Blueprint) outlines the health and care contribution towards delivering the vision of Health and Wellbeing Strategy. It also sets out the high-level ambitions for improving health outcomes for the people of Leeds both collectively and at a population level. The Plan describes two overarching system goals that the Leeds Health and Care Partnership are collectively committed to delivering and priority areas of focus in relation to delivery of the goals. These goals are to reduce preventable unplanned care utilisation across health settings and increase early identification and intervention (of both risk factors and actual physical and mental illness). Demonstrating the commitment of the health and care system to reducing health inequalities these goals will be focused on the 26% of the population who live in the 10% most deprived areas nationally.

West Yorkshire Partnership Strategy: The West Yorkshire Partnership Five-Year Strategy is the vision for the future of health, care and wellbeing in the region, where all partners are working together so 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, and developed with the Leeds Health and Wellbeing Board, the delivery of the West Yorkshire Partnership strategy ambitions is set out in a Joint Forward Plan.

Leeds Marmot City Commitment: Building on the city’s long history of working to address health inequalities, Leeds has committed to become a Marmot City. This involves working in partnership with the Institute of Health Equity to take a strategic, whole-system approach to improving health equity. Working collaboratively with partners and communities, we will work together to achieve a fairer Leeds for everyone. There will be an initial focus on the Best Start and Housing priorities of this work with progress being overseen by the Leeds Health and Wellbeing Board.

Leeds Health and Social Care Hub: In partnership with the Department of Health and Social Care, organisations across sectors including the NHS, local government, universities and the third sector are working together on key areas of work to tackle health disparities and improve employment opportunities in the city. This new way of working between local and national partners includes a fresh approach built on productive relationships to developing inclusive careers and innovation, whilst also improving health and care for local people, making Leeds a place where people want to come to live, work and stay.

What is the Leeds Health and Care Partnership?

We know that people's lives are better when those who deliver health and care work together.

The Leeds Health and Care Partnership (LHCP) includes health and care organisations from across Leeds: Leeds City Council, NHS partners, Voluntary, Community and Social Enterprise organisations, Healthwatch Leeds, Local Care Partnerships, Leeds GP Confederation and the Leeds Office of the NHS West Yorkshire Integrated Care Board.

We are also part of the wider West Yorkshire Health and Care Partnership which is an 'Integrated Care System' working to improve the health and wellbeing of people across West Yorkshire.

Building on what we have achieved

- *Final graphic designed strategy will include case studies of key achievements of the current HWS within each of the 12 refresh priority narrative text – **illustrative example included below to provide an idea of the type of case studies which could be included.***

Case study example: Connecting communities to health and care jobs

Through our Health and Wellbeing Strategy and our Inclusive Growth Strategy, we are committed to developing a strong local economy that everyone can benefit from. The city's biggest employers are collaborating on projects via the Anchors Institution Network which support this commitment, including supporting people from disadvantaged communities into employment.

Lincoln Green was among the 1% most deprived wards nationally. The majority of households are on a very low income (74% on less than £15k), and its residents also experience some of the greatest health inequalities in Leeds. As such, Lincoln Green has been identified as a priority neighbourhood.

As a committed member of the Anchor Institution Network, Leeds Teaching Hospitals NHS Trust (LTHT), collaborated with Leeds City Council (LCC) and local charity Learning Partnerships, to deliver a bespoke recruitment process and employment programme, supporting the residents of Lincoln Green to be better equipped to successfully gain employment at LTHT.

In total, 130 people attended an employability programme, which helped improve IT skills, confidence building, application and interview skills, among others. 59 of those were successful in achieving an offer of permanent employment with LTHT

Due to the success of this programme, the approach has been scaled up by the Leeds Health and Care Academy and the Anchor Networks across Leeds. Further events have been held in other areas of Leeds such as Armley. An extension to the programme has reached young people from disadvantaged areas to encourage consideration of and connecting with possible health and care careers.

Health is wealth. Good quality employment not only puts more money into people's pockets it also promotes local economic growth, particularly small businesses in priority neighbourhoods, and ultimately improves health by reducing money worries and enabling healthier choices.

Summary on a Page

Illustrative example of Draft Summary on a Page – not final design

Leeds Health and Wellbeing Strategy 2023-2030

DRAFT

Our ambition:

We will be the best city for health and wellbeing

Our vision:

A healthy and caring city for all ages where people who are the poorest improve their health the fastest

Contributing to the **Leeds Best City Ambition**

Indicators



12 Priorities

A Child Friendly and Age Friendly City where people have the best start and age well

This is a priority because...

Creating a city with the foundations of good health and wellbeing will ensure that everyone can have the best start in life, age and die well.

Communities in Leeds have continued to grow, with greater diversity and a growing younger and ageing population. There are over 8,500 births in Leeds⁶. We have over 190,000 children and young people aged up to 18 in the city⁷ with over 190 different languages spoken in Leeds schools.⁸ Over 15% of people living in Leeds are 65 and above contributing to our vibrant city as employees, community connectors, volunteers, carers, investors and consumers.⁹

Leeds has a long-standing commitment to be a Child-Friendly City, where children enjoy growing up and achieve their potential and thrive from early years to adulthood. Through the 12 Child Friendly Wishes we know what the priorities are for children and young people and want to make a difference to their lives. We want to have a positive impact on improving outcomes for all recognising the need to improve these faster for children and families from socially and economically challenged parts of the city.

Whilst people living longer is positive, we have also seen this is not reflected equally across the city and increasing health inequalities which are more complex. This is further exacerbated by the impacts of poverty, often at the root of the poor outcomes which both younger and older generations experience. We have previously seen improving trends in areas such as infant mortality and child obesity, however not all communities benefit from these positive trends and the gap between the most and least affluent communities is as present as ever. Recent data has shown the infant mortality rate for Leeds between 2019-21 was 5.0 per 1,000 live births, compared to a national rate of 3.6 deaths per 1,000 live births in England and Wales in 2020.¹⁰

Targeted actions which make the most of every child's potential remains an important goal for the city as we continue to transform services. We will continue to build a skilled, confident, resilient workforce able to meet children and young people's educational, social, and emotional needs. These actions will also focus on supporting children and young people who have complex needs and mental health challenges. It is important the health of families is a focus too, recognising that our priorities can help to tackle challenges such as the disproportionate reality that women from Black ethnic backgrounds are four times more likely to die during childbirth.¹¹

Leeds also wants to be a place where people age well, where older people are valued, feel respected and appreciated, and are recognised and supported for their contribution as part of the city. Promoting healthy ageing will be a key part of our approach to achieving this vision. Older

⁶ ONS live birth figure for 2021

⁷ [Leeds Children and Families Health Needs Assessment 2022](#)

⁸ Citywide analysis of School Census (January 2023)

⁹ [Population Report for Leeds – Census 2021](#)

¹⁰ Leeds Children and Families Health Needs Assessment 2022

¹¹ Reference in [Leeds Maternity Strategy 2021-25: MBRRACE-UK Maternal Report Dec 2020 v10 ONLINE VERSION 1404.pdf \(ox.ac.uk\)](#)

adults should also have the same freedom of choice as everyone else with services and systems designed in an age friendly and inclusive way.

Older people are more likely to have multiple long-term health conditions, especially those living in our socially and economically challenged communities. Inequalities in older age are cumulative and have a significant impact on a person's health, wellbeing and independence. Around 8,500 people aged 65 and above live with dementia in Leeds. The proportion of people living with frailty is almost three times higher in communities which experience poverty compared to the affluent parts of the city. Moreover, people from ethnically diverse backgrounds living in the least affluent parts of Leeds become frail 11 years earlier than white counter parts.¹²

It is also vital that the relationship between generations continues to be defined by mutual support and compassion, especially during a period where intergenerational inequalities become more apparent. For Leeds to be a successful city, both younger and older generations must feel Leeds is an inclusive city which promotes equal opportunities and where everyone has a fair chance. Furthermore, preventing health problems emerging in children and young people will have lifetime impacts that enable people to age in better health.

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Support the delivery of the city's Child Friendly and Age Friendly ambitions together with the Best City Ambition breakthrough projects and Marmot city commitment which aims to go faster and further in enabling the best start in life for children and young people in Leeds.
- Support a long-term vision to transform healthcare facilities for patients and staff including through high quality hospital services provided from the state-of-the-art new hospitals at the Leeds General Infirmary site, with the creation of a new Children's Hospital and Maternity facilities.

Our ask of the health and care system and wider partners...

- Work as a partnership to offer parents-to-be and new parents targeted pathways informed by women and families improving communications and support and care before, during and after pregnancy.
- Help deliver a strength-based localised offer where community maternity services will understand more about the locality they work in and the partners and people they work with.
- Recognise the importance the impact that play can have on the healthy development of a child and enable a best start by offering opportunities for babies, toddlers and their caregivers to come together and play, which will in turn provide much-needed support networks for parents and caregivers.
- Improve the mental health of children and young people and parents and carers, by taking a 'whole family' approach to mental health and working with children and families to build resilience and emotional intelligence.
- Have joined-up practices which also deliver positive outcomes for children and young people with special educational needs and disabilities and additional needs.
- Continue to have a relentless focus on reducing child obesity building on the learning of pre-pandemic years.

¹² [The State of Ageing in Leeds, 2021](#)

- Work together to ensure children and young people from all backgrounds and communities and those changing career in later life are equipped with the skills and life-long learning which enable them to realise their potential and renew their skills-needs.
- Before and after birth, to support parents and babies to create the conditions where stress is reduced, positive bonds and attachments can form, and language and communications skills develop.
- Contribute to delivering improved outcomes for older people in key areas, adapted for Leeds from the Age Friendly City domains developed by the World Health Organisation in housing; being active, included and respected; healthy and independent ageing; public and civic spaces; travel and road safety; and employment and learning.
- Involve and consult with people, of all ages, on the development, delivery, management and evaluation of services and projects which affect them.
- Recognise and address the barriers faced by older people who are, or are at risk of, being vulnerable or disadvantaged, and putting interventions in place to remove or reduce these including across protected characteristics and the intersection with age such as gender and ethnically diverse communities.
- Recognise the impact of climate change on people's health such as fuel poverty and how this can inform our response to reducing excess winter deaths.
- Address the clear link between frailty and deprivation and focus on key priorities to improve outcomes for people living with frailty such as avoidable disruption to people's lives, as a result of, contact with services.

The Health and Wellbeing Board will use its influencing role to...

- Build on the outstanding social work and support journey in the city, ensuring consistent quality across all our work with vulnerable children and young people.
- Help create a dementia friendly place in Leeds, where people can live well with their condition, be open about it, and stay well and active.
- Promote further progress in reducing social isolation and loneliness, particularly where it is affecting groups at higher risk and people with high levels of need.
- Have a consistently embedded healthy ageing approach, supporting people known to be at high risk of developing long term physical and mental health conditions.
- Make active and independent living the norm where possible.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Age Friendly Leeds Strategy 2022-25

Children and Young People's Plan 2023-28

Leeds Maternity Strategy 2021-25

The Leeds SEND and Inclusion Strategy 2022-2027

Living with Dementia Strategy

Children and Young People Poverty Strategy (currently being refreshed)

Strong, engaged and well-connected communities

This is a priority because...

People having pride and being actively engaged in the success of their local area and feeling connected to places, communities and the people around them can improve their health and wellbeing outcomes.

We want all communities to be connected and be able to access the local facilities, services and amenities which can support them in their day-to-day lives. Being connected is not just about digital connections, but human connections and feeling a sense of belonging and collective purpose. This can have a significant impact on improving mental and physical health and wellbeing. Taking an asset-based approach and empowering people to overcome challenges independently has been a key element of the way we have worked with communities to tackle health inequalities.

We know that whilst the Covid-19 pandemic demanded the use of digital platforms and tools for people to remain connected; this equally led to a hunger for more community solutions to connect with their friends, neighbours and fellow Leeds residents in person. We developed a network of third sector community hubs and also utilised libraries across the city to connect people. This has continued to play a key role to support the hubs and use of libraries, offering a range of community activities for all ages.

Around 1 in 8 households will have a person aged 65 or above living in them or living alone¹³. It is important that we recognise that some people could be left behind as we begin to operate more digitally. Loneliness, engagement and mobility are often particular issues for our older people. Keeping active and being valued contributors to their community are all key factors in promoting health and wellbeing.

Strong communities are at the heart of our diverse city. More than a quarter of Leeds residents are from ethnically diverse communities, over 4% of people in the city identify as LGBTQ+ and 1 in 6 people living in Leeds are disabled.¹⁴ All parts of the city must be accessible for all to move around safely and easily so that everyone can have access to what the city has to offer. This includes the importance of culture, creativity, arts and heritage in the city which continues to play a key role tackling health inequalities from healthy ageing, long-term conditions, loneliness and mental health. From our grassroots and third sector organisations to visiting the city's galleries, heritage sites, libraries, museums and theatres, we know this can be good for people's physical and mental health, and for the health of our communities.

In West Yorkshire, more than half of people aged 65 and over say they take a bus at least once a week.¹⁵ The ability to travel is crucial in maintaining independence and staying connected and the way we all move around the city affects health and wellbeing too. Promoting walking, public transport, cycling and other forms of sustainable travel also has a direct impact on the health and wellbeing of people in Leeds by encouraging healthy active lifestyles, and an indirect impact by reducing the emissions and poor air quality.

¹³ [The State of Ageing in Leeds, 2021](#)

¹⁴ Census 2021

¹⁵ [The State of Ageing in Leeds, 2021](#)

Healthy streets influence good health and wellbeing. They provide everyone with better access to education, services and employment opportunities as well as creating an environment where businesses can thrive. Ensuring streets are accessible to everyone, from making it easy to cross the road, play and cycle, is vital. Older people, the very young, disabled people and those living on lower incomes are often the most impacted by a car-dependent city. Through creating healthy streets, we can make it easier for everyone to live, work and enjoy their local areas.

To create well connected communities, we must communicate in ways which are accessible to them. A key focus of health and care partners is to accelerate the full implementation of the Accessible Information Standard (AIS). This is a legal requirement to make sure that people who have a disability, impairment or sensory loss are given information they can easily read or understand including in communications from health and care services. We are developing a system wide approach to measure and assure ourselves of progress building on the strong examples we have in individual organisations and are seeking regular progress updates from all partners on this area.

Marginalised groups such as sex workers also face increasing health risks such as experiencing violence and substance misuse and can face additional barriers in accessing health care through fear or discrimination. Having the right interventions and access to services to help prevent this will be key tackling health inequalities for all vulnerable groups in Leeds.

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Work with partners to ensure people are involved in conversations about their health and care.
- Ensure the three Cs approach of Communication, Compassion and Coordination in connecting people to key healthcare services is embedded across the system.
- Have health and care services in Leeds implementing the Accessible Information Standard (AIS) effectively.

Our ask of the health and care system and wider partners...

- Ensure the needs of specific communities and vulnerable groups including migrants, refugees, asylum seekers are met, particularly in relation to diverse community languages and interpreters.
- Build further partnerships with trusted communities improving people's access to key services like GP and dental care by addressing concerns such as booking appointments and options of face-to-face appointments.
- Further rollout and expand the strength-based model of social work and the Asset based Community Development (ABCD) approaches building on key programmes such as the Leeds Neighbourhood Networks.
- Continue to promote digital solutions and use our 'digital first but not digital only' approach to prioritise those who are digitally excluded.
- Support the delivery of innovative ways to utilise digital to tackle loneliness and better connect people, including those living with dementia in Leeds.
- Support a balanced approach to enabling new digital processes, freeing up capacity of traditional access to healthcare services through using digital methods.

- Promote projects and work across sectors which have defined aims in improving people's health and wellbeing with a focus on arts, creativity, culture and heritage.
- Develop services that support people to access the right support when they need it, and to thrive using their individual and community assets.

The Health and Wellbeing Board will use its influencing role to...

- Focus on improving the use of data and technology to improve community outcomes, for example linking air quality data with transport planning to promote clean air initiatives.
- Support the approach to build on the 20-minute neighbourhood concept, and the city's ambition to create healthier streets, spaces and communities focused on providing accessible, well-designed places no matter where or the mobility needs of people across Leeds.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Connecting Leeds Transport Strategy
 Safer, Stronger Communities - Leeds Plan (2021-2024)
 Leeds Culture Strategy 2017–2030
 Digital Strategy 2022-25

Improving housing for better health

This is a priority because...

People's financial security is very important to their overall health and wellbeing. This is particularly an issue which is increasingly a concern for households who are facing further pressures as living costs continue to rise. Similarly, the quality and suitability of homes is also an important driver of mental and physical health and is a significant part of addressing and overcoming challenges that some people may face in their lives such as recovery from drug or alcohol abuse.

As with most big cities, Leeds also has a large amount of older housing, concentrated in poorer neighbourhoods. Our most recent assessment identified that there are almost 350,000 dwellings across the city¹⁶ with diverse type of housing including 19,500 pre-1919 back-to-back houses still in use.¹⁷ Continuing to deliver new homes and affordable housing remains a priority for the city with the council committed to building 1,500 new council houses, through the Council House Growth Programme, by 2025. The type of tenure has also changed significantly over the past decades. The private rented sector has seen substantial growth, and now stands at around 20% of the housing stock with the owner-occupier figure seeing a drop to around 60%.¹⁸ The mix of housing options and tenure in the city means that it is also vital that there is a strong focus in

¹⁶ [2017 Strategic Housing Market Assessment \(SHMA\)](#)

¹⁷ [Leeds Joint Strategic Assessment 2021](#)

¹⁸ [Leeds Housing Strategy 2022-27](#)

improving housing quality across the housing stock and that we maintain a focus in further improvements in the quality of homes through the local planning system.

Housing also accounted for 27% of Leeds' CO2 emissions in 2019¹⁹ and over 60,000 households were in fuel poverty in the same year, with significant impacts on health and well-being²⁰. The links between poor housing, low energy efficiency, fuel poverty and ill health are well established.

Cold homes also exacerbate problems associated with cardiovascular illness and the onset of stroke or heart attacks, while damp, mould and poorly ventilated homes are associated with a range of respiratory and allergic conditions such as bronchitis, pneumonia, and asthma.

Whether it is social housing, private rented or new homes, improving housing across sectors is key to ensure people can live healthier.

Around 17% of Leeds residents are disabled or are living with a long-term health problem.²¹ Supporting people to live in housing that can accommodate their support and care needs in an environment that is socially inclusive and promotes active independence is vital to tackling health inequalities. A key element of this priority will be to ensure that both young and older people live in suitable homes and that the approach to housing is accessible and capable of being adapted with flexibility designed accommodation, helping to reduce pressures on groups such as unpaid carers and on the health and social care sectors.

Leeds is recognised as a national example of good practice in helping to prevent homelessness and supporting people who become homeless or are rough sleeping. People affected are more likely to have complex health needs including inter-related mental health, drug misuse and alcohol dependency challenges. They are also at increased risk of injury, pneumonia, tuberculosis, dental problems and hypothermia.

The safeguarding of adults and children is also linked to health and housing. A diverse range of services routinely visit people in their homes and healthcare and social care workers for example have a key role in identifying and responding to safeguarding concerns as part of a multi-agency response.

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Work in partnership to help deliver significant progress in tackling health inequalities particularly in areas of Leeds that are socially and economically challenged through key programmes such as the Marmot City Commitment and Best City Ambition breakthrough project on Health and Housing.

Our ask of the health and care system and wider partners...

- Have developed a whole system approach to supporting independence of children and young people, adults and older people as part of an integrated system, achieving cost-effective solutions and positive outcomes for people.

¹⁹ [Leeds Housing Strategy 2022-27](#)

²⁰ [Fuel poverty sub-regional statistics - Department for Business, Energy and Industrial Strategy](#)

²¹ [Leeds Housing Strategy 2022-27](#)

- Have delivered and made further progress in developing diverse housing options tailored to individual needs for young and old such as extra care housing and enhance provision for people who have multiple and complex needs.
- Have proactive and preventative housing solutions in place to support people to live independently and minimise preventable health and social care interventions. This will include ensuring that adaptations are maximised to support people with mobility needs, sensory needs or cognitive impairments to live independently, minimising hospital admissions and streamlining hospital discharges and health and care pathways linked to housing needs. It will also include ensuring that key referral pathways linked to homelessness and mental health support are efficient and collaborative.
- Deliver high quality, inclusive, sustainable and safe homes to tackle health inequalities particularly in our most socially and economically challenged parts of the city. This will include tackling overcrowded living conditions especially in multi-generational households, promoting low carbon heating and addressing issues of damp and mould in properties.
- Utilising innovative digital and technology solutions in partnership, supporting people to be healthy and independent in their home and in creating healthier living environments.
- Minimised and addressed safeguarding risks to residents linked to health and housing as part of a multi-agency partnership approach.

The Health and Wellbeing Board will use its influencing role to...

- Strengthen collaboration with housing partners including as part of the Integrated Care System to improve housing standards and ensure that the housing impacts on health of individuals are effectively managed.
- Embed further the 'whole system approach' to housing with health and care sectors working together with individuals and families as part of an integrated system to achieve positive outcomes for residents and cost-effective solutions for the health and social care system.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Leeds Housing Strategy 2022-27

Best City Ambition breakthrough – Health and Housing

Marmot City Commitment

Age Friendly Strategy

Homelessness and Rough Sleeping Strategy

Children and Young People Poverty Strategy (currently being refreshed)

Safe and sustainable places that protect and promote health and wellbeing

This is a priority because...

Making all our communities safe for everyone remains a key area of focus for partners in Leeds. This includes responding to what people are telling us is important to them, such as addressing barriers of fears about crime and antisocial behaviour. This risks stopping people from enjoying

everything the community has to offer, including enjoying spaces to play as well as local parks and green spaces.

Leeds has 4,000 hectares of green space including 70 public parks.²² There are however fewer accessible public green spaces in some of the lowest income inner-city communities. Green spaces have a significant positive impact on people's mental and physical health, with people increasing activity through walking and play leading to reduced obesity, levels of depression, anxiety and fatigue at all stages of persons life. They also play a key role in mitigating climate change. This also means promoting sustainability and climate actions that also protect nature and biodiversity. Organisations have a key role to play in transforming their spaces where people can enjoy wellbeing benefits from a greener city with more wildlife. It is vital that we continue to ensure all communities in the city have access to quality local green spaces and parks recognising the strong health and wellbeing benefits to people of all ages and needs.

As part of the integrated care system in West Yorkshire, we are proud that we have become the first Partnership of Sanctuary in the country. In Leeds we have a rich diversity of communities and as part of being a welcoming city, this means we must tackle health inequalities which different communities face such as migrants, refugees and asylum seekers and Gypsy, Roma and Traveller communities. The health needs of refugees and asylum seekers for example are well-documented, including untreated communicable diseases, chronic conditions, maternity care, and mental health and specialist support needs. In addition, these communities also experience physical injuries and trauma from their experiences and face additional barriers to accessing or receiving suitable health care because of challenges such as language or experiences of poverty.

Health protection and promotion has always played a key part in tackling health inequalities. The response to the Covid-19 pandemic highlighted the vital role of our health protection system which responded rapidly and innovatively to an unprecedented and constantly shifting context. This also placed intense demands and disruption on key services, settings and workplaces across the city. As we continue to live with Covid and learn the lessons from the pandemic, it is crucial that health protection and promotion continues to prioritise and work with communities most at risk to the ongoing impact of Covid-19 including those in parts of the city which experience poverty and ethnically diverse communities.

Until net zero is achieved we will continue to see more extreme and prolonged events such as heatwaves, flooding, and drought. The impact of climate change on our weather will also directly affect people's health and wellbeing. Higher temperatures can affect the quality of the air we breathe as extreme heat can increase the number of pollutants in our air. Some groups of people who are more likely to be at risk of harm include older people, the very young and people with pre-existing medical conditions as well as those whose health, housing or economic circumstances put them at a greater risk of harm from very hot weather and poor air quality. Colder weather also has an adverse impact on people's health with higher numbers of falls and hospital admissions from viruses and respiratory conditions. It can also impact on our mental wellbeing with people often experiencing depression and loneliness during colder months. The impact of colder weather has been further exacerbated by the cost-of-living crisis with people worrying about their financial difficulties because of the cost to keeping homes warm.

Creating safe and sustainable places also means improving air quality whether outside or indoors including in homes. Those communities most affected by poor air quality often mirror those on the lowest incomes, further worsening existing health inequalities. Reducing air pollution levels will

²² [Leeds Joint Strategic Assessment 2021](#)

help us to decrease premature deaths and diseases from stroke, heart disease, lung cancer, and both chronic and acute respiratory diseases. A key part of creating a sustainable city is also providing and promoting a wide range of opportunities for people to get the health benefits of spending time in parks and the countryside.

Eating good, healthy, and nutritious food further helps to keep us well, protecting both our physical and mental wellbeing as well as being significantly less carbon intensive. Healthy eating is important for everyone, but some of us are more at risk of developing health conditions and require additional support. Malnutrition is a major driver of diet-related health conditions including type II diabetes, cardiovascular disease (heart diseases), stroke, and some cancers. We know that there are range of factors which influence what we eat from our environment to living conditions. People may also face barriers to eating good food such as access and affordability. These conditions are not equally experienced and are often related to existing inequalities present in our city. Continuing to invest in prevention and treatment programmes that reduce the impact of diet-related ill health in the people most at risk will be vital. Ensuring people of all ages know how to access, prepare, and eat food that supports their health and wellbeing will be a key focus of this strategy. This will also mean creating healthy environments through planning by limiting access to unhealthy food choices such as the high concentration of Hot Food Takeaways in neighbourhoods.

There are increasing challenges affecting people with high levels of complex needs such as domestic violence and abuse victims survivors and young people living in abusive households and repeat victims. As a city working across sectors in partnership, we are also working to support and change the behaviours of those who commit crime and anti-social behaviour. With support people should be given opportunities to turn their lives around recognising their actions also directly impact victims, their families, communities and ultimately themselves. All partners have a key role to play in supporting pathways for affected groups who experience a range of complex health issues related to issues such as mental health and substance misuse, often requiring more specialist support.

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Work with partners to help create a welcoming city, accessible to all where people of all ages, needs and communities feels safe and confident to access key services, accommodation and places to relax and play.

Our ask of the health and care system and wider partners...

- Contribute to creating a greener city which promotes sustainability and the quality of green spaces including of health and care sites.
- Be providing and promoting a wide range of opportunities for people to get the health and wellbeing benefits of spending time in quality green spaces.
- Have improved health and wellbeing outcomes, addressing the impact of poor air quality (indoor and outdoor) and the adverse effect on people's health and wellbeing of cold and hot weather including risks associated with overheating.
- Have improved responses and increasing support to victims and survivors of crime particularly those with complex needs and further developed provision for people who have multiple and complex needs in relation to housing, offending, addiction and mental health.

- Have expanded the network of Safe Places across the city, where a person with a learning disability can go and ask for help if they are lost, frightened or in difficulty.
- Working across sectors to support people about how to access, prepare, and eat food that supports health and wellbeing and develop programmes that reduce the impact of diet-related ill health in the people most at risk.
- Have a trauma informed approach embedded across partnership work recognising the adversity on people's mental ill health and understanding of people's trauma to deliver the best possible care.

The Health and Wellbeing Board will use its influencing role to...

- Have a Leeds health protection system which encourages people and systems to adopt safer behaviours and to build community resilience to any future pandemic. This will be by following public health advice, in common with longstanding ways of managing other infectious respiratory illnesses such as flu or the common cold.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Safer, Stronger Communities - Leeds Plan (2021-2024)

Net Zero Carbon ambition

Domestic Violence and Abuse - Support in Safe Accommodation Commissioning Strategy

Parks and Green Spaces Strategy 2022-2032

Leeds Food Strategy

A city where everybody can be more active, more often

This is a priority because...

We want to Leeds to be a place where everyone moves more every day. Embedding physical activity into everyday life provides a unique opportunity to contribute to improving the health and the happiness of people, families and communities, helping to tackle deepening inequalities. We can reduce obesity, become more socially connected and recover better from health problems whilst also contributing to a healthier place, a greener city and a stronger local economy.

The physical inactivity levels of communities most likely to experience poverty are nearly double compared to the least deprived parts of Leeds. 1 in 4 of all adults in Leeds are inactive and the inequalities across generations are further highlighted with just under a third of children and young people²³ and 1 in 3 older people (65+ years) inactive in the city.²⁴ This highlights the scale of the challenge we face as we tackle the impacts of poverty and respond to lifestyle habits changing, leading to less active and more sedentary hours. The more time spent being physically active, the greater positive impacts on people's health. It is vital that we ensure, we support people to engage in any activity which will deliver improving health benefits.

²³ My Health, My School 2021-22

²⁴ Sports England Active Leeds data, 2020-21

The impact of the pandemic has further exacerbated these inequalities in levels of physical activity, affecting specific groups disproportionately, including women, young people, disabled people, those with a long-term health conditions and ethnically diverse communities.

Inactivity in children impacts on academic achievement, behaviour and mental health. Furthermore, play is a key element in the healthy development of a child, helping to build and sustain relationships. Creating sufficient opportunities for active play can also be a key indicator of a happy child significantly contributing to their quality of life and wellbeing. This involves cultivating the time, space and attitudes needed for children's play to flourish, in their homes, on doorsteps and residential streets, within local neighbourhoods and local community practices, throughout adult run institutions and across organisations policy and practice.

The links between specific conditions and the potential to improve outcomes through more physical activity is also seen in the strong evidence of sarcopenia (age related reduction in muscle mass) and a reduction in immunity, where greater health benefits could be realised through physical activity.

Prioritising and promoting active travel improves people's health and more widely the city's air quality and making our roads safer. We have been successful in delivering active travel infrastructure throughout the city from dedicated cycle facilities to pedestrianisation of streets. Our cycling, scooter and pedestrian training in schools also encourages children to enjoy active travel alongside the implementation of active travel neighbourhoods in parts of the city.

Leeds is also trialling active travel social prescribing, where walking, wheeling and cycling will be offered to improve mental and physical health and reduce health inequalities. Social prescribing supports people by helping them with social, emotional and practical needs which normal clinical services traditionally don't provide. All of this will contribute to a healthier, more liveable and sustainable city.

We must also respond to what communities are telling us is a barrier to being more active. People want to be physically active but find it hard to be. It is important people feel they can be active and the environment around them makes it the easiest choice to make.

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Contribute to ensuring significant progress is made in the delivery of our city's physical activity ambition. This means focusing our efforts to address the impacts of physical inactivity and driving a radical cultural shift to increase physical activity over the long term.

Our ask of the health and care system and wider partners...

- Work in partnership to address the inequality gap of physical activity between groups and places across Leeds.
- Work with partners and local people to create more opportunities, where people can be more active closer to their homes.
- Take a place-based approach supporting people and improving their environment so that they feel and are part of a city where physical activity is the easiest choice to make every day.
- Explore and deliver innovative solutions to active travel to bring about health and wellbeing improvements for people and tackle health inequalities. This means further delivery of dedicated cycle facilities, active travel neighbourhoods and improved crossing facilities.

- To utilise learning and make successes through an innovative Play Sufficiency approach, securing sufficient opportunities for play.

The Health and Wellbeing Board will use its influencing role to...

- Help to drive a whole-system approach where Leeds is a place where everyone moves more every day. We will work together with all partners and people focusing on collective actions which tackle the individual and external factors that affects people's physical activity levels.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Physical Activity Ambition
Parks and Green Spaces Strategy 2022-2032
Leeds Vision Zero 2040 Strategy
Connecting Leeds Transport Strategy
Play Sufficiency Action Plan (to be developed)

A strong economy with good local jobs for all

This is a priority because...

A good job is really important for good health and wellbeing of working age people helping to build connections and networks whilst also providing financial security and independence. Focusing on improving people's health and wellbeing is key to delivering an economy that works for everyone and where the benefits of economic growth are distributed fairly across the city, creating opportunities for all.

Leeds is a thriving city with an economy worth an estimated £26.8bn and a significant number of large organisations call Leeds home including in digital health, medical technology, and health data sectors, supported by a wealth of talent and a huge concentration of innovative organisations. However, not everyone is experiencing the benefits of this growth with a rising number of people who live in areas that are ranked in the most deprived 10% nationally.

Improving pathways into education, training and employment is also vital, with employers recognising the wealth of skills and experience of groups who face barriers in to work and training such as refugee and asylum seekers, people experiencing mental health issues, learning disabilities and physical health problems. This also includes carers in Leeds who are less likely to be in full time employment (38% compared to 47% of non-carers).²⁵

Partners across the city including with the third sector have developed transformative programmes which seeks to empower and support those furthest from the labour market to take steps closer to the workplace and to ensure organisations across Leeds are catering for diverse needs.

²⁵ [Leeds Carers Partnership Strategy 2020-25](#)

Developing You is a free training programme for adults with learning disabilities and autism which explores issues around well-being and work. This scheme has been focused on some of the most socially and economically challenged parts of the city with the highest benefit claimant count. Over 25% of participants have already found work and 3 in 4 have seen improvements in their skills. Our Connecting Communities to Health and Care Careers programme has further adopted a one system approach to narrow inequalities across sectors, adapting recruitment methods and building on the good practice models in the system with over 120 people involved in the programme gaining employment.

Creative and heritage institutions have also driven projects inspiring young people with Special Educational Needs and Disabilities about cultural career opportunities. Through the Careers for All project, a whole host of activities have been on offer such as career fairs and work placements, with this partnership work now developing in to exploring further the barriers to recruitment for people with learning disabilities.

Our city institutions will also be vital to driving inclusive growth in the city. A range of our health and care organisations are key Anchor institutions in the city. This network comprises 13 of the city's largest, civic organisations, with spending power collectively topping £2 billion and employing more than 58,000 people. Targeted programmes recruiting people into jobs connected to local communities have already been successfully developed as seen in Lincoln Green. Our anchor institutions are now enhancing further their commitment to create healthy workplaces through the Healthy Workplace Pledge and the city is strengthening the relationship between anchor institutions and the communities they serve creating employment and skills opportunities through adopting a joined-up approach to people's health and their employment.

Economic inactivity nationally is also on the rise influenced by a range of factors including long term sickness particularly affecting people over 50. This in part highlights disability and long-term health conditions increasing with age. As we learn further about how people's health is affecting the current picture of economic inactivity across all ages, the way we respond and how we tackle this challenge needs to have improvements in people's health and wellbeing as central to reversing this trend. Interventions targeted at people who have conditions such as diabetes, cardiovascular disease, and mental health must be an area of focus helping people who are struggling in work or have recently fallen out of work as a result of health and care issues.

Ensuring people in the city have stable and good paid jobs where they are treated fairly is also a key part of improving their health and wellbeing and creating healthy workplaces. Whilst Leeds, has relatively strong performance in earnings at a city-wide level, this mask some significant inequalities in the labour market. It is estimated that around 12,000 people are on zero hour contracts in Leeds²⁶ and it is estimated that 12.5% of all Leeds working residents earned less than the Real Living Wage in 2022, affecting 40,258 residents.²⁷ For some people, the city's strong employment rate, rather than providing a route out of poverty, has resulted in a continual struggle to get by, despite being in employment. It is estimated that around 74,000 working age adults across the city are affected by in work poverty.²⁸ A commitment to pay the living wage across all sectors has the potential to address issues of financial insecurity and tackle health inequalities.

By 2030 we will...

²⁶ [Leeds Joint Strategic Assessment 2021](#)

²⁷ [Leeds Poverty Factbook](#)

²⁸ [Leeds Joint Strategic Assessment 2021](#)

What the Health and Wellbeing Board members will do...

- Work in partnership to support the delivery of the Inclusive Growth Strategy and Future Talent Plan raising the bar on inclusive recruitment, better jobs, and healthy workplaces.

Our ask of the health and care system and wider partners...

- Maximise employment and skills opportunities and develop clear talent pipelines particularly in health and care, supporting good quality careers education and training.
- Promote initiatives and programmes which deliver healthier and inclusive workplaces for all including the Age Friendly Employer Pledge which will help improve recruiting and developing staff of all ages, supporting flexible working, and address barriers older workers can face in finding jobs and managing their health at work.
- Identify opportunities and deliver projects which are focused on addressing growing economic inactivity of communities such as people over 50 and with long term health conditions.
- Ensure access to education, training, employment and volunteering opportunities are available to all, particularly communities who face existing barriers such as carers, care leavers, migrants, refugees and asylum seekers.
- Help deliver tailored employment support services which support unpaid carers to return to work and have information, advice and support for employers to help keep unpaid carers in work.
- Have built on our thriving partnerships in the city, supporting the joined-up work with a targeted approach to economic and health interventions in the most socially and economically challenged communities.
- Build on successful projects, such as the Lincoln Green and Red Kite View projects which linked employment opportunities to people living in their local areas, the One Workforce programme, and the Leeds Health and Care Talent hub to delivering an economy that is accessible for all.
- Support the delivery of specific transformative work and health programmes which address existing gaps in provision which enable stable employment and empower people to support their physical and mental health and wellbeing.

The Health and Wellbeing Board will use its influencing role to...

- Follow the emerging evidence and identify and promote opportunities which encourages people who have been economically inactive back into the workplace particularly linked to health issues such as ill health and long-term sickness.
- Promote and encourage organisations across sectors to pay their employees the Living Wage recognising the health and wellbeing benefits of greater financial security.
- Support a just transition to Net Zero by helping to deliver more green jobs in the health and care sector.
- Support the role of sectors including the third sector, private sector, health and creative organisations to work in collaboration delivering projects which are focused on marginalised communities.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Inclusive Growth Strategy
Future Talent Plan
Being Me Strategy
Leeds Health and Care One Workforce Strategy
Age Friendly Strategy
Leeds Corporate Parenting Strategy 2021-2024

Maximise benefits of world leading research, innovation and health and care technology

This is a priority because...

Leeds is already a centre of excellence for health tech and digital and we are committed to build on these strengths. Communities and patients benefit significantly from research, innovation and technology which can help us to better understand the causes of people's ill health, enables more effective early diagnosis and treatments. This is a key area of focus in the NHS Long Term Plan and at a city level our ambition is to deliver growing cross-city research capacity and creating a test bed for innovation and new technologies, including in health and care and the delivery of a just transition to net zero.

This also means investment in our workforce is key to ensuring that we can attract highly skilled people into a growing health and care technologies sector and enable a workforce with the right digital skills to deliver services and be equipped to support communities effectively. It will also be vital to encourage a culture of curiosity, where the city's workforce feels empowered to be involved in research which seeks to understand great health and care challenges and how we can use this to make a difference to improving health and wellbeing outcomes for people across all ages in Leeds.

From world leading research and development, health innovators and tech unicorns, innovation is already thriving in Leeds. Grassroots community-led initiatives such as Leeds Digital Festival is the UK's largest tech festival. Nexus Leeds, a state-of-the-art innovation hub located at the heart of the University of Leeds and is focused on incubating and grow innovation start-up companies. The Innovation Arc vision will see a series of innovation neighbourhoods, formed around the city's natural anchors of our main universities, the proposed adult and children's hospitals, and major private sector partners. The Leeds Care Record connects data from 750,000 patients' health and care records and is part of the award-winning Yorkshire and Humber Care Record. The Leeds Centre for Personalised Medicine and Health has grown to become a nationally recognised centre of excellence for precision diagnostics.

A wide range of partners have come together as the Leeds Academic Health Partnership to improve the health and wealth of all Leeds' communities. The focus of their work is to help break down barriers between health and care organisations, academic research, innovation, education and business, identifying opportunities and ideas from partner expertise to catalyse change.

The city is clearly well placed to maximise the benefits of research, innovation and technology to improve people's health and wellbeing outcomes with brightest minds from across sectors helping to drive this ambitious vision.

We know that better data leads to better health in a number of ways. People's health and care data can help provide important insights so that we can take a person-centred approach to service design and delivery improving the way we can support people from birth to old age. This will also enable us as a partnership to understand more about how to treat and prevent ill health and how to more effectively plan health and care services which people need access to. This can be achieved by looking at and linking data from people's records and from different care settings, however, it is vital that this must be done in a responsible way protecting people's data at all times in line with established procedures and legal frameworks.

Expanding the Office of Data Analytics (ODA) will also be key to bringing together data science expertise and technologies. This will help us to understand the full picture of what was happening to groups of people across the city, revealing the single version of the truth as to what is happening to different communities. This will build on the successful approach to ODA's Covid response which was fundamental in guiding outbreak test teams in the early days of the pandemic, along with a wide range of internal and external reporting on infections and vaccination provision, especially to those most vulnerable.

Digital technologies also have a key role to play in giving people more control over their own health and wellbeing including supporting people both in and out of hospital. Moreover, enabling people to receive their health and care close to where they live and to use digital tools, technology, and services in the right way has a significant effect on easing the pressure on health and care services, specific groups such as unpaid carers and supporting people to live as independently as possible. Virtual wards in the city are already demonstrating the positive impact of providing co-ordinated rapid care to people aged over 65 with moderate to severe frailty in their own homes. This programme has seen increased confidence in patients and their carers who feel listened to and treated with dignity and respect, whilst also saving thousands of hospital bed days since launching. Likewise Remote Monitoring is being trialled to help people with long term conditions get support at home rather than needing to access their GP or hospital.

It is also important that we utilise the opportunities in combining human expertise with technology advances such as the application of Artificial Intelligence (AI). Doing this in a responsible way to transform diagnosis and care, sustain high quality services and improve medicine and healthcare, ultimately leading to better health outcomes for people.

Addressing the barriers to digital inclusion is essential too. We know that there are many complex reasons why someone may face digital exclusion outside of the common factors such as lack of skills, motivation or access to a device further highlighting the impacts of poverty and inequalities. As technology becomes increasingly important, it is vital that we balance this with providing a diversity of opportunities for people to access health and care services, however, it is also crucial that we do not leave people behind who can benefit from the opportunities provided by digital and technology tools in improving their health and wellbeing.

In addition to increasing people's access to gigabit speed broadband we must also build on the culture of innovation in the city to improve people's health. This innovative approach is seen in the use of Virtual Reality (VR) which has been trialled with people living with dementia and carers as part of the Dementia Pathfinders programme. VR headsets were loaned to care homes and carers groups to trial how they might enhance the existing dementia programme by offering residents the chance to experience new virtual reality, immersive environments. This experience appeared to relieve symptoms of people experiencing dementia such as agitation and disorientation.

Building research which understands community impact is also vital through a focus on social value benefits of our work. This approach should not only deliver long-term social, economic and environmental benefits but also influence positive health outcomes more directly, recognising also the added value and key role that community led organisations bring to the city.

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Support and work collaboratively with the Leeds Integrated Digital Service to deliver the priorities of the Leeds Digital Strategy enabling more joined up digital offer for the people of Leeds.

Our ask of the health and care system and wider partners...

- Have made further progress in delivering our place-based and person-centred approach. This will be focused on harnessing digital and data to better integrate healthcare and wider services in every community across the city supported by key organisations across sectors.
- Deliver 21st Century connectivity and infrastructure that provides the backbone for world-class service delivery. We will achieve this by building on existing collaborative work and improving information flow between organisations. This will create a thriving digital community, modern infrastructure and skilled workforce which will attract new and established businesses to Leeds.
- Utilise modern data technologies and techniques to understand what determines a person's health, life chances from birth through to old age and improve service delivery.
- Support and empower people to effectively manage their own conditions in ways which suit them. This means continuing to support digital inclusion and enabling people to be more confident to access their information and contribute to their records in a safe and secure way.
- Deliver health and wellbeing services tailored for individuals and ensuring that people's information follows them through their journey regardless of the organisation they are interacting with.
- Work collaboratively through partnerships to build a coordinated and connected digital inclusion ecosystem across Leeds which delivers strong digital inclusion infrastructure and tackles barriers at scale by bringing together organisations in a place or serving a particular community.
- Work together to develop a stronger understanding through research of the positive impacts on communities' health outcomes derived from social value approaches.

The Health and Wellbeing Board will use its influencing role to...

- Support organisations across sectors and key partnerships such as the Leeds Academic Health Partnership to drive personalisation in health and care, transform the use of information and analytics and create a culture of innovation in the city which will improve people's health and wellbeing outcomes.
- Have people in Leeds using digital tools, technology, and services in the right way for them to live as independently as possible.
- Help build a strong research culture in the city, which empowers our workforce to use evidence to make a difference to tackling health inequalities and improving health and wellbeing outcomes across all ages.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Leeds Academic Health Partnership Strategy
Digital Strategy 2022-25
Better Lives Strategy 2022-27
West Yorkshire Combined Authority Strategy
UK Innovation Strategy

Promoting prevention and improving health outcomes through an integrated health and care system

This is a priority because...

Leeds has a long history of successful partnership working with people at the centre and with a breadth of assets to enable genuine whole system change. There are many examples of how, by working together as a partnership, we have achieved successes and improvements to the lives of people who live and work in Leeds. With the city's integration journey further developing with the establishment of the West Yorkshire Integrated Care Board (ICB) and the local Office of Leeds Committee of the ICB there is significant opportunities to tackle health inequalities further through a more integrated health and care system.

We have focused on early intervention and have developed and sustained prevention approaches over time, which has helped to deliver improved outcomes and excellent services for people across the city. This also contributes to improving healthy life expectancy and narrowing the health inequality gap.

Investing and scaling up prevention, using asset-based and strength-based approaches to build community capacity will change the way we work with people. This must continue to be at the heart of our approach to tackling poverty and health inequalities. This approach is about what matters to people focusing on what they can do, not what they can't.

Over recent years, the city has developed its community building Asset Based Community Development (ABCD) approach into a pioneering programme delivering improved outcomes for people across Leeds. By 2019, the ABCD model was operating in 12 'pathfinder' communities, each with access to a Community Builder to identify people active in the community and bring others together. A recent study showed strong evidence that ABCD works in different communities and contexts, including estimating that up to £14.02 of social value is returned for every £1 invested.²⁹

Leeds has also made key commitments on HIV prevention, becoming the first city in the Yorkshire and Humber region to become a 'Fast-Track City' declaring its commitment to ending the HIV/AIDS epidemic by 2030. As part of a global partnership, we have committed to working together to achieve the ambitious 95-95-95 targets: 95% of people living with HIV know their positive status, 95% of those people are on effective treatment and 95% of people on effective treatment have an undetectable viral load (Undetectable = Untransmutable).

²⁹ Asset Based Community Development: Evaluation of Leeds ABCD, Leeds Beckett University, 2021

We are also continuing to progress a range of key service transformations in the city which aim to improve outcomes, often by working in a more strengths-based way. Transforming home care into an integrated community wellbeing service is an example of this approach, expanding strengths-based social work practice and extra care housing facilities and reducing the number of people entering residential care homes every year.

Our health and care needs are further changing. Modern lifestyles are increasing our risk of preventable disease and are affecting our wellbeing. Whilst people living longer is a positive development it also brings with it specific health and care challenges, with more people living with multiple long-term conditions like type II diabetes, hypertension, lung and kidney diseases and with avoidable and unfair differences in health between different groups of people increasing.

We are improving our understanding of what drives good health in Leeds by using data to better tailor care and support for individuals and groups including people with particular conditions and their carers. This approach helps design more joined-up and sustainable services and supports delivery of key ambitions like delivering the best in cancer care for the people of Leeds. 1 in 2 people will develop some form of cancer during their lifetime. In Leeds 4,100 people are diagnosed with cancer each year.³⁰ As an integrated system we will work with all communities to ensure that everyone affected by cancer has access to the same high-quality care with more cancers being diagnosed earlier.

In key areas where we want to see better health outcomes like cancer, learning disability and neurodiversity, maternity and end-of-life care, the city's Population Boards will play a key role. These Boards will ensure key partners are involved in designing new ways of working which will improve health and wellbeing and ensure decisions are coordinated to improve every aspect of health and care. Population Boards will include doctors, public health experts, charities, the local council, and health system leaders who are responsible for improving the population segment's health and wellbeing.

At the neighbourhood level, the city Local Care Partnerships (LCPs) are already demonstrating how a more joined-up way of working can deliver local care for local people by working in and with local communities. LCPs build on the strengths and extensive history of collaboration in the city between the council, NHS and third sector community organisations to realise some of the most exciting, person-centred transformation in health and care, as well as consider the impact of wider social determinants of people in a locality. There are 19 LCPs covering all of Leeds and, recognising the city's diversity, each is tailored to local need and the features of a particular community. LCPs widely recognise that decisions made locally about people should involve the local community.

As part of the regional health and care partnership in West Yorkshire, Leeds health and care partners will also play a key role in the delivery of the West Yorkshire Integrated Care strategy. Working together, we will support people to thrive in a trauma informed, healthy, equitable, safe and sustainable society. We will help people live well and stay healthy for as long as possible, and if they have mental health or physical problems, they can easily access health and care services that meet their needs in a safe, sustainable and trauma informed way.

By 2030 we will...

³⁰ Statistic highlighted in [Leeds Health and Care Partnership Insight Report: Cancer, 2023](#)

What the Health and Wellbeing Board members will do...

- Help create a stronger joined-up health and care system at all levels including in neighbourhoods, delivering the key priorities of this Health and Wellbeing Strategy, and connecting plans such as the Healthy Leeds Plan and West Yorkshire Partnership Strategy.

Our ask of the health and care system and wider partners...

- Work together to deliver on our commitment as a Fast Track City to end the HIV/AIDS epidemic by 2030.
- Have made significant progress in preventing ill-health including a continued focus on healthy eating, stopping smoking and substance use.
- To scale up further our asset-based approaches across the city in tackling health inequalities.
- Delivering a range of key service transformations in health and care which aim to improve outcomes and reduce inequality in key areas like cancer, long term conditions and children's health.
- Be supporting investment in evidence-based prevention services where we know this will improve health outcomes, particularly in the most socially and economically challenged parts of the city.
- Invest in areas that deliver greater prevention across disease pathways and targeted prevention programmes. These will help to promote healthy ageing, supporting people known to be at high risk of developing long term physical and mental health conditions.

The Health and Wellbeing Board will use its influencing role to...

- Have a more consistent delivery of joined up working across all 19 LCPs in the city, delivering clear improved health and care outcomes for people across all ages.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Healthy Leeds Plan
West Yorkshire Partnership Strategy

An inclusive, valued and well-trained workforce

This is a priority because...

We have a highly motivated, creative and caring workforce in our city, working hard to deliver high quality care for people in Leeds. Our health and care workforce were at the frontline of our city-wide response to the Covid-19 pandemic. As we move into the next phase of integrated health and care and rebuild from the pandemic, they will remain key to help deliver change and support the best possible health and wellbeing for the people of Leeds.

We have around 60,000 people who work in health and care in Leeds and we want to further progress in making Leeds the best place to train and work in at any age. The Leeds Health and Care Academy currently works on behalf of a cross sector partnership delivering learning and development opportunities and collaborative workforce projects for all health and care staff and organisations across the city. The Academy will work together with our local schools, colleges and universities and play a central role in developing focused interventions that promote social mobility across the life course and widen opportunities for working in health and care. Together we will provide opportunities for skills, jobs and wealth creation, engaging and recruiting those in our most disadvantaged communities, adopting age positive recruitment, and inspiring the next generation health and care workforce. This will ensure we have the highly diverse, skilled workforce we need, to work with the people of Leeds, now and in the future.

The One Workforce approach in Leeds health and care is a key element of ensuring no part of our health and care workforce is left behind and is based on common purpose and deep partnership working. Joint planning and connecting care closer to home in a stable way for the wider workforce will be key to driving this approach. So too will be addressing gaps in services through attracting, training and recruitment, and removing barriers to enable new models of service delivery. We must also remain committed to learning together to ensure our workforce is delivering 21st century care, helping to ensure we will achieve our workforce ambitions in Leeds.

This must further focus on how the type of job roles and ways of working shift in focus to prevent ill-health, narrow inequalities in the workforce and improve health and wellbeing. Tools such as the Supporting Staff at Work Charter help to identify areas of work where health and age are most likely to affect staff and help to consider employee's future needs and career opportunities throughout their life.

Inspiring the next generation of health and care professionals means we must invest in education and training opportunities to bridge gaps in the workforce. The Healthier Working Futures project worked with young people aged 16-25 to consider careers in health and care, supporting them to gain the required experience, knowledge and role opportunities to kick start their career. 961 young people engaged with the project with over 230 individuals were able to achieve a job, training, education access, or an accredited qualification.

Valuing our health and care workforce also means supporting their health and wellbeing. From GPs, nurses, cleaners, receptionists, social workers, care home and home care staff, third sector workers – all must be supported to ensure we have a healthy and well-trained workforce. These workers are part of the city's health and care system and are the first to come into contact with people accessing services. It is vital these groups are supported to work in a healthy and safe working environment and to maintain their own physical and mental health and wellbeing.

In Leeds we value equality, diversity and inclusion and recognise there are many different communities that make Leeds so diverse. We want to see a truly inclusive workforce free from discrimination, where at all levels our workplaces reflect the communities that we serve, and to benefit from the perspectives and skills that our richly diverse population brings to the workplace. We are committed to eliminating unlawful discrimination and promoting equality of opportunity in respect in the way we commission healthcare services and in relation to creating a workforce that is representative of the population we serve. One of the ways we aim to achieve this through proactive engagement and consultation with service users and carers, engaging with local communities and staff who work within our organisations across sectors.

We further need to ensure that our future leaders reflect the diversity in the city. Through our Anchor Networks, organisations have committed to producing a diversity dashboard, in partnership with the Open Data Institute (ODI) Leeds, to collectively report and take action on diversity pay gaps.

We also continue to work with NHS and other partner organisations in Leeds to improve performance in relation to equality, diversity and inclusion with health and care partners delivering the Workforce Race Equality and Disability Equality Standards and NHS organisations committed to using the Equality Delivery System frameworks to support consistent assessment and involvement of all our communities in EDI work.

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Work with partners to ensure that Leeds is best prepared to deliver the long-term strategic needs of a changing health and care system through effective city-wide workforce and planning.

Our ask of the health and care system and wider partners...

- Have addressed urgent recruitment and retention pressures by developing a secure talent pipeline and supporting existing staff through improved terms and conditions, for example improving access to the living wage and flexible working.
- Delivering collaborative programmes which continually evolve to support entry and progression into our diverse health and care careers through a variety of training and educational pathways.
- Deliver system leadership, culture and change focused on developing skills and behaviours underpinning integrated care.
- Be utilising and develop digital, data and technology capabilities and competencies across our shared workforce in order to progress innovative approaches effectively as a joined-up system.
- Provide core knowledge and skills training for the Leeds health and care workforce, which is recognised and transferrable across organisational boundaries, working collaboratively with the third sector and providers.
- Be engaging and recruiting those in our communities facing the most social and economic challenges and inspiring the next generation of the health and care workforce.
- Deliver our equality, diversity and inclusion objectives across the health and care workforce, going further in creating a diverse and inclusive workforce and workplaces beyond compliance.

The Health and Wellbeing Board will use its influencing role to...

- Continue to work closely with the Leeds Health and Care Academy partners and through city-wide programmes to strengthen the capacity, capability and culture which enables workforces to work together with a truly person-centred approach.
- Ensure that our system and Partnership works collaboratively to fully utilise the digital opportunities available to the health and care sector, delivering access to training for the whole workforce.
- Create a health and care workforce in Leeds which feels supported with their own health and wellbeing and work in organisations free from discrimination.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Future Talent Plan

Leeds Health and Care One Workforce Strategy

Support for carers and enable people to maintain independent lives

This is a priority because...

Carers are more likely to have a long-term physical or mental health conditions and we know some of main concerns of unpaid carers is their own health and wellbeing; the changing needs of the person they care for and financial security, particularly given the impact of the cost of living.³¹ It is estimated that Leeds has 61,500 carers which is around 8% of the population³², providing 1.5 million hours of unpaid care per week in Leeds- a cost equivalent to £1.4 billion a year. Carers come from all walks of life, all cultures and can be of any age. Being a young carer can affect school attendance, educational achievement and future life chances. Carers aged 65 and over are more than twice as likely to be caring for more than 50 hours than non-carers per week compared to other carers.³³

There is a range of work underway to support all carers in Leeds, including ensuring carers can have a break from their caring role to support their own health and wellbeing with over 500 receiving a Time for Carers grant. A Carer-Friendly Primary Care resource pack has also been developed and launched by partners in Leeds which will help primary care practices to be the best that they can be at identifying, recording and supporting patients who are providing unpaid care. This will also support the role of Carer Champions (key health and care staff contact) to enable them to promote a carer friendly culture in primary care, community and secondary healthcare and social care.

It is also vital that we support carers to overcome barriers which are negatively affecting their own health and wellbeing needs. We know that sometimes carers may not be able to leave the home to attend GP or specialist appointments, or for hospital treatment. This is also because the focus is on care of the people that they are looking after. Linked to this is also the need to identify carers both within our diverse communities and in the city's workforce. We know that carers from some ethnically diverse communities in Leeds tend to provide higher levels of care and there are specific duties to identify and support young carers in transition to adulthood. This places a significant importance not only to raise awareness of carers and caring but also provides a key opportunity to address the needs of all carers in the city helping to tackle health inequalities affecting this group.

In Leeds, we know older people want to live healthy lives and remain independent for longer. We also know that people are ageing with multiple long-term health conditions and there is also an increase in the likelihood of having more than one long-term condition in parts of the city which experience poverty. By delivering an approach which continues to focus on the way care is provided, to enable people to better manage their own health conditions, we can support people to maintain independence for as long as possible.

³¹ [Carers Leeds Annual Survey 2022](#)

³² Census 2021

³³ [Leeds Carers Partnership Strategy 2020-25](#)

Supporting people through a crisis can also have a transformational impact. This includes providing people with the support for adaptations so that they can move easier around preventing fall hazards and access their homes. Leeds is projected to have completed 1,940 disabled facilities grants and spent a total of £27.6 million on adaptations and initiatives to promote independent living since 2019/20.³⁴

Rooted in their local communities and working in partnership with the third sector, Leeds's thirty-seven Neighbourhood Networks have played an important role since their inception in the 1980's in helping older people through a range of activities and services such as wellbeing checks, social and emotional support, befriending, help with shopping and meals and prescription collections, advice and advocacy. The Neighbourhood Networks collectively have over 23,000 members across the city and offered over 700 activities.³⁵

Care must also be person-centred, coordinated around all of an individual's needs through networks of care rather than single organisations treating single conditions. To have more active involvement in health and care we all need to make the most appropriate use of services. This means having better and more coordinated and inclusive information, which will make it easier for people to access the services they need, when they need them by.

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Help create a Carer Friendly City – recognising the value and support of carers, putting them at the centre of everything we do and having carers voices at the heart of decision making.

Our ask of the health and care system and wider partners...

- Improve the way we identify carers including unpaid carers and ethnically diverse carers via public awareness, when accessing services and proactive approaches in the workforce.
- Reduce the health inequalities that carers experience due to their caring role such as long term physical and mental health conditions.
- Support carers own health and wellbeing, through the provision of options such as carer short breaks and help to stay in work to care.
- Have greater availability of inclusive activities that an unpaid carer and cared for person can do together.
- Deliver effective support of young carers and parent carers including via Early Help and at key transition points such as into adulthood.
- Promote supportive work environments for carers.
- Support carers to use technology to support with their caring role.
- Use evidence and research to understand to respond to issues such as multigenerational care giving.
- Support independence in the home by commissioning services and activity which is evidence-based
- Make it easier for people to access the services they need, when they need them by with a focus on maintaining independence where possible.

³⁴ [Better Lives Strategy 2022-27](#)

³⁵ (Jan-Mar 2022 monitoring)- Neighbourhood Networks

- Develop a new way to provide care and support to people at home and supporting people and their carers to stay healthy by giving people greater choice, control, and independence.

The Health and Wellbeing Board will use its influencing role to...

- Promote key programmes which go further in supporting carers and enabling people to be independent, specifically targeting groups experiencing poverty across all ages.
- Promote new and innovative digital solutions in areas like Home Care and telecare whilst retaining face to face solutions and promoting digital inclusion for all ages.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Carers Partnership Strategy 2020-25
 Better Lives Strategy 2022-27
 Age Friendly Strategy

The best care in the right place at the right time

This is a priority because...

The integration of care in the community is crucial because people expect joined up services that are local and accessible. The transformative potential of organisations working together at a neighbourhood level to meet local needs has been emphasised further with the Covid-19 pandemic and will remain key, centred around Local Care Partnerships and wider infrastructure within localities.

Outcomes for people can vary depending on where, when and how they are supported. We know that getting the right help and support at the right time can help people to manage their daily lives as independently as possible.

It is a priority for Leeds to deliver further extra care and dementia friendly housing in the city, ensuring that a wide range of options are available. Many older people want to live in mixed communities so it is important that intergenerational opportunities in existing and new specialist settings are considered. An ambitious programme of extra care housing is currently being developed to construct more than 1000 units of extra care housing by 2028. A key part of the approach is to provide housing which helps to maintain a person's independence and the schemes have been planned to provide accessible and flexible accommodation designed, or capable of being adapted, to support the delivery of personal social and health care services.

Continuing to take creative and collaborative approaches to address a range of system challenges around care will be vital too. This is already seen in the transformational Home First programme work partners in Leeds have been central to delivering, as part of the Intermediate Care transformation programme. This will be a programme which will see far more people supported to live at home rather than go into care settings, increased independence, and wider benefits which we can use to support increased elective activity and securing community services.

Leeds has maintained a relentless focus on prioritising services and support to children and families. Building on the 'outstanding' social work and support in the city, ensuring consistent quality across all our work will remain vital. Through our early help approach in Leeds we provide support to children, young people and their families as soon as problems emerge or re-emerge. Families should be enabled and supported to have the right conversations, with the right people and at the right time about their needs or concerns. Intervening as early as possible, regardless of the age of the child or young person, can positively improve their outcomes. This includes proactive and planned support for those children and young people stepping down from statutory social work interventions or specialist care. Leeds has also developed the Families First programme bringing together agencies already working in our communities, to ensure that their work is focused on improving outcomes for the whole family. The approach is restorative, working *with* rather than 'to' or 'for' families, and offering support to help families address multiple and complex problems. Targeted Services Leaders are working with partners in clusters to co-ordinate the local support offer and ensure families get the best support at the right time.

Leeds is also home to the world's first University Teaching Hospice, St Gemma's Hospice, an independent charity which has been providing expert care and support for local people with life-limiting and terminal illnesses for over 40 years. It is part of a range of organisations and partners helping to deliver our aspiration for Leeds to be a great place for people to live out the final years, months, and weeks of their lives, dying with dignity and peace.

There are approximately 6,850 deaths per year in Leeds. By 2040, the number of annual deaths is projected to rise by 25%, with the greatest rise in those over 85.³⁶ The potential demand for palliative and end of life care is also likely to rise as those requiring care have increasingly complex needs and require support for longer. The main challenges will be caring for those with cancer, dementia, multiple long-term conditions, and frailty. Moreover, the number of people dying in hospital has decreased with those dying at home, in a hospice or a care home now increasing. We are however, still seeing people die in hospital despite this not being their preferred place of death.

It is vital that people at the end of their life receive high-quality, well-coordinated care in the right place, at the right time, and with the right people.

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Ensure all care provided for children and adults is high quality, accessible, timely and person-centred.

Our ask of the health and care system and wider partners...

- Further deliver population-based, integrated models of care with services which meet local needs. These services will be supported by multidisciplinary teams which help to achieve more independent and safe outcomes and help more people stay at home, whilst improving the experience for people, carers, and staff.
- Be providing care in the most appropriate setting ensuring our health and social care system can cope with surges in demand with effective urgent and emergency care provision.

³⁶ [Leeds Adult Palliative and End of Life Care Strategy 2021-26](#)

- Deliver on the objective to ensure that people can talk more openly about dying, death and bereavement, and make plans for their end of life.
- Increase the proportion of people who experience a good death in Leeds, supported by person centred, holistic and accessible palliative and end-of-life care with personalised support for carers, families and friends.

The Health and Wellbeing Board will use its influencing role to...

- Have better, integrated and co-ordinated partnerships and approaches supported with co-operation; communication and coordination helping to get people back home after a hospital stay.
- Ensure population health management is driving proactive, data-driven approaches. This will help inform the way we provide health and care support for local people, whilst also, tackling some of the biggest health priorities.
- Have improved care and support for people with ongoing health conditions through targeted interventions to prevent ill-health.
- Clearly see the benefits of key system transformation programmes where more people will be supported to receive their care close to their home rather than go into care settings.

We will know we have made a difference when...

Indicator/s to be agreed

Linked strategies and plans

Leeds Adult Palliative and End of Life Care 2021-2026
Leeds Children and Young People's Plan 2023-28

A mentally healthy city for everyone

This is a priority because...

Our vision for Leeds is to be a mentally healthy city for everyone. People living in socially and economically challenged parts of the city are more than twice as likely to experience anxiety and depression but are least likely to complete treatment for these types of conditions. Rates of both suicide and self-harm admission (being cared for in hospital) are also higher in poorer areas of the city. The highest rates of suicide are found in middle aged men, and girls and young women have the highest rates of being admitted into hospital because of self-harm. We also know that ethnically diverse communities in the city are more likely to be admitted into a mental health setting in crisis.³⁷

When people seek help for a mental health problem, they also want to access support quickly – not be kept on a waiting list. There are current issues with waiting times and availability of some services which risks continuing to prolong the mental health issues of people and has a knock-on effect on increasing further pressure on to services who are working incredibly hard to meet growing demand.

³⁷ [Leeds Mental Health Strategy 2020-25](#)

People who are accessing services are also experiencing trauma, including sexual, emotional and physical abuse, highlighting the need to promote 'trauma-informed' practice where people are supported to access compassionate help that meets their needs. Financial worries are also impacting on mental health, and the city supports a range of financial inclusion services to support people dealing with the stress of debt and money worries.

Over 16,000 older people in the city are estimated to have depression, of whom 85% do not receive treatment.³⁸ Older people are further at risk of not having their mental ill health recognised or supported by mental health services. In Leeds, older people do not access Improving Access to Psychological Therapies services to the same level as working age adults and their mental health is often overshadowed by physical ill health.

It is also vital that mental health services in the city are culturally competent to meet the needs of people from ethnically diverse backgrounds. In 2020, senior leaders in Leeds came together as Synergi-Leeds Partnership to sign the UK's first national pledge to reduce ethnic inequalities in mental health. This pledge and its seven key commitments are helping to embed the work across the whole system in the city through a commitment to promote good mental health, prevent mental illness and provide high quality care and treatment. Recognising the significant national challenge of ethnic inequalities in mental health, the Synergi-Leeds Partnership provides a forum in which to inspire and engage system and community leaders to address all forms of racism, further develop work within acute mental health settings and develop community responses to increased risk of mental ill health via a community grant programme.

We are also committed to improving the mental health of children and young people and parents and carers. Children's mental health has worsened during the pandemic as risk factors intensified and children and young people were not able to get usual levels of social support. In 2021, 1 in 6 children and young people had a probable mental disorder, up from 1 in 10 in 2017. Referrals to child mental health services are now at record highs.³⁹ Those that experience neglect or abuse are also significantly more at risk of mental health problems due to a range of factors. These include early life experiences that are often traumatic with children who grow up in care needing additional support. For those young people requiring ongoing mental health treatment, practitioners continue to find that the transition between children and young people's mental health services and adult mental health services remains a significant challenge.

Increasing protective factors for good mental health across the whole of the Leeds population is also important. These approaches target action on the factors that promote good mental health such as supporting people into employment, education, and training. The city has already explored a pilot of a referral pathway from primary care into the Mental Health Employment Hub. This service was established to target a gap in provision including individuals with common mental health disorders managed in primary care who did not meet the thresholds for existing employment services offered. Around 50% of referrals had engaged with the service with 31 people being supported into a range of positive outcomes including employment and further education.

Improving mental health is everyone's business. It includes all mental health services which the Mindwell website connects to people. It will continue to take the collective determination of all strategic partners, businesses and communities to help achieve the city's vision.

³⁸ [Leeds Mental Health Strategy 2020-25](#)

³⁹ [Leeds Mental Health Strategy 2020-25](#)

By 2030 we will...

What the Health and Wellbeing Board members will do...

- Work in partnership to realise significant progress in delivering positive outcomes in people's mental health across all ages including through the work of the city's breakthrough project on promoting mental health in the community and building on the Leeds Mental Health Framework.

Our ask of the health and care system and wider partners...

- Have targeted mental health promotion and prevention within communities most at risk of poor mental health, suicide and self-harm.
- Have reduced over-representation of people from ethnically diverse communities admitted in crisis.
- Ensure education, training and employment will be more accessible to people with mental health problems.
- Reduced waiting times for access to all aspects of provision including children's services, neurodiversity and adults.
- Improved transition support, developing new mental health services for 14-25 year olds.
- Through effective partnership working, supporting children and young people, and their families, communities and schools to promote and strengthen emotional and mental health, nurturing resilient infants, children and young people, promoting positive mental health and reducing stigma.
- Have embedded a 'Think Family' approach in all service models, understanding how to respond to adverse childhood experiences.
- Have services which recognise the impact that trauma or psychological and social adversity has on mental health.
- Have improved the physical health of people with serious mental illness.
- Supported older people to access information and appropriate treatment that meets their needs.
- Improved employment outcomes for people with mental health conditions.

The Health and Wellbeing Board will use its influencing role to...

- Have improved timely access to mental health crisis services and ensuring that people are supported and receive a compassionate response.

We will know we have made a difference when...

Indicator/s to be agreed

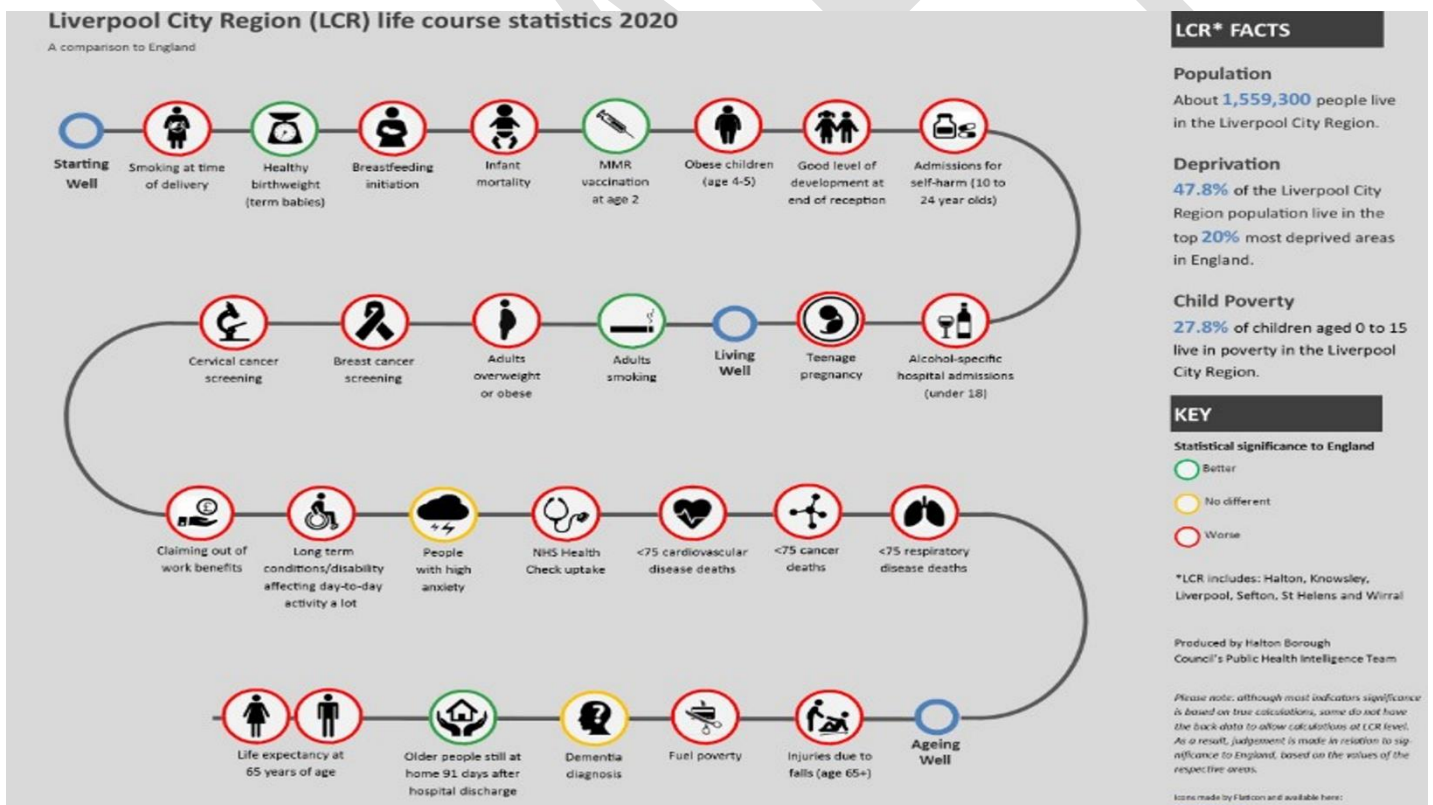
Linked strategies and plans

Best City Ambition breakthrough – Promoting mental health in the community
Leeds Children and Young People's Plan 2023-28
Leeds All Age Mental Health Strategy 2020-25
Future in Mind Strategy (children and young people's mental health) 2021-26

How will we know we are making a difference?

Measuring progress of our 12 priorities

- *Indicators to be agreed*
- *Single page describing indicators presented as part of life-course approach in strategy and the journey of an individual from best start to ageing and dying well.*
- *Presented similarly to Liverpool City Region infographic example below*



Health and Wellbeing is everyone's business

Everyone in Leeds can be involved in achieving the aims of the Health and Wellbeing Strategy. While the work is led by the Leeds Health and Wellbeing Board, the people of Leeds, health and care organisations, businesses, workforce, local communities and partners all have a vital role to play.

Leeds Health and Wellbeing Board:

- Provides leadership and direction to help and influence every partner and stakeholder in Leeds to achieve the five outcomes for all people and communities in the city.
- Further embeds the Board's city-wide expectation to ensure the voices of everyone in Leeds are reflected in the design and delivery of strategies and services.
- Provides a public forum for decision making and engagement across health and wellbeing.
- Continually asks what we are all doing to reduce health inequalities, create a sustainable system and improve wellbeing.

People of Leeds

- Take ownership of personal health and wellbeing.
- Be proactive and confident in accessing services.
- Get involved in influencing and making change in Leeds.

Local communities

- Support members of the community at increased risk to be healthy and have strong social connections.
- Take ownership and responsibility for promoting community health and wellbeing.
- Make best use of community assets and leadership to create local solutions.

Other boards and groups

- Work closely and jointly with partnership boards and groups across the system to support the priorities of the Leeds Health and Wellbeing Strategy.
- Create clear action plans and strategies that help achieve priorities and outcomes of the Leeds Health and Wellbeing Strategy.
- Promote partnerships wherever possible, working as one organisation for Leeds.

Health and care organisations

- Provide and commission equitable services which support the priorities of the Leeds Health and Wellbeing Strategy.
- Make plans with people, understanding their needs and designing joined-up services around the needs of local populations.
- Provide the best quality services possible, making most effective use of 'the Leeds Pound' - our collective resource in the city.

How to get involved

The Health and Wellbeing Strategy is live document which is be shaped by what partners, people and communities are telling us. This will ensure that we can respond to any new or emerging developments that will influence achieving our ambition and vision.

There are lots of ways to get involved with the work of the Health and Wellbeing Board and have your say on this strategy. Listening to the community and hearing about the experiences of people's health and wellbeing is vital to the Board.

Here are some of the ways you can get involved:

- Asking questions to the Health and Wellbeing Board
- Telling us your views on Twitter @HWBBoardLeeds
- Have your say at public engagement events and programmes, such as the Big Leeds Chat and How does it Feel for Me?