



Report of: Tony Cooke (Chief Officer, Health Partnerships)

Report to: Leeds Health and Wellbeing Board

Date: 29 April 2021

Subject: Connecting the wider partnership work of the Leeds Health and Wellbeing Board

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

Summary of main issues

This report provides a summary of recent activity from workshops and wider system meetings, convened by the Leeds Health and Wellbeing Board (HWB). The report gives an overview of key pieces of work across the Leeds health and care system, including:

- Developing the next iteration of the Future in Mind Leeds Strategy.
- Reducing the mental health inequalities experienced by ethnic minority communities in Leeds.
- Get Set Leeds and the ambition to make Leeds the most active city in the UK.
- Actions to model the partnership principle 'We start with people' as a Health and Wellbeing Board.
- Leeds COVID-19 Vaccination Programme
- Recovering from the COVID-19 pandemic to reset to a fairer and more equal Leeds for current & future generations.
- Next steps for the West Yorkshire & Harrogate Integrated Care System and developing a Leeds Integrated Care Partnership.

Recommendations

The Health and Wellbeing Board is asked to:

- Note the contents of the report.

1 Purpose of this report

- 1.1 The purpose of this report is to provide a public account of recent activity from workshops and wider system meetings, convened by the Leeds Health and Wellbeing Board (HWB). It contains an overview of key pieces of work directed by the HWB and led by partners across the Leeds health and care system.

2 Background information

- 2.1 Leeds Health and Wellbeing Board provides strategic leadership across the priorities of our Leeds Health and Wellbeing Strategy 2016-2021, which is about how we put in place the best conditions in Leeds for people to live fulfilling lives – a healthy city with high quality services. We want Leeds to be the best city for health and wellbeing. A healthy and caring city for all ages, where people who are the poorest improve their health the fastest. This strategy is our blueprint for how we will achieve that.
- 2.2 National guidance states that: to make a real difference for the people they serve, Health and Wellbeing Boards need to be agents of change¹. With good governance, the Leeds Health and Wellbeing Board can be a highly effective ‘hub’ and ‘fulcrum’ around which things happen.
- 2.3 This means that the HWB is rightly driving and influencing change outside of the ‘hub’ of public HWB meetings. In Leeds, there is a wealth and diversity of work that contributes to the delivery of the Strategy.
- 2.4 Given the role of HWBs as a ‘fulcrum’ across the partnership, this report provides an overview of key pieces of work of the Leeds health and care partnership, which has been progressed through HWB workshops and wider system events.

3 Main issues

Leeds Health and Wellbeing Board workshop (15 Oct 2020)

Priority 10 – Promote mental and physical health equally

Priority 06 – Get more people, more physically active, more often

- 3.5 Leeds Health and Wellbeing Board has maintained Mental Health as a priority for a number of years. At this workshop HWB members shaped and influenced work, identified and committed to action to support improvements in mental wellbeing and reduce mental health inequality for children, young people and families and ethnic minority communities in Leeds. Members also explored actions to create a social movement around physical activity to make Leeds the most active city in the UK.

¹ *Making an impact through good governance – a practical guide for Health and Wellbeing Boards*, Local Government Association (October 2014)

Future in Mind Leeds

3.6 Cllr Fiona Venner, Jane Mischenko and Jess Evans (NHS Leeds CCG) provided an overview of the Future in Mind Leeds Strategy 2021-2025 proposed priorities to improve the social, emotional, mental health and wellbeing of children and young people aged 0–25 years. As part of this presentation, HWB members listened to the powerful experiences of:

- A young person accessing mental health support and transitioning from children and young people services to adult services.
- Carers for a young person accessing mental health support for an eating disorder.

3.7 Through discussions it was agreed to progress the following actions:

- Think Family as a default approach to all areas of mental health services where safe and appropriate to do so. This includes parents / carers:
 - Being part of the children's mental health support sessions (e.g. CAMHS sessions).
 - Being enabled to access support for the mental health challenges they experience.
 - Supported to understand and navigate the health and care system.
 - Equipped with the skills to care for their children at home (e.g. ESOL and Mental Health First Aid training)
- Wider partnership approach to support children & young people who experience bullying or other issues that negatively impact their mental health through a preventative / early intervention approach.
- LYPFT to be listed as part of the overarching governance of the FiML and Think Family.
- Developing an approach to positively enable a citywide culture where people have a better experience of accessing and receiving support around mental health. This includes:
 - A smooth transitioning between children's and adult services in accessing mental health services.
 - Ensuring that children & young people are able to access support easily and not 'waiting' to reach a threshold / eligibility criteria.
 - Moving away from the age requirements of First Episode Rapid Early Intervention for Eating Disorders (FREED) model.
 - Empowering staff through a 'better conversations' approach to be enabled to spend more time with people who may have mental health needs.
- Sharing experiences of mental health more widely across the system with wider staff members through How does it feel for me? Group.

Reducing the mental health inequalities experienced by ethnic minority communities in Leeds

3.8 Joy Francis (Synergi), Sarah Erskine (LCC), Sharon Prince (LYPFT) and Sinead Cregan (Inspire North) provided an update on the Leeds Mental Health Strategy and next steps for on the HWB's pledge to reduce ethnic inequalities in mental health systems, which was to:

1. Measure, monitor and report the nature and extent of ethnic inequalities and progress made.
2. Work in partnership with local BAME communities, service users and relevant community agencies.
3. Provide national leadership on this critical issue.
4. Ensure inclusive and sustainable change in our localities and communities.
5. Support timely and progressive research and policy development.
6. Contribute to a biannual progress update as part of this Statement of Intent.
7. Initiate fundamental service level changes to reduce ethnic inequalities in access, experience and outcomes.

3.9 Through discussions it was agreed to progress the following actions led through a citywide network / steering group:

- Enacting the WYH ICS BAME Review recommendation as part of the pledges.
- Develop a citywide health and care approach to ensure system leaders and staff understand the issues raised, including race and white privilege, recognising privilege and how to share power.
- Leeds GP Confederation and LYPFT to explore further areas of join up (building on GP Confederation's existing links with LCH).
- Enable elected members on Local Care Partnerships to support the pledges by ensuring they are briefed and aware.
- Leeds Informatics Board, LAHP and Healthwatch Leeds to progress how we can maximise data intelligence and analysis and experiences of people.
- Ensuring that the Leeds Left Shift Blueprint is reflective of the reducing health inequalities experienced by ethnic minority communities.
- Ensuring a whole system approach recognising the wider system impacts on mental health and identify opportunities such as organisations' role as Anchor Institutions and wider.
- HWB to receive an update on the delivery of the pledges at a future meeting.

Physical Activity Ambition & Get Set Leeds Conversation: Making Leeds the most active city in the UK

3.10 Victoria Eaton, Mark Allman and Judith Fox provided an update on the development of the Physical Activity Ambition and Get Set Leeds project including feedback from its engagement with over 4,000 people and next steps. Through discussions it was agreed to progress the following actions through the Physical Activity Programme Board:

- Embedding Get Set Leeds within localities working with elected members, Community Committees and LCPs:
 - Enabling elected members within LCPs to champion the work.
 - Creating targeted locality action plans that identify and address local barriers to being active.
 - Rooted in the ABCD approach.
 - Local engagement
- Leeds Anchors to maximise how their workforce can model Get Set Leeds.
- Ensuring a life course approach that innovatively promotes physical activity in schools.
- Get Set Leeds video to be adapted to talk to / about neighbourhoods rather than only citywide with shorter clips that can be easily shared through social media.
- Maximise connections with the Leeds Arts & Health and Wellbeing Network.
- HWB to receive future update that includes measuring impact of the programme.

**Leeds Health and Wellbeing Board Development Workshop:
We start with People (18 Feb 2021)**

- 3.11 Through its commitment to continuous improvement, the Health and Wellbeing Board holds a development session at the start of each year. This is a space to reflect and consider how it has worked to date and, as a Board, look forward to where it wants to go next and how to get there. In its fourth development session, HWB focused on how it could go further in its commitment to ‘Making the Leeds Health and Wellbeing Board Brilliant’ by modelling its partnership principles and asking itself – ‘if we really started with people as a Board, what would this to look like?’ As part of the workshop Communities of Interest Network (CoI Network) representatives attended as co-partners.

Leeds Solidarity Network: Healthy Communities Together

- 3.12 Ellie Rogers (Chief Executive, Leeds GATE), on behalf of the Leeds Solidarity Network, provided an overview of the Healthy Communities Together Programme, which was supported by the Partnership Executive Group (PEG), and opportunities for the HWB to be involved as part of its aim to going further in ‘we start with people’.
- 3.13 Through discussions the following actions were agreed:
- HWB to be part of the journey of the Healthy Communities Together programme as a Board, as system leaders and as organisations
 - Leeds Solidarity Network to develop and confirm requirements as part of developing the Healthy Communities Together programme.
 - Leeds Solidarity Network to confirm a future King’s Fund facilitated session exploring the Healthy Communities Together programme.
 - Commitment to support and embed the changes wherever the journey leads

Developing the Leeds Health and Wellbeing Board

3.14 HWB members discussed practical actions to go further in modelling the partnership principle ‘We start with people’ and agreed for the following actions to be progressed as part of a collaborative, iterative learning journey:

- Developing an allyship model: Connecting a Board member to individual Third Sector organisations from a communities of interest to act as a Champion / Sponsor / Advocate / Reciprocal Mentoring.
- Co-producing the work programme: Dedicating at least an item at each meeting on the barriers identified by the People’s Voices Group (working with Communities of Interest Network, Big Leeds Chat, LCPs & others) where the Board can add value.
- Working with Col Network: Col Network representatives being at the heart of shaping and bringing items on barriers to the Board and attend as equal voices for full meetings.
- People’s experiences at the heart of HWB Annual Reviews.

Leeds Health and Wellbeing Board: Board to Board Session (09 Mar 2021)

3.15 The Health and Wellbeing Board convened a Board to Board session on 09 March 2021. These sessions bring together a larger number of health and care partners (50+) to discuss key strategic topics, share perspectives and progress collective actions to support the delivery of the Leeds Health and Wellbeing Strategy. This approach is unique to Leeds and ensures that everyone is joined up and working towards the same goals for the city and for our citizens.

3.16 In Leeds our health and care system leaders are committed to a city first and organisation second approach at all levels through the following principals of approach:

Principles of our approach		In everything we do
<p>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.</p>	<p>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 £.</p>	<p>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.</p>

3.17 At this session the following areas were discussed:

Update on the COVID-19 pandemic & COVID-19 Vaccination Programme and recovery

3.18 HWB: Board to Board received an update on the Leeds COVID-19 Vaccination Programme, its focus on tackling health inequalities to ensure that no one is left behind and next steps. During HWB: Board to Board discussions, the wider health

and care system through their organisations and existing partnership/board groups agreed the importance of challenging the city to go further in disproportionately working with communities most impacted by the pandemic to improve uptake.

Resetting to a fairer and more equal Leeds for current & future generations

- 3.19 HWB: Board to Board received an overview of how the *Build Back Fairer: The COVID-19 Marmot Review* could act as a framework for the city's longer term recovery from COVID-19 with a focus on understanding what it feels like for children, young people and families growing up in Leeds during the COVID-19 pandemic and its longer term impact in terms of their health, wellbeing and economically.
- 3.20 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed to:
- Explore using the *Build Back Fairer: The COVID-19 Marmot Review* recommendations as part of framework for the city's longer term recovery through existing partnership boards / groups in the short, medium and long term.
 - Commitment for the Integrated Care Partnership to embed the learning shared and aim to act as a catalyst for resetting to a fairer and more equal Leeds as part of its development.
 - Going further as Leeds Anchors organisations to enable recovery.
 - Developing shared approaches to communities that is strength based, asset based, trauma informed, think family, intergenerational and creates the conditions for neighbourliness as seen over the pandemic.

Next Steps for Integrated Care Systems (ICS) and the Leeds Integrated Care Partnership (ICP) arrangements

- 3.21 HWB: Board to Board received and overview of the 'Integration and Innovation: working together to improve health and social care for all' white paper, its impact and next steps for the West Yorkshire and Harrogate Integrated Care Systems (ICS) and proposals to develop a Leeds Integrated Care Partnership (ICP).
- 3.22 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed to:
- Embrace opportunities of the white paper to further strengthen and develop the Leeds health and care system.
 - Maintain the Leeds approach and principles of subsidiarity between the WYH ICS and Leeds.
 - People's voices and experiences being at the centre of developing the Leeds ICP and acting as a catalyst for resetting to a fairer and more equal Leeds as part of its development.
 - Ensuring a clear connection from Local Care Partnerships, the Leeds ICP and WYH ICS.
 - Developing the appropriate digital and analytical infrastructure to enable the work.

- Be part of the developing the new arrangements with engagement to occur with each individual board and future updates to HWB.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

4.1.1 Health and Wellbeing Board has made it a city-wide expectation to involve people in the design and delivery of strategies and services. A key component of the development and delivery of each of the pieces of work for the HWB: Board to Board session is ensuring that consultation, engagement and hearing citizen voice is occurring.

4.2 Equality and diversity / cohesion and integration

4.2.1 Each of the pieces of work highlighted in this report, through the strategic direction of the Health and Wellbeing Board, is aligned to priorities of our Leeds Health and Wellbeing Strategy 2016-2021 and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

4.2.2 Any future changes in service provision arising from work will be subject to governance processes within organisations to support equality and diversity.

4.3 Resources and value for money

4.3.1 Each of the pieces of work highlighted in this report evidences how the Leeds health and care system are working collectively with the aim of spending the Leeds £ wisely under the strategic leadership of the HWB. The volume of partnership working is testament to the approach taken – sharing or integrating resources, focusing on outcomes and seeking value for money as part of its long term commitment to financial sustainability.

4.4 Legal Implications, access to information and call in

4.4.1 There are no legal, access to information or call in implications arising from this report.

4.5 Risk management

4.5.1 Risks relating to each piece of work highlighted is managed by relevant organisations and boards/groups as part of their risk management procedures.

5 Conclusions

5.1 In Leeds, there is a wealth and diversity of work and initiatives that contribute to the delivery of the Leeds Health and Wellbeing Strategy 2016-2021 which is a challenge to capture through public HWB alone. This report provides an overview of key pieces of work of the Leeds health and care system, which has been progressed through HWB workshops and events with members.

5.2 Each piece of work highlights the progress being made in the system to deliver against some of our priorities and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

6 Recommendations

The Health and Wellbeing Board is asked to:

- Note the contents of the report.

7 Background documents

7.1 None.

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How does this help reduce health inequalities in Leeds?

Each of the pieces of work highlighted in this report, through the strategic direction of the Health and Wellbeing Board, is aligned to priorities of our Leeds Health and Wellbeing Strategy 2016-2021 and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

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

National guidance states that: to make a real difference for the people they serve, Health and Wellbeing Boards need to be agents of change. The Leeds Health and Wellbeing Board is rightly driving and influencing change outside of the ‘hub’ of public HWB meetings to ensure that the wealth and diversity of work in Leeds contributes to the delivery of the Strategy. The Board is clear in its leadership role in the city and the system, with clear oversight of issues for the health and care system.

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

Each of the pieces of work highlighted in this report evidences how the Leeds health and care system are working collectively with the aim of spending the Leeds £ wisely under the strategic leadership of the HWB. The volume of partnership working is testament to the approach taken – sharing or integrating resources, focusing on outcomes and seeking value for money as part of its long term commitment to financial sustainability.

Future challenges or opportunities

In the wealth and diversity of work there is an ongoing opportunity and challenge to ensure that the Board, through its strategic leadership role, contributes to the delivery of the Strategy in a coordinated and joined up way that hears the voices of our citizens and workforce.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	X
Maximise the benefits of information and technology	X
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	X