



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

Report to: Leeds Health and Wellbeing Board

Date: 16 September 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:

- Resilience and recovery plans for the Health and Care system in the city, tackling winter pressures and the impact of the Covid-19 pandemic
- Developing system models for the future of the Health and Care system in Leeds
- Connecting system leaders and 3rd sector partner across the city to continue to tackle health inequalities

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

3.1 The Health and Wellbeing Board convened a development Board to Board session on June 16 2021 and a Board to Board session on July 13. 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.

3.2 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:



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

Leeds Health and Wellbeing Board: Development Session (16 June 2021)

3.3 At this session the following areas were discussed:

The kind of Leeds we want to be

3.4 HWB were given an overview of ongoing work contributing to priority 3 of the Leeds Health and Wellbeing Strategy 'achieving strong, engaged and well-connected communities'. The ongoing work presented included:

- The People's Voices Group
 - The group have been working on the development of the Big Leeds Chat 2021, which will be used as a wellbeing check-in across the city through September/October
- Marmot's Build Back Fairer
 - A recommendation has been set for further Marmot discussions to be brought to the Health and Wellbeing Board in early 2022
- The Tackling Health Inequalities Group

Allyship: a Health and Wellbeing Board that leads the way

3.5 The Health and Wellbeing Board Allyship Programme has been uniquely developed for Leeds, with each HWB member being 'allied' with a member of the Communities of Interest Network. Allies were given their first opportunity to connect, share and learn from each other before planning how to continue their relationship in a way that will positively impact health inequalities across the city.

Leeds Health and Wellbeing Board: Board to Board Session (13 July 2021)

3.6 At this session the following areas were discussed:

Health and care system resilience and recovery and plans

3.7 HWB: Board to Board received an overview of the position responding to the COVID-19 pandemic and winter pressures and Covid recovery plans

3.8 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed the following:

- To ensure public communications provided by services across the city are consistent in their messaging to prevent confusion for residents looking to access appropriate services
- A commitment to release a joint, cross system statement around cautionary mask wearing in response to the relaxation of government Covid-19 guidance
- To continue to deliver the plans outlined in the system resilience and recovery plans

System opportunities with Building the Leeds Way and the Innovation District

3.9 HWB: Board to Board received an overview of the progress made with Building the Leeds Way, including an update on the Leeds Teaching Hospitals Trust estate redevelopment of the existing Leeds General Infirmary site and development of the new Innovation District

- 3.10 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed to:
- Provide collective engagement, challenging ourselves on how we are best meeting the needs of the Left Shift Blueprint
 - To undergo further work to understand the impact on community and primary care as a result of changes brought about through the Building the Leeds Way programme
 - For partners across the system to continue to champion and advocate the Building the Leeds Way programme

Developing the Leeds Integrated Care Partnership (ICP)

3.11 HWB: Board to Board received an overview of the work to date in developing the Leeds ICP

3.12 During HWB: Board to Board discussion, the wider health and care system through their organisations and existing partnership/board groups discussed the following:

- The need to ensure there is clarity on the relationship between the ICP Board, ICS and Leeds Health and Wellbeing Board and other organisational boards
- The need for clarity around delegated authority across specific areas
- Discussion around the key responsibilities of the ICP including:
 - Ensuring integration of services in Leeds in a way that delivers data-informed, personalised, preventative care based around citizen needs
 - The delivery of Leeds ambitions around Population Health Management, the Left Shift Blueprint and tackling health inequalities

Developing the West Yorkshire Integrated Care System (ICS)

4.0 HWB: Board to Board received an update on the work to date in developing the West Yorkshire ICS

4.1 During HWB: Board to Board discussion, the wider health and care system through their organisations and existing partnership/board groups discussed the following:

- The need to ensure peoples voices remain at the centre of the work as it progresses, supported by the People's Voices Group, the Tackling Health Inequalities Group and the Communities of Interest Network
- To consistently give local authorities a voice at the table, particularly due to their financial contributions and support in delivery
- To continue the strong approach already developed across West Yorkshire of subsidiarity and supremacy of place and communities

5 Health and Wellbeing Board governance

5.1 Consultation, engagement and hearing citizen voice

5.1.1 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.

5.2 Equality and diversity / cohesion and integration

5.2.1 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.

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

5.3 **Resources and value for money**

5.3.1 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.

5.4 **Legal Implications, access to information and call In**

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

5.5 **Risk management**

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

6 **Conclusions**

6.1 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 sessions 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.

6.2 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.

7 **Recommendations**

The Health and Wellbeing Board is asked to:

- Note the contents of the report.

8 **Background documents**

8.1 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 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