

Leeds Health and Wellbeing Communications and Engagement Framework

November 2013

The Health and Wellbeing Board is a key strategic body in the city of Leeds, and as we progress through our first years, we need to develop and build on our existing communication with stakeholders, participating organisations and, above all, the citizens of Leeds, if we are to achieve the vision of making Leeds ‘a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest’.

The period around the establishment of the Board has been a focus for some initial communications activity, guided by an interim ‘Communications and Engagement Strategy and Plan’ for the shadow and early life of the Board. With the Board now formally established, this paper provides an outline strategic framework for communications and engagement activity now we are actually ‘doing the doing’, and it will act as a summary vision and strategy to aid the network both of communication professionals and others working within health commissioning, health provision, and across the council.

The aim of this strategy is to help provide focus for activity and rationale for it, as well as challenging activity that doesn’t contribute to HWBB / JHWS.

What does this framework do?

- Provide a coherent communications and engagement strategy for health and wellbeing activity throughout the city
- Focusses on the delivery and outcomes, rather than the processes that lead to these
- Sets out the core principles, messages and vision for communicating the agenda and strategy of the Health and Wellbeing Board to the widest possible audience
- Suggests how other health and wellbeing-related communications activity can be aligned best with and the Joint Health and Wellbeing Strategy (JHWS).
- Identify the key stakeholders and communicators to influence and be influenced by the strategy
- Set out the ‘core offer’ and future communication activity around the Health and Wellbeing Board meetings.

What doesn't this framework do?

- Map all communication and engagement activity being carried out around health and wellbeing in Leeds
- Set out a comprehensive and formalised ‘action plan’ for the health and wellbeing communications community in Leeds, mindful of the fact colleagues and other stakeholders are already undertaking a great deal of creative, positive work which can be improved by greater strategic alignment and coherent overview of the range of priorities, rather than a centralised ‘protocol’.

- Draw the lines between activity, commissioning and plans to delivering on the JHWS outcomes.

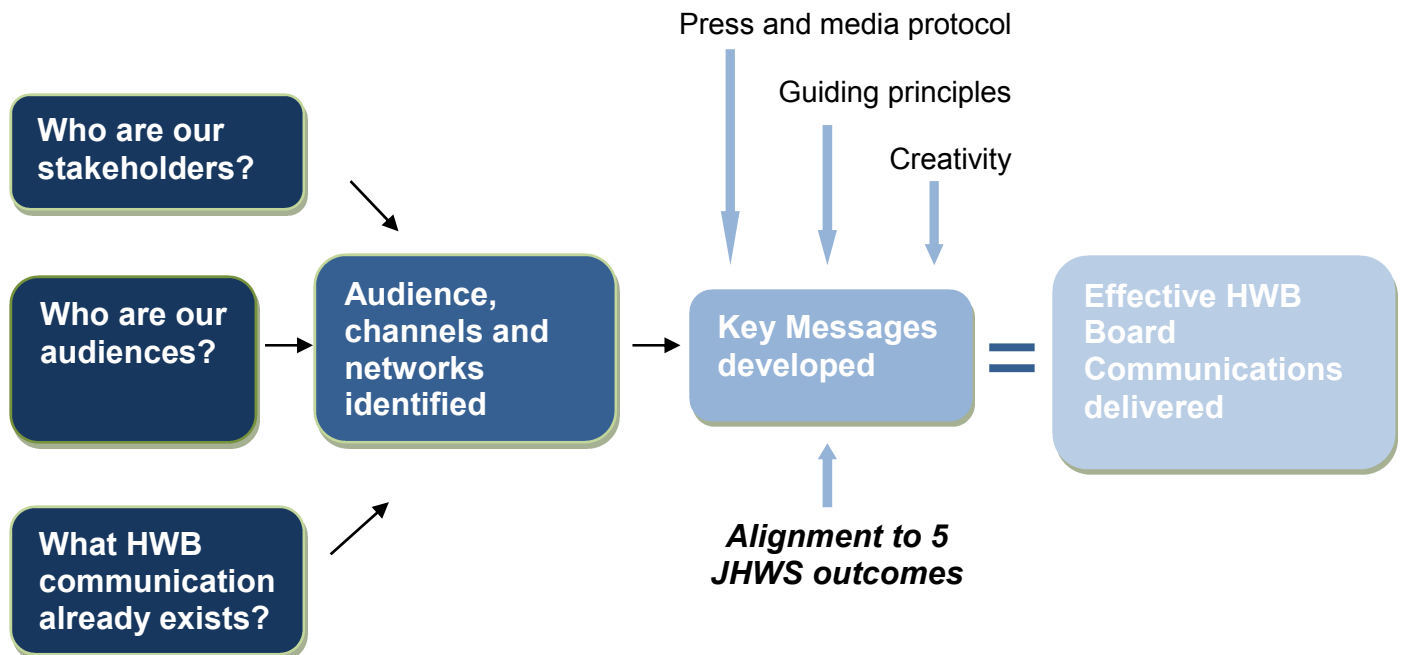
1. *Outline communications framework*
2. *Who is already speaking?*
3. *Identifying the audience*
4. *Guiding principles?*
5. *Core messages?*

6. *Delivery*
Appendices:

The 'core HWBB offer'
Media engagement

1. Outline communications framework

The following diagram summarises the framework and process which guides the effective delivery of any one (or multiple) health and wellbeing communications:



2. Who is already speaking?

There is a large health and wellbeing communications landscape in Leeds with a broad range of organisations contributing either directly or indirectly to the JHWS. A number of specific partners are actively contributing to the communication work of the Board due to their close working relationship and aligned priorities.

The best alignment is currently between council controlled services (Public Health, Adult Social Care (ASC), Health and Wellbeing, Children's Services) and the three CCGs. Formal working arrangements exist between these areas and liaison and co-ordination is regular. Less comprehensive and formal arrangements currently exist with the providers and third sector, although where specific issues have arisen joint working has been effective for example, in the area of integrated health and social care.

In the future our aspiration is to widen the communications network to cover all the following areas:

- Board members
- Health and social care professionals
- Public health communications teams
- Children's services communications team
- Adult social care communications team
- Health and wellbeing team
- Integrated health and social care programme team
- Leeds City Council corporate communications team
- 3x CCG communications leads (support from WSYBCSU)
- 3x provider communications teams
- Third sector / voluntary and other non-statutory organisations
- NHS and public health nationally
- Regional stakeholders (eg Y&H PH comms network)

- European organisations (eg URBACT 4D Cities)
- Private sector organisations (eg health sector organisations, LCR, Leeds and Partners)
- Healthwatch

As structural realignment of the health and wellbeing community progresses, working relationships with the many partners above will develop, from the current core including Public Health, CCGs, Adult Social Care, Children's Services to encompass the broader range of partners.

Having a strategic framework for communication will allow the Board to make greater use of networks, target specific issues through a mixture of channels, and will also enable us to pull resource and networks across services to allow better joined up working and less duplication.

We believe the way partners work together will change and will certainly involve us all working more closely together. The framework is crucial is providing something that we can all sign-up to and actively work together on.

3. Identifying the audience

The audience map at appendix 1 gives a broad overview of the types of individuals and organisations who we aim to engage with about the work of the Board and the wider health and wellbeing agenda.

The primary audience must be the people of Leeds, and the communication strategy is designed to ensure that at all stages communication activity takes this into account by aligning with the outcomes and priorities for the JHWS.

We will work to fully understand our stakeholders so that communications can be effectively delivered and engagement activities made appropriate and meaningful. We recognise that some sections of our population will require tailored approaches and that we also need to target the groups who are in greatest need. We will use the JSNA data and other local intelligence including engagement activity to inform this work.

4. What are the guiding principles?

- Communications and engagement **will align to the JHWS**, which will mean it:
 - is related to one or more of the five outcomes
 - makes links with work across the system to promote integration
- Communications and engagement work **will be targeted**, which means it
 - strives to further the Board's ambition that poorest will improve their health the fastest
 - emphasises the vision for Leeds to be a healthy and caring city for all ages
 - language will be appropriate for the audience, explaining concepts, acronyms and policy
 - requires co-ordination and cooperation between colleagues and partners to tailor the channels through which communications are relayed and make sure the most appropriate person does the communicating
- Communications and engagement on health and wellbeing **will be integrated and collaborative to ensure consistently focussed, effective and sharable messages**, which means
 - organisations and individuals will be open and honest with each other
 - priorities will be arrived at by agreement
 - individuals and organisations will be encouraged to deliver communications which reflect their expertise, experience and authority of voice
 - we will reflect best practices in ways of working together, allowing collaborative working to thrive
- Communications and engagement **will reach the most appropriate audience possible**, which means:
 - we will make every effort to make the best use of the increased number of available channels, from face-to face engagement to traditional media social media and set-piece events.
 - we will place special emphasis on engaging the public, as the ultimate stakeholder, but recognise that this may not always come through official board communications due to the strategic nature of our work, but will emerge through the wider engagement work of the main partners (see section 2)
- Communications and engagement work **will share outcomes, not branding**, which means
 - it is not focussed on getting the 'image' right, but about effective communication of valuable messages
 - knowledge of delivery and how performance is monitored and managed is shared

- we will evaluate our communication, learn from this and continually seek to improve our performance
- we will make sure we are aware of best practice from beyond Leeds and build this into our activity

5. What are the core messages?

At the heart of all our communication will be the need to reflect the outcomes and priorities of the Joint Health and Wellbeing Strategy. Individual messages, campaigns and activity should all be able to demonstrate that they will deliver in a way that reflects these. Appendix 2 summarises our current communications activity and shows how this is aligned to these core messages. At appendix 3 we outline the specific core communications offer in terms of the Joint Health and Wellbeing Board.

Outcomes	Priorities
People will live longer and have healthier lives	<ol style="list-style-type: none"> 1. Support more people to choose healthy lifestyles 2. Ensure everyone will have the best start in life 3. Ensure people have equitable access to screening and prevention services to reduce premature mortality
People will live full, active and independent	<ol style="list-style-type: none"> 4. Increase the number of people supported to live safely in their own home 5. Ensure more people recover from ill health 6. Ensure more people cope better with their condition
People's quality of life will be improved by access to quality services	<ol style="list-style-type: none"> 7. Improve people's mental health & wellbeing 8. Ensure people have equitable access to services 9. Ensure people have a positive experience of their care
People will be involved in decisions made about them	<ol style="list-style-type: none"> 10. Ensure that people have a voice and influence in decision making 11. Increase the number of people that have more choice and control over their health and social care services
People will live in healthy and sustainable communities	<ol style="list-style-type: none"> 12. Maximise health improvement through action on housing 13. Increase advice and support to minimise debt and maximise people's income 14. Increase the number of people achieving their potential through education and lifelong learning 15. Support more people back into work and healthy employment

6. Delivery

The HWB is committed to regularly reporting on performance at a local and city-wide level, in partnership with CCGs and other key stakeholders. This happens at every Board meeting through the 'Delivering the Strategy' report, which also includes a focus on each outcome of the Strategy in turn through the year.

We will help the HWB engage with people in Leeds by ensuring that the communications strategy offers guidance on stakeholders and clear direction on the best approach to engagement and involvement.

We recognise that delivering better health and wellbeing outcomes is the priority for all our communications, and examples of the activities which will be undertaken include:

- Campaigns and awareness raising
- Social marketing
- Social media
- Democratic accountability – through the governance, consultation and equalities structures of our organisations
- Media engagement
- Digital engagement
- On-line access to information
- Publicly accessible events
- Co-design of policies, services and strategies, involving the public at the heart of the future shape of services

At appendix 4 we provide a first version of a forward looking events calendar of health initiatives and national events. The list is not currently prioritised or assessed against our priority outcomes and consequently not everything on the list will warrant communications activity. The list will be refined and then regularly updated and will help us proactively plan communications activity.

7. Measuring success/review

We will assess the impact and effectiveness of our communications and engagement activity, review achievement of our objectives and identify the lessons learnt so that we can improve. Individual pieces of communications work will be evaluated as a matter of course however, some overall measures may be useful. We will seek to develop measures that assess our overall success in communicating and engaging with local people, this could include:

- How well people understand the local services available to them
- How well people are involved in the design and delivery of local services.
- How well people believe we have done in delivering our vision and or key outcomes.

Appendix 1

Stakeholder (individual or group)	Stakeholder role	Summary of stakeholder's interest in the Health and Wellbeing programme	Key messages/ information to communicate to the stakeholder
<i>The most important stakeholders:</i> THE CITIZENS OF LEEDS	The people the Health and Wellbeing Board are ultimately working for	Each and every citizen is impacted by the JHWS and can benefit from it.	All messages and communication should recognise that this is the most important audience and all messages should be relevant to this audience.
Clinical Commissioning Groups (CCGs)	Future of acute, specialist, community and mental health commissioning services in Leeds	High interest and overall awareness/ engagement of health and wellbeing in the future policies and in JHWS outcomes, execution and delivery.	Information about the board - remit, priorities, governance, plans for improvement (JHWS) and implications on this for CCGs at local level.
NHS England (LAT team)	Future of specialist and primary care commissioning services in Leeds	High interest in order to make policies, outcomes and delivery align with JHWS	Commissioning intentions, JHWS priorities, engagement in collective workstreams
NHS England (national team)	National NHS resource and management policy	General interest in order to shape policies, outcomes and delivery	Direction of travel for the HWB Board, key messages around allocations, funding and the 'Call to Action'
Elected members	Responsible for representing their constituents, including Health and Wellbeing.	Interest, awareness and agreement/support of policies and JHWS outcomes.	Information about the board - remit, priorities, governance
Area Leads for Health and Wellbeing	To 'champion' the health and wellbeing agenda within the councillor community, and act as advocates for the JHWS	High interest, awareness and agreement/support of policies and JHWS outcomes.	Information about the board - remit, priorities, governance, plans for improvement (JHWS), national policy changes and local implications (tailored to ward areas where possible).
MPs and MEPs	Responsibility for informing constituencies and influencing decisions of the board.	General awareness and agreement/support of policies and JHWS outcomes, execution and delivery.	Information about the board - national policy changes and local implications.
Health and Wellbeing and Adult Social Care Scrutiny Board	Scrutiny around commissioning intentions and service changes for both the NHS and Leeds City Council.	High interest and overall awareness/ engagement of health and wellbeing in the future policies and in JHWS outcomes, execution and delivery.	Information about the board - remit, priorities, governance, plans for improvement (JHWS), national policy changes and local implications.

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Leeds City Council Commissioner (staff)	and provider of some health and wellbeing services/campaigns citywide.	General awareness and engagement/support with board, its policies and outcomes.	Information about what this means for them, who the board are, their remit and priorities going forward.
Adult Social Care	Overall support, engagement with board and strategic contribution that may be required to deliver strategy.	High interest and overall awareness/ engagement of health and wellbeing in the future policies and in JHWS outcomes, execution and delivery.	Information about what this means for them, who the board are, their remit, priorities and implication of new commissioning arrangements.
NHS Providers (YAS, LTHT, LCH, LYPFT)	Provider for health services in the community.	General awareness and support of the project.	General information about what this means for Leeds, who the board are, their remit and priorities going forward.
Third Sector (voluntary, community and faith groups)	Engagement with board policies and outcomes (where relevant).	General awareness.	General information about what this means for Leeds, the board - their remit, priorities going forward and details of future engagement.
Communications leads in key organisations	Disseminating information as provided by nominated lead and encourage engagement/support with the project.	High interest and overall awareness/ engagement with board and health and wellbeing provision in the future.	Information about what this means for their respective organisations, board remit, priorities and implications of new commissioning arrangements and cross-sector delivery arrangements
Local Healthwatch (+ national Healthwatch)	Membership on board and general scrutiny of policies and outcomes.	General awareness and involvement and supporting publicity through identifying examples of inequalities that may exist.	Information about the board - remit, priorities, plans for improvement (JHWS), national policy changes and local implications.
Public Health England	National lead on various health and wellbeing promotion campaigns	Engagement (esp. PHE Y+H and North) and influence over promotions	Coordination with Public Health promotion campaigns, reciprocal sharing e.g. stoptober
Best City Leadership	Engagement with board policies	General awareness and support from	General information about what this means

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Network	and outcomes (where relevant).	identified colleagues in implementation of plan where stated.	for Leeds, who the board are, their remit and priorities going forward.
Key partnership boards (Children's Trust Board, ICE)	Leading key elements of JHWS alongside the H+WB Board	High interest in Health and Social Care of children (CT Board) and funding (ICE)	All pertinent news, policy, governance and delivery arrangements
Other Partnership Boards	Engagement with board policies and outcomes (where relevant).	General awareness and support from identified colleagues in implementation of plan where stated.	General information about what this means for Leeds, who the board are, their remit and priorities going forward.
Other public sector	Engagement with board policies and outcomes (where relevant).	General awareness and support from identified colleagues in implementation of plan where stated.	General information about what this means for Leeds, who the board are, their remit and priorities going forward.
Private Sector	Engagement with board policies and outcomes	Workplace health, back-to-employment schemes	General information about what this means for Leeds, who the board are, their remit and priorities going forward.
Leeds Innovation Health Hub	Engagement with board policies and outcomes around innovative use of data, systems and tech	Innovation in the healthcare sector to drive economic growth and promote good health	General information about what this means for Leeds, specific joint messages and communication coordination around aspect of integration and informatics.
Universities	Engagement with board policies and outcomes (where relevant).	General awareness.	General information about what this means for Leeds, who the board are, their remit and priorities going forward.
Local media	Engagement with board policies and outcomes (where relevant) and support with publicity.	High interest and overall awareness/ engagement with board and health and wellbeing provision in the future.	General information about what this means for people in Leeds, who are the board, what is their role, what will they do and how priorities going forward

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Other local authorities	Engagement with board policies and outcomes (where relevant).	General awareness.	General information about what we're doing in Leeds, board remit and priorities going forward.
Local Government Association	Supporting HWBs nationally through the system leadership programme	Leeds as a potential exemplar for good HWBB practice	Feeding news and updates through to the regular
Core Cities, Healthy Cities	Engagement with board policies and outcomes (where relevant).	General awareness.	General information about what this means for Leeds, who the board are, their remit and priorities going forward.
Current health and social care users	Recipient of services	General awareness, opportunity for engagement and feedback	Service information and messages about engagement in service redesign

Appendix 2

Public Health - Communications Plan on a Page		
Activity	Aims	JHWS main link(s)
PH campaigns eg smoking cessation, Flu, Dementia, Cancer, Sexual Health....	Behaviour change, service awareness and support available. Ensuring Leeds CC supports activity to improve health and wellbeing in the city using PH expertise.	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will full, active and independent lives • People will enjoy the best possible quality of life • People will live in healthy and sustainable communities
PH digital online presence	Make sure that PH has an online presence that allows sharing of information and effective communication, including use of social media channels.	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities
PH Media profile	Making sure the role of Public Health in delivery of the JHWS strategy and improvement of Leeds health and wellbeing achieves appropriate media profile.	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will full, active and independent lives • People will live full, active and independent lives • People are involved in decisions made about them • People will live in healthy and sustainable communities
PH General communications	Ensure regional and national stakeholders are engaged.	<ul style="list-style-type: none"> • People are involved in decisions made about them
PH Annual Report	Make sure the annual report is available and awareness of the report is publicised.	<ul style="list-style-type: none"> • People are involved in decisions made about them
PH Internal comms	Build effective communication channels to ensure PH internal communications happen, with appropriate links to other LCC and external colleagues.	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities

Integrated health and social care – Communications plan on a page:

Activity	Aims	JHWS main link(s)
<p>Remodelling health and social care services* in Leeds to ensure they are better, simpler and provide best value for money. Includes the following:</p> <ul style="list-style-type: none"> § Single contact point for health and social care referrals § Expanding the city's 12 new neighbourhood health & social care teams to ensure each has community nurses, therapists and social care staff. § Out of hours and rapid response services reconfigured based on demand. § Integrated rehabilitation, recovery and reablement service developed. (1, 2, 3) § Electronic patient care record accessible by patient/ service user and professionals supporting them (4). § Risk profiling and addressing inequalities (1, 3, 5) § Embedding a self-management approach – supporting people to manage symptoms and improve quality of life (1, 2, 4). § Improving and streamlining hospital discharge (1) <p>Some of the above elements are being tested out between September 2013 and April 2014 in Beeston, Middleton, Kippax and Hunslet, to gather information prior to roll-out.</p> <p><i>This programme focuses especially on older people and those with long-term health conditions.</i></p>	<p>To address people's stated expectations about high quality, well-coordinated services.</p> <p>To support national long-term conditions agenda to address demographic challenges – more people living with long-term health conditions = growing pressures on health and social care budgets.</p> <p>To reduce bed-blocking and ensure that people can leave hospital in a timely manner with the right support in place to keep them as safe and well as possible.</p> <p>To make services better, simpler and more sustainable.</p>	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People will live in healthy and sustainable communities

Health and wellbeing - Communications Plan on a Page		
Activity	Aims	JHWS main link(s)
Board Development Programme	<p>Site visits – themed to link with outcomes of the JHWS, taking Board members out ‘onto the front line’.</p> <p><i>To raise awareness for the board of what it feel likes being a patient within the health and care system.</i></p> <p><i>To promote the HWB to Leeds citizens and for them to gain trust in the board to help improve vital services.</i></p>	<ul style="list-style-type: none"> • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them •
Healthy Leeds Programme	<p>Bi-yearly workshop with a ‘diagonal slice’ of health professionals. Next session: Poverty workshop (4th December)</p> <p><i>To bring health professionals together to communicate aspirations of JHWS through topic-based sessions</i></p>	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will enjoy the best possible quality of life • People will live in healthy and sustainable communities
Core briefings	<p>Newsletters, partner briefings, staff briefing</p> <p>Presentation of JHWS in a large number of settings (e.g. equalities hub)</p> <p><i>To ensure all partners consider the JHWS when making decisions that could effective Leeds citizens.</i></p>	<ul style="list-style-type: none"> • People are involved in decisions made about them
OBA events	<p>Conversations that move from talking to doing among health professionals</p> <p><i>To enable all parties with influence to progress change in a simple and successful way.</i></p>	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People will live in healthy and sustainable communities
Social Media	<p>Twitter, Facebook, Blogs</p> <p>Press releases – monthly and consistent</p> <p><i>Effective information sharing and consultation.</i></p>	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People are involved in decisions made about them

Adult Social Care - Communications Plan on a Page		
Activity	Aims	JHWS main link(s)
<p>Care Bill (soon Act)</p> <ul style="list-style-type: none"> • 2013 Care Bill will introduce new duties for councils covering care management, information and advice and safeguarding, and trigger a significant increase in the number of assessments practitioners will have to carry out. <p>Making it Real</p> <ul style="list-style-type: none"> • Ensuring we commit to the 'Making it Real' principles, involving service users, carers and providers in the development of local social care services • Extending the use of personal budgets <p>Better Lives campaign</p> <ul style="list-style-type: none"> • Raising the awareness of our 'Better Lives for People in Leeds' commitment for the citizens of Leeds 	<p>We are compliant with national legal and regulatory requirements</p> <p>Sector wide commitment to transform adult social care through personalisation and community-based support. Help people live more independent lives and increase choice and control</p> <p>People are given choice and control to use the services that best suits their individual needs and help them to live independently.</p> <p>Our focus remains on ensuring that people with social care needs:</p> <ul style="list-style-type: none"> • access services earlier; • maintain their independence; • have choice and control. 	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities
<p>Working with other parts of the council, private house-builders and developers, social landlords and community organisations to provide different kinds of housing and support to help people live independently.</p> <ul style="list-style-type: none"> • Transformation of long term residential and day care services • Extra Care Housing – deliver appropriate housing and care for older people • Review of costs of providing travel assistance to service users from Learning Disability, Mental Health, Older People and Physical Disabilities • Redesign and re-commissioning of external homecare services. • Holt Park – new centre linking wellbeing to active lifestyles and sport 	<p>People are supported to live independently in their own homes through the development of social enterprises and partnership working</p> <p>To ensure that our future housing needs are fit for purpose and meet the needs of older people</p> <p>To improve customer experience and achieve financial savings</p> <p>Ensuring the commissioning of homecare takes into account reablement, integration and enterprise initiatives.</p> <p>Prevention and reablement helping to keep people independent for longer</p>	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities
<p>Developing the care market so there is a variety of different types of enterprises providing care and support and a greater range of health and wellbeing activities for people in the city</p>	<p>To encourage the use of the internet to access and buy services (e-marketplace) and to increase access to information and advice.</p>	<ul style="list-style-type: none"> • People will live longer and have healthier lives

<p>Developing the Leeds Directory and e-market</p> <p>Learning Disability Day Service Modernisation for adults</p> <p>Local Links – trial new service model where vol sector organisations undertake the support planning and brokerage that has traditionally been provided by ASC.</p> <p>Electronic Care Brokerage (ECB) and Electronic Care Monitoring System, replacing manual brokerage and monitoring processes with new electronic system</p> <p>Autism Strategy to implement a commissioning strategy and contract delivery and service model for autism in Leeds</p>	<p>Helps disabled people to access work and social activities and tailor their care to their needs.</p> <p>Developing the care market and working with the Third Sector partners to help people get the services they want.</p> <p>Increase the range of support available for people To improve customer experience and achieve financial savings</p> <p>Result of the Autism Act 2009 and in response to the Health and Social Care Act and Care Bill 2013 Ensure consistency in terms of services which support the demand for autism</p>	<ul style="list-style-type: none"> • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities
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Children's Services - Communications Plan on a Page		
Activity	Aims	JHWS main link(s)
Child friendly Leeds – voice and influence	To give children and young people a voice in decisions about their lives – with a focus on To share good practice around voice and influence . To promote opportunities for children, young people and their families to get involved in events and activities in their city.	People are involved in decisions about them People will enjoy the best possible quality of life
Child friendly Leeds – business engagement	To bring the city together to support the 180,000 children and young people in the city, with a particular focus on recruiting businesses to support with the three obsessions. To further develop the network of ambassadors working to promote child friendly Leeds ambitions and actions.	People will enjoy the best possible quality of life People will live in healthy and sustainable communities
Fostering, adoption and kinship care communications campaigns; ongoing communications support for looked after children	To recruit foster carers and adopters for Leeds City Council, to ensure that children and young people can be looked after in their local communities.	People will enjoy the best possible quality of life People will live in healthy and sustainable communities
Proactive and reactive communications support for learning in Leeds – for all schools, children's centres and other settings	Children and young people achieving their potential and receiving an outstanding education	People will enjoy the best possible quality of life People will live in healthy and sustainable communities
Proactive communications support for children's services colleagues, wider children's workforce in the city. Including internal communications, press & PR, and reputation management.	To raise awareness of the approaches being used to improve outcomes for all children and young people in Leeds, with a particular focus on the most vulnerable. Focus on restorative practice, family group conferencing and early intervention.	People will enjoy the best possible quality of life People will live in healthy and sustainable communities People are involved in decisions about them

Clinical Commissioning Groups - Communications Plan on a Page

Activity	Aims	JHWS main link(s)
Raising the profile of the CCGs as the new leaders of the NHS locally through the full communications mix including the media, printed resources, online communications, internal communications, events and regular briefings for stakeholders	Give stakeholders the right information about the new commissioning arrangements to ensure people can understand who the new leaders of the NHS are and understand the role played by clinicians in designing services	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities
Engaging and informing each CCGs' member practices on the work of the CCG so they are advocates for their patients. Also ensure views of other clinicians is captured and represented at Board level and during all aspects of the decision-making processes	GP practices understand their role as members of their CCG and can play an active role in setting the priorities for the CCG and ensure they provide local intelligence, from healthcare professionals and patients, to inform commissioning decisions and support patient experience processes	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities
Promoting and implementing the values and principles of the NHS including the NHS Constitution and patient choice	Ensure staff, member practices and the public are aware of their rights and responsibilities under the NHS Constitution. Ensuring people are aware they can choose where they can go for their treatment (where applicable)	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them
Meeting and raising awareness of our duties on safeguarding (adults and children)	<p>Staff/member practices/providers are aware of safeguarding procedures and understand their rights under the whistleblowing policies.</p> <p>The public knows how to report safeguarding issues and understand commitment of service providers.</p>	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities
Involving all our stakeholders in the commissioning process building on existing relationships including those with the community and voluntary sector, providers and other partners	Actively seek feedback on proposed changes and encourage stakeholders to submit ideas that could help the Leeds health and social care system	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities
Using patient experience	Gathering patient experience to support	<ul style="list-style-type: none"> • People will live longer and have

<p>to improve services and service provision by highlighting all the opportunities available to patients, carers, family members and the wider public including PALS/complaints process, Friends and Family Test, Patient Opinion as well as well as promoting digital presence through social networking</p>	<p>commissioning arrangements, ensuring processes are in place to record and act upon patient feedback including any safeguarding or quality issues. Openly sharing feedback to demonstrate accountability of the CCGs and to encourage others to share their experiences.</p>	<p>healthier lives</p> <ul style="list-style-type: none"> • People will live full, active and independent lives • People will enjoy the best possible quality of life • People are involved in decisions made about them • People will live in healthy and sustainable communities
<p>Supporting Leeds City Council's public health team, Public Health England and NHS England on health awareness campaigns</p>	<p>Behaviour change, service awareness and support available. Ensuring CCG supports activity to improve health and wellbeing in the city using PH expertise.</p>	<ul style="list-style-type: none"> • People will live longer and have healthier lives • People will live full, active and independent lives • People will enjoy the best possible quality of life • People will live in healthy and sustainable communities

Appendix 3: Health and Wellbeing Board Communications

To ensure the board and strategy are promoted and continuous work happens, the following 'bare minimum' activity accompanies the cycle of meetings and activities the Board undertakes.

Prior to board meetings:

- Put a note out on the 'Better Lives' facebook page
- Regular Tweeting using the HWB Twitter account
- Better Lives blog
- Use 'About Leeds' or any or any other related newsletters to advertise the meeting
- Choose the most press-worthy topics on the agenda to engage with media
- Use front page carousel on Leeds.gov

During board meetings:

- Utilise the open forum (with the possibility of a 'meet the board' session) to make connections
- Where possible set up items like the dementia training initiative that might attract media interest and attendance
- Tweet – live interaction and engagement (see Leeds North CCG feed during their Board meetings)
- Health and Wellbeing Team to engage with public attendees (ask them where they're from, what is their interest in H&W, how would they like to be involved? etc)

In between board meetings:

- The Health and Wellbeing Newsletter (example attached) – sent to all Healthy Leeds stakeholders via council's 'Essentials', and sent out through similar NHS provider channels (potentially reaching 30,000 people).
- Facebook updates on relevant items e.g. Board visits.
- Individual blog items (hosted on a separate tab of the 'Better Lives' blog)
- Tweet news

Appendix 4: Health promotion activities and national initiatives calendar

Date	Event	Who attended / will attend to speak?	Purpose, Key messages and details of event (general awareness, engagement, briefing etc)
November 2013			
1 – 30 Nov	Lung cancer awareness month	PH	To raise awareness. http://www.roycastle.org/news-and-campaigning/Campaigns/November-is-Lung-Cancer-Awareness-Month
1 – 30 Nov	Mouth cancer action month	PH	To raise awareness. http://www.dentalhealth.org.uk/mouth
1 – 30 Nov	Movember for prostate cancer	PH	To raise awareness. http://www.prostate-cancer.org.uk/help/community/movember.asp
1 – 11 Nov	Pancreatic cancer awareness	PH	To raise awareness. http://www.psoriasis-association.org.uk/
1 - Nov	Pioneer status announced		Care Minister announces details of fourteen areas leading the way in delivering better joined up care
4 – 10 Nov	Psoriasis awareness week	PH	To raise awareness. http://www.psoriasis-association.org.uk/
4 – 11 Nov	National adoption week	Children's	To raise awareness. http://www.nationaladoptionweek.org.uk/
4 – 11 Nov	Ask your pharmacist	PH	This year, the focus will be on advice and treatment for common ailments and other community pharmacy based support to help people stay well during the winter months. People will be encouraged to make use of pharmacies as their first port of call for self-care inside and outside the NHS. http://www.askyourpharmacist.co.uk
6 Nov	National stress awareness day	Blog with ASC better lives	To raise awareness. http://www.isma.org.uk/national-stress-awareness-day/
6 Nov	Inner west area committee	H&WB	Core meeting
7 Nov	Healthwatch workshop	H&WB	Core meeting
8 Nov	Masterclass: Dementia & Delirium	ASC links	This master class will enable and equip delegates to critically review their approaches to the care of patients with dementia and delirium. The aim is enhance existing knowledge and promote new learning for individual practitioners to take back to their places of work. The master class will appeal to registered practitioners (band 5, 6 and 7) working 'on the shop floor' in a range of clinical settings (ambulatory, acute, assessment units, intermediate and rehabilitation). It will provide a good balance of practical ideas and the theory /evidence base which underpin these. The master class will require interaction and will challenge your thinking on

			<p>the topic being addressed. Teaching methods include, MCQ test, Video, Didactic and group work.</p> <p>All hand outs, e-access to literature and assessments will be provided on the day.</p> <p>http://www.healthcareconferencesuk.co.uk/masterclass-dementia-delirium</p>
10 – 16 Nov	Mouth cancer awareness week	PH	<p>To raise awareness</p> <p>http://www.mouthcancerfoundation.org/events/mouth-cancer-awareness-week</p>
11 – 15 Nov	National community meals week	Links with ASC	<p>http://www.thenacc.co.uk/events/community_meals_wheels_week</p>
14 Nov	World Diabetes day	PH	<p>To raise awareness</p> <p>http://www.worlddiabetesday.org</p>
16 Nov	COPD day		<p>To raise awareness</p> <p>http://www.who.int/mediacentre/events/annual/world_copd_day/en/index.html</p>
20 Nov	Health and wellbeing board meeting	H&WB	<p>Raise profile of meeting/board. Core meeting.</p>
18 – 24 Nov	Self-care week	<p>Links with adults</p> <p>Local message</p>	<p>The aim of the week is to encourage people to take more responsibility for their own health by learning about the support and information that already exists to help them to self-care.</p> <p>http://www.dh.gov.uk/longtermconditions</p>
18 – 24 Nov	Alcohol awareness week	<p>PH</p> <p>Local message</p>	<p>One of the nation's defining features is that people love to talk about drinking – but are we having the right kind of conversation? Alcohol Concern has a set the theme 'it's time to talk about drinking' for Alcohol Awareness Week. This gives great flexibility to have all kinds of conversations about the health risks, social problems, stigmas and taboos associated with talking about the dangers of alcohol. It also allows local groups to focus on different areas.</p> <p>http://www.alcoholconcern.org.uk/campaign/alcohol-awareness-week</p>
18 – 22 Nov	Anti-bullying week		<p>To raise awareness</p> <p>http://www.antibullyingweek.co.uk/</p>
18 – 24 Nov	Carbon monoxide awareness week		<p>To raise awareness</p> <p>http://www.covictim.org/</p>
18 – 24 Nov	Self-care week	Links with ASC	<p>To promote and raise awareness.</p> <p>http://www.selfcareforum.org</p>
19 Nov	Delivering the 7 day NHS and the future for out of hours, urgent and emergency care	CCGs	<p>Guests of Honour: Rt Hon Stephen Dorrell MP, Chair, Health Select Committee and former Secretary of State for Health; Professor Keith Willett, Domain 3 Director, Acute Episodes of Care, Medical Directorate, NHS England and Dr Mark Porter, Chair of Council, BMA</p> <p>This seminar will present an opportunity to discuss the challenges facing emergency and urgent care can be addressed, and the key issues surrounding service reconfiguration.</p> <p>Timed to follow the NHS England reviews on urgent and emergency care and seven day services, both due in the Autumn, and with struggling A&E</p>

			<p>units to be given a £500m bailout over the next two years and the Health Select Committee report on emergency care recommending more specialist units and better community services, sessions will look at the future structure of services, financial pressures faced by providers, and the commissioning challenges for out of hours care more widely.</p> <p>With the Secretary of State and GPC both making initial recommendations on the role of GPs in out of hours care, further sessions will focus on the implications of restructuring primary and secondary care services for patients, providers and the workforce – as well as the roll-out of NHS 111.</p> <p>http://www.westminsterforumprojects.co.uk/forums/event.php?eid=667</p>
20 Nov	Universal children's day	<p>Links with children's and child friendly Leeds</p> <p>Local message</p>	<p>To raise awareness</p> <p>http://www.un.org/en/events/childrenday/</p>
20 Nov	World COPD awareness day	<p>Links with ASC</p> <p>Local message</p>	<p>To raise awareness.</p> <p>http://www.goldcopd.org/wcd-home.html</p>
25 Nov	White Ribbon campaign		<p>The White Ribbon Campaign (WRC) is the UK branch of the global campaign to ensure men take more responsibility for reducing the level of violence against women.</p> <p>http://www.whiteribboncampaign.co.uk/</p>
26 Nov	Next steps for dementia care – commissioning dementia challenge and care bill	<p>Links with ASC and PH</p> <p>Local message</p>	<p>Guests of Honour: Professor Alistair Burns, Professor of Old Age Psychiatry and National Clinical Director for Dementia, NHS England and Jeremy Hughes, Chief Executive, Alzheimer's Society</p> <p>This seminar is supported by Barchester Healthcare</p> <p>Following the Secretary of State's announcement that improving dementia care is one of his key priorities, this seminar will give interested parties the opportunity to discuss the progress of the Challenge on Dementia, and the key issues for raising awareness, improving outcomes and developing research.</p> <p>Planned sessions focus on the commissioning of dementia care following the authorisation of Clinical Commissioning Groups and new duties for local authorities, and the impact of the Care Bill on funding and personalisation of services. Delegates will also consider the increasing role of the GP and the setting of standards of care, as well as the challenges of funding care costs following the proposed cap.</p> <p>http://www.westminsterforumprojects.co.uk/forums/event.php?eid=625</p>
29 Nov	Carer's rights day	<p>Links with ASC</p> <p>Local message</p>	<p>To raise awareness</p> <p>http://www.carersuk.org/</p>
December 2013			
1 – 31 Dec	Decembeard	PH	<p>Get sponsored to grow a beard in December – in doing so you will have raised both funds and awareness of the UK's 2nd biggest cancer killer.</p> <p>http://www.beatingbowelcancer.org/decembeard</p>
1 Dec	World AIDS day	PH	<p>To raise awareness</p> <p>http://www.worldaidsday.org/</p>
1 – 31 Dec	Childhood cancer awareness		<p>Raising awareness events across the UK. During Childhood Cancer Awareness Month (CCAM) CLIC Sargent is highlighting the impact of cancer and treatment on children, young people and their families, and the</p>

	month		benefits of helping them spend more time at home http://www.clicsargent.org.uk/content/childhood-cancer-awareness-month
3 Dec	International day of persons with disabilities	Links with ASC Local message	To raise awareness http://www.un.org/disabilities/default.asp?id=1597
4 Dec	Healthy Leeds	H&WB	Core meeting
4 Dec	Patient feedback experience	Links with NHS/CCGs PH/H&WB	Following the recent publication of the Francis Inquiry into Mid Staffordshire NHS Foundation Trust this conference focuses on implementing the patient experience feedback recommendations from the Report including: Recommendation 255: "Using Patient Feedback: Results and analysis of patient feedback including qualitative information needs to be made available to all stakeholders in as near "real time" as possible, even if later adjustments have to be made" Recommendation 256 A proactive system for following up patients shortly after discharge would not only be good "customer service", it would probably provide a wider range of responses and feedback on their care" The conference will provide a practical guide to measuring, monitoring and acting on patient experience feedback to both safeguard patients and improve patient experience, including developing real time systems as recommended above through case studies from NHS organisations. http://www.healthcareconferencesuk.co.uk/patient-experience
12 Dec	Improving patient safety	Links with NHS and safeguarding	This conference focuses on developing an improved system of patient safety across the NHS and a new framework for the measuring and monitoring of patient safety. Expert sessions and practical case studies will focus on minimising patient harm, patient safety indicators, metrics and dashboards, analysing patient harm, the role of early warning systems and risk summits, learning from the Keogh mortality review, mortality monitoring and developing and monitoring a patient safety culture in your service. http://www.healthcareconferencesuk.co.uk/improving-patient-safety
January 2014			
1 – 31 Jan	Love your Liver	PH	Love Your Liver is a national liver health awareness campaign from the British Liver Trust. Throughout the month of January the Trust will be undertaking a series of activities and media to raise awareness and promote good liver health, including a national roadshow offering free liver health assessments to the public http://www.loveyourliver.org.uk
4 Jan	World Braille day	Links with ASC	Every year January 4 th marks World Braille Day which commemorates the birth of Louis Braille http://www.worldblindunion.org/
14 Jan	STIQ day	PH Local message	The awareness day was launched in 2010 to encourage people to think about their sexual health – it's a day to ask questions about sexual health, and maybe to question your own sexual health. Get an STI test! http://www.stiq.co.uk
15 Jan	Safeguarding vulnerable older adults in health services	Links with ASC	The Health Secretary has announced he is seeking views on a set of proposals to radically improve care for vulnerable older people. Safeguarding vulnerable older people is a key element within this improvement programme and is critical following the recent events at Mid Staffordshire and the recommendations from the Francis Inquiry. This conference, supported by the Practitioner Alliance for Safeguarding Adults and chaired by Dr Mervyn Eastman, Co-Director Change AGENTS Network UK and The Older People's Participation Co-Operative, takes a practical

			<p>approach to safeguarding vulnerable older adults in health services updating delegates on national policy, legal issues and case studies of excellence in practice.</p> <p>http://www.healthcareconferencesuk.co.uk/safeguarding-vulnerable-older-adults</p>
19 – 25 Jan	Cervical cancer prevention week	PH	<p>Public knowledge and understanding of cervical cancer prevention, the causes of cervical abnormalities and cervical cancer and treatments is generally low. The week aims to help raise awareness of cervical cancer and how it can be prevented through a range of initiatives and awareness events throughout the UK.</p> <p>http://www.jostrust.org.uk</p>
20 – 26 Jan	Cancer talk week		<p>To raise awareness</p> <p>http://www.macmillan.org.uk/</p>
21 Jan	Patient involvement and partnership for patient safety	Links with NHS	<p>This conference focuses on patient involvement and partnership for patient safety – combining national expert sessions with local practice case studies the conference aims to equip delegates with ideas and tools to embed patient leadership, partnership and involvement from board to ward to improve patient safety.</p> <p>http://www.healthcareconferencesuk.co.uk/patient-involvement-partnership-patient-safety</p>
26 Jan	World Leprosy day		<p>To raise awareness</p> <p>http://www.lepra.org.uk/</p>
29 Jan	Health and Wellbeing Board	H&WB	Core meeting.
February 2014			
1 Feb	Dignity action day	<p>Links with ASC</p> <p>Local message</p>	<p>Dignity Action Day gives health and social care workers and members of the public an opportunity to take action in their place of work and communities to promote Dignity in Care by organising local events.</p> <p>http://www.dignityincare.org.uk/Dignity_Action_Day/</p>
1 – 28 Feb	National heart month	PH	<p>National Heart Month raises awareness of the UK's biggest killer - cardiovascular disease - every February. Get involved, wear red.</p> <p>http://www.bhf.org.uk/</p>
1 – 28 Feb	Prenatal infection prevention month	Links with Children's and PH	<p>Promote awareness as to how to help prevent infection in babies before birth.</p> <p>http://www.groupbstrepinternational.org/</p>
3 – 9 Feb	Tinnitus awareness week	PH	<p>Tinnitus Awareness Week will be the focus of a UK-wide campaign in which the BTA aims to encourage better tinnitus awareness</p> <p>http://www.tinnitus.org.uk/</p>
4 Feb	World cancer day		<p>The good news is that approximately 40% of cancers are potentially preventable. We invite you to join us in marking World Cancer Day on 4 February by promoting our exciting new campaign and spreading the message that cancer can be prevented too.</p> <p>http://www.worldcancercampaign.org/</p>
7 Feb	Bobble day		<p>Bobble Day is part of Age UK's Spread the Warmth campaign, our campaign to reach 350,000 older people and ensure they're warm, safe</p>

			<p>and healthy this winter. Dig out your favourite woolly - or your silliest! Donate to wear it for the day. And your woolly will help keep someone older warm this winter too!</p> <p>http://www.ageuk.org.uk/get-involved/spread-the-warmth/bobble-day/</p>
14 Feb	Gold heart day		<p>The Variety Club Children's Charity provides freedom, independence and hope to thousands of children and young people across the country. Every day in the UK 75 children are born or diagnosed with a disability. They and their families need your support to help them fulfil their potential.</p> <p>http://www.varietyclub.org.uk/</p>
15 Feb	International childhood cancer day		<p>To raise awareness</p> <p>http://www.icccpo.org/</p>

Appendix 5: JHWB Newsletter example:

Leeds Health and Wellbeing Board

Newsletter

October 2013

Message from Councillor Lisa Mulherin, Chair of the Health and Wellbeing Board



The main focus of the 2nd October Board was a discussion about the funding challenges facing health and social care across the city. A report to the Board highlighted a significant shortfall between current funding forecasts and demands on services. This reflects growing demand, reductions in government grants to Leeds City Council and an NHS budget which doesn't reflect increased demands.

Looking at the way funding and resources from the NHS are moving to deliver Social Care to support integration and transformation of services, the HWBB are extremely concerned there will be no new funding in Leeds' share of that funding pot and it is basically money already being used in the Leeds health and social care system.

NHS England is currently consulting on a new formula for allocating funding to CCGs. If agreed, there is evidence there would be a fundamental shift of resources from deprived communities to areas where people are living longer. So, if implemented, NHS figures indicate this formula would see £84 million less for the Leeds health system and £722 million being redistributed from deprived communities across the North of England, with an increase in resources for the South, Midlands and East of England.

The overall ambition of Leeds' Joint Health and Wellbeing Strategy is to reduce the health gap between the city's poorest and wealthiest communities. If the proposed funding formula is adopted it risks widening the health and life expectancy gap in our city. HWBB members are submitting robust responses to [the proposed formula](#), and would encourage others to do the same.

Two of the other important items covered at the meeting were the Safeguarding Adults and Children's Boards Annual reports. Following a discussion of the Safeguarding Boards' work, the authors of the safeguarding reports agreed to contribute to the report the Health and Wellbeing Board has commissioned on the assurance of quality and safety within the Leeds health and social care system.

Health and Wellbeing Board event:

'Health without Wealth: the health and care response to poverty in Leeds'

4th December, 9am-12.30pm
Leeds City Museum

A number of events with a poverty focus are happening across the council and its partnerships. They include this event which will have national and local experts within the health and wellbeing field guiding discussions on how to tackle financial exclusion and minimise the adverse health effects of poverty.

If you are interested in attending, please contact:

peter.roderick@leeds.gov.uk

Did you know?

In one parliamentary constituency in Leeds (Leeds Central), 38% of children live in poverty



Leeds Best Start Conference

A Public Health conference held on 2nd October at Leeds City Museum showed clear research evidence to support the Health and Wellbeing Board's commitment to ensure that every child in Leeds gets the best start in life.

Practitioners and service users heard from national experts on child development, and the benefits of early intervention and support for families not only to improve outcomes for individual children, but for communities and the state.

For more information visit <http://www.phrc.leeds.nhs.uk/lboc>

Best practice in Leeds

Visitors from eight cities taking part in the European URBACT 4D project visited Leeds on 3rd October to share the learning from innovative health projects. A range of experts from across Europe had the opportunity to see the work being done by integrated health and care teams in Leeds. During their visits to Armley Helping Hands, the Kippax Integrated Health and Social Care Team and South Leeds Independence Centre (SUC) they were able to see how Leeds is moving towards being the best city for health and wellbeing through people being able to access high quality health and social care services.

The European URBACT 4D project brings together learning from cities across Europe to deliver better services for communities.

Board Visits

As a Board we recently visited urgent and preventative units to hear from patients and frontline staff what they thought was working well and what could be done better.

Trying to source the right care is critical to reducing the pressure on hospitals and providing the best, most efficient care for patients. The visits gave Board members a chance to see where the work of the Health and Wellbeing Board in promoting integration and the development of services around the patient or service user can help to make a difference.

The demand for urgent care services in Leeds is high and rising and the Board agreed that past approaches to managing the demand would not resolve that. A transformative approach is needed from prevention and admissions avoidance to improving discharge.



Just ask at our open forum

At the start of every meeting we have an 'open forum'. This is opportunity for you to contribute, comment or ask a question of the board. We really want to hear your views, so please come along and share your opinions.

If you are interested in finding out more please visit the website www.leeds.gov.uk/healthandwellbeing or follow us on twitter @HWBBoardLeeds

**Next meeting of the Leeds Health and Wellbeing Board:
20 November 2013, 9.30am, Carriageworks**

