

Leeds Health & Wellbeing Board

Report author: Mike Eakins

Report of: Mariana Pexton (Chief Officer, Strategy and Improvement, Leeds City Council)

Report to: Leeds Health and Wellbeing Board

Date: 20 October 2016

Subject: Making a breakthrough: impact of breakthrough projects on health outcomes and reducing health inequalities

Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" 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 an update on Leeds City Council's eight breakthrough projects and outlines each project's key aims and activity. The projects are designed to be cross-cutting and outcome focused and the report notes that each one has a link to the most recent Health and Wellbeing Strategy. The report recognises the important role the Health and Wellbeing Board can play in helping to make a breakthrough in these areas and so each project includes one key ask where the Board's support and influence would be a valuable addition.

Recommendations

The Health and Wellbeing Board is asked to:

- Consider the contents of this report and the aims of the eight breakthrough projects.
- Discuss each project's asks on how the Board and its members might help to make a breakthrough and agree any actions to be taken forward.

1 Purpose of this report

- 1.1 To provide an update on the establishment and development of Leeds City Council's eight breakthrough projects, to discuss the relationship of each to the Leeds Health and Wellbeing Strategy 2016-21, and to consider how the Health and Wellbeing Board can help to make a breakthrough.

2 Background information

- 2.1 Leeds City Council, along with partners from the city and across Yorkshire, successfully delivered the Tour de France Grand Depart in the summer of 2014. It represented a watershed moment for the council in terms of both inwardly and outwardly demonstrating what could be achieved when a common purpose and aim was fundamentally grasped at all levels and working barriers removed to deliver a shared outcome.
- 2.2 Following this success, there was a wish to harness the benefits of this way of working and bring them to bear on other key areas of importance. The breakthrough projects were created as the vehicle through which this can be achieved. The projects are intended to be cross-cutting and focused on improving service delivery to make even more impact on the best city outcomes and tackle poverty and inequalities.
- 2.3 There are currently eight breakthrough projects each at different stages of development. Many of them align closely with the ambition and priorities set out in Leeds Health and Wellbeing Strategy 2016-21.

3 Main issues

- 3.1 Since their inception in 2014 the breakthrough projects have continued to develop so they better align with the council's and city's key priorities. There are currently eight projects. These are:
- Making Leeds the best place to grow old in
 - Cutting carbon and improving air quality
 - Tackling domestic violence and abuse
 - Early intervention and reducing health inequalities
 - Housing growth and high standards in all sectors
 - More jobs, better jobs
 - Strong communities benefitting from a strong city
 - World class events and a vibrant city centre
- 3.2 The breakthrough projects now sit at the centre of the most recent iteration of the Best Council Plan and are important channels through which services can be examined and improved, often using an outcomes-based approach to test plans and changes.
- 3.3 Each of the breakthrough projects can be attributed to one or more of the twelve priority areas in the Health and Wellbeing Strategy. They also each have their

own challenges which the Health and Wellbeing Board could contribute to overcoming. Each project's aims, activity and asks are outlined below.

3.3.1 ***Making Leeds the best place to grow old in***

Led by Councillor Rebecca Charlwood

This project aims for Leeds become a city where aging is seen as a positive experience that brings new challenges and opportunities, and where older people have access to services and resources they need to enable them to live healthy and fulfilling lives.

Leeds should be a welcoming city which is accessible to all and where older people feel, and are, safe. To achieve this, a wide range of issues need to be considered and joined up. These include enabling a range of affordable and accessible transport to make getting into the city easier, delivering housing to meet the needs of an ageing population and involving older people in culture, education and employment. As part of the project work streams are in place for each of these issues.

Making a breakthrough:

- *Mirroring the city's approach towards children, discuss options for moving towards taking a 'whole system approach' to older people's service delivery.*
- *Continue to forcefully raise awareness of the need to improve the reliability and accessibility of public transport as a means of overcoming loneliness and fears about safety amongst older people.*
- *Discuss how to ensure that 'improving the health of the poorest fastest' also relates to older people when currently services are often focused on larger populations in the outer-city areas.*

3.3.2 ***Cutting carbon and improving air quality***

Led by Councillor Lucinda Yeadon

Leeds needs to be a healthy and green city in which to live, work and visit. Tackling climate change is an obligation upon us in terms of meeting EU air quality standards but also our own ambition for the city's air quality improvement and climate change mitigation. The Council cannot do this alone and strong work with partners is intrinsically important to the success we want to see.

At the headline level, improving air quality would bring about enormous health and wellbeing benefits for the citizens of Leeds. However the benefits run deeper too. Through this project's work on creating an energy supply company, rolling out district heating and increasing the profile of domestic energy efficiency we aim to reduce fuel poverty and widen access to affordable warmth, thereby delivering

further health and wellbeing benefits. The project will also support job and apprenticeship creation within the environmental arena.

Making a breakthrough:

- *The project already has good links into Public Health but further engagement with wider health partners on the improving air quality aspects of the project would be welcome.*

3.3.3 **Tackling domestic violence and abuse**

Led by Councillor Lisa Mulherin

While often a hidden problem, domestic violence and abuse continues to be an issue for the city both in terms of people living safe, healthy and happy lives and in terms of the impact on the lives of children. It remains a factor in the lives of many of the children which the Council has to take into care. This project seeks to realise four key benefits:

- A reduction in the repeat victimisation rate
- A reduction in children with child protection plans where domestic violence is a factor
- A reduction in the repeat suspect rate
- A reduction in victim attrition rates during investigations

There is a wide range of work which has now been ongoing for some time. Already a new Front Door Safeguarding Hub has been established through which daily case discussion meetings now take place with relevant partners. The Caring Dads pilot programme has also been adopted by the Council's Children's Services department to form part of their permanent offering. There is more to do, not least continuing to raise awareness of domestic violence and abuse across the city, and improving public knowledge about where help can be sought. The project also seeks to develop a Smart City response to support victims and establish a network of Domestic Violence Ambassadors.

Making a breakthrough:

- *For the Board to continue to promote the work of the project both within their respective organisations and outwardly to service user groups.*

3.3.4 **Early intervention and reducing health inequalities**

Led by Councillor James Lewis

When you consider that there is a 10.8 year difference in life expectancy between the most and least deprived wards in Leeds, and that behavioural factors contribute 40% to avoidable deaths, the remit of this breakthrough project is clear – we want to change this.

The programme for this project contains three key elements. First, the commissioning of an integrated Healthy Living Service. Second, ensuring services commissioned by partners are aligned within this new service. And third, inspiring communities and partners to work differently to make Leeds healthier.

This work is complex and requires significant partnership working. The ambition includes developing better use of technology to facilitate self-help, peer support and access to non-commissioned services. We also want to work with transport partners, leisure services and the third sector to boost physical activity and active travel. The expansion and development of the wider health network is also crucial for aspects such as building capacity for health coaching skills.

Making a breakthrough:

- *Consider the mechanisms by which complementary interventions commissioned by a range of organisations in the city can be better aligned including:*
 - *Identification of key stakeholders and organisations (primary care, secondary care, voluntary sector, council services) and understanding how performance is monitored.*
 - *Potential to develop clear shared aims, work plans and monitoring indicators.*

3.3.5 Housing growth and high standards in all sectors

Led by Councillor Richard Lewis

Leeds has a growing and ageing population. In order to meet the needs of the city's current and future residents we aim to build 70,000 new homes by 2028. However, this breakthrough project recognises the importance of quality and affordable housing to meet the differing needs of the city's residents.

The project is focused on accelerating the growth of private sector housing alongside the delivery of around 1,000 new council homes through direct new builds, off plan acquisitions and bringing empty homes back into use. In addition, a new Leeds Standard will be developed as a benchmark to influence quality.

Of particular importance to the Board and with clear links to the Health and Wellbeing Strategy is the Older People's Housing and Care Programme which forms part of this breakthrough project. This involves the promotion and delivery of specialist accommodation (i.e. extra care, dementia and nursing care) for older people.

Making a breakthrough:

- *Engagement with the board about how the project can work with health service institutions to understand and help meet their requirements for an attractive housing offer including in relation to clinical recruitment.*

- *The project is keen to explore ways in which land under the ownership of health partners can be unlocked for sustainable, quality housing development.*

3.3.6 **More jobs, better jobs**

Led by Councillor Mohammed Rafique

Leeds is experiencing the fastest rate of private sector jobs growth of any major city in the UK, yet productivity still lags behind the national average. Work should provide a route out of poverty but zero-hour contracts, low paid and low skilled jobs with limited progression opportunities are seeing rates of in-work poverty grow.

This breakthrough project seeks to tackle low pay, promote the Living Wage, support businesses to invest in sustainable and inclusive growth, upskill the workforce and work with the education sector to support young people to develop strong enterprise and employability skills. The work ongoing is wide-ranging, from developing a careers advice and in-work progression service, to strengthening the relationship between business and schools, and endeavouring to increase graduate retention rates in the city. The project also aims to develop integrated health and employment support, delivering programmes of tailored support to out-of-work claimants with mental ill-health helping them to secure and retain employment.

Making a breakthrough:

- *The Board's support is sought on the integration of health and employment support services – particularly to address the very high and growing number of Employment Support Allowance claimants with mild to moderate mental ill-health.*

Currently, the number of claimants stands at around 32,000. These are largely concentrated in the inner city and in social rented housing. Around 50% of claimants suffer from mental ill-health and 50% have muscular skeletal conditions. Further work is required to enable referrals and ensure provision is integrated and aligned.

3.3.7 **Strong communities benefitting from a strong city**

Led by Councillor Debra Coupar

Leeds is one of the fastest growing cities in the UK with an economy which continues to strengthen, and is home to people from many different backgrounds. Yet not everyone is benefitting from the city's success with 20% of households living in poverty and unemployment still above the national average.

This is the most recently established breakthrough project and it seeks to help Leeds become a welcoming city for all by building strong, cohesive, resilient and

sustainable communities. Its programme aims to better link the opportunities created by economic success with those who need access to it most, and to raise aspiration in some of the city's most deprived communities. Through the creation of integrated neighbourhood delivery teams we aim to re-shape, join up and boost the impact of services delivered by both the Council and its partners in our most challenging neighbourhoods. The project also seeks to build awareness of and confidence in the Leeds Prevent programme.

Making a breakthrough:

- *The Board's support to widen engagement with the project would be very valuable, particularly including GP surgeries.*
- *The project would also benefit from any opportunities to influence commissioning processes regarding the role of community cohesion and improving community relations, and from opportunities to engage with health partners' service users.*

3.3.8 World class events and a vibrant city centre

Led by Councillor Judith Blake

This breakthrough project aims to ensure Leeds is recognised as one of the best cities for hosting world class events by sponsors, residents, businesses and visitors through their experience of attending or viewing events held here. It also seeks create a city centre that is widely recognised as an exemplar 21st Century city centre that is inclusive, friendly and cutting edge.

The project encompasses some clear deliverables such as a new events strategy, a new culture strategy, and a bid for European Capital of Culture 2023. In the context of the Health and Wellbeing Strategy, within the project there are important opportunities to influence the transport strategy and ambition to create an age-friendly and child-friendly city centre. This should involve removing traffic, being more pedestrian friendly and improving the public realm.

Making a breakthrough:

- *Can the Board consider how it might wish to feed into the ongoing transport conversation?*
- *Can the Board offer insights, suggestions or actions on helping to create a child and age friendly city?*

4 Health and Wellbeing Board Governance

4.1 Consultation and Engagement

- 4.1.1 Consultation on all work streams within each project will be undertaken and publicised as appropriate.

4.1.2 In order to create this report all breakthrough project leads were consulted, particularly around formulating their key asks of the Health and Wellbeing Board.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 There are no equality and diversity implications of this report. Specific equality impact assessments will be carried out as required as part of each individual breakthrough project's work programme.

4.3 Resources and value for money

4.3.1 There are no direct resources or value for money implications of this report. Individual breakthrough projects will report on the impact of actions proposed within them.

4.4 Legal Implications, Access to Information and Call In

4.4.1 There are no access to information and call-in implications arising from this report.

4.5 Risk Management

4.5.1 There are no significant risk implications of this report.

5 Conclusions

5.1 Leeds City Council's eight breakthrough projects have been established to bring about a new way of working to tackle some of the city's biggest challenges. While at different stages of development, each project contains a programme of work which is wide-ranging, cross-cutting and will require significant partnership working. As part of this, the Health and Wellbeing Board can use its role and influence to help make a breakthrough on some of the key challenges each project faces.

6 Recommendations

6.1 The Health and Wellbeing Board is asked to:

- Consider the contents of this report and the aims of the eight breakthrough projects.
- Discuss each project's asks on how the Board and its members might help to make a breakthrough and agree any actions to be taken forward.