



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

Report to: Leeds Health and Wellbeing Board

Date: 16 September 2019

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:

- Leeds System Resilience Plan Update: Winter 2018/19 and Next Steps
- Continuing Leeds Story: Partnership, innovation, inclusive growth and the promotion of sustainable health and wellbeing for all of the people of Leeds
- How the city can work better together to enable Leeds to be a child friendly, healthy and caring city for all ages, where people who are the poorest improve their health the fastest through 'Think Family' approach, understanding and working to address the impact of ACEs (Adverse Childhood Conditions) and weaving together the two threads of children, young people and families and older people.

Recommendations

The Health and Wellbeing Board is asked to:

- Note the contents of the report.

1 Purpose of this report

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

2 Background information

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

3 Main issues

Leeds Health and Wellbeing Board: Board to Board Session (11 July 2019)

- 3.1 The Health and Wellbeing Board convened its third Board to Board session on 11 July 2019. 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)

Principles of our approach		
<p>We put people first: We work with people, instead of doing things to them or for them, maximising the assets, strengths and skills of Leeds citizens and our workforce.</p>	<p>We deliver: We prioritise actions over words to further enhance Leeds' track record of delivering positive innovation in local public services. Every action focuses on what difference we will make to improving outcomes and quality and making best use of the Leeds £.</p>	<p>We are team Leeds: We work as if we are one organisation, taking collective responsibility for and never undermining what is agreed. Difficult issues are put on the table, with a high support, high challenge attitude to personal and organisational relationships.</p>

3.3 At the previous session the following areas were discussed:

Leeds System Resilience Plan Update: Winter 2018/19 and Next Steps

3.4 HWB: Board to Board received an overview of how, as a system, Leeds is in a better position than in previous years with strengthened relationships and the positive impact of the system working together as Team Leeds in improving outcomes for people who are some of the most vulnerable.

3.5 HWB: Board to Board thanked the workforce and frontline staff for their work during this time of pressure and the progress made.

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

- Reiterated it's committed to the updated Leeds System Resilience Plan.
- Ensuring that the voice and experience of people using learning/actions from the CQC Local System Review of Leeds continues to inform the Leeds System Resilience Plan including engagement with the 'How does it feel for me? Quality Group for Leeds'.

Continuing Leeds Story: Partnership, innovation, inclusive growth and the promotion of sustainable health and wellbeing for all of the people of Leeds

3.7 The previous HWB: Board to Board had discussed the need to create some time at all future sessions for moving the system beyond the important short term challenges to better understand the longer term strategic challenges faced by the city. Three years previously Prof. Paul Stanton had been asked to talk to partners about the likely challenges and the strengths of the Leeds health and care system. Following on from this he was asked to conduct an exercise to help 'future proof' the partnership, including reading and commenting on existing strategies and giving steer for how to further strengthen partnership approaches.

3.8 Prof. Stanton delivered a presentation and development session that looked at the national and regional context and the strengths and challenges of Leeds and our opportunities for further progress in challenging times. This covered:

- Culture and characteristics of effective partnerships – how to build on our collaborative strengths.

- Our collective approach to people and communities: Creating a vibrant and healthy Leeds for everyone that strengthens our approach to improve the health of the poorest the fastest.
- Greatest opportunities for long term improvements: Weaving together the two threads of children, young people and families and older people, and creating opportunities for intergenerational work.
- Understanding the risks and opportunities around the demographic bulge in children and young people in deprived areas, coupled with the challenges around frailty, healthy life expectancy and end of life.
- Understanding the importance of work on anchor institutions, workforce, priority neighbourhoods and inclusive growth and aligning the health and economic strategies – in particular as the shape of the economy changes exploring a stronger strategy for innovation, healthtech, SMEs (Small and medium-sized enterprises), third sector and partnering more effectively with businesses.
- Maintaining the focus on integration should the national direction of challenge change ‘holding our nerve’.

3.9 HWB: Board to Board agreed for the discussions to be explored further with the outcomes to be discussed at a future HWB meeting and to feed into our future plans and strategies. Prof Stanton will be talking to key people and drafting a report for further discussion which will explore these themes in greater detail.

Children & Families Trust Board and Health and Wellbeing Board Joint Session (15 July 2019)

3.10 Children and Families Trust Board (CFTB) and Health and Wellbeing Board (HWB) had a joint session to collectively explore actions on how the city can work better together to enable Leeds to be a child friendly, healthy and caring city for all ages, where people who are the poorest improve their health the fastest. This included exploring:

- The Well-being of Future Generations (Wales) Act, managing the short term in the context of the long term (“acting today for a better tomorrow”) reflects strongly with the approach taken in Leeds. Sophie Howe (Future Generations Commissioner for Wales) joined the session and shared their learning.
- Strengthening joint partnership working across our strategies/boards through shared priorities.
- How a family, however defined, is an asset right across the life course and how we can better “think family” in strategic planning, commissioning, service design and delivery.
- Understanding the impact of Adverse Childhood Experiences for future health outcomes and the importance of early intervention in mitigating these, with a

particular focus on mental health and the impact of adults on children and young people.

- Weaving together the two threads of children, young people and families and older people – which are growing fastest in communities that experience the highest levels of deprivation.

3.11 CFTB and HWB agreed the following actions to be explored further:

- A longer term 'future generations' approach to making Leeds the Best City for Health and Wellbeing for all ages that brings together the strategic drivers of the city of Leeds Health and Wellbeing Strategy, Inclusive Growth Strategy and Climate Change.
- LTHT to attend a future CFTB to discuss Building the Leeds Way: Children's Hospital.
- Development of partnership wide definition of 'Leeds Left Shift' around preventative spend that can be applied by the system in budget processes and planning decisions.
- Improving linkages and collaboration with and between existing locality arrangements (e.g. children's clusters, LCPs/PCNs, and Neighbourhood Networks, etc.).
- 'Think Family' approach embedded across strategic planning, commissioning, service design and delivery and our workforce through practitioner events.
- Working with children and young people from an early age to understand healthy relationships.
- Population Health Management to explore focusing on children & young people for its next cohort.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

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

4.2 Equality and diversity / cohesion and integration

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

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

4.3 **Resources and value for money**

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

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

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

4.5 **Risk management**

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

5 **Conclusions**

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

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

6 **Recommendations**

The Health and Wellbeing Board is asked to:

- Note the contents of the report.

7 **Background documents**

7.1 None.

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How does this help reduce health inequalities in Leeds?

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

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

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

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

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

Future challenges or opportunities

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

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	
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