

DRAFT Better Lives Strategy: 2022 - 2027

Leeds City Council's strategy for people with care and support needs

Building on what we have achieved

Over the last five years there has been considerable progress in delivering on the three key themes of the original Better Lives Strategy: Better Conversations, Better Connections and Better Living. Despite the challenges experienced as a result of the pandemic, there are many excellent examples of how we have improved the way we do things, worked well together, and innovated including:

Better Conversations

- We have established a strength-based model of social work in Leeds that recognises that the communities we live in and the relationships we have are what matter most to people. We start by looking at what someone can do, moving from 'what's wrong?' to 'what's strong?' and focus on quality conversations to better understand the person and get them to the right place to help them. "Talking Points" in communities across the city, give people an opportunity to speak directly to a social worker.
- Our Street Support programme for homeless people is an example of how our strength-based approach is now embedded across adult social care. Social workers now reach out to marginalised and excluded members of society through a Street Support Talking Point. The 'Team Around Me' model has been developed to co-ordinate support for women at risk across different agencies.

Better Connections

- Closer working with our health partners has delivered real improvements to the lives of people who live and work in Leeds. Our response to the pandemic has demonstrated what can be achieved when health and care staff from different organisations and different roles work together, alongside communities, to achieve shared goals. The Health Protection Team for example, supported over 1,200 local businesses to implement control measures, responding to over 90 workplace outbreaks and over 40 outbreaks per day in care settings at the peak of the pandemic.
- Having resilient and connected communities is crucial to our strength-based approach and Leeds now has the largest Asset Based Community Development (ABCD) programme in the UK. ABCD is a neighbourhood-based community building approach based on the principle that given the tools and the opportunity, small groups of citizens can change the things that they believe need changing in the community, better than anyone else. Leeds Beckett University published research in 2021 that showed the range of positive impacts of ABCD in Leeds.
- Leeds's award winning 100% Digital Team provides equipment, grants, technical support, training, signposting and advice to support digital inclusion. The Team has developed innovative ways to use digital to better connect people, including those living with dementia, their families, and carers.
- In 2019, Linking Leeds a new, city-wide social prescribing service that links people to groups and activities in their community, helping to benefit their overall health and wellbeing was established. The service receives approximately 300 referrals a month and 97% would recommend it to friends or family.








Better Living

- We have continued to build new council homes and invest in council homes. In 2020-21, £54.2m was spent on improvement schemes, 89% of repair appointments were attended within target time and 97% of repairs were completed 'right first time'.

- An ambitious programme of extra care housing is being developed. Extra care provides a flexible range of support and care services that meet individual needs, enabling people to maintain their independence. Over 400 units will be delivered in total, and the first site opened in December 2021.
- Leeds has maintained the Local Welfare Support Schemes, prioritising the most vulnerable groups. The scheme was the basis for the COVID-19 Emergency Food Response.
- The Social Justice team supports people who have significant barriers to finding work into employment. The team has been a key element of the Department for Work and Pensions delivery throughout the pandemic and have received national recognition as well as a recent regional award.

Although we have a strong foundation to build the next phase of our transformation work, we know that we have much more to do as a Council to fulfil our ambitions for people to live better lives. The challenges we're facing need us all to work together to make best use of what we have.

Understanding our City:

	<p>Leeds is a growing city with an ever-increasing population of approximately 800,000 people living in over 350,000 households.</p>
	<p>The population of Leeds is living longer. Today around 25% of people living in Leeds are 60 and above. The over 80s population is the demographic rising the fastest; the number of people in Leeds living beyond 80 is expected to rise by approximately 50% in the next 20 years.</p>
	<p>The city is becoming more diverse. The 2011 Census reported that 19% of the population were from Black, Asian and minority ethnic backgrounds. GP registrations analysed in 2022 suggest this may now be as high as 33%</p>
	<p>Around 186,000 people in the city live in areas that are ranked in the most deprived 10% nationally, many of whom are aged under 15 or over 65. This is an increase of more than 20,000 people since 2015. In Leeds, more than 70,000 adults are facing in-work poverty and more than 40,000 people were supported through food parcels in 2020.</p>
	<p>There remain deep levels of inequality in life expectation in Leeds. There is though significant contrast between most and least deprived areas of Leeds. In Burmantofts and Richmond Hill the life expectancy is 72 for men and 74.3 for women. By contrast in Adel and Wharfedale it is 83 for men and 88 for women.</p>
	<p>Ensuring good quality and affordable homes is a key challenge for Leeds. House prices are rising, older poor-quality housing is concentrated in low income communities and there has been a significant expansion of the private rented sector in inner city areas.</p>
	<p>People across the city require a range of different care and support to meet their needs:</p> <ul style="list-style-type: none"> - An estimated 2000 people in Leeds have a mild to severe learning disability and approximately 5500 people have learning difficulties. - There are an estimated 8,700 people living with dementia. - Carers play a vital role in supporting people right across the City. It is estimated that Leeds has 75,000 carers which is around 1 in 10 people.

Our Vision:

The Better Lives Strategy is the Council's strategy to enable people with care and support needs to live a good life. This is our vision:

We want every person in Leeds that needs care and support to live in the place they call home with the people and things they love, in communities that look out for one another, doing the things that matter most to them.

We know that getting the right help and support at the right time can help people to manage their daily lives as independently as possible, can support people through a crisis and can really help people to flourish.

Our vision builds on our work to support people to live good and fulfilling lives but is set in the context of today. It reflects what we have learned from the challenges that we have faced and what we know is important to people.

The Best City Ambition is our overall vision for the future of Leeds. At its heart is our mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home. The ambition sets out the three key strategic plans known as the pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon, delivered through the continued commitment to strength-based approaches, harnessing a contribution from everyone, and working across sectors with the citizen at the centre of activity.

Our Approach:

Team Leeds

The Better Lives Strategy is a whole Council strategy. While this strategy does include our approach to services provided via Adult Social Care, we also want to consider the ways in which other parts of the Council and our community can support people drawing on care and support services to live a good life. Our cross-council approach recognises the role that our services play in helping people in Leeds to live good and fulfilling lives. Teams right across the Council will be involved including housing, culture, transport, parks, and physical activity to support people and communities to thrive.



Our Best City Ambition sets out our team approach. This will involve everyone coming together to play their part to achieve our ambitions. We want to build Team Leeds – made up of the people who live or work here, and those who champion the city nationally and internationally. Team Leeds is about supporting one another to make Leeds the best it can be. It is about sharing ideas and learning, working in genuine partnership, being ambitious about our collective social and environmental impact, and organisations sharing their resources and assets as we work towards common goals.

A new Adult Social Care Plan will be developed to support the delivery of the Better Lives Strategy. This will set out our approach to delivering care and support within the context of the People at the Heart of Care adult social care reform white paper, published in December 2021.

Our Values

Our values will drive our approach to delivering our ambition for people to live well in Leeds. They reflect what people have told us is important about how we should work.

Putting the person first	Working together	Always Improving
<ul style="list-style-type: none"> • We recognise sense of belonging, positive relationships and contributing to community life are key to people’s health and wellbeing. • We always make sure conversations with people are strengths based focusing on what matters most to them. • We ensure that support is built up around people’s strengths, their own networks of support, and resources that can be accessed by the local community. • Support is focused on helping people to live as independently as they can. 	<ul style="list-style-type: none"> • We make sure people are involved as equal partners in planning their own care and support. • We ensure people are treated equally and fairly, in an anti-racist and anti-oppressive way. We believe the diversity of individuals and their communities are a strength • We place people, families, and neighbourhoods at the very heart of our work. • We work across the council, community partners and with people to provide to support people to live a good life 	<ul style="list-style-type: none"> • We seek to understand how we are making a difference to the life of the person we support by working with them, our staff, and partners. • We ask for feedback from people on their experience and outcomes and use this to bring about improvement. • We use all available resources as efficiently and effectively as possible. Our workforce is our greatest asset and staff need to feel valued for the work they do and the commitment they bring.

Our principles

We will continue to work in ways that support our Team Leeds approach. The following key principles will underpin how we work:

- Make co-production and co-design central to how we work and listen to the voices of people. Work to shift power to people and families.
- Be led by the evidence, using data to provide valuable and practical insights in guiding interventions.
- Be innovative, creative, and foster a learning culture, working with others to try new approaches and ideas.

Finding out what matters:

The Better Lives Strategy has continued to be shaped by listening to what people have told us is important to them and what matters the most. It reflects the context of the present time: the Black Lives Matter movement and Covid-19 pandemic highlighting race and health inequalities; the impact of Brexit; the collaboration required to deliver joined up services to strengthen our social care and NHS services; the support needed with the recovery from the long-term mental, physical and financial impacts of Covid-19 pandemic; and the need to plan for the national health and social care reforms.

Although our consultation was affected by the pandemic restrictions, we developed online questionnaires, delivered virtual workshops, and interviewed people that receive or provide care and support from across the city. The consultation sought to understand what we as a Council do well to support people with care and support needs to lead a good life and where we could improve. We focussed on the following six areas that together, describe what good, citizen-focused, personalised care and support looks like:

- Keeping safe, independent, and well
- Having the information and advice I need
- Keeping family, friends, and connections to my community
- Having flexible and co-ordinated support
- Staying in control when things need to change
- Feeling valued and supported by our workforce

These six areas are based on the 'Making it Real' framework developed by Think Local Act Personal, a national partnership of more than 50 organisations committed to transforming health and care through personalisation and community-based support.

This activity builds on the insights we have gained from a broad range of consultation and engagement work that the Council and our partners have undertaken over the past year. The full list of this work is included at the end of this strategy.

We are committed to continuing to listen actively to citizens and working collaboratively to develop our Better Lives Strategy over the next 5 years.

What matters to you:

You have told us that the following areas are the most important to focus on:

Keeping safe, independent, and well

- Accessing services is difficult and that this was especially hard during the Covid Pandemic.
- The need to shield and isolate impacted mental health and left people feeling lonely and isolated.
- Unpaid Carers have been particularly affected by the pandemic with increased time spent caring and fewer opportunities to take breaks.
- Parks and green spaces need to be well maintained, safe and accessible.
- Better and more accessible transport links and information about what was happening in local communities would improve wellbeing and independence.
- Changes to roads in the City Centre have made it difficult for people to cross safely.
- Sports facilities such as Gyms are important and valued in helping people to feel well.

- The cost-of-living crisis will be very difficult for many people across the City. It will be less affordable to keep active and well.
- Anti-social behaviour needs to be prevented and tackled more quickly and effectively.

Having the information and advice I need

- People often find the process of navigating the system difficult, frustrating and confusing.
- People often don't understand what support the Council can provide.
- Lots of information is available but trying to find the right information at the right time can be difficult.
- The Leeds Directory is a valued tool, but some people don't know about it.
- Many people don't understand what adult social care is. This is especially the case with our diverse communities.
- More support needed to help people access benefits as well as employment opportunities.
- Many people are unable to access the information and advice available digitally.

Keeping family, friends, and connections to my community

- Partnership working with the Third Sector is a key strength in Leeds.
- Neighbourhood networks and a strength-based focus have helped us deliver stronger communities in Leeds.
- More opportunities to meet and mix with people of different ages would be welcomed. There are opportunities to make more groups cross generational.
- Some people felt they were still unable to find and access events and support happening in their own communities.
- For some Covid has increased feelings of social isolation and increased anxiety about mixing outside the home.
- Care homes don't always feel connected to communities they are based in.

Having flexible and co-ordinated support

- There is a lack of choice on location of accommodation, especially those with a specific need.
- People felt that choice and control was only really available to those who could afford to pay it.
- Better communication on a range of support, for example the bin 'pull out' service, that could make a real difference.
- The Council could make better use of digital tools and technology to support people.

Staying in control when things need to change:

- Clear and timely communication is important. Communication was one of the biggest reasons for complaints made to the Council.
- Agencies need to work better together.
- Faster response with urgent housing repairs needed.
- Language barriers can make it difficult for people's voices to be heard.
- Still issues in terms of information sharing with partner organisations.

Feeling valued and supported by our workforce

- Lots of positive feedback about our workforce but a recognition that care and support needs to be more person centred with each person helped to meet their personal goals and aspirations.
- The Council needs to better understand and respond to the needs of diverse communities and provide culturally competent support.

Our Priority Areas

From our work to understand what matters most to people, we have identified 6 priority areas. Our ambition can only be achieved by taking a whole council approach and working with our partners in health services, the voluntary and community sector, local businesses, as well as people who draw on care and support and carers.

1. Better Information and access

We will make it easier for people to access the services they need, when they need them. We will be more proactive in ensuring Black, Asian and Minority Ethnic communities and those who speak English as a second language are aware of and can access support. We will:

- Make sure our information is accessible and inclusive and improve our website and our communications to raise awareness of what support is available across the Council.
- Ensure Libraries and other key Council services can support residents to become more knowledgeable and confident about managing their health and wellbeing.
- Improve access to information at a local level by developing more Talking Points in communities (sessions where people can speak directly to a social worker) and Community Connectors, people who can help people in their communities to access the support they need.
- Develop the 'Listening Project' in partnership with the Third Sector to improve access to care and support services for our diverse communities.
- Work with people who are deaf, hard of hearing, visually impaired or have a dual sensory loss to ensure that our services are accessible.
- Develop key tools such as the Leeds Directory to help people find the right information at the right time.
- Refresh the advice, guidance and that people receive when they first come to adult social care, focused on maintaining independence where possible.

2. Good Housing

We will work with housing providers, landlords, tenants and communities to improve poor quality housing, so everyone can have a home which supports good health, wellbeing and learning. We will:

- Deliver sustainable housing and tenancies for everyone, encouraging housing stock of a good standard whatever the form of tenure.
- Deliver on our ambition to expand extra-care housing. This enables individuals, or couples, with a range of support needs to live in their own home, in a safe and secure environment within a community setting. It allows people to maintain their independence and receive a flexible range of support and care services that meet their individual needs.
- Develop appropriate specialist accommodation for adults with care and support needs, including people with dementia and autism.
- Ensure that Discretionary Housing Payments are awarded where appropriate to help secure tenancies and to signpost for advice where appropriate.
- Support people to access Disabled Facilities Grants to help pay for adaptations to make it easier for people to move around and access their homes.

3. Tackling Poverty and Inequality

We will continue to support people and families who are experiencing poverty and the effects of the rise in the cost of living. We will provide skilled advice and support to enable people that use our service to make the best possible use of their money. We will:

- Target investment and intervention to tackle poverty in priority neighbourhoods.
- Develop initiatives to support people into work and to improve their skills and progress into better jobs.
- Provide clear information on support (e.g. Housing Benefit, Council Tax Support, Free School Meals and Discretionary Housing Payments) including how to claim and rights regarding reviews/appeals.
- Provide free, confidential, impartial advice and support with benefits through the Council's Welfare Rights Unit. Support the Leeds Advice Service to help people resolve a range of enquiries including benefits, housing, employment, and debt.
- Provide emergency support for food, fuel and essential household items through the Local Welfare Support Scheme, prioritising the most vulnerable groups.
- Pilot a 'cash grants' pilot in partnership with foodbanks and the Trussell Trust. Ensure quick access to the scheme through a streamlined referral process.
- Ensure that Housing Benefit and Council Tax Support is paid correctly and in a timely manner.
- Tackle deep-rooted and systemic inequalities including the fight for racial justice through a range of activity including the Race4equality Network.
- Deliver the Workforce Race Quality Standard across children's and adult social care, ensuring that we support staff as an anti-racist employer.

<p>4. Using Digital Tools and Technology We will continue to support people to use digital tools, technology, and services in the right way for them. We will improve the confidence of our workforce to use technology. We will support people to access technology to live as independently as possible. We will:</p>	<p>5. Connected, Thriving Communities We will support people to build on their strengths and grow their capabilities, enabling them to make connections in their communities and develop friendships. We will improve our transport to make it more accessible. We will make sure our green spaces are accessible for all. We will:</p>	<p>6. Keeping well We will develop a new approach to providing care and support to people at home. We will support people and their Carers to stay healthy. We will prioritise mental health support and help people to build new connections with people and their communities. We will support people to do the things they value in helping them to feel well. We will:</p>
<ul style="list-style-type: none"> • The Council’s Digital Transformation programme will identify how new and emerging technologies can redefine how we deliver our services. • Develop the digital hubs in our libraries and expand our digital inclusion activity. The Library Service’s digital support offer, designed to help people develop their digital skills and confidence, will be developed to help more people access the internet to support their health and wellbeing. New services will be developed including Tablet Lending. • Expand our Telecare service to help keep people safe in their homes. We will improve the choice of support available and enable more people to access the service. • Work with care homes to improve resident’s access to digital equipment and the internet. • Support our workforce to improve their digital skills and knowledge. Tailored training and development activity will be delivered to the social care workforce. • Continuing the development of the Leeds Care Record. • Improve how we share data and information to make best use of cloud-based technology. 	<ul style="list-style-type: none"> • Work with the Third Sector to support communities to thrive, investing in prevention and building community capacity. • Develop local health and wellbeing plans with communities through Local Care Partnerships. • Develop our Asset Based Community Development (ABCD) supporting people to make the changes they want to see in their communities and develop good friends. • Develop opportunities for people to improve their health and wellbeing through culture. This will include the 2023 City of Culture that will deliver a transformational year of creative experiences. • Prioritise streets for people, connecting communities and enabling everyone to lead more active and healthier lives. Our approach will build on the 20-minute neighbourhood concept. • We will continue to work with accessibility and inclusivity groups to improve safety and reduce barriers to travel. • Upgrade all key bus corridors across the city to provide a core network of high frequency bus services. Improve flexibility and connectivity across the city in areas not well served by traditional bus services. • Provide and promote a wide range of opportunities for people to get the health benefits of spending time in green spaces. We will provide opportunities for people to be physically active in our green spaces, develop ‘country parks’ and promote health walking routes. • Reduce the impact of anti-social behaviour on communities by targeting ‘hotspot’ areas and co-ordinating multi-agency approaches at a local level. 	<ul style="list-style-type: none"> • Develop a Community Health and Wellbeing Service, rooted in communities, promoting independence and supporting our workforce to work better together. • Put Carers at the heart of everything to ensure that carers in Leeds stay mentally and physically healthy for longer. We will continue to deliver on the priorities set out in the Leeds Carers Partnership Strategy. • Deliver training and development programmes and local community health development focussing on cardiovascular disease, respiratory disease and cancer, tobacco control, mental health and wellbeing, healthy ageing, drugs and alcohol, healthy eating and physical activity. • Establish a Mentally Healthy City for everyone, delivering on the outcomes set out in the Mental Health Strategy • Develop our physical activity programmes to support people to lead an active, healthy life. This will include activity to support those at risk of falling to improve their strength, balance and coordination. • Expand the network of Safe Places, where a person with a learning disability can go and ask for help if they are lost, frightened or in difficulty, across Leeds. • Co-design a new approach to direct payments. Enabling people to have the flexibility to choose how they want to be assisted will provide greater choice, control and independence.

How will we know we are making a difference?

The Better Lives Strategy is a whole Council strategy and a range of Council services will contribute to delivering our vision. A detailed action plan will be developed to capture how services will measure impact against our six priorities.

The Adult Social Care Outcomes Framework (ASCOF) provides an outcomes-based national framework for measuring performance of all local authorities. This provides us with a useful picture of how well we are supporting people with care and support needs. These can be found [here](#):

There are a number of local measures that can also help us to understand the impact of the Better Lives Strategy:

- Percentage of referrals for social care resolved at initial point of contact or through accessing universal services.
- Ratio of people who receive community-based support versus people who are supported in care homes.
- People who are independent at the end of a period of support from re-ablement.
- Proportion of Care Quality Commission registered care services in Leeds rated overall as good or outstanding.
- The percentage of people with a concluded safeguarding enquiry for whom their outcomes were fully or partially met (overall number).

The Better Lives Board will oversee the development of the Better Lives Strategy and provide assurance in relation to our delivery plans. The Board will support and review our plans, tracking progress against our priorities. The Board will also oversee an annual report that will detail our performance and the impact of our work on people with care and support needs.

Getting involved:

The Better Lives Strategy is a live document which will be shaped and updated to reflect new priorities as they emerge and the progress we make towards achieving our vision. We will continue to listen to, and work with, people with lived experience of care and support to develop the plans to meet our priorities. If you want to get involved then please get in touch.

The Better Lives Board

The Leeds Better Lives Board brings together people and their families who use social care and support services with decision makers and service providers to work together to create and oversee progress of the Better Lives Strategy. The board is values driven and built on the principle that those who use care and support services are best placed to help design them.

This board provides a focus for community engagement in the development and delivery of support to people with care and support needs.

If you would like to attend or join the Better Lives Board please contact:

Leeds Involving People
Unity Business Centre, 26 Roundhay Road, Leeds, LS7 1AB
E: info@leedsinvolvingpeople.org.uk

T: 0113 237 4508

Appendix 1: Better Lives Strategy – Overview of Consultation Activity

- (a) 3 surveys were undertaken between 13 July - 7 September 2021:**
- Service User and Carer Survey - this was promoted via Forum Central, Leeds Involving People, Carers Leeds, Leeds Directory and the LCC website.
 - Health and Social Care Professional Survey.
 - Commissioned Provider Survey.

- (b) Interviews carried out between 7 June to 30 September 2021:**
1 to 1 Interviews with health and social care staff and partners.

- (c) A series of workshops were held with the following groups:**
- Better Lives Board Workshop - 25 September 2021
 - Elected Member Workshop - 31 January 2021
 - Public / Service User Workshops – 19 and 24 January 2021
 - Neighbourhood Network session – 24 January 2021
 - Forum for Race Equality in Social Care – 19 January 2021
 - Community Committee Chairs’ Forum 8 February 2021
 - Deaf Forum - 10 February 2021.

Additional workshops were due to take place in December 2021 with Neighbourhood Networks and with ABCD Community Builders. These had to be cancelled due to Covid restrictions.

- (d) Analysis of wider consultation and engagement activity:**
Data from recent consultation and engagement activity was analysed. This included The Big Leeds Chat 2021.

- (e) Review of Existing Strategies:**
A comprehensive review of existing city strategies was undertaken in February 2022. This included:
- Best City Ambition
 - Best Council Plan
 - Connecting Leeds Transport Strategy
 - Leeds Carers Partnership Strategy
 - Leeds Children’s and Young People’s Plan
 - Leeds Culture Strategy
 - Leeds Health and Wellbeing Strategy
 - Leeds Housing Strategy
 - Leeds Inclusive Growth Strategy
 - Leeds Mental Health Strategy
 - Leeds Parks and Green Spaces Strategy
 - Leeds Strategy for Sport and Active Lifestyles

Appendix 2: Better Lives Strategy Plan on a page

Better Lives Strategy: Leeds City Council's strategy for people with care and support needs						
WHY?	Our Vision					
	"We want every person in Leeds that needs care and support to live in the place they call home with the people and things they love, in communities that look out for one another, doing the things that matter most to them."					
HOW?	Our Values					
	<p>Putting the person first –</p> <ul style="list-style-type: none"> Recognising sense of belonging, positive relationships and contributing to community life are key to people's health and wellbeing. We always make sure conversations with people are based on what matters most to them. Support is built up around people's strengths, their own networks of support, and resources that can be accessed from the local community. Support is focused on helping people to live as independently as they can. 	<p>Working together -</p> <ul style="list-style-type: none"> We make sure people are involved as equal partners in designing their own care and support We ensure people are treated equally and fairly, in an anti-racist and anti-oppressive way. We believe the diversity of individuals and their communities should be recognised and viewed as a strength. We place people, families and neighbourhoods at the very heart of our work We work across the council, community partners and with people to provide to support people to live a good life. 	<p>Always Improving –</p> <ul style="list-style-type: none"> Understand how we are making a difference to the life of the person we support by working with them, our staff and partners Seeking feedback from people on their experience and outcomes is routinely sought and used to bring about improvement Using all available resources as efficiently and effectively as possible. Our workforce is our greatest asset and staff need to feel valued for the work they do and the commitment they bring. 			
	Our Key Principles					
	Make co-production and co-design central to how we work and listen to the voices of people. Work to shift power to people and families.	Be led by the evidence, using data to provide valuable and practical insights in guiding interventions.	Be innovative, creative and foster a learning culture, working with others to try new approaches and ideas.			
WHAT?	Priorities: Delivering on what is most important to people					
	<i>Better information and access</i>	<i>Good housing</i>	<i>Tackling poverty and inequality</i>	<i>Using digital tools and technology</i>	<i>Connected, thriving communities</i>	<i>Keeping well</i>
WHO?	Services across the Council will work in partnership with people and families, the Third Sector, health partners and business. These will include:					
	Communications team; Libraries; Integrated Digital Services; Contact Centre; Leeds Directory; Public Health.	Leeds Housing Services; Housing Growth Team; Extra Care Housing; Integrated Commissioning; Adult Social Care.	Welfare Rights Unit; Community Hubs; Public Health; Financial Assessment Team.	Integrated Digital Services; Assisted Living Leeds; Organisational Development.	Safer Stronger Communities Team; Transport; Culture; Parks and Green Spaces; Public Health; Integrated Neighbourhood Teams; Integrated Commissioning.	Public Health; Integrated Commissioning; Active Leeds; Parks and Green Spaces; Adult Social Care.
SO?	Outcomes: Better Lives for the people in Leeds					
	<i>Keeping safe, independent and well</i>	<i>Having the information and advice I need</i>		<i>Keeping family, friends, and connections to my community</i>		
	<i>Having flexible and co-ordinated support</i>	<i>Staying in control when things need to change</i>		<i>Feeling valued and supported by our workforce</i>		

