



HEALTH AND WELLBEING BOARD: 4 DECEMBER 2025
REPORT OF THE DIRECTOR OF PUBLIC HEALTH
JOINT LOCAL HEALTH & WELLBEING STRATEGY 2022-2032
REVIEW

Purpose of report

1. The purpose of this report is to seek approval of the final version of the Joint Local Health and Wellbeing Strategy 2022-2032 (Reviewed and revised 2025).

Recommendation

2. The HWB is recommended to:
 - Approve the final version of the Joint Local Health and Wellbeing Strategy 2022-2032 (Reviewed and revised 2025).

Policy Framework

3. Health and Wellbeing Boards (HWBs) were established under the Health and Social Care Act (2012) and were operational within each local authority from 1st April 2013. HWBs are responsible for a number of statutory duties, which includes the development and publication of a Joint Local Health and Wellbeing Strategy (JLHWS).
4. The 10-year JLHWS for Leicestershire was approved by the Health and Wellbeing Board in February 2022.

Background and Previous Decisions

5. The JLHWS sets out the vision, priorities and actions agreed by the HWB to meet the needs identified within the Joint Strategic Needs Assessment (JSNA) to improve the health, care and wellbeing of local communities and reduce health inequalities.
6. The 10-year JLHWS was approved by the HWB in February 2022 with the view that a review will take place every 3 years to ensure that the priorities and commitments remain relevant.
7. It was agreed by HWB members at a development session in July 2023 that the life course approach was the right approach. Therefore, the aim of the review

was to focus on the JLHWS commitments within each strategic life course priority as opposed to the life course priorities and sub-priorities themselves.

8. The approach to the review was agreed at the meeting of the HWB on 5 December 2024 with the work commencing in February 2025.
9. The recommended changes to the JLHWS 2022-32 were approved by the HWB at its meeting on 25 September 2025. The HWB also approved the approach to the next phase (Phase 2) of the review which focuses on:
 - Strategy rewrite and redesign;
 - Review of governance;
 - Development of a communication, engagement and implementation plan;
 - Development of delivery plans;
 - Development of reporting templates including performance dashboards.
10. Considerable collaboration and partnership efforts have driven the review of the JLHWS. Governance for the review has been agile, with HWB providing strategic oversight and retaining responsibility for approving and signing off the final strategy. The process has been led by a Steering Group made up of diverse representation across system, place, neighbourhood, and the voluntary sector.
11. The table below outlines the strategic priorities, sub-priorities and revised commitments.

Best Start for Life

First 1001 critical days

- We will help families feel confident in managing minor health issues, by making it easier to find trusted advice and local support.
- We will support women to find and use local services that will help them understand how to care for their health and wellbeing before and during pregnancy, and after birth.
- We will support families to find and use local services that will help them understand how to care for their baby's health and support their child's early development.
- We will ensure the right health and wellbeing services are available locally and in a joined-up way, so families can get the support they need, when they need it.

School readiness

- We will help families to build the foundations for school readiness, emotional wellbeing and good health by making it easier to find trusted advice and local support.
- We will support families to find and use local services to support healthy development and wellbeing.
- We will ensure the right health and wellbeing services are available locally and in a joined-up way, so families can get the support they need, when they need it.

Preparing for life

- We will help young people (with support from their families, carers and professionals) to take charge of their own health and wellbeing, by giving them the confidence, knowledge and encouragement to make healthy choices, look after their own health and wellbeing and support life-long health and resilience.

- We will work together with young people, families, schools and other professionals to make sure young people can find and use local health and wellbeing services to meet their needs.
- We will ensure the right health and wellbeing services are available locally and in a joined-up way, so young people can get the support they need, when they need it, particularly as they move into adulthood. These services will support all young people, including those with disabilities, to stay healthy, build resilience, and feel part of their community.
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Staying Healthy, Safe & Well

Building strong foundations

- Health and equity in all policies: We will prioritise a health & equity in all policies approach to all we do
- Healthy placemaking: We will work together to shape healthy places and create strong, connected and resilient communities where everyone can thrive.
- Healthy workplaces and local economy: We will work with employers and local organisations to create fair, inclusive and healthy workplaces, helping more people to get into work and thrive in their jobs.
- Healthy homes: We will work together to make sure homes are affordable, safe, warm and of suitable quality and type, to support lifelong health and wellbeing.
- Healthy & safe communities: We will work together to build communities where people feel connected, supported and able to live healthy and well.

Enabling healthy choices

- Supporting healthy choices and behaviours: We will offer support, information and opportunities that create conditions that make it easier for people to make healthy choices and reduce behaviours that cause harm to health.
- Healthy weight, food & nutrition: We will work together to create healthier food environments and promote good nutrition.

Living & Supported Well

Upscaling prevention and self-care

- Empowering self-care - We will work together to support people to manage their long-term health conditions in ways that work best for them. This includes offering different types of local support to meet different needs.
- Access to care services - We will make the best use of our resources to improve access to health and care services to ensure people get the support they need, when they need it.
- Supporting independence - We will support people with disabilities and long-term health conditions to live independently. This includes making sure they can access suitable housing, care, equipment, adaptations, technology and personalised support that meet their needs.
- Falls prevention & management - We will strengthen support to reduce the impact of falls and reduce their impact, particularly on hospital admissions, to help people stay safe and well.
- Support for carers - We will support carers to ensure they are included in decisions about the person they care for and can find the information they need, when they need it.

Effective management of frailty and complex care

- Early identification of need - We will build on the local population health management framework to create a proactive care model that identifies people's needs earlier, helping to prevent crises before they happen.
- Supporting independent living - We will provide joined up health and care services that help people, and their carers live independently for as long as possible in the place they call home. This will be supported by a joined-up workforce that will make sure people get the right support at the right time.
- Care in the community - We will develop community-based health and care models that proactively support people to manage their long-term health conditions. These models will build on local strengths and work closely with voluntary and community organisations wherever possible.

Dying Well

Effective end of life planning and transitions

- Making end of life conversations a normal part of life - We will work with people, health and care staff, and community groups to make conversations on care at the end of life easier and more common. By encouraging open and honest discussions, we can help people make choices that are right for them and ensure they are treated with dignity and respect.
- Understanding what matters at the end of life - We will use data and insights to better understand what matters most to people at the end of life. This will help shape how care and support are planned and delivered, making sure people's needs are recognised and met with compassion.
- Access to information - We will make sure that people, families, carers and professionals have the right information and support to make clear and confident decisions on end of life care to ensure smoother transitions and better experiences for everyone involved.
- Support with end of life planning - We will make end of life planning a key part of personalised care and ensure that professionals/staff feel informed, confident, and supported to have open and compassionate conversations, making planning a natural part of life.
- Bereavement support for carers - We will make sure carers receive timely and compassionate support during bereavement. This support will recognise the emotional impact of losing a caring role and help carers through the transition.

Improved mental health

- Levelling up mental health - We will make sure mental health is treated as equally important as physical health in how we plan, invest in, and deliver services, recognising that mental health plays a vital role in overall health and wellbeing.
- Mental health promotion & prevention – We will promote good mental health and prevent difficulties before they start by making sure mental health is considered in all parts of our local services.
- Reducing suicide – We will work together to reduce suicide and save lives by making it easier for people to get help early and by linking work with national and local plans.
- Improving access to services - We will make it easier for people of all ages to get support for their mental health and emotional wellbeing by working together across services so that help is joined-up, person-centred, and there when people need it most.
- Children and young people's mental health - We will work together to make it easier for children and young people to get support for their mental health and emotional wellbeing, while also working to improve how services connect with each other so that young people have a smoother and more joined-up experience, particularly as they move to adult mental health services.
- Dementia - We will support the mental health and wellbeing of people living with or affected by dementia by spotting problems early, preventing them where we can, and making sure support is joined-up.

Reducing health inequalities

- We will provide a universal offer of health and care services to all, with justifiable variation in response to differences in need between groups of people.

Health protection & emergency preparedness

- We will work collaboratively to ensure our health protection approach and response is proactive, equitable and resilient.

12. In conclusion, aligned with the evidence and identified need, the majority of the strategy remains relevant and fit for purpose. However, refinement was required to enhance clarity, coherence and effectiveness. While the strategy has been updated, every effort has been made to maintain continuity and familiarity with the original version. This approach ensures the document remains consistent with review requirements rather than representing a full refresh.

Consultation/Patient and Public Involvement

13. A comprehensive public consultation was carried out when the strategy was first developed three years ago, therefore it was approved by HWB at its meeting on 5 December 2024 that it was not considered necessary to repeat the process as the current programme of work was a review rather than a full refresh. Instead, the review drew on existing insights from a co-ordinated approach between Healthwatch Leicestershire and Voluntary Action Leicestershire.
14. The Health Overview and Scrutiny Committee reviewed proposed changes to the Joint Local Health and Wellbeing Strategy (JLHWS) at a meeting on 3 September 2025 and the points raised were incorporated into the strategic development including the incorporation of healthy aging and sedentary lifestyles. These were approved by the HWB at its meeting on 25 September 2025.

Resource Implications

15. The refinement of the strategy will have several important implications for the next phase of work. These include:
 - Time and resource across the partnership to present the strategy in an accessible format.
 - Effective communication of the updated strategy to ensure a shared understanding and ownership across partners. Communication is not solely about launching the refreshed strategy but about supporting its implementation across partnerships to bring the strategy to life. A comprehensive communication, engagement and implementation plan will underpin this work to ensure shared ownership and sustained impact.
 - Continued development of a delivery plan to ensure the revised commitments are translated into measurable actions.
 - Updating of reporting templates and performance dashboards across all governance levels that provide timely information and demonstrate impact of initiatives.
 - Continued review of existing governance arrangements to ensure they remain fit for purpose and are capable of supporting effective delivery and oversight of strategy.
 - Developing a JSNA programme of work to align with the strategy.

Timetable for Decisions

16. To achieve the requirements set out in paragraph 21, a set of workstreams will be initiated to deliver the products below:

- Publication of the strategy and development of easy read versions
- JLHWS Delivery Plan
- Communication, engagement and implementation deliverables;
- Highlight report template
- JLHWS dashboard reports
- JSNA programme of work
- Governance review and associated documentation;

17. An Easy Read version of the Joint Local Health and Wellbeing Strategy 2022-2032 (Review & Revisions), the JLHWS delivery plan and dashboard reports and a proposed JSNA programme of work will be presented to the Health and Wellbeing Board on 27 February 2026.

Conclusion

18. The purpose of this report is to approve the final version of the Joint Local Health and Wellbeing Strategy 2022-2032 (Review & revision 2025). This will enable commencement of the workstreams described in paragraph 23.

Background papers

Joint Health and Wellbeing Strategy 2022-2032:

<https://www.leicestershire.gov.uk/sites/default/files/2024-04/JointHealthandWellbeing-Strategy-2022-2032.pdf>

Appendices

Appendix 1 – Joint Local Health & Wellbeing Strategy 2022-2032 (Reviewed & Revised 2025)

Appendix 2 - EHRIA

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Relevant Impact Assessments

Equality Implications

19. An Equality Impact Assessment was undertaken in 2022 at the time the Strategy was developed and remains valid (Current EHRIA can be viewed in **Appendix 2**). At this stage, only a light touch update is considered necessary to ensure alignment with the current strategic context. Over time, as individual initiatives are designed and implemented through the associated action plans, each will be subject to its own comprehensive EHRIA to assess and mitigate any potential impacts.

Human Rights Implications

20. There are no human rights implications arising from the recommendations in this report.

Partnership Working and associated issues

21. The JLHWS review focuses on the commitment from partners in delivering the strategic objectives to improve the health and wellbeing of Leicestershire residents.
22. Partnership working will be fundamental to the success of the next phase of the strategy review. Building on the strong collaborations already established, continued collaboration will ensure the successful progression of priorities and collective ownership of delivery. By working together, partners can draw on their combined skills, insights and resources to drive the work forward and achieve better outcomes for our residents.

Risk Assessment

23. A full risk assessment has been managed as part of the project

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