Bradford District and Craven
Health and Care Partnership

ACTasONE

A simple guide to our plans for health, care, and wellbeing in Bradford District and Craven

November 2025

Making health and care work for...

John

Sadia

Laila

Ray

Anthony

Liv

Farida

Ruby

Junaid

Elena

Ajit

...and for all of us

We have written a new strategy that sets out how we are planning to improve health, care and wellbeing across Bradford District and Craven in the next ten years. Our partnership brings together local councils, NHS organisations, social care, the voluntary, community and social enterprise (VCSE) sector, the independent care sector, and local people.

We **Act as One** to keep people **Happy, Healthy, at Home**.

Our plan supports the direction set by the government in *Fit for the Future – the 10-Year Health Plan for England*. It is our local version of that ambition, built on the voices and experiences of our communities.

Why did we need a new plan?

Bradford District and Craven is full of creativity, community spirit and possibility, yet not everyone has the same chance to live a long and healthy life. Poverty, poor housing, low income and loneliness all affect people's wellbeing. Some neighbourhoods face higher levels of illness, disability and poor mental health, while others enjoy much better outcomes.

Over the next decade, the number of people living with long-term conditions such as diabetes, heart disease and dementia will continue to rise. At the same time, more people will need support to stay independent as they grow older.

Health and care services are already under pressure, and the way they are organised does not always make it easy for people to get the help they need when they need it.

We also face significant financial challenges. Public funding is limited, costs are rising, and demand for services is increasing faster than the resources available. This means we must think differently about how we work, use our buildings and technology more effectively, and make sure that every pound we spend delivers the greatest possible benefit for local people.

This plan sets out how, together, we will tackle those challenges.

Built on data, evidence and lived experience

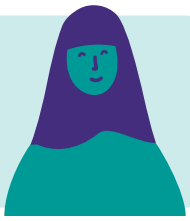
To make real change, we need to understand our population and their needs in detail – this is the foundation for everything in our plan.

We have looked at **data** – such as information about health conditions, age and where people live – and combined it with **insight** from conversations with local people, frontline staff, and community organisations.

From this, we created a series of written portraits – the people you see on the cover – that reflect real experiences from across our communities. Each 'persona' brings together common themes without identifying anyone individually.

These stories remind us that behind every statistic is a person, and help us test our plans by asking, *"How would this work for someone like…?"*

Farida, 74 – living with serious illness, speaks limited English and depends on her family for care.



Liv, 15 – waiting for mental health support, struggling with school attendance and confidence.

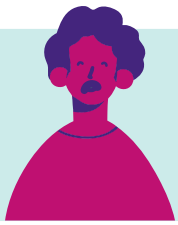
Junaid, 7 – has complex medical needs, supported by his parents, school and specialists.

John, 46 – has a learning disability and long-term health conditions, often feels isolated.

Ajit, 34 – uses a wheelchair after an accident and relies on accessible, digital ways to manage his health.

Ruby, 78 – recently diagnosed with dementia, cared for by her partner Jacquie as they both adjust to new challenges.

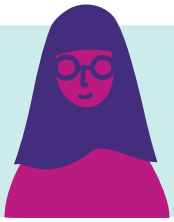
Ray, 53 – living with serious mental illness, trying to rebuild confidence and stay well through community support.



Laila, 29 – a nurse with sickle cell anaemia who balances her health needs with work and family responsibilities.

Anthony, 88 – lives independently in assisted housing, managing diabetes and keeping himself well.

Elena, 10 – living in temporary accommodation, helping her parents navigate local services as they learn English.



Sadia, 37 – healthy herself but supporting several family members with health and care appointments.

These personas help us plan for the real mix of people who live across Bradford District and Craven.

Shaping change through three big shifts

The national Fit for the Future plan describes three big shifts that will guide this change across England. Our local plan follows the same direction, turning those national ambitions into practical action in every neighbourhood.

Plan	How it will work
Hospital → Community More care and advice close to home.	Each local area will have a team made up of GPs, community nurses, pharmacists, mental-health workers, housing and social care staff, and voluntary and community partners. They will work together around people's needs, not organisational boundaries, helping people stay well, avoid unnecessary hospital stays and recover confidently at home.
Analogue → Digital Using technology to make care easier and more connected.	Shared digital records will help staff see the same information, reducing repetition and delay. People will be able to use the NHS App or telephone for advice and appointments, with face-to-face support always available.
Sickness → Prevention Supporting good health, not only treating illness.	We will identify illness earlier so it can be treated more effectively. We will work with schools, employers and community organisations to make healthy living easier, tackle loneliness, and address the wider causes of poor health such as housing and employment.

Being realistic about resources

This is a ten-year journey, not a quick fix. We are starting from a position of strength, with committed staff, active community partners, a shared ambition, and with real challenges that we must face together.

Public services everywhere are under pressure. Budgets are tight, many of our buildings are old and costly to maintain, our workforce is stretched, and the demand for support continues to rise.

We cannot do everything at once or in every place, so we must make careful choices about where to focus our time and resources.

Integrated Neighbourhood Health

Across Bradford District and Craven there are already many examples of health, care and community organisations working together to support local people.

Our plan will build on this strong foundation by creating a consistent framework with local flexibility so that, over time, everyone across the area will be supported by a fully integrated neighbourhood health team.

That should mean:

- → people can get help sooner, often from someone they already know;
- → professionals share information and plan care together;
- → local communities are recognised as equal partners in keeping people well; and
- → hospitals, GPs, social care and local organisations act as one system, joined-up around people's needs.

When someone like Ray needs mental-health support, Laila needs to manage a long-term condition while working, or Elena's family need help navigating local services, the right people can come together quickly rather than those individuals having to chase help from different places.

This joined-up way of working will grow steadily over the next ten years, starting with areas where need is highest.

Our "health on the high street" approach will bring health and care services into local spaces that are easy to reach and part of daily life.

Hospitals and specialist care

Hospitals will always be vital for emergencies, surgery and complex treatment. However, hospitals alone cannot meet all the health and care needs of our growing and ageing population.

The hospital trusts in our area are now working more closely together. They are joining up pathways of care and ways of working so that people get the same high-quality treatment and a smoother experience, wherever they are seen.

We will build stronger links between hospital and community teams. Digital tools will make our services more efficient and help reduce unnecessary appointments and travel. People who need hospital care will be supported to return home safely with the help they need.

In future, what happens in a hospital will be what can only happen in a hospital — with other care provided safely in people's homes or in community settings.

Workforce

More than 40,000 people work across health, care and the voluntary and community sector locally. Their skill, commitment and compassion are what make this plan possible.

Over the next decade, we will focus on supporting their wellbeing, creating new flexible roles that work across organisations, and encouraging more local people to build a career in health or care.

Together we will help everyone in Bradford District and Craven live Happy, Healthy, at Home.

We are realistic about the pressures ahead, but we are confident that working differently will make a difference. By joining up care, using resources wisely and focusing on prevention, we can protect and strengthen local services for the future.

Visit **bdcpartnership/our-strategy** to download the full strategy document and see our population health personas in detail.

bdcpartnership.co.uk

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