

Report of the Strategic Director, Adult Social Care & Health to the meeting of Health & Wellbeing Board to be held on Tuesday 19 March 2024

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Subject:

Early Help and Prevention in Localities

Summary statement:

To update the Wellbeing Board on progress being made in early help and prevention in localities and seek support to further embed this way of working across the Partnership and unblock some of the remaining issues.

EQUALITY & DIVERSITY:

Evidence shows that working in a more locality-based way of working is more likely to engage people with protected characteristics early, assist them to access services on their terms and prevent the need for greater intervention later as their needs escalate.

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Portfolio:

Healthy People and Places

Overview & Scrutiny Area:

Health Overview & Scrutiny

1. SUMMARY

System partners have worked closely together over the last 12 months to cement local professional relationships between different organisations to deliver on an agreed early help and prevention approach in our five localities in the Bradford district. We have agreed a strategic approach, have allocated resources to this and begun working in leadership teams to agree delivery plans tailored to local communities.

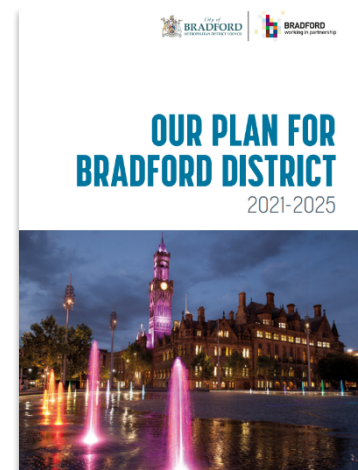
Wellbeing Board members are asked to provide a steer on our ambition for locality working in future. Locality leadership teams have asked for the Board's assistance around co-location of teams in localities, a steer on further integration of services and to flag that housing remains a key issue that our locality teams deal with regularly.

2. BACKGROUND

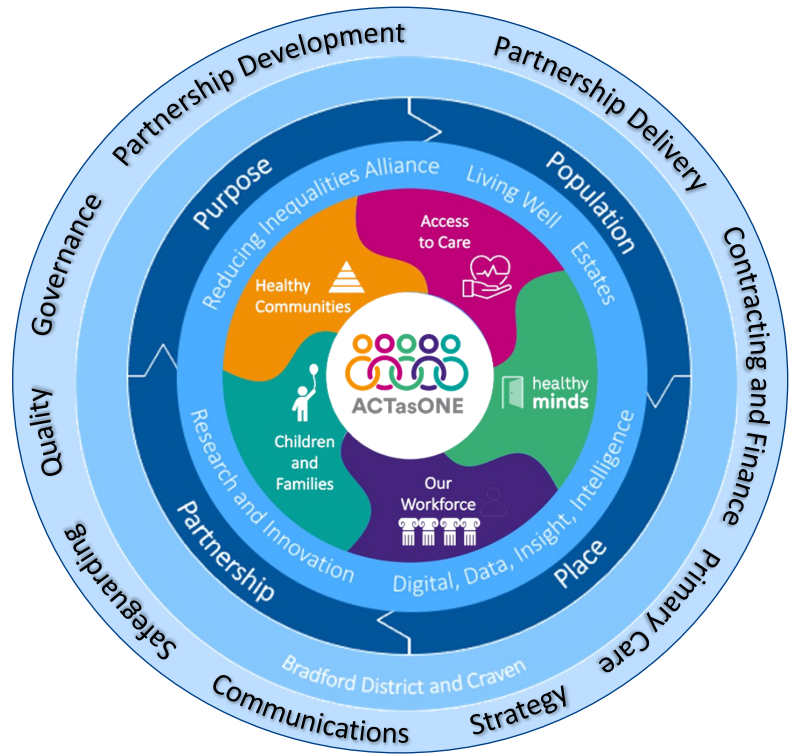
Our strategic approach: Early help and prevention in localities has been a stated aim of the council and its wider partners for a number of years. The intention to identify and resolve problems early by our dispersed staff groups and work more efficiently between partners is accepted as the best way to reduce demand on services and achieve best satisfaction from residents.

Through our Wellbeing Board, partners have signed up to the **District Plan 2021/25** that describes *"...easily accessible services will respond to higher levels of need, providing the right interventions at the right time for better outcomes, responding to the needs of local communities. As a health and care system we will invest more in prevention and use our resources to make big differences for a whole population impact by building a new, socially dynamic partnership."*

The plan goes on to state, *"We want to use the collective resources of the NHS, local authorities, the voluntary sector and others to improve the health of local people. By securing and integrating our resources we can position them to focus on the greatest need, to deliver best outcomes. Through our public stewardship we can address issues that no one part of the system can address alone; ensuring value by using our resources in the right areas, on the right things."*



This is echoed in the Health and Care Partnership's Act As One Strategy which describes *“Developing a cohesive primary and community model to reduce unwarranted variation in outcomes of care, to allow the redistribution of our resources nearer to people before they need care, not just when. As a partnership we are working in a distributive leadership model: taking place-based decisions **together**, taking responsibility for outcomes **together** and taking accountability for the health of our population **together**.”*



The Police’s vision for their Early Action Teams is *“We will prevent crime, protect vulnerable people and families, whilst providing reassurance by working with our partners at the earliest opportunity, co-operationally problem solving to ensure that vulnerable people get the help they need and in doing so reduce preventable predictable demand. In doing so we will make our communities safer and feeling safe.”*

Council Executive agreed our **Children & Young People’s Bradford District Prevention and Early Help Strategy 2022-2025** with Family Hubs described as an umbrella term to represent not only the physical buildings, but the collection of services working in a locality, including more targeted services deployed alongside other services to support the needs of children and families.



The **Adult Social Care Prevention Strategy**, widely consulted on with partners, describes how *“working with colleagues across the council, and other partner organisations, to commission in localities, join up services and consider where services and funding can have the biggest impact within localities.”*

To bring these strategic objectives to life, partners have been working together to agree a series of 'We Statements' that describe what our team members will say if we are achieving those aims.

“WE” Statements:



We have also agreed a series of partnership objectives to focus the work of our staff on early help and prevention in localities and give them permission to work locally to enable this to happen.

- Building resilience – enabling communities to take control
- Promoting active citizenship in this endeavour
- Reducing inequalities in our district
- Acting early to prevent need down the line
- Promoting people’s health, wellbeing and safety
- Delegating more funding and resources locally
- Sharing and acting on intelligence and information
- Co-ordinating the efforts of our teams
- Constantly mapping and sharing our community assets



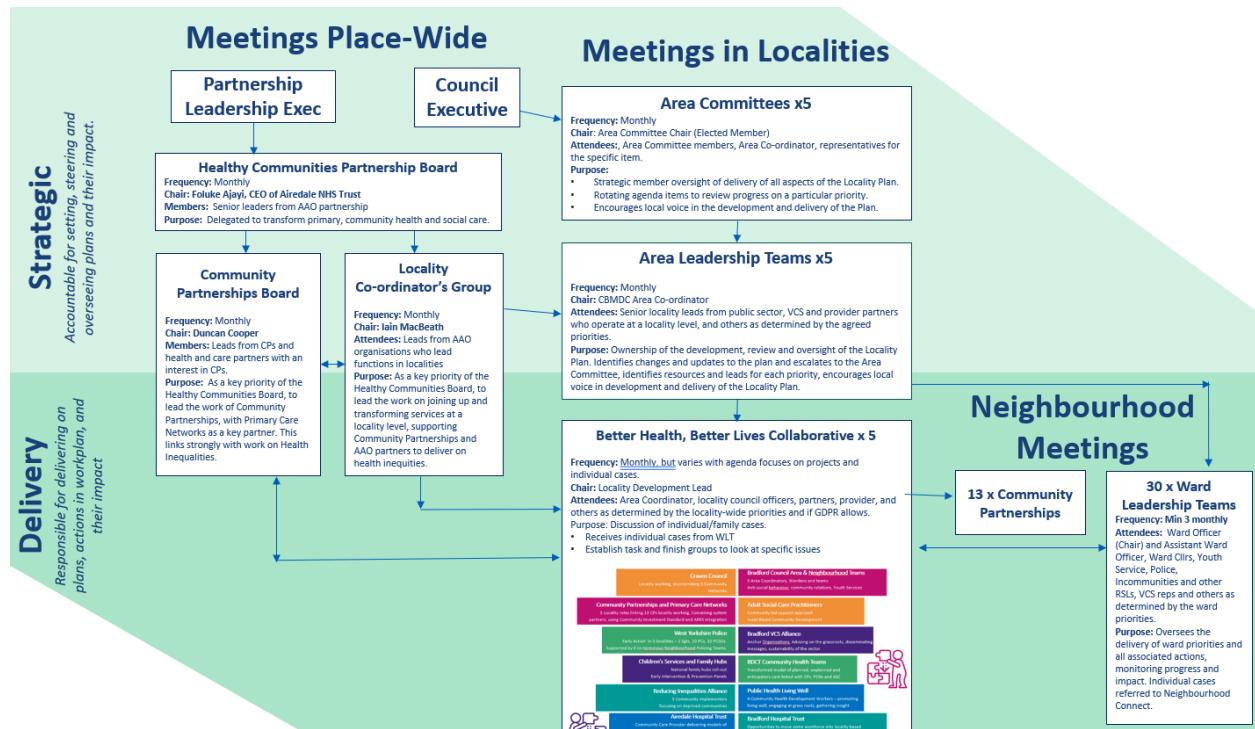
Over the last two years, partners have **invested in staffing, services and training** to build relationships in localities and make the most of our collective resources to meet needs and prevent future demand. Partners include all departments of the council, NHS primary and secondary care, BCFT, the University, West Yorkshire Constabulary and the voluntary and community sector.



Examples of investment in locality working include:

WY Police	Early Action Teams in all five localities including 10 PCs and 10 PCSOs working with their neighbourhood policing teams and wider problems to prevent crime and reassure the public.
CBMDC Neighbourhoods Teams	An Area Co-Ordinator in each locality leading a team of Ward Officers, Assistant Ward Officers and wardens to assist councillors and partners to deliver their locality plan and resolve local issues with oversight from Area Committees.
Community Partnerships and Primary Care Networks (PCNs)	The NHS have invested in locality co-ordinators to drive the maturity of PCNs and associated Community Partnerships, delivering on the 'Better Health, Better Lives' element of locality plans and reducing health inequalities agenda.
VCS Wellbeing Network	The NHS funds the Wellbeing Network as a free, open access network of VCS led, locality-based hubs and out-of-hours services. Six independent hubs provide rapid access to free specialist non-clinical advice including mental wellbeing, welfare benefits, domestic abuse, carer's support and physical health.
Living Well	The council's public health team funds the Living Well service to encourage healthier living and provide a range of services for the public and partners to access. Local community development workers generate interest and offer advice to partners.
Family Hubs	Five physical Hubs and a wider network of services working in a locality, including more targeted services deployed alongside other services to support the needs of children and families.

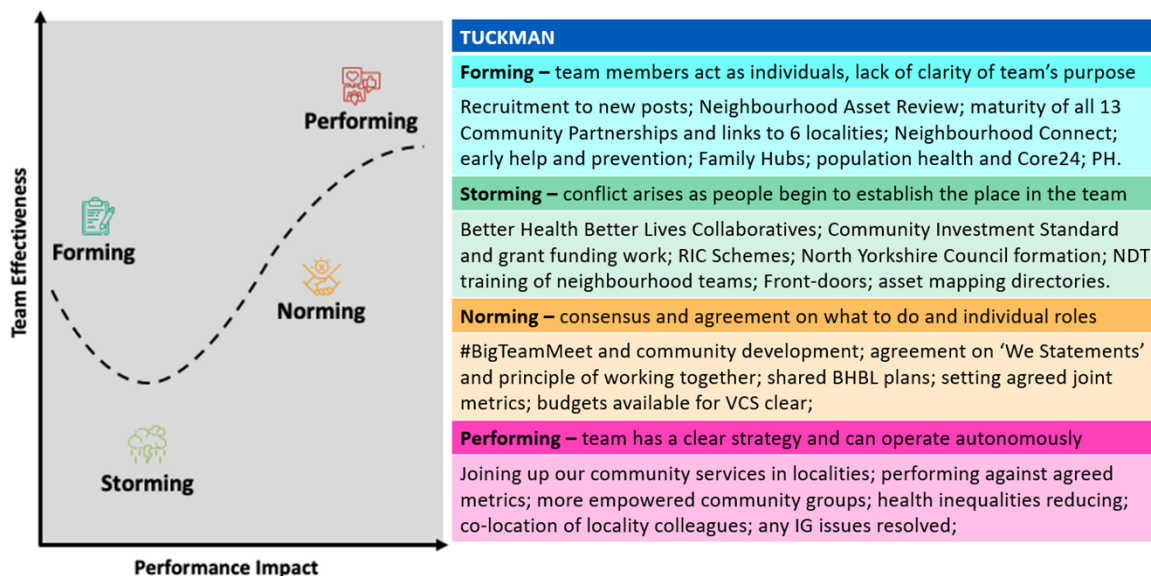
Organisations convene leaders and staff in each locality through locality leadership teams and district wide meetings to unblock issues and keep early help and prevention work tied into our wider strategic approach. A governance structure is in place.



Area Committees, formally delegated from the Council’s Executive meet in every locality and have an agreed annual Locality Plan. Officer leadership teams comprising partner organisations have formed on locality footprints as the foundation for working together.

Progress to date – last 12 months

A Locality Co-ordinators Group at a district wide level (and including Craven colleagues from North Yorkshire) has taken forward the work at the place level. A summary of activity can be found below.



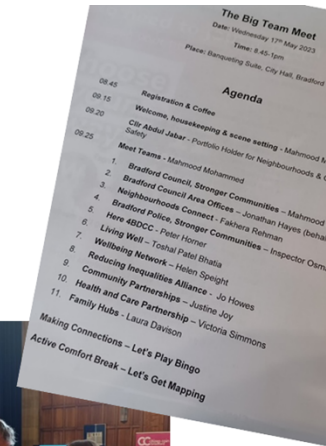
Building local relationships: In May 2023, all partners were brought together in City Hall to build relationships and begin discussions about how they could engage and work together efficiently in localities. This was entitled the **#BigTeamMeet**.

#BigTeam Meet – May 2023



BradfordForEveryone @BtdForEveryone

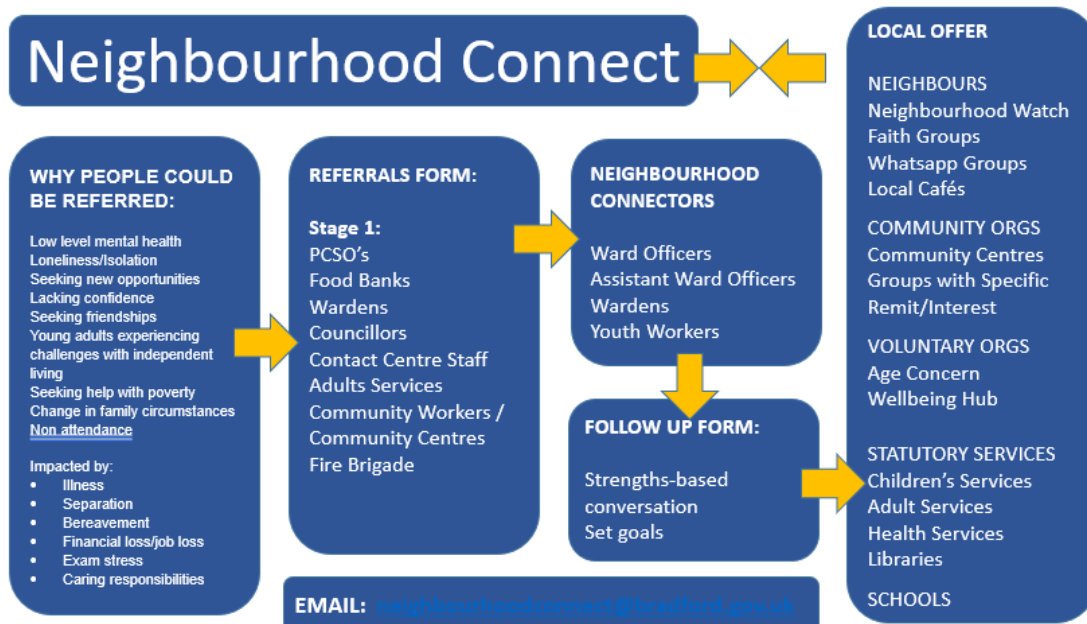
Attendees starting to arrive for the **#BigTeamMeet** at Bradford City Hall bringing together **@bradfordmhc** teams and VCS, Health, and Police partners to better learn how we can all work in **#partnership**, avoid duplication, and open lines of communication across the district.



In early February 2024, five Locality #BigTeamMeets were held in localities with a wider group of partners to provide an opportunity for partners across the council, NHS, VCS and police who work in localities to come together, understand the partnership landscape, hear about our shared objectives and 'We Statements' for the benefit of all local residents.

Neighbourhood Connect: a new email address launched for non-urgent, non-clinical cases, where a person has been identified as having low-level needs or a change in circumstances and will require some support and/or connection to their community. This will result in a response from the council's Neighbourhood Teams.

neighbourhood.connect@bradford.gov.uk



Neighbourhood Teams

[District and Ward Plans | Bradford Council](#)

Bradford Council invests in Neighbourhood Teams in each locality headed up by an Area Co-ordinator and Ward Officers. These staff respond to local needs, link with local organisations and employers to co-ordinate activity that improves living in those areas. Each locality and ward has its own plan, developed using data and intelligence about the population, co-produced with local residents including surveys and agreed by the Area Committee of local councillors.



Around a third of the teams work is driven by from local residents or councillors about people or areas of concern, a third is generated from implementing their agreed Locality Plan and a third is working in partnership with the NHS, voluntary and community groups or businesses on projects to improve outcomes for residents. The teams provide a vital ear to the ground to listen to local issues and consider the response.

VCS Wellbeing Network

[VCS Wellbeing network and hubs](#)

The Wellbeing Network is a free, open access network of VCS led, locality-based hubs and out-of-hours services. Trained professionals provide a person-centred support plan to help people on their journey to a happier and healthier life. Six independent hubs provide access to free specialist advice and support.



- Mental Well-being
- Welfare Benefits - including housing / debt / food and fuel poverty.
- Domestic Abuse
- Carers Support
- Refugee and Asylum Seeker support
- Physical Health
- Substance Misuse

City Hub – Shipley Hub – Keighley – Manningham Hub – Thornbury Hub – Tong Hub

Reducing Inequalities Alliance

[Reducing Inequalities Alliance - Bradford District and Craven Health and Care Partnership](#)

The alliance aims to support and coordinate collective action to reduce inequalities in Bradford District and Craven. It is made up of allies across our partner organisations. Local leaders use locality intelligence profiles generated by the Alliance to guide their priorities, specifically the 'Better Health, Better Lives' priority section of each locality plan.

Family Hubs:

[Family Hubs | Bradford Council](#)

A family hub is a place, or a group of places across the locality where local families along with their children and young people can go and receive help and support. Family Hubs are designed to bring lots of services together, to work with families from conception, through childhood into young people. Below is a list of services you can access right now:



- Access to midwife clinics, health visitors, breastfeeding support and school nurses
- Parenting support from birth to 19 or up to 24 with a disability
- Activities for children under 5
- Activities and support for young people with targeted youth support
- Accessing early education and free childcare
- Health advice for you and your family
- Family key worker support which may be offered within the home.

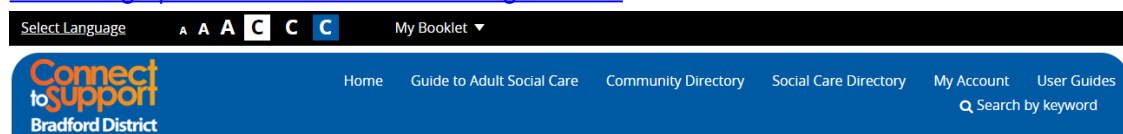
East Family Hub – West Family Hub –South Family Hub – Keighley/Shipley Family Hub

Repository of community assets: There are several databases in Bradford listing community assets and VCS groups within localities. Staff have asked to coalesce around one common database. It is likely that the Connect to Support (for adults) and FYI databases (for young people) will be promoted. Key functionality includes:

- Interoperability that allows records to be exchanged and updated automatically and can draw in information from other secondary databases.
- Fully accessible for people and compliant with international standards
- Any individual or partner can 'add a listing' for moderation by the database owners.
- Ability to search by postcode, group type or need and filter by days and cost.

[Home Page | Bradford Connect to Support](#)

[Home Page | Bradford Families and Young Persons](#)



Community Directory

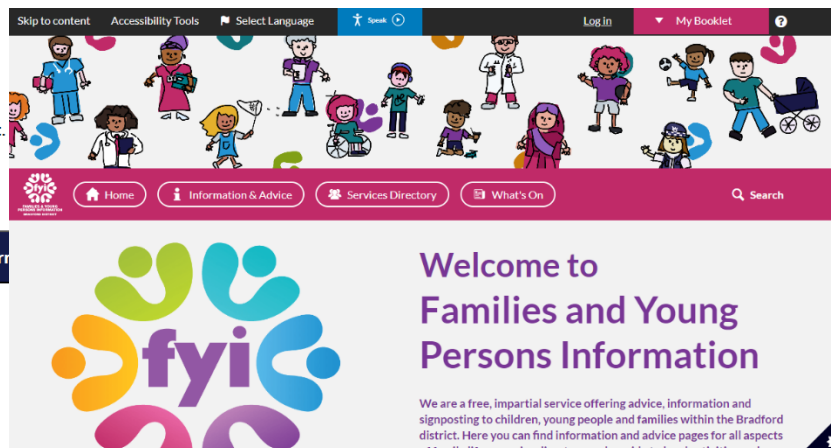
Use our Community Directory to find local groups and activities.

Use the filters or search bar to find the type of service you want first. service close to where you live, use the postcode search.

Currently showing results for:
Community Directory

Social Care Directory

Inform



Key issues to be resolved:

There are still a number of issues to be worked through now that locality working is underway, but resources are getting tighter for all organisations:

One Front Door	Work was undertaken in 2023 to map all front-doors into district-wide and locality-based services. There was little appetite from partners to begin integrating front-doors – but a great appetite to share more information between professionals about where each front-door leads and what people can expect, to advice residents accordingly.
Co-location of teams	Locality based staff's number one priority is to have a single base in each locality where they can be based and collaborate. This would include council staff, NHS and VCS colleagues and augment the public spaces in VCS and Family Hubs which are not large enough to accommodate this. A Neighbourhood Asset Review was undertaken in 2023 but this proved inconclusive.
Measuring success in prevention	We have made progress in being data-led in setting our priorities in localities through use of locality profiles. We now need a set of key performance indicators or success measures to demonstrate that demand is being prevented, problems are being resolved early and health inequalities are being reduced.
Integration of services / more shared roles	Whilst much better co-ordinated, we still have a series of teams based in localities with separate caseloads referring to eachother. Co-location of these teams would allow a greater degree of co-working, shared responsibility and the possibility of shared roles and associated reduction in overall staffing over time.
Housing	There is a need to integrate Housing into locality arrangements more. This is one of the most prevalent needs that locality staff have to deal with and are often signposting without the right knowledge to advise people more appropriately.

3. OTHER CONSIDERATIONS

- No other considerations.

4. FINANCIAL & RESOURCE APPRAISAL

- There are no additional budgetary requests in this paper – though there are opportunities for more efficient working in the future through the localities approach through demonstrable prevention of demand and co-working with fewer staff.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risks arising out of this report.

6. LEGAL APPRAISAL

- There are no legal issues arising from this report.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

➤ There are no sustainability implications arising from this report.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

➤ There are no implications arising from this report.

7.3 COMMUNITY SAFETY IMPLICATIONS

➤ Closer working on the localities agenda should improve overall community safety.

7.4 HUMAN RIGHTS ACT

➤ There are no Human Rights Act issues arising from this report.

7.5 TRADE UNION

➤ There are no Trade Union issues arising from this report.

7.6 WARD IMPLICATIONS

➤ There are positive Ward implications in encouraging more locality working.

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS

➤ Not applicable.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

There are positive implications for corporate parenting.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There is no need to undertake a Privacy Impact Assessment.

8. NOT FOR PUBLICATION DOCUMENTS

➤ None.

9. OPTIONS

➤ There are no options.

10. RECOMMENDATIONS

➤ Members of the Wellbeing Board are asked to note the progress over the last 12 months and provide a steer on the direction of travel and key issues to resolve.

11. APPENDICES

➤ None.

12. BACKGROUND DOCUMENTS

➤ None.