



Agenda for a meeting of the Bradford and Airedale Health and Wellbeing Board to be held on Tuesday, 29 January 2019 at 10.00 am in Committee Room 1 - City Hall, Bradford

Dear Member

You are requested to attend this meeting of the Bradford and Airedale Health and Wellbeing Board.

The membership of the Board and the agenda for the meeting is set out overleaf.

Yours sincerely

P Akhtar

City Solicitor

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar

City Solicitor

Agenda Contact: Fatima Butt

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To:

MEMBER	REPRESENTING
Councillor Susan Hinchcliffe	Leader of Bradford Metropolitan District Council (Chair)
Councillor Jackie Whiteley	Bradford Metropolitan District Council
Councillor Sarah Ferriby	Healthy People and Places Portfolio
Kersten England	Chief Executive of Bradford Metropolitan District Council
Helen Hirst	Bradford City, Bradford Districts and Airedale, Wharfedale and Craven Clinical Commissioning Groups
Louise Auger	Head of Operations and Delivery for West Yorkshire (NHS England)
Sarah Muckle	Director of Public Health
Bev Maybury	Strategic Director Health and Wellbeing
Steve Hartley	Strategic Director, Place
Gladys Rhodes White	Interim Strategic Director, Children's Services
Clive Kay	Chief Executive of Bradford Teaching Hospitals NHS Foundation Trust
Brendan Brown	Chief Executive of Airedale NHS Foundation Trust
Dr Richard Haddad	Member from the GP Community
Scott Bisset	Chief Superintendent Bradford District, West Yorkshire Police
Geraldine Howley	Group Chief Executive, InCommunities Group Ltd
Dr Andy Withers	Bradford Districts Clinical Commissioning Group
Dr James Thomas	Airedale, Wharfedale and Craven Clinical Commissioning Group
Dr Akram Khan	Bradford City Clinical Commissioning Group (Deputy Chair)
Brent Kilmurray	Chief Executive of Bradford District Care NHS Foundation Trust
Neil Bolton-Heaton	HealthWatch Bradford and District
Kim Shutler Jones	Bradford Assembly representing the Voluntary and Community Sector
Ben Bush	District Commander, West Yorkshire Fire and Rescue Service

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.



2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 13 November 2018 be signed as a correct record (previously circulated).

(Fatima Butt – 01274 432227)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.



Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Fatima Butt - 01274 432227)

B. BUSINESS ITEMS

5. UPDATE FROM BRADFORD AND AIREDALE HEALTH AND CARE PARTNERSHIP BOARDS

Board Members will be provided with a presentation which gives a brief context on both Health and Care Partnership and the whole place approach, overview of the current infrastructure and the approach to partnership commission intentions as an enabler to new different ways of working.

Details will also be provided on a new agreement called the strategic Partnering Agreement for Bradford and Craven and how it will impact the governance of the Health and Care Partnerships.

(Nancy O'Neill – 01274 256173)

6. OFSTED INSPECTION OF LOCAL AUTHORITY CHILDREN'S SERVICES (ILACS) AND SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) INSPECTION READINESS

The Interim Strategic Director, Children's Services will submit **Document "I"** which provides an update on the steps the Council is taking in response to OFSTED's inspection of Bradford's Children's Services.

Recommended-

- (1) That the actions taken in response to OFSTED inspection findings be noted.**
- (2) That the plans to establish the Improvement Board be noted.**

(Jenny Cryer – 01274 432438)



7. **STRONGER COMMUNITIES STRATEGY AND DELIVERY PLAN**

The Government published its Integrated Communities Strategy Green Paper on 14th March 2018 as a response to the Dame Louise Casey Review. Responsibility for the strategy sits with the Minister for Housing, Communities and Local Government (MHCLG). The strategy outlined a series of key challenges across the themes of: Strengthening leadership; Supporting recent migrants and resident communities; education and young people; Boosting English language; Places and communities; Increasing economic opportunity; Rights and freedoms.

The Strategic Director, Place will submit **Document “J”** which reports on the Stronger Communities Strategy and Delivery Plan, produced by the Bradford Stronger Communities Partnership which is a local response to the Government’s Green Paper.

Recommended-

That the work carried out in the development of the Bradford Stronger Communities Strategy and Delivery Plan by the Stronger Communities Partnership be noted.

(Zahra Niazi – 01274 436082)

8. **CHAIR'S HIGHLIGHT REPORT - LIVING WELL FOR LONGER, SUB GROUP UPDATES (ICB AND ECB)**

The Health and Wellbeing Board Chair’s highlight report **Document “K”** summarises business conducted between Board meetings. January’s report brings the Living Well for longer update and updates from the Board’s sub groups (ECB – Executive Commissioning Board and ICB – Integration and Change Board).

Recommended-

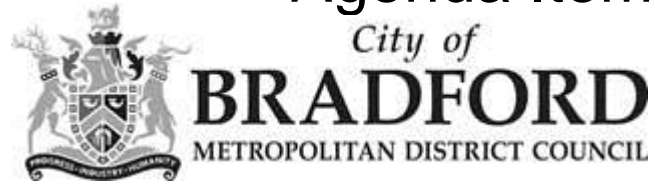
That the information in the report (Document “K”) be noted.

(Pam Bhupal – 01274 431057)

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER



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Report of the Interim Strategic Director (Children's Services) to the meeting of the Bradford and Airedale Health and Wellbeing Board to be held on 29 January 2019.

Subject:

Ofsted Inspection of Local Authority Children's Services (ILACS) and Special Educational Needs and Disabilities (SEND) Inspection Readiness.

Summary statement:

This report provides updated information about the Council's response to the published OFSTED ILACS judgement and information on SEND inspection readiness.

Gladys Rhodes White
Interim Strategic Director
Children's Services

Report Contact: Jenny Cryer
Phone: (01274) 432438
E-mail: jenny.cryer@bradford.gov.uk

Portfolio:

Children & Families

Overview & Scrutiny Area:

Children's Services

1. SUMMARY

This report provides an update on the steps the Council is taking in response to OFSTED's inspection of Bradford's Children's Services.

2. BACKGROUND

2.1 OFSTED carried out an inspection of Bradford's Children's Services from Monday 17 September 2018 until Friday 28 September 2018. In the ILACS inspection, Ofsted make three judgements

- Impact of leaders on social work practice with children and families- this was judged as requires improvement to be good.
- The experiences and progress of children who need help and protection- this was judged as inadequate
- Experience and progress of children in care and care leaders- this was judged as requires improvement to be good.
- Because the experiences and progress of children who need help and protection is classed as a limiting judgement, the overall judgement is inadequate.

The report is attached in Appendix 1, which includes the areas for improvement identified by Ofsted as well as the service strengths

Bradford shares Ofsted's ambition that "only good is good enough for Bradford's children" and therefore the judgement is extremely disappointing. The focus is now on improving at pace the areas identified by Ofsted with the ambition of achieving good or better services for children.

The findings were reported to Executive on 6 November and Executive resolved:

- (1) To note the outcome of the OFSTED inspection.
- (2) To note the plans to deliver rapid improvement and to offer support.
- (3) To refer the report to the Children's Services Overview & Scrutiny Committee.
- (4) To request that the Portfolio Holder for Children's Services work with Officers to prepare a robust Improvement Plan with the voice of the child at its heart for the next meeting of the Executive in December 2018.
- (5) To invite the Chair of the Children's Services Overview & Scrutiny Committee to join the formal Improvement Board.
- (6) To request that the Chief Executive identify an appropriate Improvement Advisor to work with the Council and to act as independent chair of the Improvement Board.
- (7) To refer the report to the Corporate Parenting Panel.

2.2 The Department for Education (DfE) has written formally to serve the Council with an Improvement Notice (Appendix 2).

- 2.3 In November 2018, Gladys Rhodes White joined the service as Interim Strategic Director of Children's Services to help drive the improvement journey.
- 2.4 Under the leadership of the Portfolio Holder for Children & Families, and in consultation with other councillors, DfE, OFSTED and the Local Government Association (LGA), there has been progress in establishing Bradford's approach to addressing the key areas for improvement identified by OFSTED and the necessary supporting arrangements as follows:

- **Establishment of the Improvement Board.** An interim Improvement Board has been in place since the end of the inspection chaired by the Chief Executive. An Improvement Advisor will be appointed by DfE and will start to chair the Improvement Board in February 2019. Terms of Reference and proposed membership of the Board are attached at Appendix 3. The Chair of Children's Overview and Scrutiny Committee has agreed to join the Improvement Board. The work of the Board to secure the improvement of Children's Services identified by OFSTED is being supported by a staff and a children's reference group. An internal and partner officer improvement task group will be established which will be Chaired by the Chief Executive. The Corporate Services Director will chair this group in the interim until the Improvement Advisor is in place to Chair the Improvement Board.

The Board's Terms of Reference and the Improvement Plan (Statement of Action) will need to be approved by DfE/OFSTED.

- **Development of the Improvement Plan.** With the voice of the child at its heart, improvement planning has been a key focus of activity, involving staff at all levels in Children's Services, with the support of corporate resources (Finance, HR, Legal and Performance) and in consultation with partners. A Planning workshop with Ofsted took place on 10th December 2018 to help inform the Improvement Plan. The Children's Services Improvement Plan will form the basis of the Statement of Action which must be submitted to Ofsted by 4th February 2019.
- **Peer review of the Front Door.** At Bradford's invitation in late December, Doncaster Children's Trust, in their role as an improvement partner for DfE, undertook a peer review of the Front Door and MASH arrangements. This followed a number of actions taken by the service in response to the Ofsted findings. The peer review identified that there is further work to be done to ensure that the application of consent and decision making in the MASH are robust. Once the report from the review is received this will be reported to the Improvement Board and to Overview and Scrutiny. Actions arising from the review will be included within the Improvement Plan.
- **Immediate actions taken.** There have been a number of service level actions taken in advance of the publication of the Improvement Plan. These include:
 - Auditing 1700 cases for children who are Child Protection and Child in Need and undertaking corrective actions where required
 - Putting in place an additional Head of Service for the Front Door and MASH to strengthen leadership capacity
 - Strengthening Quality Assurance and employing three temporary experienced auditors to review specific areas and cases
 - Undertaking on-going recruitment to vacancies resulting in a very small number of unfilled posts

- Working closely with the Teaching Partnership to put in place additional training for social workers and managers starting in January 2019
- Putting in place additional social work oversight in the homelessness team and in the contact centre.
- Putting in place a plan to move the early help gateway into the MASH in early January, facilitating the move to having one integrated front door
- Undertaking a review of social work salaries and retention.
- Starting to review the use of the information management system Liquid Logic to ensure the most efficient and effective use of system capability
- Reviewing the performance information requirement and putting in place an enhanced suite of reports to drive and facilitate the required improvements.

SEND Inspection Preparation and High Risk Review

Under the Children and Families Act 2014 and the SEND Code of Practice (2015) statutory guidance, the local authority, health services, early years settings, schools and further education providers have statutory duties to identify and meet the needs of Children and Young People aged 0 to 25 years who have Special Educational Needs or Disabilities (SEND). SEND Inspections of all local authorities and local areas over the period May 2016 to May 2021, will be undertaken to assess how effectively these duties are being met. Inspections are a 10 day process and can be called at 5 days notice. An inspection of the Bradford area is imminent.

The Local Authority (LA) and relevant partners have undertaken a process of Self Assessment in preparation for the pending inspection. The SEND Strategic Partnership Board has been re-launched with clear terms of reference, multi agency membership and 4 clear project work streams supported by the SEND Transformation and Compliance team. The 4 work streams which comply with the SEND Code of Practice 2015 are: Integrated Assessment and Service Delivery, Joint Commissioning, Co production and Engagement and Preparing for Adulthood

Next Steps

2.5 As set out in the Improvement Notice, the Council is now subject to intervention by the Department for Education (DfE) until services improve. OFSTED will monitor our progress regularly and we will be subject to a full re-inspection within two years. Key actions and milestones include:

- Confirmation of arrangements for the Children's Services Improvement Board once membership and Terms of Reference are approved by both DfE/OFSTED and Executive.
- Submission of a full Improvement Action Plan (Deadline for submission: 4 February 2019).
- Undertaking the actions set out in the improvement plan and putting in place performance indicators to monitor progress
- Supporting on going monitoring visits every three months, the first of which is expected to take place in March 2019
- Quarterly monitoring will continue until we have an inspection and move into a different pathway (i.e. are requires improvement to be good or above)

- 2.6 Councillors and senior officers collectively are committed to making sure that we work rapidly and effectively to improve our services to meet our ambitions for Bradford's children.

Key Issues

As part of the self assessment process the LA and Health (through the 3 Bradford area Clinical Commissioning Groups (CCGs)) have completed Audit tools which feed into the Self Evaluation Framework (SEF). The Local Authority Audit Tool was updated, refreshed and circulated to SEND Strategic Partnership Board members for further moderation in January 2019. The CCG version has also been recently updated and received and will be subject to the same moderation and review process. The RAG ratings in the LA Audit Tool contain a large number of Amber ratings (Partial Compliance and Work in Progress), many of which could revert to Red or non compliance if progress is not sustained or quick enough. This and the work of the SEND Transformation and Compliance team have identified a number of areas of high risk which require urgent attention.

High Risks

Areas of High risk which need to be **urgently** addressed are summarised below:

- Education Health and Care Plan Compliance Rates and Quality. Compliance rates within the statutory 20 week assessment period are low. In 2017 they were reported as 12% compare to a national average of 64.9% and Yorkshire and Humberside average of 61.2%. Current performance is at 22%.
- SEND Identification, Assessment and Review processes
- Data Accuracy and Recording including interfaces to Social Care and Health
- Outcomes for Children and Young people with SEND do not fully meet their needs
- Joint Commissioning arrangements are not established or in place
- SEND Placements and Provision
- Quality and consistency of Health advice into EHCP Process
- Collective agreement that the pathway on ASD (Autistic Spectrum Disorder) identification and assessment is currently a key risk : 2 years plus waiting list, which is non compliant with NICE (National Institute for Clinical Excellence) timescales
- Waiting lists for access to specialist services e.g. SALT (Speech and Language Therapy)
- Access to CAMHS (Child Adolescent Mental Health Services)

Actions To Be Undertaken

The recovery and improvement plan to support the self evaluation needs to be in place in advance of the SEND Inspection process and appropriately resourced.. Service improvements are already being made, but given the multi agency and long term nature of some of the areas of concern these will need to be challenged, phased and embedded over the next 12 months.

For example, the rationale behind a 12 month recovery plan is to enable all existing EHC Plans to be amended and quality assured as part of the Annual Review process. It is important that the Annual Review is used as the vehicle to make the changes as this will ensure that all key changes and compliance measures are met, alongside improving quality. It is not feasible to make changes to the EHC Plans outside of the Annual Review process. As such it will take 12 months to complete these changes for the existing 3600 EHC Plans as well as provide quality assurance to the circa 700 new assessments & plans annually.

The SEND Strategic Partnership Board, which monitors highlight reports from the 4 work streams

could monitor progress on the recovery plan and establish further reporting linkages as required.

3. OTHER CONSIDERATIONS

None.

4. FINANCIAL & RESOURCE APPRAISAL

The financial implications of the improvement plan are set out in the Budget proposals to be considered by Executive.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

This report is for information only.

6. LEGAL APPRAISAL

- 6.1 The recent inspection was undertaken under the new Framework, Evaluation Criteria and Inspector Guidance for the Inspections of Local Authority Children's Services (ILACS). This contains provisions regarding actions to be taken after an inadequate inspection report. These include monitoring by Ofsted including an action planning visit, quarterly monitoring visits and a re-inspection, and also an action plan prepared by the local authority within 70 days of receiving the report.

The Secretary of State has a wide range of powers available following an inadequate judgment, including statutory and non-statutory interventions. The type of intervention is dependent on the severity of the situation, how long the authority has been underperforming, and the perceived capacity for improvement.

S497A Education Act 1996 gives the Secretary of State a wide range of statutory powers if satisfied the local authority is failing to perform its social care functions. These include statutory directions to the local authority aimed at securing adequate performance and also statutory directions requiring the functions to be taken over by others including the Secretary of State or those nominated by him.

In Bradford's case, the Secretary of State intends to take a non-statutory approach, appointing an improvement adviser and issuing a formal improvement notice. The Department for Education 'Putting Children First – Delivering Our Vision for Excellent Children's Social Care (July 2016) indicates that the Secretary of State will only take the non-statutory route if the evidence does not indicate persistent or systemic failure. The local authority will be involved in discussions regarding the content of the notice and it will clearly specify the issues of concern, the improvement required, how this will be assessed and subsequent steps that may be taken if improvement is not achieved.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Report is for information only. No specific issues.

7.2 SUSTAINABILITY IMPLICATIONS

Report is for information only. No specific issues.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Report is for information only. No specific issues.

7.4 COMMUNITY SAFETY IMPLICATIONS

Report is for information only. No specific issues.

7.5 HUMAN RIGHTS ACT

Report is for information only. No specific issues.

7.6 TRADE UNION

Report is for information only. No specific issues.

7.7 WARD IMPLICATIONS

Report is for information only. No specific issues.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

Report is for information only. No specific issues

7.9 IMPLICATIONS FOR CORPORATE PARENTING

The ILACS inspection provides a comprehensive external assessment of outcomes for Looked After Children. An action plan will be produced to address areas for improvement identified by Ofsted and progress will additionally be reported to the Corporate Parenting Panel.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no specific data protection implications.

8. NOT FOR PUBLICATION DOCUMENTS

N/A

9. OPTIONS

N/A

10. RECOMMENDATIONS

- 1. That the actions taken in response to OFSTED inspection findings be noted**
- 2. That the plans to establish the Improvement Board be noted.**

11. APPENDICES

Appendix 1 - Ofsted ILACS report
Appendix 2 - Improvement Notice
Appendix 3 - Draft Improvement Board Terms of Reference
Appendix 4 - Draft Improvement Plan

12. BACKGROUND DOCUMENTS

None.

City of Bradford Metropolitan District Council

Inspection of children's social care services

Inspection dates: 17 September to 28 September 2018

Lead inspector: Neil Penswick HMI

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Inadequate
The experiences and progress of children in care and care leavers	Requires improvement to be good
Overall effectiveness	Inadequate

Services for children in Bradford have rapidly deteriorated since the last inspection, the Joint Targeted Area Inspection (JTAI), in April 2017. The major contributory factor has been an increased demand for services at the same time as the loss of a significant number of experienced social workers and managers, who left to work for other local authorities. Politicians were made aware of the issues and they committed additional resources to rectify the problems. Improvement plans prioritised the strengthening of the structure of the service, including the recruitment of staff.

Across child protection and children in need services, too many children are not getting the right help they need at the right time. Inspectors found clear evidence of the detrimental impact of changes of social workers and managers, as well as resultant poor practice, leaving children at risk of significant harm.

Senior managers have been addressing the issues and have developed key decision-making panels, have improved quality assurance and have recruited to new teams to better support children in care in particular. Further new key management appointments and social workers have been recruited and are due to start after the completion of this inspection.

This has ensured that most children in care and care leavers are now receiving better support to promote their well-being and improve their outcomes. This has yet to be sufficiently consistent for all children in care. An insufficiency of carers also meant that some children were in placements that did not meet their needs, and this has impacted negatively on them and other children in those placements.

What needs to improve:

- the identification and response to risk, particularly the longer-term impact of domestic abuse and neglect
- clarity about what change is needed by families and by when during pre-proceedings
- the prioritisation and timely, proportionate response to contacts, including gaining parental consent
- social work practice, including the quality of assessments and plans and their implementation
- multi-agency child protection work, including strategy meetings, child protection conferences, core groups and child in need reviews
- the response to children with specific vulnerabilities, including children aged 16 to 17 who present as homeless and children privately fostered, as well as the oversight and monitoring of allegations against professionals working with children
- sufficiency of local placements to meet the needs of children in care
- the provision of life-story work for all children in care
- completion of mandatory training for all foster carers
- supervision of social work staff, which provides direction, to be regular and reflective.

The experiences and progress of children who need help and protection is inadequate

1. Services for children in need of help and protection in Bradford are inadequate because serious failures leave children at risk of significant harm.
2. Children in need of protection are not consistently identified and are not given the right help at the right time to meet their needs. Screening of contacts in the multi-agency safeguarding hub (MASH) is ineffective despite sizeable

commitment from children's services resourcing and partnership investment. Inspectors identified too many children in potentially harmful situations whose cases had been closed by the MASH, or whose cases had been inappropriately stepped down to early help provision, without protective action being taken.

3. Inappropriately, all contacts involve a full duty social work review. Extensive information is obtained and collated from multiple agencies as a matter of routine. Sometimes this is not compliant with national guidance because consent has not been agreed and there are no overriding child protection concerns. This leads to too many children being subject to unnecessary and disproportionate social work processes, while others who need help and protection are not prioritised. Children are inappropriately interviewed by partner agencies, sometimes without parental consent, to gain their views or their versions of events to inform social care decision-making.
4. When risk is identified, strategy meetings, although timely, do not always include representation from all appropriate partners. Multi-agency safety planning is inferred rather than defined while safeguarding enquiries are taking place. Other children do not always have the benefit of timely multi-agency arrangements due to delays progressing to initial child protection conferences.
5. Children do not always receive timely or effective help. The local authority has assumed responsibility for assessing all cases that potentially need early help, and this additional burden delays decision-making when identifying services to help children and their families. All neglect cases are identified as early help, and this does not ensure that children's needs and their safety are at the centre of decision-making. Requests stepped down following MASH screening can take up to three weeks before support services are identified.
6. Social work practice across locality teams varies in both quality and impact. The local authority has heavily invested in an established social work model. However, this is not always enriching social work practice. For example, assessments are not consistently good. Weaker assessments are not always up to date to reflect children's current needs or to appropriately scale risk. Some are too detailed or repetitive without showing understanding of what the world looks like for the child. Resultant plans are not good enough. Most plans have lengthy descriptions of concerns without identifying what needs to happen and by when. Actions are not always linked to the specific risks and needs, and contingency plans are too general.
7. Core groups and child in need meetings share updates on children's current circumstances. However, meetings are not always sufficiently regular. Progress against plans is not always reviewed or changed in order to identify further actions. Children are not always seen by social workers in line with their plans, and this limits their ability to form stable and trusting relationships. This impacts on the timeliness of direct work and actions being

completed. Consequently, some children remain on child protection plans for long periods without their situations improving, or child protection plans are removed too early without their needs being adequately addressed or the impact being tested. The effect of regular changes in social workers, due to staff leaving the authority, further contributes to delays in progressing planning. Mostly, when children are seen regularly by the same social worker, positive changes are made, and children's lives improve.

8. When children's circumstances do not improve, timely alternative decisive action is not always taken. The local authority recognises that the use of the public law outline (PLO) is not robust. Letters identify and list areas of concern. However, actions are not specific enough for families to understand what needs to change and by when to prevent escalation. Some children are in PLO too long without regular review to decide whether alternative action needs to be taken to keep them safe. Some children suffering ongoing neglect do not enter care soon enough. Consequently, some children are left in harmful situations for too long.
9. Vulnerability of some specific groups of children is not always recognised or appropriately responded to. The impact of ongoing neglect or domestic abuse is not always recognised. Homeless 16- and 17-year-olds are evaluated by homeless services, but are not assessed by social workers to ensure that their full needs are identified or that they are appropriately supported, or to ensure that protective action is taken. There is little evidence that these highly vulnerable young people understand their right to become looked after or the longer-term benefits that this would bring. The response to children privately fostered is poor. Their needs are not assessed, and a lack of planning does not ensure that they are appropriately protected and supported. Increased investment in the local authority's designated officer coverage has not yet resulted in consistently effective monitoring of allegations against professionals.
10. Other vulnerable children receive good support. For example, the response to children at risk of child sexual exploitation is a strength. A dedicated multi-agency child sexual exploitation hub ensures a thorough analysis of risk through daily meetings. Work is underpinned by solid information-sharing, detailed research and thorough exploration of all the potential risks. Actions are clear and mitigate risks. Return home interviews are routinely offered and taken up. However, these are not as detailed as those for children who go missing from care. Well-embedded systems ensure that children missing education and those who are electively home educated are safeguarded. Children who are identified as being at risk of radicalisation receive good, tailored support.

The experiences and progress of children in care and care leavers requires improvement to be good

11. Children in care and care leavers are not yet receiving consistently good help to promote their well-being and to improve their outcomes. There had been a decline in the overall quality of services since the last Ofsted inspection. However, actions by managers are addressing the issues and there are evident recent improvements in the support being offered.
12. Senior managers have recognised that there is an increasing complexity in children's needs when they come into care. They have invested in edge of care services to ensure that, wherever possible, children are able to remain with their birth families or are rehabilitated with their families at the earliest opportunity. These initiatives are still in the early stages, but are showing some initial signs of success. Despite overall children in care numbers rising, the Be Positive Pathway aimed at 10- to 17-year-olds, together with the intensive intervention from a specialist children's home, is reducing the numbers of children of this age range needing to be in care.
13. The Children and Family Court Advisory and Support Service and the local Designated Family Judge told inspectors that applications to court are appropriate and accepted. However, the quality of evidence in the reports can vary, resulting in the need for further assessment work to be conducted and delays in a small number of cases. Senior managers have invested in a dedicated court team to support social workers and this is delivering improvements to the quality and timeliness of this work.
14. Most children in care benefit well from the support of social workers. In the locality teams, where children in care receive a service prior to a permanency decision being made, social work contact is not always from the same social worker, and a small number of children experience delays. In the throughcare teams, in the main, inspectors saw high-quality support and regular contact consistent with the needs of the child, resulting in good progress being made in the delivery of plans. In these throughcare teams, social workers know their children well and are focused on achieving positive outcomes for children.
15. Specialist multi-agency teams robustly address concerns about child sexual exploitation and respond well to incidents when children go missing. Due to the high-quality focused work, the numbers of children in care who have gone missing, and the frequency of episodes of going missing, have greatly reduced over the last year.
16. Children's views are always obtained, although they are not always well reflected in their records or plans. Written plans are not always sufficiently specific in identifying the child's needs and the support necessary. However, social workers are, in the main, better able to articulate the focus of the support. Most reviews happen in a timely manner. Inspectors saw excellent formal challenge by Independent Reviewing Officers (IROs) auditing cases

between reviews, as well as during the review, ensuring that where practice is not of a good standard, it is urgently addressed.

17. Bradford local authority is committed to ensuring that, wherever possible, children remain close to their families. This has resulted in some children who had been previously placed a distance from Bradford being returned to live closer to their families. While some children have benefited from this, others have experienced placement breakdown due to poor assessments and decision-making. There have been strenuous efforts made to increase the number of foster carers, and inspectors saw an introduction to foster care event very well attended by interested people from across the communities of Bradford. Commissioning looks at a range of potential placements, including from the private sector. However, there is an insufficient range of local carers, and too many children are being placed in placements that don't meet their needs. This results in them experiencing further instability in their lives. Feedback from foster carers was variable, with some reporting a good level of support, while others who requested to speak to inspectors, described support as being poor. Not all foster carers are provided with mandatory training, including on safeguarding issues.
18. Inspectors saw much good work to ensure that children remain in contact with family and friends. For some children, though, the arrangements are not sufficient to enable continued contact with important people in their lives. Many children do not have the opportunity to undertake life-story work that would enhance their understanding of their histories and about why key decisions had been made about their lives.
19. Children in care are encouraged to keep themselves healthy, and their health needs are appropriately and regularly assessed. However, local child and mental health support is not available in a timely way. Aware of the complexities of children's needs, and to better support placements, senior managers have recently recruited to a new set of posts for children in care – therapeutic social workers – to provide assistance and guidance to social workers and carers to better meet the emotional needs of the most vulnerable children.
20. The virtual school has focused on improving the attendance and outcomes of children in care in partnership with schools and social work colleagues. As a result, attendance has steadily risen over the past five years, and in 2017–2018, attendance was at 96.2% for children in care. No children in care have been permanently excluded and fixed-term exclusions are reducing. This has yet to ensure that children's outcomes by the end of key stages 2 and 4 are good enough, in particular in progress measures. Personal education plans are too variable, with some lacking clear targets for improvement. A strength of the virtual school team is the guidance and advice programme they offer to young people and the different opportunities that are in place through the team to ensure that the most vulnerable young people get personalised

support and advice. This is particularly evident for those in education, employment and training (EET); 84% of 16- and 17-year-old children in care are EET, which is a strong performance and higher than the national average. Children's achievement events celebrate and acknowledge successes and raise aspirations. Inspectors also saw good examples of children being supported to pursue their own hobbies, interests and sports.

21. Permanence is considered, and permanence planning has been improving to ensure that children are living with adoptive carers promptly and under special guardianship orders when these meet their needs. Bradford council is a partner of One Adoption West Yorkshire, a regional adoption agency (RAA). Adoption recruitment, training and support is effective. This ensures that adopters have the right information, knowledge and support to secure permanence for children. Careful matching is supported through life appreciation days which provide adopters with first-hand knowledge of the people who have been significant in the child's life. Adopters receive suitable support and training while they are waiting for an appropriate match. Post-adoption support is carefully considered at the matching stage through individualised support packages coordinated by the adoption team.
22. There is an active child in care council which is proud of its involvement in improving some aspects of service delivery, staff training and recruitment. The members of the council are active in both regional and national children in care council events. The local authority does consult on their views. However, some of the children spoken to by inspectors felt that the consultation was 'tokenistic' rather than meaningful engagement.
23. Children leaving care receive inconsistent support as they move towards independence. All care leavers have allocated social workers until they are 18, with community resource workers (CRW) providing regular support between 18 to 25 years old. However, there was mixed feedback from care leavers who met inspectors. Some reported good relationships with their workers, while others were critical of a lack of support. There are a range of housing options available, including staying put, and the vast majority of young people are in suitable accommodation. Not all care leavers have access to key documents such as their health passports, national insurance numbers and passports, which they will need as they start their life as young adults. Pathway plans are not user friendly and the recording of the young person's voice and engagement in the computer-based planning record is minimal.

The impact of leaders on social work practice with children and families is requires improvement to be good

24. Leaders have been aware of the extent of serious failures in social work practice in Bradford. They have been responding to those issues, some of which, but not all, have been effectively prioritised and challenged, and improvements have been made.

25. In April 2017, the JTAI on the multi-agency response to abuse and neglect in Bradford reported a range of good services that had positively impacted on the lives of vulnerable children. This inspection found that there had been a recent and rapid decline in those services, with some children now being left at risk of significant harm. Other services have continued to offer a better-quality response that meets the varying needs of the children.
26. In the last 12 months, Bradford local authority children's services rapidly lost a high proportion of its most experienced social workers and managers, some of whom left to work in neighbouring boroughs offering better financial returns. This was at the same time as Bradford experienced significant increases in demand across all areas, reflecting the rapid growth of children subject to child protection planning and those needing to be looked after. The numbers of agency and short-term staff increased significantly. External consultants were recruited to evaluate the quality of the services to enable senior managers to fully understand the impact from loss of staff. As a result, a broader audit programme commenced to explore the scale of the problems. At that time, approximately a quarter of all cases were found to be receiving 'inadequate' support and protection. The most recent audits are showing some improvements in the quality of work.
27. Inspectors could clearly see that Bradford local authority children's services responded to the recommendations from the last Ofsted full-service inspection in May 2014, and to the JTAI in April 2017. Documentation, performance data and quality assurance demonstrated the necessary improvements. However, at the time of this inspection, most of those earlier improvements were no longer being sustained. For instance, although the local authority ensured that all initial child protection conferences happened within the national minimum timescales for over two years, the most recent performance has dipped to only 71% of these happening in a timely manner.
28. The SDSCS has kept the leader of the council, lead member for children and chief executive fully involved, and they all have a good awareness of the issues in children's services. Well-disseminated management information ensures a good understanding of the performance issues. Additional finance has also been allocated from the council to address the immediate weaknesses and to enable longer-term improvements. For instance, additional managers have been recruited, while whole scale-reviews of the 'front door' to services and the PLO are underway.
29. A service-wide improvement plan has prioritised areas including staff recruitment and continued auditing of casework. This has resulted in an improvement in permanent staffing and a reduction from 38 social worker vacancies to only five. The plan has been further developed, during this inspection, to respond to the issues that inspectors were raising. However, inspectors found there was insufficient prioritisation being given to ensuring

that children's lived experiences were at the centre of the service improvements.

30. Staffing vacancies, and use of agency staff, is an issue in some of the social work teams. The assessment teams and locality teams, which work with children in need and child protection, have seen a rapid changeover of staff, and this has impacted on some children having too many changes of social worker and work not being completed in a timely manner. The throughcare teams, which work with children in care and care leavers, have seen fewer changes of staff and managers, and this has enabled children to build better relationships with their social workers and ensure that work has been completed in a timely manner. Inspectors did see examples of good work throughout children's services, but more consistently in the throughcare teams.
31. Leaders have continued to focus on improving services for children. There is strong partnership sign-up to multi-agency work. For instance, the multi-agency commitment to an established model of social work practice has ensured that over 2,000 staff from different agencies are trained in its use, with many using this in their daily work to promote the welfare of children. There is also a well-located set of early help hubs, financed from core funding with an additional contribution from the National Troubled Families programme, with agencies working together to provide ongoing support to families with lower levels of need. There are good multi-agency services to respond to child sexual exploitation and children who go missing. There are also a number of creative initiatives that the local authority has been developing for children in care, including the Be Positive Pathways, to provide services to prevent children coming into care. Therapeutic social workers have also been recently employed to further address the emotional and mental health needs of children in care. The court team has also improved the quality and timeliness of work done prior to proceedings.
32. The vast majority of social workers and staff met by inspectors report that Bradford local authority is a good place to work, with good support, including access to training and workable caseloads. Formal supervision is not always happening regularly, though, and is not sufficiently reflective. This was recognised by senior managers, who have developed a practice supervisor role to bolster the quality and frequency of management oversight. This has resulted, in particular, in recently qualified social workers now receiving better quality support that addresses their needs.



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24 October 2018

Michael Jameson
City of Bradford Metropolitan District Council, 1st Floor, Margaret McMillan Tower,
Princes Way
Bradford
BD1 1NN

APPENDIX 2

Dear Michael Jameson

Final report: ILACS Standard Inspection of Bradford

Thank you for the cooperation of your department during the recent ILACS Standard Inspection of your children's social care services. The inspection team have considered your comments on the draft report and amended the report where appropriate. I attach the final report. A response to your factual accuracy comments on the draft report is appended to this letter.

We will share this pre-publication version of the report with:

- the DfE
- the Care Quality Commission
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.
- Her Majesty's Inspectorate of Probation
- Her Majesty's Inspectorate of Prisons
- Her Majesty's Crown Prosecution Services Inspectorate

If you wish, you may share this report with others under embargo until 29 October 2018 at which time it can be publicly accessed on the Ofsted website.

Please send your action plan responding to this report to ProtectionofChildren@Ofsted.gov.uk by the 04 February 2019.

We would welcome your feedback on your experience of the recent inspection/visit.

You can access a feedback survey here:

<https://ofsted.smartsurvey.co.uk/s/ilacs1718/1000060>

We would be grateful for your feedback by 12 December 2018.

If you have any queries please contact ProtectionOfChildren@ofsted.gov.uk

Yours sincerely

Roxanne Smith
Inspection Support Administrator

Response to your factual accuracy comment on the draft report

Paragraph / section in the report	LA comments	Ofsted action
Page 1		
Para 1	Wrong date and title of JTAI. 21 April 2017. Joint targeted area inspection of the multi-agency response to abuse and neglect (including a deep dive on the response to children living with domestic abuse).	Partially agree. The title of JTAI is not reported in the opening paragraph. Date corrected.
Para 2	'... leaving children being harmed or at risk of being harmed'. The inspection asked us to review cases. We reviewed all these cases and agreed that there was drift and delay in some of these. We re-opened 5 cases from early help for a further assessment. None of these indicated that children had been	Agree.

	<p>harmed.</p> <p>We, therefore, believe a more factually accurate representation is to change the sentence to 'potentially leaving children at risk of significant harm' from 'leaving children being harmed or at risk of significant harm'.</p> <p>See page 7, point 25 at the bottom for consistency.</p>	
Page 2		
Point 1	<p>'potentially leaving children at risk of significant harm' from 'leaving children being harmed or at risk of significant harm'.</p> <p>For reasons stated above.</p>	<p>Agree.</p>
Page 3		
Point 3	<p>We request that the wording 'sometimes unlawfully as consent has not been agreed' is changed to 'sometimes not compliant with Working Together'.</p> <p>We have investigated this thoroughly and agree that</p>	<p>Agree.</p> <p>Revised. To follow our house style reworded as 'sometimes not compliant with national guidance'.</p>

	<p>our processes were not appropriate. We have immediately rectified this to ensure we are compliant with Working Together so are already operating a different model on consent to that seen at the time of the inspection.</p> <p>We are particularly concerned that use of the term "unlawful" may be the basis for attempted legal action around historic referrals to our front door against CBMDC which could prove a distraction from the need to improve services at pace.</p> <p>However our City Solicitor has asked for more clarification if the word "unlawful" is to be used noting that the reference to consent does not recognise other situations where it can be established that processing is lawful. The City Solicitor has requested clarification of the specific legislation being referred to so they can more fully research this. The City Solicitor advises that GDPR permits information to be gathered if a lawful basis for processing the data can be established, of which consent is only one. Others include public task (where processing is carried out in the exercise of public functions set out in law or for the performance of a specific task in the public interest as set out in law; no specific statutory power has to be identified). Sensitive personal data can also be</p>	
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	<p>processed if it falls into special category data (where there is a legal obligation and legitimate interest together with substantial public interest). Information is obtained and collated as necessary without consent where safety may be at risk in order to make the judgement in some cases that there is no overriding child protection concern.</p> <p>If it is not possible to remove the word "unlawfully" please can we have clarification of the legislation being referred to beyond Working Together Guidance.</p>	
Page 6		
Point 19	<p>There is no mention about the waiting list for CAMHS services, which is something you provided feedback through the inspection but is not reflected in the report. Is this an omission?</p>	<p>Agree.</p> <p>This is not an omission. The report does not aim to reproduce all of the comments made by inspectors from the two week inspection. However, to assist understanding for wider partners in Bradford, we have added:</p> <p>'However, local child and mental health support is not available in a timely way'.</p>

Point 20	<p>The following sentence is factually inaccurate.</p> <p>'84% of 16 and 17 year old children in care are EET which is much higher than the percentage for all Bradford children at this age which is 66%.'</p> <p>Bradford's EET figures for all young people are currently 93% which are higher than the national and statistical neighbour average, which is very strong performance. 84% of 16 and 17 year olds in care are EET which is also strong performance.</p>	<p>Agree.</p> <p>Revised accordingly.</p> <p>'84% of 16 and 17 year old children in care are EET which is a strong performance and higher than the national average.'</p>
Page 7		
Point 25	<p>Wrong JTAI (see Page 1, Para 1 comment above).</p>	<p>Partially agree.</p> <p>The title of JTAI is not reported in the report.</p> <p>Date corrected.</p>

Page 9		
Point 31	<p>This is factually inaccurate. Although these hubs include the National Troubled Families programme, the bulk of the funding is core funding.</p> <p>We believe a more factually accurate representation is There is also a well located set of early hubs, in the main financed from core funding and the National Troubled Families Programme' from 'There is also a well located set of early hubs, financed from core funding with an additional contribution from the National Troubled Families Programme'.</p>	<p>Agree.</p> <p>Changed to:</p> <p>'There is also a well located set of early hubs, financed from core funding with an additional contribution from the National Troubled Families programme'</p>

APPENDIX 3

Children's Services Improvement Board: Terms of Reference

1. Purpose

To ensure that vulnerable children and young people in Bradford are safe, protected from harm and supported so that they can achieve their full potential.

Through a relentless focus on outcomes for children, the Board provides the drive and focus to ensure that necessary improvements are achieved and evidenced, resulting in Bradford Children's services being judged Good or better.

2. Scope

To address the areas of improvement identified in the 2018 Ofsted ILACS inspection report and subsequent monitoring visit feedback reports. To address areas identified within the Improvement Plan.

3. Roles and Responsibilities

- To ensure that all partners contribute to the delivery of effective arrangements to safeguard and promote wellbeing of all children in our district;
- To ensure that timely and effective responses are made to all Ofsted's recommendations and DFE required improvements;
- To give assurance that a culture and of improvement/ *putting the child at the centre* is embedded across all agencies and that there is an understanding of and recognition of good social work practice – *we know what good looks like* .
- To develop and agree the Improvement Action Plan and subsequently monitor, review and update regularly;
- Agree a work programme designed to deliver rapid and sustainable improvements as set out in the Improvement Plan;
- To advise, support and challenge leaders of council services and statutory partners to secure sustainable and measurable improvements leading to good or better performance in children's services.
- To ensure that children, young people, families and frontline staff inform the development of improvement actions and have opportunity to review their impact;
- To agree and oversee a communications strategy that articulates a clear vision of the quality, standards and range of services required to respond positively to the needs of children and young people.

APPENDIX 3

Children's Services Improvement Board: Terms of Reference

4. Further responsibilities and Resourcing

- Uses its authority to commit and deploy the necessary resources in line with decisions taken at the Board;
- Ensures improvement actions are implemented in a timely and sustainable way;
- Commissions working groups/task and finish groups to complete defined tasks delegating authority appropriately and setting clear success measures, reporting expectations;
- Identified and agrees key performance measures, milestones and targets, including for partners where appropriate;
- Actively works to remove any barriers that impact on the pace and progress of achieving required improvements;
- Ensures that relevant partners and working groups report on progress to achieve improvements through an agreed reporting timetable;
- Reports into relevant governance bodies including, but not limited to, full council, Executive, Children's Trust and the DfE on the progress in making improvements;

5. Membership

Name	Role	Agency and position
Board members		
TBC	Chair	DFES Independent advisor
Cllr Adrian Farley	Vice Chair	Portfolio holder
TBC	Board member	Chair of Children's OSC
David Niven	Board member	Chair BSCB
Kersten England	Board member (Chair until DFES independent advisor is available)	Chief Exec CBMDC
Gladys Rhodes White	Board member	Interim Strategic Director Children's Services
Joanne Hyde	Board member	Strategic Director Corporate Resources

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Children's Services Improvement Board: Terms of Reference

Tracie Taylor	Board member	Principal Social Worker
Chatty Athwell	Board Member	Staff reference group representative
Helen Hirst	Board member	Bradford CCGs accountable officer
Scott Bissett	Board member	Chief Superintendent WY Police
TBC	Board member	Partner in practice
TBC	Board member	Representative from Children's engagement group
Janice Hawkes (Barnado's)	Board member	VCS sector Representative
TBC	Board member	Schools representative
In attendance regular or ad hoc appearances		
Mariam Haque	In attendance	DD Education
Jim Hopkinson	In attendance	DD Children's Social Care
Jenny Cryer	In attendance	AD Children's performance and commissioning
Andrew Crookham	In attendance	Section 151 Officer
Parveen Akhtar	In attendance	City Solicitor
David Walmsley	In attendance	AD Office of the Chief Exec Office
Phil Witcherley	In attendance	Head of Policy and performance
Anne Lloyd	In attendance	Head of HR
Clare Mulgan	In attendance	Programme lead BHBL
Jean Mawdsley	In attendance	Head of Service
Di Drury	In attendance	Head of Service
David Byrom	In attendance	Head of Service
TBC	In attendance	Police

6. Meetings and administration

Meetings will be arranged to take place initially on a fortnightly cycle. This will be reviewed when the independent chair is in post. All papers will be provided at least 4 working days before the meeting. The meeting and full papers will not be public but a summary of key decisions and actions will be made publicly available after each meeting.

Administration will be provided by the Children's Services department of the Local Authority.

APPENDIX 3
Children's Services Improvement Board: Terms of Reference

7. Reporting Arrangements

See appendix 1

8. Governance

See appendix 1

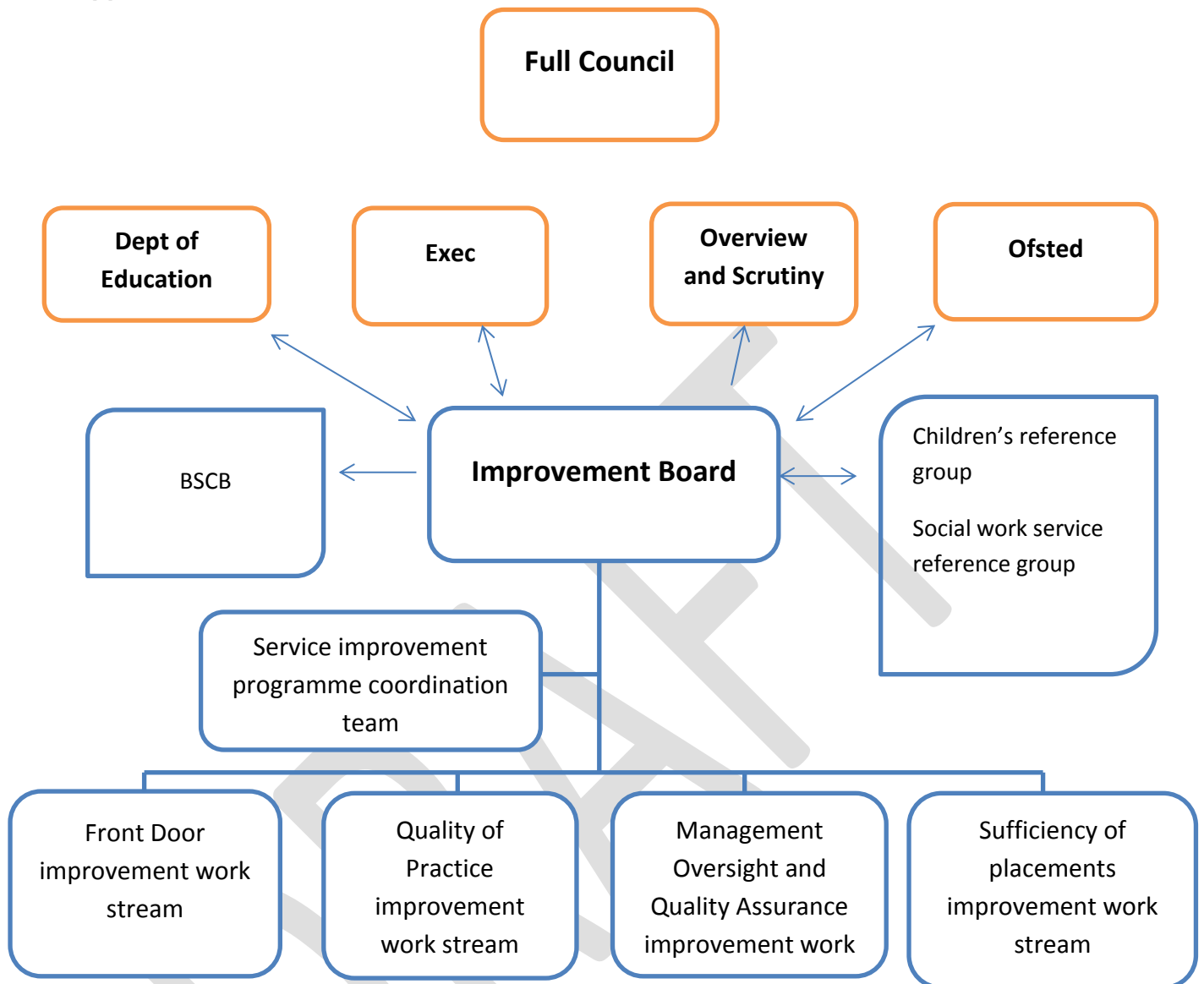
9. Review of Terms of Reference

The ToR will be kept under review and amended as necessary.

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APPENDIX 3
Children's Services Improvement Board: Terms of Reference

Appendix 1



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Bradford Children's Services Improvement Plan

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Our Vision

Our children and young people are the future of Bradford. We are privileged to be the UK's youngest city, and want our 150,000 children and young people to be the driving force behind everything we do. We are committed to developing a Family Friendly City and an environment where all our children and young people can fulfil their potential, have high aspirations for themselves and their neighbourhoods and become adults who help to drive the prosperity of our district. The precondition for this is ensuring that every child, young person and family is safe and healthy.

Foreword

Bradford Council is committed to ensuring that all our children have the best possible start in life. We are proud of the great work that we already do across the district to give every child the opportunity to fulfil their potential. At our recent inspection, Ofsted found that the services we deliver to protect the most vulnerable children and young people are not meeting the high standards the children in the district deserve. We fully accept Ofsted's findings and are committed to a programme of rapid and sustainable improvement.

We have taken immediate action following the inspection to ensure the safety and well-being of our children.

Our over-riding priority is to address the areas of improvement that have been highlighted by Ofsted. We are determined to focus on getting the basics right for children. Most importantly, we want to put children, and the quality of their experience, at the centre of what we do. Our aim is to move quickly to a position where our services are good or better for Bradford's children.

The experience and voices of children and young people are central to our improvement journey. Children and young people will have a strong voice in our plan through engagement activities. The test we will set ourselves is "*are our services the best they can be for our children?*"

A shared commitment

Bradford Council, together with its partners, is committed to working together to achieve rapid and sustained improvement in the experience of children and young people who require support, protection and care. We recognise that, whilst the council is accountable for the protection of children, that for all children to be effectively safeguarded, everyone needs to work together. We will only be able to achieve this if we listen to children and put their experiences at the centre of all that we do.

Cllr Susan Hinchcliffe- Leader of Bradford Council

Cllr Adrian Farley- Portfolio Holder for Children and Families

Kersten England – Chief Executive

Bradford's Improvement Journey will be delivered through six key themes that relate to the Ofsted recommendations, with the central theme being the lived experiences and voice of the child. (see figure 1 below)

1. The "*Lived Experience*" and the voice of the child
2. Improving the quality of social work practice
3. Improving the operating environment to create optimum conditions for success: sufficient enabler support
4. Improving the Front Door and MASH arrangements
5. Improving management oversight and quality assurance
6. Improving the sufficiency of placements for Children Looked After (CLA)



Figure 1

City of Bradford Metropolitan District Council Draft Improvement Plan version 0.27 15.01.2019

Following the Ofsted Inspection of Children's Social Care Services between the 17-28 September 2018, the inspectorate outlined ten specific areas of improvement, which are essential to ensuring children/young people and their families consistently receive a good service, which in turn will lead to improved outcomes for the child.

The aim of this improvement plan is to demonstrate how the specific recommendations from OFSTED (Code R), together with the wider areas for improvement (code AFI) links to the six themes within our improvement plan.

The table below sets out two areas of improvement namely, Ofsted Recommendations no's 1 -10 (Code R) and Additional Areas for Improvement (Code AFI).

Theme	Code	10 Ofsted Recommendations and wider Areas for Improvement
1. The "Lived Experience" and the voice of the child	R1	Improve identification and response to risk, particularly to the long term impact of domestic abuse and neglect.
	R 4	Improve the quality and implementation of assessments and plans.
	R 5	Improve all aspects of multi agency child protection work.
	R 6a	Improve the response to 16 &17 year olds who present as homeless.
	R 6b	Improve the response to children in private fostering.
	R 7	Sufficiency of Placements to meet the needs of children in care
	R 8	Provision of life-story work for children in care
	R10	Supervision of social work staff, which provides direction, to be regular and reflective
	Code	Additional Areas – What Needs to be Improved
	AFI 16	Written plans are not always specific in identifying the children's needs
2. Improving the quality of social work practice	AFI 22	The children in care council said that consultation was "tokenistic"
	AFI 29	Insufficient prioritisation of children's lived experiences being at the centre of service improvements
	R 2	Clarity about what change is needed by families and by when, during pre- proceedings
	R 4	Improve Social Work practice including quality of assessments and plans and their implementation
	R 6b	Improve response to children in private fostering.
	Code	Additional Areas – What Needs to be Improved

City of Bradford Metropolitan District Council Draft Improvement Plan version 0.27 15.01.2019

	AFI 6	Social work varies in quality and impact across teams
	AFI 7	Core groups are not always regular
	AFI 7	Children are not always seen in line with their plans
	AFI 7	Children remain on CP for long periods without their situations improving
	AFI 7	Children are removed from plans too early
	AFI 8	Use of the Public Law Outline (PLO) is not robust
	AFI 8	Children are in Public Law Outline (PLO) for too long
3. Improving the operating environment to optimum conditions for success : sufficient enabler support		Ensuring the conditions for success are in place and all possible barriers to delivery of good social work practice are removed or mitigated. Ensuring excellent multi-agency collaborative working is established across the partnership and corporately within Bradford Council.
4. Improving the Front Door and MASH arrangements Page 38	R 1	Identification and response to risk, particularly in respect of the long-term impact of Domestic Abuse and Neglect.
	R 3	Delivery and timely proportionate response to all contacts, ensuring parental consent has been gained where necessary.
	Code	Additional Areas – What Needs to be Improved
	AFI 2	Screening of contacts to the MASH is ineffective.
	AFI 2	Children in potentially harmful situations that had been closed by the MASH or inappropriately stepped down to early help
	AFI 3	All contacts inappropriately involve a full duty social worker review and children are inappropriately interviewed by partner agencies
	AFI 4	Strategy meetings do not always include all partners
	AFI 5	All neglect cases are identified through early help and this does not ensure children's needs and safety are at the centre of decision making
	AFI 29	Insufficient prioritisation is given to ensuring that children's lived experiences were at the centre of the service improvements.
	AFI 5	Three weeks' waiting time for early help allocation
5. Improving Management oversight and quality assurance	R 10	Supervision of social work staff, which provides direction, to be regular and reflective.

6. Improving the sufficiency of placements for Children Looked After (CLA)	R 6a	Improve oversight and monitoring of allegations against professionals working with children.
	Code	Additional Areas – What Needs to be Improved
	AFI 13	The quality of evidence in court reports is variable
	AFI 20	Results for Looked After Children at key stage 2 and 4 are not yet good
	AFI 20	Personal Education Plans (PEPs) are too variable
	AFI 27	Earlier improvements in performance were not being sustained
	AFI 26	Loss of experienced social workers, high use of agency staff
	AFI 30	Rapid turnover of staff leading to children have frequent changes of social worker
	AFI 32	Formal supervision inconsistent and not always reflective
6. Improving the sufficiency of placements for Children Looked After (CLA)	R 6a	Improve the response to '16 & 17' year olds who present as homeless.
	R 7	Sufficiency of local placements to meet the needs of children in care.
	R 8	The provision of life story work for all children in care.
	R 8	Completion of mandatory training for all foster carers.
	Code	Additional Areas – What Needs to be Improved
	AFI 17	Feedback from Foster Carers is variable
	AFI 17	Poor Assessments leading to placement breakdowns
	AFI 23	Not all care leavers have key documents
	AFI 23	Pathway plans are not user friendly
6. Improving the sufficiency of placements for Children Looked After (CLA)	AFI 18	For some children arrangements are not sufficient to enable continued contact with important people in their lives
	AFI 19	Local children's mental health support is not available in a timely way

1. The Lived Experience and the Voice of Children

What do we mean?

Bradford is Britain's youngest city and our services need to be shaped by listening to the voice of our children and young people. This is not just a focus of children's services, but everything the council does. We need to find a range of ways to make sure this happens. For vulnerable children who need social care intervention, we need to make sure that they get the 'right help at the right time' and are protected from harm. Social work records and reports must reflect what the world looks like for the child and wherever possible our children must have the chance to form stable and trusting relationships with their social worker. Children's lives should improve as a result of timely actions. We must make sure that all children understand their rights including those children who are in our care. We will take a corporate approach, learning from best practice, across the whole authority and with partners to become a 'Child Friendly Status' city.

What does this mean for children?

We will listen to what you say and use this to ensure you get the right help and support to make your life better.

No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
1.1	Increase the influence of children in care in decision making in Bradford. AFI 22;	1.1.1 Undertake a review with the Children in Care Council (CiCC) to co design a revised CICC and to make recommendations for more opportunities to participate.	Strengthened CiCC arrangement in place that engages more children and they report on positively.	July 2019	JH		
	AFI 22 & 29 Increase influence of children in care in decision making in Bradford. Insufficient prioritisations being	1.1.2 Introduce two way feedback and publish "you said, we did" every term.	The You said we did " report published 3 times a year	March; July and December 2019	JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
	given to ensuring that children's lived experience were at the centre of the service improvements.		shows improved responses				
1.2	R 6a All children understand the services provided for them by all partners and why we are intervening and provide care.	1.2.1 Work with young people to develop age appropriate information packs, and feedback opportunities.	Information pack received by all children receiving services and positive feedback received.	April 2019	JH		
	AFI 23 All care leavers to have access to key documents	1.2.2 Compliance with practice standards that ensure all care leavers are given this information and have a chance to talk about it.	Care leavers report satisfaction and can self advocate; Performance reports show 85% of care leavers have documents	July 2019	JH		
1.3	AFI 23 Use innovation to capture the voice of our care leavers.	1.3.1 Provide smart phones for all care leavers with Leaving Well App pre- installed	Number and % using smart phones to keep in touch	11.02.19	JH		
1.4		1.4.1 Deliver and evaluate a digital story telling pilot (working with Bradford College).	Evaluation report considered and further	June 2019	JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
			action planned				
1.5	AFI 29 Maximise the use of Viewpoint to capture children's views and to act on these.	1.5.1 Practice guidance and management guidance leads to increased use of Viewpoint and this is reported regularly to CSMT and DMT every quarter with an action plan	Quarterly View Point user report Presented to CS management teams Evidencing increased use of Viewpoint	January 2019 – baseline - % increased by January 2020	JC		
1.6	R 4 ;AFI 16 Ensure that the voice of children and young people is clear in the records for each child.	1.6.1 Review and re launch Practice Standards in relation to visiting children and recording the child's views.	Audit reports show improved focus on the child's voice	March 2019	JH		
		1.6.2 Internal audit on evidence voice of the child in case file recordings of Children Looked After and Care Leavers to inform standards and good practice	Audit reports show improved focus on the child's voice	March 2019	DB		
		1.6.3 Provide training for staff on capturing and recording the voice of children in casework	Workforce reports activity and take up of training	Quarterly CSMT and DMT	JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
1.7	AFI 29 Improve and embed the Corporate Parenting commitment across the council.	1.7.1 All departments asked to provide a Corporate Parenting Plan and report this through the Corporate Parenting Committee	Plan in place; monitoring reports from committee	April 2019	G R-W		
1.8	R6a Improve the response to 16&17 year olds who present as homeless.	1.8.1 Social worker led team in place to assess needs of young people presenting as homeless.	Audit sampling Feedback from young people	November 2018 April 2019	JH		
		1.8.2 Develop clear information for young people on their rights as homeless young people and ensure these are shared and understood.	Young People's guide published and accessible to young people	January 2019	JH		
		1.8.3 New management arrangement in the Youth Homelessness team in place to oversee this work	Improved responses to assessed needs shown through audit reports	January 2019	JH		
		1.8.4 Enhanced case file audit programme in the Youth Homeless Team	Audit report shows improved performance	Completed by April 2019	JC		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
		1.8.5 Explore linking in youth homelessness with the front door to social care.	Responses to youth homelessness included in Front Door redesign	May 2019	JH		
Engaging with all children in Bradford							
1.9	Children's Plan: Improve engagement across the system in listening to the voice of children and young people in order to become a 'Child Friendly City'.	1.9.1 Develop a whole council, whole system approach- co produced with children and young people.	Strategy in place with SMART objectives	2019 onwards	KE		
1.10	Refresh the work of the Children's Trust	1.10.1 The Children's Trust is focussed on improving evidence of listening to children and young people.	Children's Trust actions	2019 onwards			
1.11	AFI 29 Improvements in children's services are informed by and respond to the voices of children.	1.11.1 Grant to enable suitable provider to engage children and young people in the development of the improvement programme.	Reporting from the contract and the group	January 2019	JC		
How will we know that Children's Outcomes have improved? More children telling us through case file notes, reviews, events and surveys that their outcomes have improved More children participating in key decisions that affect them so they can tell us how their lives are better – direct and indirect feedback			What will this look like? The voice of the child is represented and documented in case files. Children know their rights and are empowered to tell us what matters to them Children and young people are supported to contribute to or attend their reviews				

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
			Care and support plans reflect the identified needs and wishes of each child Children in care (and all children in Bradford) feel they have more say in how the council and services are run Clear processes are in place using a range of methods to make sure young people's voices are routinely heard				

2. Improving the quality of social work practice

What do we mean? Social work practice in Bradford is consistently and demonstrably of a high standard, meeting or exceeding national standards and compliant with guidance. Good quality assessments and plans accurately and clearly set out vulnerabilities and what actions are required to improve children's circumstances / reduce risk. These are regularly reviewed and remain accurate and purposeful. Children are seen and their voice is heard

What does this mean for children?

Children and their families will get help when they need it and will understand what needs to change to keep them safe and well. Young people who cannot live at home get the right support when they need it. Children living with private foster carers are safe. There is clarity for families about what needs to change when there are serious concerns

No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
Good quality assessments and plans							
2.1	R 4 Improve the quality of assessments, plans and their implementation.	2.1.1 Undertake a review of assessment and plans and report the findings to agree corrective action.	Audit report Review document. Revised practice standards document in place	February 2019	JH		
		2.1.2 Enhanced audit activity to review assessments and plans and support and challenge staff.	Audit shows an improving trend in quality and implementation of assessments and plans	March 2019			
		2.1.3 Provide training for front line Social Workers on preparing good plans	Evaluation of learning programme	March 2019			

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
Page 47			demonstrates increased knowledge and skills				
		2.1.4 Lunch and learn Back to Basics sessions on specific subjects, sharing best practice /what works.	Evaluation of learning programme demonstrates increased knowledge and skills	September 2019			
		2.1.5 Review business processes in LCS to ensure that these facilitate good planning	IGE action log; LCS changes made	March 2019	JC		
	R 4 Improving and strengthening CIN arrangements and ensure that effective plans are in place	2.1.6. Review CIN processes and produce revised practice standards and performance framework	Actions taken leading to consistently good performance and improved outcomes for children	March 2019 October 2019	JH		
2.2	R5 Improve all aspects of multi agency child protection work AF 17 children on child protection plans – avoid drift	2.2.1 Review and revise the use of Signs of Safety within Child Protection planning ensuring that plans are SMART	Revised practice standards Multi agency guidance in place	May 2019	JC BSCB nominated partners		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
	and ensure that the plan leads to improvement in the child's circumstances.	2.2.2 Undertake CPD with Child Protection Chairs and Team Managers in relation to good planning and escalation responsibilities.	Training completed leading to consistent approach to escalation	September 2019	JC		
		2.2.3 Review CP Challenge to include time bound escalation and regular reporting to the Performance group on issues.	Revised guidance in place; Monthly review of escalations shows a consistent approach;	April 2019	JH		
		2.2.4 Practice standards are readily accessible to all social workers	Compliance with standards				
		2.2.5 Review of the 10 cases from audit where auditors expressed concern and SD to review with Team Managers and CP Chairs.	Review undertaken; Corrective action to address findings are reflected in revised procedures	February 2019	JH	DD/NC JC to nominate	
		2.2.6 Review Child Protection Conferences (including use of SoS) format and focus of CP Plans and Core Group Process.	Review completed; Audit reports show processes to be effective	January 2019 September 2019	JC		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
2.2		2.2.7 Put in place an improved escalation process for CP Challenge.	New process in place which support appropriate escalation	March 2019	JC		
		2.2.8 Review of all cases of CP over 2 years and report to senior managers with case level action for TMs.	Review report Fewer children on plan for over 2 years	January 2019 January 2020	JH		
		2.2.9. Process implemented for TMs to review all children subject to CP Plans at 12 months, to ensure children progress is timely.	Pilot findings reviewed and guidance in place Fewer children on plans for over 2 years	Pilot January – March 2019 Then review	JH		
		2.2.10 Introduce 18 month review and audit by CP Chairs.	New process in place	June 2019	JC		
	R 6 a: Improve oversight and monitoring of allegations against professionals.	2.2.11 Research best practice, and implement an enhanced system for tracking allegations management referrals to demonstrate enhanced oversight of the work.	Upgrade in LCS to manage allegations effectively ; reports improved	March 2019	JC		
2.3	Improving social work practice.	2.3.1. See management actions 5.1 & 5.2			JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
Page 50 2.4	Resources and reducing caseloads AFI 7	2.3.2 Establish 3 Practice Educators to support social work practice	Social work standards are maintained and social workers are supported better	February 2019	JH		
		2.3.3 Develop smarter systems to support social workers recording allowing more focus on time spent with children.	LCS more user friendly; Social workers report less time spent on LCS	March 2019	DW		
	R10 Improving the quality of supervision.	2.4.1 Develop the Practice Supervisor role to support best practice (training/mentoring).	Improved audit outcomes	June 2019	JH		
		2.4.2 Audit supervision and feedback learning. Revisit to test for impact	Audit report shows compliance and quality improved	July 2019	JH		
		2.4.3. Provide training on reflective supervision	Training delivered	March 2019	JH		
		2.4.4 Revise practice guidance for managers	Revised guidance published; Supervision audit report shows compliance and	Dec 2018 September 2019	JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
2.5	AFI 8 Ensuring clarity and timeliness for families in PLO and pre- proceedings work.		quality improved				
		2.4.5. Improve managers' induction programme and ensure completion by all new managers	Workforce reports show all managers complete induction programme	April 2019	JH		
		2.5.1 Review all cases in PLO and take immediate action to address issues of drift and delay. Maintain improved performance.	Reduced average time in PLO More timely progression of legal process through robust case handover Legal Gateway Panel minutes	January 2019	JH		
		2.5.2 Put in place a revised tracker and the Service Manager for Proceedings and the Head of Social Work to review this on a regular basis to ensure no drift and delay.	Tracker in place, regularly reviewed and showing evidence of timely actions.	January 2019	JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
		2.5.3 Implement Legal Workspace on LCS to provide better processes and reporting.	Legal workspace in place resulting in improved performance and reporting	February 2019	JC		
		2.5.4 Provide briefing for all managers on PLO expectations.	Briefing delivered and attended by all relevant managers	February 2019	JH		
2.6	AFI 7&8 reducing drift and delay in planning for children subject to plans and improving the use and effectiveness of the Public Law Outline	2.6.1 Secure additional resources to deal with the current delays. Revise practice guidance	Revised practice guidance in place Audit shows an improving trend in timeliness and effectiveness of use of PLO	February 2019 Link to audit plan timeframe	JH		
		2.6.2 Formalise the role of Legal Gateway Panel in step down from PLO as well as step up.	Revised ToR for LGP leads to timely actions	February 2019	JH		
2.7	R 6a Improve response to children in private fostering.	2.7.1. Review the Private Fostering Policy and practice guidance; working with partners to ensure that each agency has an action plan to promote awareness within their organisation.	Revised multi agency policy in place; Increased notification of private fostering arrangements; Multi agency	July 2019	JH Link to BSCB		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
		Link to BSCB actions	reporting of private fostering increased				
How will we know that Children's Outcomes have improved? Children and young people will tell us that they feel safe and things are better for them as a result of our interventions		What will this look like? Children who need to come into care do so at the right time Managers will be confident in having oversight of cases and driving improvement in their area Audit will evidence improved quality of casework Social Workers will stay in Bradford for longer and we will have more experienced workers to balance the numbers of newly qualified staff We will prioritise stability of social worker for our children and changes will be minimised. Where changes of workers have to happen the transition will be managed with children Managers will be able to speak confidently about performance in their area and there will be evidence of support and challenge improving practice Reflective supervision will be happening and there will be evidence that this stretches social workers and helps to improve practice and keep children safe					

3. Improving the operating environment to create optimum conditions for success: sufficient enabler support

Actions to achieve improvements in front line social work with children, young people and families cannot be achieved in isolation. The council, along with its partners, will need to work collaboratively to ensure that rapid improvements can be made. Barriers to efficient working practices that allow front line staff to spend as much time as possible in face to face work with children, must be removed or reduced. This will be achieved through a combination of investments in technology, streamlined processes and procedures, additional business support and other technical support capacity. Involving front line staff, corporate colleagues, partner agencies as well as children themselves will help us to identify and systematically improve the quality and effectiveness of our services.

No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
3.1	Sufficient, skills, capacity and leadership across the system combined with admin support to keep trackers updated. Use of admin support to reduce the burden on SW and TMs to reduce inefficiency across the service, allowing front line staff to prioritise work with children.	3.1.1 Review the barriers to strong performance monitoring and accountability and make necessary investments based on these findings	Improved maintenance and use of management information across the service	March 2019	Anne Lloyd		
		3.1.2 Maximise the functionality and ease of use of IT systems – LCS to support administrative tasks.	Performance reports, feedback from Ofsted and staff	June 2019	JC		
		3.1.3 Respond to feedback from Staff engagement sessions.	You said we did reports	On-going from January 2019	GRW		
3.2	Delays in achieving permanence for children.	3.2.1 More specialist legal advice to enable timely legal processes.	Timeframes for permanence planning	December 2019	Parveen Akhtar		

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			improve				
3.3	Develop and sustain a positive culture across the service that supports good working conditions for all staff	3.3.1	Dedicated HR support linked to transformational change plans in Help and Protection service	Reduced turnover of SW staff	July 2019	Anne Lloyd	
		3.3.2	Implement an enhanced staff engagement and communication strategy that ensures positive responses to feedback from staff regarding working conditions and management culture	Strategy in place; e new channels to staff and feel valued and listened to	Throughout the year with review in December 2019		
3.4	Improve all aspects of workforce development and performance management.	3.4.1	HR support including dedicated HR business partner for 6 months to support transformation programme.	Improved overall performance/s taff survey feedback	July 2019	Anne Lloyd	
3.5	Maximise efficiency through mobile working, use of tablets and other devices.	3.5.1	IT support. Consultant to support transformation of LCS functionality to support good social work practice and management.	Improved overall performance/s taff survey feedback	March 2019	DC	
3.6	Improve the use of performance analytics and management information.	3.6.1	Performance team OCX and service performance teams working collaboratively.	Improved overall performance/ Ofsted Feedback	Monitoring visits throughout 2019	DW	

How success will be measured

Cost effective measures that deliver timely and measurable improvements across all themes of the plan

A 12 week plan will be developed within the first 3 months

Efficient progress is made in the delivery, and monitoring of improvement actions

4.Improving the Front Door and MASH arrangements

What do we mean?

When someone refers a child or young person to us, we quickly and thoroughly work out what needs to happen to make sure the child is safe. Children and their families are fully involved and consent to work with us from the start, unless this would increase the risks to the child. All children and young people who have been referred have their needs and vulnerability accurately assessed and responded to in a timely way. They will receive a proportionate response and a service that is individually tailored to meet their needs. Our services will be compliant with relevant statutory guidance and legislation.

What does this mean for children?

When you, your family or a professional working with you first asks us for help, we will quickly make sure you get the help and advice you need. We will always involve you and your family in decisions about you unless it would put you in danger to do so.

No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
4.1	R 1 Improve the identification and response to risk, particularly longer-term impact of domestic abuse and neglect:	4.1.1 All contacts (including neglect) handled by MASH. 4.1.2 Recruit a Head of Service for Front Door and MASH	Audit and performance reports demonstrate improved consistency in applying thresholds and appropriate responses to risk and harm	January 2019 February 2019	JH		
	AFI 2 Screening of contacts to the MASH is ineffective. Children in potentially harmful situations that had been closed by the	4.1.3 Review of Early Help workload and capacity; end to end performance reporting on early help intervention to	Performance tracked showing an improving trend against all Front Door performance measures. Allocation of work in	February 2019	JC		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
Page 57	MASH or Inappropriate stepped down to early help AFI 5 Three week waiting time for Early Help allocation	improve timeliness and management oversight.	Prevention and Early Help is timely				
	AFI 2 Screening of contacts to the MASH is ineffective.	4.1.4 Protocols put in place for recording contacts and Social workers based at the Contact Centre to oversee calls and provide advice		February 2019	JH		
	R1& R5 Improve identification and response to risk, particularly long term impact of domestic abuse and neglect. Improve all aspects of multi agency child protection work.	4.1.5 MASH performance is reviewed weekly to monitor performance against targets in the performance framework	Performance report in place; targets set, and performance improves.	February 2019	JC		
		4.1.6 Merge the Early Help Gateway and MASH and introduce an integrated process at the Front Door.	Integrated front door operational	January 2019	JH		
4.2.	R 5; AFI 3 Too many children being subject to unnecessary and disproportionate SW processes.	4.2.1 Establish MASH Strategic Board to improve partnership understanding of thresholds, accountability and the development of shared expectations	Board meeting minutes reflect improved partnership working and shared understanding of thresholds and consent requirements	December 2018	G R-W		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
		in relation to gaining consent.					
		4.2.2 Establish MASH Operational task Group	Task group in place and supporting continued improvement in integrated working with improved consistency and timeliness of responses	December 2018	GRW		
4.3	R3 & R5 Children who are already allocated to a SW are being opened as a new contact; Improve accuracy of data re: contacts; improve customer service experience for children, families and partners.	4.3.1 'Process map', revise and issue new guidance re telephony standards to include guidance on <i>contacts</i> on open cases.	Standards in place All workers have a phone children, families and partners can speak to the right person about the child	February 2019	JH		
4.4	R1 & R3 Quality assurance of impact of improvements on timeliness and quality of Front Door responses.	4.4.1 Arrange a Peer review of Front Door including MASH processes – by the Partner in Practice Doncaster CT	Peer review report received and responded to	December 2018	GRW		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
		4.4.2. Following PiP Peer Review and in response to the findings- remodel Front Door arrangements	Remodelled Front Door operational and partnership arrangements support improved performance and consistency of decision making	February 2019	GRW		
	R & R 5	4.4.3 Undertake multi agency audits.	Audit report through BSCB show positive outcomes	4 times per year	GRW		
	R1& R 3	4.4.4 Internal QA audit team to audit MASH responses.	Audit report show an improving trend in compliance and children's outcomes	December 2018 then on-going	JC		

<p>What will this look like?</p> <p>Fewer contacts to social care as children are safeguarded in universal services and the right contacts are then made to social care</p> <p>Fewer children come into our services following repeat referrals</p> <p>100% compliance in gaining the consent of families when this is required</p> <p>Contacts and referrals are dealt with in a timely and proportionate manner</p> <p>Partners and peers are confident about our Front Door arrangements</p>	<p>How will we know that Children's Outcomes have improved?</p> <p>More children will receive help through universal and early help provision to remain safe, have access to school, training or work, be healthy and living with their families or an appropriate alternative.</p> <p>Children and families tell us they were helped early enough</p> <p>Fewer children suffering significant harm</p>
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5. Improving Management oversight and quality assurance

What do we mean?

The service is well led at all levels and there is clear oversight of all children and all aspects of work with children and families. The service leadership is well informed about all aspects of the service and use this information to take timely action to anticipate and rectify problems.

Partnership working results in robust and clear plans that improve outcomes for children; all social workers receive regular high quality reflective supervision; good quality management information enables service managers and leaders to exercise robust oversight and monitoring.

What does this mean for children?

Services that are there to support you will be well run, regularly checking that work is of the highest standards; open to challenge and ready to adapt quickly when needed.

No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
Workforce stabilisation, workable caseloads, supervision and efficiency							
5.1	Workforce stabilisation and Improve supervision R10 AFI 26;30;32	5.1.1 Implement an improved recruitment and retention strategy	Reduce turnover to below national average of 15%; Higher % of experienced social workers in hard to fill posts.	January 2019	JH		
		5.1.2 Review the process for conducting Exit Interviews to achieve greater take up	>66% of exiting employees complete	March 2019	JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
		5.1.3 Establish the team manager and practice supervisor development programme through the 'Teaching Partnership'.	100% managers attend the programme and report positively on its impact	January 2019	JH		
		5.1.4 First-line" management course for aspiring leaders will be available to key staff.	Quarterly updates report that all first line managers have taken up training and report positively	September 2019	JH		
5.2	R 10 Improve the quality of supervision.	5.2.1 Develop a protocol and timetable for audits of Supervision as part of the QA process.	Audits show progress. 100% of supervisions being carried out and recorded.	July 2019	JH		
Culture of High Support and High Challenge							
5.3	Strengthen accountability across the service and develop a culture that supports excellent performance, through a combination of robust action planning, formal monitoring and action to ensure	5.3.1 Review governance and accountability framework	Meeting structure and ToR Feedback from managers and evidence from	March 2019	GRW		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
	consistent compliance AFI 6;7;8;20;23;27;		cases through audit demonstrates effective management oversight	July 2019			
		5.3.2 Introduce management standards to ensure clarity of expectation in relation to management accountability.	Management standards; Review scheme of delegation/ decision making	April 2019	GRW		
		5.3.3 Agree an enhanced approach to managing performance across the service and apply this consistently. Develop a culture of continuous improvement across the service	Monthly reporting on all aspects of workforce management considered and acted on by DMT	From January 2019	GRW		
		5.3.4 HR 'advice/drop in' sessions for managers in relation to managing performance issues	Managing performance is more effective as demonstrated through workforce reporting	February 2019	GRW		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountabl e Lead	Progress update	RAG rating Progress
5.4	Develop and sustain a positive working culture across the service that improves two way communication between staff and senior leadership	5.4.1 Implement an enhanced staff engagement and communication strategy (see separate strategy for details).including staff survey, video blogs, suggestion boxes	Strategy in place; Feedback from staff that they feel valued and listened to	December 2018 On-going through 2019 then review	GRW		
5.5	Improve the quality and accessibility of guidance across all areas of practice for practitioners/ managers and QA. R2,4,5,10 AFI 27	5.5.1 Produce ‘one minute’ guides focusing on <i>back to basics</i> approach describing what good looks like and compliance expectations.	Feedback from staff; improvement in audited outcomes	February 2019	JH		
		5.5.2 Make practice standards accessible in all work areas.	Spot checks while walking the floor	March 2019	JH		
		5.5.3 Put in place “themed months” focussing on one area of improvement per month e.g. Life Story Books; Listening and responding to the Voice of the Child.	Starting March 2019		JH		
		5.5.4 Offer lunch and learn sessions on key practice areas	Feedback from staff that these are helpful and address areas for improvement	Starting March 2019	JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
Good quality management information supports robust oversight and monitoring							
5.6	Improve accessibility, accuracy, comprehensiveness, and rigour through introduction of effective performance arrangements by the service.	5.6.1 Review all performance data sets, reporting schedules leading to an agreed set of key performance reports	Easy to access data sets in place for all teams	January 2019	JC		
		5.6.2 Ensure appropriate training and support to improve managers' capacity to analyse data and use this to improve service planning.	Increased use of reporting tools by all managers	On-going through 2019 then review	JC		
		5.6.3 Put in place performance clinics for all service areas.	Performance clinics are service led and have a positive impact on performance	On-going through 2019 then review	JH		
	Improve the functioning and efficiency of the client records system	5.6.4 Action the LCS health check recommendations to maximise operational effectiveness.	Business processes improved	By April 2019	JC		
		5.6.5. Respond to Peer review feedback in relation to client information systems usage					
5.7	A refreshed Quality Assurance strategy and action plan drives improved outcomes for children and their families and reported performance.	5.7.1. Ensure that performance reporting reflects practice standards across all elements of Children's Services	Refreshed performance reports reflects all elements of children's social care	March 2019	JC		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountabl e Lead	Progress update	RAG rating Progress
		5.7.2 Undertake a review of all cases for children in Help and Protection and carry out remedial actions and report and action learning.	Review completed and assurance provided that children were safe	November 2018	JC	QA Lead	
		5.7.3 Apply a robust and comprehensive Quality Assurance and audit plan (to include enhanced auditing, coaching & regular reporting)	Plan supports continued improvement required to deliver good outcomes	February 2019	JC		
Improve partnership working							
5.8	Improve all aspects of multi agency child protection work R5	5.8.1 Ensure ownership of improvements by all partners using the BSCB; MASH strategic group; Children's Trust	Positive feedback from the partnership and multi agency sign up to the Improvement Plan	January – June 201	JC		
5.9		5.9.1 Establish MASH Strategic Board to improve multi agency practice at the Front Door.		December 2018	G RW		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
How will we know that Children's Outcomes have improved? Children and young people will tell us that they feel safe and things are better for them as a result of our interventions			How success will be measured Improved compliance across all areas of the service Improved management information leading to an accurate perception of quality of the service Robust and responsive management action to correct poor performance Reduced SW caseloads Reduced staff turnover- improved stability of the workforce Improved partnership working Increased innovation and collaborative working				

6.Improving the sufficiency of placements for Children Looked After (CLA)

What do we mean?

The quality and availability of placements for children looked after is sufficient to meet the current and anticipated needs of looked after children; children understand their family background and foster carers are well prepared and trained to undertake their role.

What does this mean for children?

If you need to be looked after away from your family, you will be able to stay near home and will be well looked after.

No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
6.1	Reduce the numbers of Children Looked After through an effective 'Edge of Care' offer. R 7	6.1.1 Continue to invest in successful Be Positive Pathways (BPP) edge of care programme. Review impact and design a sustainable service based on lessons learned from the pilot programme. Sustainability planning with partner agencies from March 2019 onwards.	Fewer teenagers coming into care More children returning home appropriately and quickly	1/4ly reviewing and forward planning December 2018- September 2019	JH		
		6.1.2 Investment in connected persons team to identify family members earlier so that more children achieve permanency through SGO.	Increase in use of SGOs	Impact September 2019	JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
		6.1.3 Identify Children Looked After with potential to be reunified with family through Permanence panel and develop intensive intervention to support reunification.	More children returning home from care	Impact September 2019	JH		
6.2	R8 Provide life story work for all children in care.	6.2.1 Deliver training to all social workers in relation to life story work (LSW) and its importance for children	When appropriate Children Looked After (CLA) receive/ have life story work completed in a timely way	May 2019	JH		
		6.2.2 Develop one minute guides for practitioners about life story work.	Guides available lead to improved quality and consistency of LSW	March 2019	JH		
		6.2.3 Adapt LCS to provide reporting and storage for life story work.	100% of CLA have accessible and	April 2019	JH		

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
6.3 Page 69	R8 Ensure that all foster carers complete mandatory training. AFI 17 feedback from foster carers		meaningful personal history material				
		6.2.4 Implement Management standards in relation to life story work and ensure capacity to complete.	System reporting; viewpoint All CLA have LSW offered.	June 2019	JH		
		6.3.1 Review and re launch the L&D offer to all foster carers including progression and on going CPD.	All foster carers receive mandatory training ; increased take up and evidence of CPD	March 2019 December 2019	JH		
		6.3.2 Induction pack in place for all new foster carers	Packs available	May 2019	JH		
		5.3.3 Review the foster care Agreement / foster care charter. 5.3.4 Improve monitoring and reporting of foster carer training using Evolve	Revised agreement Accurate reporting	May 2019 June 2019	JH	DB/fostering SM	

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
		6.3.5 Consult with Foster Talk to lead in addressing foster carers support needs.	Feedback from foster carers informs revised strategy	March – April 2019	JH	DB/fostering SM	
		6.3.6 Re launch a fostering association in Bradford.		April 2019	JH	DB/fostering SM	
6.4	R7 Enough local placements to meet the needs of children. AFI 17 poor assessments leading to placement breakdown	<p>6.4.1 Develop and deliver an effective sufficiency strategy that includes: Internal review of foster placement availability; a needs analysis to generate options to stimulate the provider market.</p> <p>6.4.2 Develop local unregulated setting for emergencies.</p> <p>6.4.3 Re launch crisis care fostering scheme.</p> <p>6.4.4 Explore external unregulated setting.</p> <p>6.4.5 Continue to drive internal fostering recruitment.</p> <p>6.4.6 Revive the shared care fostering scheme.</p>	<p>More in house beds</p> <p>More use of in house foster placements</p> <p>Improved recruitment and retention of in house carers recruited</p>	December 2018 – December 2019	JH	DB/fostering SM	

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No	Inspection recommendations and Areas for Improvement	Activity required	Desired Outcomes	Timeline	Accountable Lead	Progress update	RAG rating Progress
6.5	Improve matching of children and carers AFI 17 poor assessments leading to placement breakdown	6.5.1 Review and redesign Placement Coordination Service and linked systems and guidance to ensure consistency and improve placement choice and quality	New Placement Coordination service in place; placement stability improved	April 2019 December 2019			
6.6	AF1 18 Improve arrangements for keeping in contact with important people for children looked after.	6.6.1 Improve compliance with practice standards to ensure that contact with important people is facilitated where appropriate for Children Looked After.	Wherever possible, all CLAs have meaningful family time with important people in their lives	May 2019	JH		
6.7	Improve timeliness of access to mental health support for children looked after AFI 19	6.7.1 Detailed improvement plans are set out in Future in Mind strategy.	TBC	TBC			
How will we know that Children's Outcomes have improved? More children are able to stay with their family and friends. Children Looked After are doing well in school and tell us that they have someone to support them			How success will be measured Reduce total number of CLA Measures for improved offer for '16 & 17' year olds More local placements - Reduced reliance on externally purchased placements and associated costs Improved matching / placement choice More children leave care through increased use of SGO Increase the number of nights respite				

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Report of the Strategic Director of Place to the meeting of Bradford and Airedale Health and Wellbeing to be held on 29 January 2019

J

Subject:

Stronger Communities Strategy and Delivery Plan

Summary statement:

Health and Wellbeing is asked to consider the Stronger Communities Strategy and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

Steve Hartley
Strategic Director
Department of Place

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Portfolio:

Neighbourhoods & Community Safety

Overview and Scrutiny: Corporate

1. SUMMARY

Bradford and Airedale Health and Wellbeing is asked to consider the 'Stronger Communities Strategy and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

2. BACKGROUND

- 2.1 An independent 'Stronger Communities Partnership' Chaired by Bishop Toby Howarth, Bishop of Bradford has been formed to develop Bradford's Stronger Communities strategy and a delivery plan for the district. The Partnership comprised a wide network of individuals and organisations from across Bradford district with a track record of working on cohesion and integration initiatives. This was supported by a smaller 'Steering Group' comprised from the wider Partnership to 'drive' work on the strategy. The Portfolio Holder for Neighbourhoods & Community Safety and Cllr Sinead Engel were represented on both the Partnership and Steering Group.
- 2.2 The Stronger Communities Partnership's strategy and delivery plan also supports delivery of local interventions determined following Bradford's designation as one of five 'Integrated Communities Pilot Areas'. Funding will be provided by MHCLG as part of a 'test and learn' programme to deliver some of the interventions in the Stronger Communities delivery plan.
- 2.3 The Government published its Integrated Communities Strategy Green Paper on 14th March 2018 as a response to the Dame Louise Casey Review. Responsibility for the strategy sits with the Minister for Housing, Communities and Local Government (MHCLG). The strategy outlined a series of key challenges across the themes of: Strengthening leadership; Supporting recent migrants and resident communities; education and young people; Boosting English language; Places and communities; Increasing economic opportunity; Rights and freedoms.
- 2.4 A report on the Stronger Communities Strategy was presented to the Corporate Overview and Scrutiny on 13 December, where the following resolution was made:
- (1) *That this Committee requests that progress against the Stronger Communities Strategy Delivery Plan be provided in twelve months time.*
 - (2) *That the progress report include focus on the outcomes of projects being delivered as part of this programme.*
 - (3) *That the report highlight the positive outcomes from "Test and Learn" so that work which has not been successful is not repeated.*

3. OTHER CONSIDERATIONS

- 3.1 Over the course of the Spring and Summer the Bradford Stronger Communities Partnership developed a local response to the Government's Green Paper. A Bradford 'Stronger Communities Strategy and Delivery Plan' was submitted to MHCLG on the 29th August 2018. A copy of the strategy and delivery plan is

attached as appendix A.

3.2 Consultation was carried out with district residents through three ‘whole day’ events that took place at City Park (17th July), Keighley Town Centre (23rd July) and Shipley Town Centre (26th July). Individual meetings with specific interest groups also took place and young people were both consulted and involved in the engagement process through the Youth Service.

3.3 The objectives of the engagement process were:

- To understand what good integration looks like for communities
- To include a shortlist of those ideas/initiatives which have the most support and could potentially deliver the widest or biggest benefit in the Stronger Communities Strategy for Bradford to submit to MHCLG.
- To ensure that despite the short timeframe a cross section of the communities within the district were meaningfully engaged and involved.

3.4 The engagement focussed on seven shortlisted ideas, whilst also providing space for people to make their own recommendations. The seven themes were:-

- Employment Opportunities
- English Language
- Hope for the Future
- Building Respect and Friendships
- Dealing with Hate Crime and Intolerance
- Sharing Spaces and Places
- Linking Up Schools

3.5 Over 630 people were engaged in the three events and accompanying workshops, many giving over an hour and a half of their time to share their thoughts. A copy of the Executive Summary of the engagement report is attached as appendix B.

3.6 New governance arrangements are being developed to formalise the ‘Partnership Board’ and the decision making processes. A copy of the draft terms of reference for the planned governance is attached as appendix C

3.7 **The Integrated Communities Green Paper**

3.7.1 The Green Paper states that true integration is “communities where people, whatever their background, live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. Communities where many religions, cultures and opinions are celebrated, underpinned by a shared set of British values that champion tolerance, freedom and equality of opportunity. A society in which everyone is a potential friend.”

3.7.2 The Strategy is intended to increase opportunities for people from different backgrounds to: mix together, increase their mutual understanding and respect of each other and reduce misunderstandings and to remove barriers that prevent

people from taking full advantage of the opportunities available to all people living in Britain.

- 3.7.3 The Green Paper and local strategy are intended to amplify the benefits that can be realised from existing programmes that support integration and other programmes that support social mobility such as the Education Opportunity Area Programme and Economic Strategy. The Government intention is that it will set the ground work to ensure that other national strategies such as the Industrial Strategy can be fully realised. Bradford's approach seeks to build on this at a local as well as a national level.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Development of the local Stronger Communities strategy and associated consultation has been funded through a combination of mainstream Council funding and through £100,000 of 'seed funding' provided by the MHCLG. This funding has been used to employ an 'Integrated Communities Programme Lead' to commission reports relating to this area of work and to lead on engagement with people and with district residents on their priorities.
- 4.2 MHCLG has committed financial support to the five 'Integrated Communities Pilot Areas'. Bradford Partnership's submission, through the local 'delivery Plan' sought funding of £4.9 million towards delivering a range of projects. MHCLG has allocated £1,187,101 for year one expenditure. A decision on the residual funding for year two will be announced in January 2019. Funding from MHCLG needs to be committed by 31st March 2020.
- 4.3 In addition to funding from MHCLG separate applications for grants are being made by partners to 'other' funding partners to support delivery of the local strategy and delivery plan. At the moment the extent and success of these is not determined, but the type of work is contained in the wider plan.
- 4.4 A portion of funding from MHCLG will be allocated against project support and evaluation. An internal Council team, supported by specialist support, commissioned by MHCLG will help ensure that local interventions are delivered and monitored so that lessons can be learnt from the work that has taken place.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 A formal governance structure is being applied to the development of the Stronger Communities Partnership to support delivery of the strategy. MHCLG has stated an expectation that the local partnership will have an independent Chair.
- 5.2 A Programme Manager has been appointed and a programme management methodology will be deployed in the management of the programme including conventional approaches to managing risks and issues etc.

6. LEGAL APPRAISAL

- 6.1 Section 149 of the Equality Act 2010 (the public sector equality duty) provides that:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to—
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- (2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).
- (3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- (4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- (5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- (a) tackle prejudice, and
 - (b) promote understanding.
- (6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
- (7) The relevant protected characteristics are—
- age;
 - disability;
 - gender reassignment;
 - pregnancy and maternity;
 - race;
 - religion or belief;
 - sex;
 - sexual orientation.

6.2 An equality impact assessment has been prepared on the proposals within the Strategy and Delivery Plan to assist elected members in having regard to this duty and is attached at appendix D.

6.3 There are no additional legal issues arising from the contents of this report.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 The Stronger Communities Strategy and Delivery Plan support the following Corporate Equality Objectives.

7.1.2 **Community Relations** – Ensure that people of the district get on well together.

The Stronger Communities Strategy and delivery plan is a response to the Government's Integrated Communities Green Paper. This document sets out its vision where people – whatever their background live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. As such the overall ambition of the Stronger Communities Strategy and Delivery Plan underpins this corporate equality objective.

7.1.3 **Employment & Skills** – Promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

Both the Government's Green Paper and the engagement work undertaken locally recognise the importance of work (and people getting on in the workplace) as supporting integration by increasing the size and diversity of social networks and bringing confidence and a sense of belonging. The local delivery plan places significant emphasis on bringing those furthest from the labour market into work. Proposals include indirect measures, such as better coordination and greater opportunity for learning English and more directly by engaging employers in changes to recruitment practice alongside work with the Department of Work and Pensions and Job Centre Plus.

7.1.4 **Organisational Equalities Culture** – The Council is well run, fit for business and is fair and inclusive in its approach.

As an Integrated Communities Pilot area Bradford, and Bradford Council, will raise the profile of equality issues, amongst many of the protected characteristic groups during the course of the partnership with MHCLG. In particular, opportunity will be taken to review certain policies and procedures to determine whether they support integration and resource will be available to instigate change, where this is believed necessary or helpful. Raising the profile of the district's work on integration will raise awareness amongst staff and elected members through the events and activities that are contained in the delivery plan.

7.1.5 **Equality Data** – Our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

MHCLG is working with five pilot authorities to try out new approaches to integration and wants to use these experiences as a means of determining what works well. Bradford's approach has been based both on the analysis of data and engagement with partners and citizens. A robust evaluation framework is being developed to measure the impact of interventions. The Council will work alongside the MHCLG to ensure that the initiatives have outputs and outcomes that can be effectively

measured. Learning about what works, and equally important what does not work, will help to ensure that the district can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits.

- 7.1.6 An equality impact assessment has been carried out that evidences that the proposals within the strategy and delivery plan will make a positive contribution and impact on many protected characteristic groups. There is no perceived detriment from undertaking any of the initiatives within the delivery plan. A copy of the Equality Impact Assessment is attached at appendix D.

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications apparent.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emission impacts apparent.

7.4 COMMUNITY SAFETY IMPLICATIONS

- 7.4.1 Feelings of safety can act as a barrier to people's willingness to engage in those activities that bring people together at a neighbourhood level, which was a factor raised during the consultation work carried out in support of the local Stronger Communities strategy.
- 7.4.2 The new Stronger Communities Partnership will need to align some of its work with the Community Safety Partnership and vice versa. The Portfolio Holder for Neighbourhoods & Community Safety will be a member of the Stronger Communities Partnership and also chairs the Community Safety Partnership. Officers also attend and support both partnerships and the relationship between these two, and other key district partnerships will be key to the success of the overall strategy.
- 7.4.2 Many of the initiatives that sit within the Stronger Communities Delivery Plan should also have a positive impact on peoples feeling of safety, particularly where they bring different groups of people together, building tolerance and understanding.

7.5 HUMAN RIGHTS ACT

- 7.5.1 The Human Rights Act covers various rights including: Freedom from torture and inhumane or degrading treatment; right to liberty and security; respect for your private and family life and correspondence; freedom of thought, belief and religion and protection from discrimination in respect of the rights and freedoms.
- 7.5.2 Building understanding, tolerance and respect will help people to live their lives within the freedoms to which they are entitled.

7.6 TRADE UNION

Aspects of the strategy may focus on change in policy and approach, for example in relation to selection and recruitment practice. If any proposals have Council workforce implications consultation will take place with trade unions as appropriate.

7.7 WARD IMPLICATIONS

To be successful, work to build stronger and more integrated communities will need to take place in all wards and communities across the district. Whilst the delivery plan will focus on particular areas within the district, the work funded by MHCLG is about learning what works and what does not work and what is 'scalable'. The 'Stronger Communities strategy' identifies work that is planned over the next five years, but needs to be seen within the context of a wider and more long term strategy.

- 7.8 The Strategy and delivery plan is an evolving document which will be informed by continuous community engagement activities, data, research and emerging need.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

There are no corporate parenting implications apparent.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The Council will adopt the role of the Controller. In some aspects of the programme the Council will also be responsible for processing data. The Council including any delivery partners commissioned will receive information management training. Projects will be assessed on the sensitivity of their data and potential data linkage to other services within the programme. This will be supported by appropriate data sharing agreements.

8. NOT FOR PUBLICATION DOCUMENTS

There are no 'Not for Publication Documents'

9. OPTIONS

- 9.1 The Stronger Communities Strategy and associated delivery plan is a partnership document that has been put together in response to the Government's Integrated Communities Green Paper and at the invitation of Government to become of one five Integrated Communities Pilot Areas.
- 9.2 The Council has agreed to adopt the role of 'accountable body' in relation to any funding granted by MHCLG to respond to the initiatives contained in the delivery plan.
- 9.3 Health and Wellbeing Board may choose to support and endorse the plan or make recommendations for any changes to the Bradford Stronger Communities Partnership Board.

- 9.4 Any proposed changes to aspects of the delivery plan that are the subject of grant allocation from MHCLG would need to be agreed by the Stronger Communities Partnership and with MHCLG.
- 9.5 Health and Wellbeing Board may determine to seek regular updates on the delivery plan and impact measures applied to certain interventions that are proposed.

10. RECOMMENDATIONS

That the work carried out in the development of the Bradford Stronger Communities Strategy and Delivery Plan by the Stronger Communities Partnership be noted.

11. APPENDICES

- 11.1 Appendix A
Bradford Stronger Communities Strategy & Delivery Plan.
Copy of the document prepared by the Local Integrated Communities Partnership and submitted to MHCLG on 29th August 2018
- 11.2 Appendix B
Executive Summary, Bradford Integration Engagement Report Findings
Report outlines the key findings from three community engagement events that took place in Bradford, Shipley and Keighley.
- 11.3 Appendix C
Stronger Communities Partnership Governance Arrangements
Draft terms of reference and structure diagram for the local 'Stronger Communities Partnership'.
- 11.4 Appendix D
Equality Impact Assessment.

12. BACKGROUND DOCUMENTS

- 12.1 Integrated Communities Strategy Green Paper, published 14 March 2018
- 12.2 “It’s Your Place – Tell Us What You Think” Report of the Social Kinetic, produced 14th August 2018.
- 12.3 Report and minutes of Overview and Scrutiny, 13 December 2018

STRONGER COMMUNITIES

STRATEGY FOR BRADFORD DISTRICT

2018 - 2023



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Chair of Bradford Stronger Communities
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The wording in this publication can be made available in other formats such as large print or Braille. Please telephone 01274 436082.

FURTHER INFORMATION:

If you'd like to receive information about the data we used (Annex A) or our community consultation report (Annex B) which helped us develop this strategy, please email

stronger.communities@bradford.gov.uk

Feedback and general enquires are also welcome.

FOREWORDS



The Rt Revd Dr Toby Howarth, Bishop of Bradford Chair of Bradford Stronger Communities Partnership

While a great deal of work has gone into producing this Stronger Communities Strategy, it is neither the first nor the last word on this part of our vision for Bradford District.

This Strategy builds on the four “pillars” developed as part of our Delivery Plan (which we refer to as, “Getting On”, “Getting Along”, “Getting Involved” and “Feeling Safe”). It also draws on Bradford’s history of incubating innovative models of social engagement.

Responding to the Government’s Integrated Communities Strategy, launched with a Green Paper in March 2018, we have produced here a local strategy as one of five Integration Areas nationally. But this document makes clear that the work funded within this particular programme is only part of a wider and longer-term vision for Bradford District.

Our five year Strategy has been developed through the late spring and summer of 2018 by a wide group of people who make up the Stronger Communities Partnership. This Partnership has, particularly through a smaller Steering Group, worked with councillors and officers from Bradford Metropolitan District Council and a range of organisations, as well as a team from the Ministry of Housing, Communities and Local Government. We have used data brought together by British Futures and others,

as well as a process of community engagement led by The Social Kinetic, to guide our discussions of complex and challenging issues and to develop this ambitious programme of work. Some of it will be funded from within the national Integration Strategy framework; other aspects will draw on other means of support.

We are aware that creating and maintaining stronger communities is properly the responsibility of all of us, not least in the District, from individuals and community groups at a neighbourhood level to business, statutory and Third Sector organisations. We are impacted by national and regional policy as well as by economic and political factors, including national and international and often beyond our control. We are also aware that, while it is important to measure the success (or otherwise) of our efforts, this is also not an easy task.

But we have also been clear from the outset, that this is a programme that begins with the considerable strengths and assets within our communities, and particularly the desire of so many within our District to work together as part of a vibrant society which enables and encourages people from all sorts of different backgrounds to flourish and contribute.



Cllr Abdul Jabar, Portfolio Holder, Neighbourhoods & Community Safety

My parents came to Bradford from Pakistan in the 1960's, the latest in a long line of people who have settled in this very special place.

A place that for over two hundred

years, has greeted people from across the world. People who have made their homes here, working hard, raising families, making their mark; weaving their presence into the fabric of our cultural and economic life to create a unique and vibrant fusion of proud Yorkshire heritage and international influences.

Our diversity is reflected in strong senses of tradition, culture and community that can encompass multiple identities. Sometimes this leads people to pull in different directions which in turn can generate misunderstanding and result in intolerance. On occasion, events have put Bradford at the centre of national debates around integration. Yet each time we have weathered the storm and come back stronger, more resilient and ready to learn the lessons. Its not been easy; its taken leadership, patience and dialogue from all quarters. We've had to be prepared to listen to people, bring them together, change the way we do things and challenge and overcome the voices of the extremists.

Experience tells us that the overwhelming majority of people, whatever their background, share common values and aspirations. Respect for the law and for others; the principle of free speech; wanting the best for their families, good education, homes and jobs. Bradford's focus then is on common humanity and values not judgements about gender, age, race or faith.

We also know that integration's not just about where people choose to live or who with. Taking part in the economy, having a decent home and avoiding poverty are equally powerful factors. Equality of opportunity must be at the heart of the debate.

Similarly, issues of race, ethnicity, faith, gender, sexual orientation and disability must be addressed together, not separately, because integration does not mean everyone being the same, thinking the same or looking the same rather, it means everyone a having a fair chance, doing their bit and playing by the rules. It means creating the space, understanding and opportunities for difference to be celebrated and respected. It means rejecting all forms of hate and prejudice. It means people pulling together united by shared values, common goals and collective pride.

The issues are complex with no quick fixes. We must guard against complacency, stay close to our communities and keep working to make sure those settled here are integrated and those arriving here get the support they need. The themes of this strategy are not new to us and link directly to the priority outcomes expressed in the District's strategic plan and many other investments and initiatives.

Our challenges are not unique but our experience, expertise and desire to learn means that we are among the cities best placed to meet them. So we welcome the chance to build a body of knowledge that will help to create a better future not just for Bradford District, but also Britain.



OUR AMBITION

We know that when we feel a great sense of belonging and connection within a place, this makes us stronger, happier, healthier and more prosperous while leaving space for diversity and difference. The priorities and measures identified in this strategy will promote how everyone has an essential part to play in our District, impact directly on our strategic priorities and help us to achieve our ambitions for Bradford District. It is through our shared ambition that we believe we can realise this vision.

Our shared ambition, articulated in our District Plan is to make Bradford District a great place for everyone – a place where all our children have a great start in life, where businesses are supported to create good jobs and workers have the skills to succeed, a place where people live longer, and have healthier lives and all our neighbourhoods are good places to live with decent homes for everyone.

OUR PRIORITIES

Our priorities have been developed with an understanding of our data and evidence and by talking to people about what is important to them. We know that having integrated communities is key to living a fulfilling life and to be able to achieve this we need to be holistic and inclusive as well as brave and bold in our approach. We will do this by prioritising four areas in our work:

1

GETTING ON:

Equality of opportunity - addressing factors affecting economic participation and poverty including language skills and educational attainment.

Employment: We aim to build better economic outcomes and extend opportunity

through alignment with other strategies designed to get more people into employment. This will be a two-prong approach; it will target activity at our poorest communities, improve English language skills and literacy and in particular, work with those most distant from the labour market including the long-term unemployed, older South Asian women, refugees and people with disabilities. It will work with employers to improve recruitment practices, promote diversity in the workforce and create a step change in organisational culture.

3

GETTING INVOLVED:

Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership.

Social mixing: We aim to bring people

together in a shared purpose to build pride in their communities and local areas and develop a common identity that can cut across ethnicity, faith and geography. We will continue to provide safe spaces for difficult conversations to take place and for issues of concern to be raised. We will encourage and support volunteering and aim to increase participation. We will work to strengthen community leadership resources targeting those areas where intelligence suggests that participation in community and civic life and satisfaction with the neighbourhood are low. We will develop strategies to ensure that key public sector agencies are better equipped to support groups like Roma and Asylum seekers. We will work to improve perceptions so that people from all backgrounds see Bradford District as a good place to live.

2

GETTING ALONG:

Promoting greater interaction, dialogue and understanding between people from different backgrounds given the diversity of the population and the extent of residential and educational segregation; ensuring that people understand fully their rights and freedoms and their responsibilities.

Education: We will help to increase social interaction between people from different backgrounds from the earliest age, through Linking Network and by exploring how the 'Admissions Policy' impacts on integration. We will translate this into adulthood building tolerance, understanding and respect.

4

FEELING SAFE:

Tackling crime and the fear of crime so that everyone feels safe.

Perceptions of the other: We will help to increase understanding of acceptable behaviour and of rights and responsibilities. We will work to increase

understanding and awareness of hate crime in all its forms whether it's cross-community, interfaith and intergenerational and equip people to manage those conversations. We will also pursue a robust criminal law response to hate in all its forms.

These form the key and overlapping pillars on which Bradford's Stronger Communities Partnership will focus its work.

OUR COMMITMENT TO BUILDING STRONGER COMMUNITIES

Bradford District is big, diverse and globally connected with long-standing traditions of welcoming people from across the world, all of whom have played their part in contributing to its history, heritage and cultural and economic life.

Through working over many years to bring communities together, promote shared values and connect people to opportunities, our services and community organisations have developed a significant body of expertise about what does and doesn't work. However, we know we haven't got all the answers and we must be open to new thinking and learning and ready to address on-going and emerging challenges.

Bradford District is home to a significant asset base which supports reciprocity, interculturalism, social mixing and economic opportunity.

OUR STRENGTHS

Experience. We have significant experience of promoting cohesion and opportunity over the last three decades including innovations like the nationally renowned (schools) Linking Network, Bangla Bantams expanding Bradford City FC's fan base, Believing in Bradford bringing people together through a residential to build understanding and advocacy. Get Bradford Working, our flagship employment and skills programme, has seen 3,000 people from disadvantaged groups' access employment. We have worked successfully together to reject the provocation and politics of far-right extremists like the EDL and Britain First.

Youth. Bradford benefits from the unique energy, ambition and talent associated with being the UK's youngest city, teeming with potential. Our Industrial Centres of Excellence are education-industry partnerships that are equipping young people with the skills and experiences necessary for work helping to create a new generation of skilled and enterprising people. Research has revealed a growing concentration of young urban residents in Bradford – a highly sought-after group who can act as a catalyst for growth and business creation.

CASE STUDY



BORN IN BRADFORD

Born in Bradford (BiB) is one of the largest research studies in the World, tracking the lives of over 13,500 children to find out what influences the health and wellbeing of families.

The health of these children is being tracked from pregnancy through childhood and into adult life. Studying children from before birth is a powerful way of understanding the many influences that shape our lives. We have been able to include how our parents and our wider family, our genes, the way we choose to live, the local environment, the services we access come together to affect our health and well-being. The information collected from our BiB families is being used to find the causes of common childhood illnesses, conditions and to explore the mental and social development of this new generation. We have now started to follow-up all the BiB families to see how their lives have changed since pregnancy. We are doing this through BiB: Growing Up and the Primary School Years projects. The oldest child from this cohort is 11 years.

Community. A strong and vibrant civil society sector with an estimated 1,500 voluntary groups and 100,000 volunteers committed to making Bradford District a better place to live. Our People Can initiative is connecting more and more people to volunteering opportunities in which they can make a difference. Many neighbourhoods are served by community centres that offer a range of health, social and welfare to work support to users from a range of backgrounds. A growing number of community leaders are able to articulate positive messages around integration and the future district that Bradford aspires to be. Bradford Community Broadcasting (BCB) is playing a key part in helping to give our aspiring leaders a voice and to train its broadcasters and advocates of the future.



We have a proud history of welcoming and including newcomers from all corners of the world. City of Sanctuary Bradford was officially launched on 1st October 2008, with a vision to see this culture of welcome and hospitality extended to include those seeking sanctuary in our city. On 18th November 2010 Bradford became only the third city in the UK to be formally recognized as a 'City of Sanctuary'.



CASE STUDY

BOXING DAY FLOODS

People Can make a difference

The Boxing Day Floods in 2015 left destruction across Bingley and across the Airedale corridor and parts of Wharfedale. Properties, possessions, home and businesses were destroyed. The emergency services were fully stretched and it was apparent that this needed more resources including volunteers. Under the People Can initiative, Minhaj Welfare Foundation part of Minhaj-ul-Quran International (Bradford), were one of the first to respond to the devastation caused by the floods. It offered manpower as well-made arrangements for hot food meals, water and snacks.

Over 300 hot food packs containing rice, meat and vegetable curry along with fresh fruit and water were prepared and distributed. One resident even commented that this will be the first time in her life that she will be eating Asian food. In addition to this teams of volunteers were sent to Halifax at Mytholmroyd were deployed to help and assist families with clean-up operations.

People Can is a district wide approach that is gaining wider recognition, building on the ethos that great transformation can take place when communities and others work to support each other. People Can is a:

- Community of people finding new ways to work together,
- Shared approach to solving problems and meeting needs,
- Shared set of tools and resources to get things done.

The People Can work is currently themed in four areas:

- Be neighbourly – carrying out small, informal, every day acts of support and kindness for others,
- Community action – create or be part of a group, activity or event with others to start tackling local issues and needs
- Volunteering – as individuals how can we devote some of our time to helping others
- Finding resources – where we find funds, space and skills to get our project or initiative off the ground.

CASE STUDY

CITY PARK, THE GREAT MEETING PLACE

City Park has given Bradford a versatile meeting place and performance and events space in the city centre. It is a quality place for all ages and nationalities, cherished and used by the people of Bradford and attracting new visitors from outside the District. It is changing perceptions of the city and providing widespread opportunities for people of different backgrounds to meet and mingle and to celebrate and commemorate.

The park welcomes on average 5 million visitors per year, almost 27.5 million visits since it opened in March 2012. It is the focal point for Remembrance Day, military and scout parades, Bradford City Fire memorial, Bradford Literature Festival, and whole host of events dear to the communities of Bradford.

Popular with families, teenagers and young adults and with older people, City Park draws a truly diverse crowd and the opportunities it provides for interaction, mixing and sharing of public space promotes positive intercultural experiences and a coming together which help change perceptions about Bradford and challenge assumptions, stereotypes and prejudice. Public feedback reflects the importance that people attach to this space and the collective sense of ownership and pride that it instils.



Enterprise and productive potential. A culture of enterprise and industry supports the most productive businesses of any Northern City. Our businesses are working with education providers to open up opportunities for young people for example, through our network of Industrial Centres of Excellence and 5,000 of our 17,000 businesses are supporting the District's Education Covenant which promotes a culture of lifelong learning. Working together public services and businesses are actively promoting Bradford as a place to live, work, visit and invest and campaigning for a city centre high speed rail stop that would unlock further productive potential and add £1.5bn to the economy.

History, Heritage and Culture. The District is home to significant heritage and cultural assets that help to tell the story of our place, the pioneering part it has played part in shaping the nation and of our international links and influence across the world. These include the Saltaire World Heritage Site, the Hockney gallery, Bronte Parsonage and the magnificent City Hall, Cartwright Hall and Cliffe Castle.

Bradford was designated the first UNESCO City of Film and is using this to strengthen its global connections and creative industries. Bradford's cuisine is renowned and the city has earned the accolade of UK Curry Capital a record number of times; we are home to Mind the Gap the country's largest theatre company for people with learning disabilities, Kala Sangam, a provider of outstanding South Asian and intercultural arts and Bradford Literature Festival, a rapidly growing and inclusive annual event with a diversity of offer that reflects our many different communities.

Inclusive Public Realm. Public realm investment is increasing civic pride and shared identity. Award winning City Park is attracting millions of visitors, playing host to world class events and bringing people together in an area of "democratic space"; it shows the best of what we aim to achieve.

Strong Partnerships. We work well together, external assessors such as Ofsted, the Care Quality Commission and Local Government Association Peer Reviewers have repeatedly identified Bradford as having strong, mature and effective partnership working across agencies and organisations that makes a real difference on the ground.

THE CHALLENGE

Diversity is our strength, enabling the District to benefit from different skills, knowledge and experience and from the opportunities offered by extensive international links. However it also presents challenges.

a) SCHOOLS

- Residential patterns have influenced the profile of local schools.

UK schools classed as not being mixed or diverse



58%
PRIMARY
SCHOOLS



(based on the extent to which the proportion of White British pupils differed from the local area.)

71%
SECONDARY
SCHOOLS

Understanding School Segregation Report, 2016

What people said

“ There was no doubt that people thought mixing and integration at school was important. The public liked the Linking Network. They thought it was essential and a great initiative. What they also said was that it needed to go deeper and build longer and lasting relationships and connections. It needed to extend to parents and teachers who needed the same support too. There was also a view that in the past integration in schools was better and there was more mixing. There was an ask for equal focus on primary and secondary schools and thinking beyond school to every day life. ”

(Annex B)

- In 2017 Bradford district was the most improved in the country on the progress 8 measure - but needs to go further faster as the District lags behind national averages on key indicators such as KS2 and GCSE attainment. Poverty is a key factor impacting on educational achievement and in Bradford.
- Research shows that the first 1001 days of a child's life are crucial. The earliest experiences shape a baby's brain development and have a lifelong impact on that baby's mental and emotional health. Access to good quality pre-school experiences, enhances all round development in children. Disadvantaged children benefit significantly from good quality pre-school experiences, especially where they are with a mixture of children from different social backgrounds (EPPE report). In Bradford the take up for free early education places for 2's, 3's and 4 year olds in disadvantaged areas is low and targeted work is being undertaken to improve take up.



b) RESIDENTIAL

- Bradford has the third highest level of residential segregation in England with nearly a third of Council wards having BAME populations of over 50% influenced by historic patterns of settlement and where housing is most affordable.
- In 2017 16% of Bradford's population was estimated to have been born outside of the UK with Pakistan, India and Poland the predominant countries of birth among this group of people. Many people born outside of the UK are longstanding residents and British citizens.
- In March 2018 the District was home to 819 asylum seekers and between 2014 and March 2018 Bradford welcomed 282 Syrian refugees through the Vulnerable Persons' Resettlement Scheme. Population estimates suggest that 3,000 people born overseas came to the UK as refugees.
- In 2017, 3,781 new arrivals to Bradford came from 68 countries. The top three nationalities of new arrivals were Pakistan, Poland and Romania; 57% came from the EU.

c) LABOUR MARKET

- Child poverty affects 21.8% of children. While District-wide, areas with predominantly BAME populations such as City, Manningham, Little Horton, Great Horton and Central Keighley display higher levels of deprivation than mainly white areas, these figures mask issues of entrenched poverty in predominantly poor, white communities.
- The two wards with the highest proportions of young people not in education, employment or training (NEET) are Tong and Eccleshill, areas with a predominantly white population.
- Economic participation is lower than average and there are particular challenges relating to women's participation in the labour market. The proportion of working age BAME females across the district in employment is 38% compared with a rate of 67% for white females.
- New migrants from various countries including Pakistan, Poland, Slovakia, Romania and the Czech Republic arrive often needing support to learn English Language, access to employment and awareness of their rights and responsibilities.
- Application of the Immigration and Asylum Act 1999 means that some immigrants have no recourse to public funds. These migrants, and especially women,

What people said

“ People had a lot to say about their spaces and places. For them it's not just what and where they are that is important, but how people behave and make each other feel when they are there. Whether it's a physical or online space- people wanted more safe, cared for and well designed spaces for people to come together. Shared spaces and places give people a chance to see other people as people, connect, interact with others in an authentic and human way, help break down prejudices, signalling positivity and hope, building understanding and giving people joy and a reason to smile. ”

(Annex B)

may find themselves unable to support themselves, can be left vulnerable to modern day slavery. Asylum seekers are on the whole barred from undertaking paid employment whilst waiting for their cases to be determined – this in itself excludes them from many activities that would help them to adopt British values and integrate within communities. This also denies Asylum seekers the opportunity to mix with others through work and the other social benefits that work also brings.

What people said

“ Employment opportunities was viewed as a number one priority, particularly for young people. “Everything flows from having properly paid jobs with good and equal opportunities to progress. Employers say they have a lot of jobs available- they need the right people with the right skills and most importantly attitude to fill their vacancies and help them prosper. ”

(Annex B)

d) LACK OF ENGLISH PROFICIENCY

- It is estimated that nearly 24,000 people across the district do not speak English well or at all, some 4.8% of the total population. The evidence suggests that this includes some long-settled members of the South Asian community, newly arrived migrants, asylum seekers and refugees. Pakistani women aged 45-64 are the most likely group to speak little or no English.
- Some 38.8% of the District's school population speaks English as an additional language including those who are fluent as well as those beginning to learn. Among Primary School pupils 41.3% speak English as an additional language. Research shows that children who arrive in the UK at secondary school age suffer an attainment penalty as a result of varied support for English language skills.

What people said

“Language and local know-how give people confidence, hope and the ability to connect with others and get on with day to day life. If you don't speak English, you won't go far from home and you are unlikely to go far in life. People need learning to be easy, affordable and very local- within their communities. Being able to speak English gives people confidence and social connections so they can mix, find work, connect, understand each other and avoid isolation. Practical connections and know how is equally important- from navigating services, to finding jobs, schools, how to travel, shop and do the basics- so people can get on with day to day life and settle in a new life.”

(Annex B)

e) PERSONAL, RELIGIOUS AND CULTURAL NORMS, VALUES AND ATTITUDES

- Nearly half (45.9%) of the population identified as Christians in the 2011 census and almost one quarter (24.7%) as Muslim. The Muslim population included the majority those of Pakistani heritage. Just over one fifth of the district's population (20.7%) stated that they had no religion. But this does not demonstrate whether religion is practiced.
- In parts of the District democratic participation is very low for example, turnout in the 2018 local elections in Tong ward was only 20%. Of Bradford's 90 Elected Councillors, 31% are of BAME background however women are underrepresented at 38.9% of all Councillors and the average age of Councillors is 54.
- The district is made up of communities from all over the world this means that global conflict and national and regional incidents can create unease and tension in our local communities.
- The District has a large and vibrant voluntary and community sector and over 100,000 volunteers. We



know that many people feel that Bradford needs to grow its sense of civic pride and belonging and that participation in community and civic life can be a vehicle for achieving this.

What people said

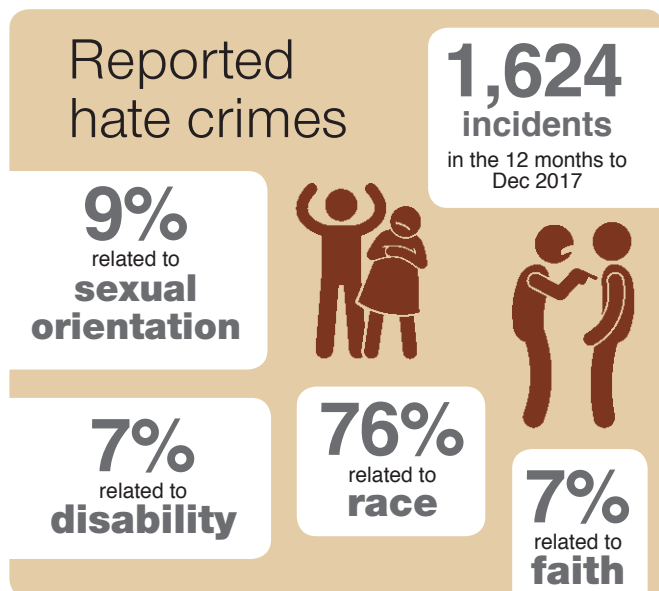
“Like employment, there was a view that where there is hope, everything else will flow. People want hope, joy, aspiration and opportunity. The four corner stones of hope as identified by Bradford District's residents were;

1. Employment and a thriving economy
2. Education with great schools where children mix and connect
3. A crime free and well-kept environment, homes and thriving town centres and
4. Pride in Bradford.”

(Annex B)

f) LACK OF MEANINGFUL SOCIAL MIXING

- There were 15,335 recorded reports of anti-social behaviour in 2017-18 with hotspots in City, Bowling and Barkerend and Eccleshill wards.



- In the 12 months to December 2017, there were 1,624 incidents of reported hate crimes. The city centre is a particular hotspot for incidents of hate crime.

What people said

“Through our conversations people told us that they liked living in a multi-cultural city, but they wanted more opportunities for mixing. A priority for many was to connect more and “build understanding across faiths, cultures, ages, at work, at school and in the community. Lack of understanding affects inclusivity, opportunity, confidence, progress and ability to get things done.

(Annex B)

”

- Almost one quarter of Bradford's population are Muslims and research carried out by the Bradford' Hate Crime Alliance suggests that there is strong evidence that Islamophobia and Anti-Muslim sentiment exists in Bradford and that local Muslim people believe it to be increasing.
- The West Yorkshire Police and Crime Commissioner's survey indicated that 66% of the District's residents are satisfied with their area as a place to live. Some 62.6% agreed that their local area is a place where people live harmoniously however there were wide variations across different places for example, only 38.9% of people shared this view in Keighley West.



DELIVERY PLAN

Our Delivery Plan has been developed by talking to our partners, to those living and working within our District and to our elected representatives. It focuses on the next two years and builds on our existing strategic priorities shared across partners and incorporates a range of ideas that we know work well and will be scaled up to benefit the maximum number of people. Other elements are innovative ideas that we want to test and learn from.

People told us how our interventions should be designed. Where possible these will be included in the design of our interventions informing not just what we do but how we do it. We recognise our interventions are interlinked and interconnected not just across other activities across the District but also how they will work in practice. This Plan outlines how we will work together to achieve our ambition for the District. The interventions that we propose now will reduce pressure on public services and resources.



OUR FOCUS

Our focus on integration is not a ‘one size fits all’. We understand that the challenges facing the District vary from one place to another. What we do in turn needs to vary in a way that is specific to the place and its communities. We know that our focus cannot be entirely on the few but on society as a whole. It should look at addressing the issues of barriers to both integration and to all groups of people having the same life chances. We will ensure that

poor white British communities with generations of unemployment, along with other poor communities and those most vulnerable to discrimination and marginalisation, are also included. Our data and evidence show that the following communities need more of our support:



Young People
Attainment, Identity and Belonging, Schools, Economic Inactivity, Aspiration



Women
Economic Inactivity, English Language, Participation/Social Mixing, Aspiration and empowerment



Poorer Communities
Economic Inactivity, Aspiration, Participation/Social Mixing



New Communities
Orientation, English Language, Economic Inactivity, Participation/Social Mixing

OUR APPROACH

We know that it is impossible to do this without talking to other people, bringing others along with us and inspiring commitment to change or reform in practice. To do this we know we need to complement, inform and create synergies with a number of interventions supported by Government, other external bodies and local partnerships, some of which will have overlapping goals. To be able to achieve our ambition for the District we

will encourage and facilitate opportunities for reciprocity, interculturalism, social mixing and economic opportunities as a general ethos across our work in the District. To make sustainable difference we need to change the systems in which we work and live in, change behaviour and perceptions people may hold of others to create a safe city that provides a fair chance for all.

a Policy Change

We aim to reconfigure services, processes and procedures that hinder opportunities to build stronger communities. To drive this forward we will work towards a joint political cross-party agreement. It is important that the Government recognises that what we can achieve locally may also be impeded by the impact of wider policy. For example:

- Austerity
- Welfare Reform Act
- Parental choice in Education
- Asylum Policy
- Brexit

We think it is critical that the focus should be on all barriers to creating stronger communities and this is why we are one of the few local authorities who consider low income/low wage as a protected characteristic.

b Partnerships

There is lots of work already being undertaken across our priority areas across the District. We will continue to have on-going conversations to identify areas of overlap, how we can collectively work together and join up our work. We will do this by understanding what can be achieved by sharing data and learning from the evaluation of local programmes and strategies.

GETTING ON: EMPLOYMENT

- **Anti-Poverty Strategy** – provides a framework within which all services in the District can work together to meet agreed outcomes associated with reducing the effects of poverty.
- **Economic Strategy** – sets out our plans to grow our economy by increasing the number of productive businesses and supporting young and enterprising people to innovate, invest and build fulfilling lives in the District.
- **Community Led Local Development** – projects in Keighley and Manningham designed to build community led approaches to economic development.
- **Controlling Migration Fund** – supporting communities impacted by migration

GETTING ALONG: EDUCATION

- **Education Opportunity Area** – aims to improve social mobility through education for the most disadvantaged young people.
- **Better Start Bradford** – a community partnership to help parents give their children the best start in life.
- **Born in Bradford** – helping to unravel the reasons for ill health and bring new scientific discovery to the world. It is also providing a catalyst for communities to work with the NHS and local authority to improve child health and wellbeing
- **Civic Society Strategy** – aims to encourage individuals and organisations to act with creating social value foremost and independent of state control.

GETTING INVOLVED: SOCIAL MIXING

- **Well North Bradford** – working to help transform neighborhoods into dynamic communities where local people can live, work and thrive.
- **Local Delivery Pilot** - a pilot to explore ways to make it easier for people in our poorest communities to access sport and physical activity.

FEELING SAFE: PERCEPTIONS OF THE OTHER

- **Safer Communities Plan** – outlines the district priorities to build safer communities.
- **Hate Crime Strategy** – aims to highlight and support Bradford's approach to tackling hate crime.

c Public Sector and Businesses

Promoting and supporting diversity in the workplace is an important aspect of making diversity our strength- it's about valuing everyone in the organisation as an individual. This means we need to challenge practices and offer opportunities at leadership. To reap the benefits of a diverse workforce it's vital to have an inclusive environment where everyone feels able to participate and achieve their potential. The Public Sector and Businesses should:

- Be confident to change policies and practices to promote recruitment, retention and progression of employees which better reflects diversity of the District.
- Encourage English language skills of employees whilst in work and encourage a culture of equality and mixing.

d Voluntary Community and Faith Sector

As resources have dwindled, we know organisations are working in a pressurised, difficult and competitive environment. This makes working in collaboration increasingly more important. The Voluntary Community and Faith sectors should:

- Work together to maximise outcomes especially where funding is being sought or awarded.
- Work together in sharing data so we can better demonstrate our shared impact of our work across the District.
- Share best practice and building on what works.
- Continue working in partnership with others with integration as a general ethos
- Address tensions, stereotypes and perceptions others may hold which impede on building a stronger community in the District.
- Build on the Governments Civic Society Strategy and continue community development, supporting our communities to become role models in their neighbourhoods and families.

e Community

People who live across our District told us how important reciprocity, interculturalism, social mixing and economic opportunity are to living a fulfilling life across the District. However, many expressed they didn't know where to start. Communities should:

- Be courageous in taking personal responsibility
- Challenge the normalisation of unacceptable behaviour
- Be brave and take opportunities to ask questions and forge relationships with people from different backgrounds

- Challenge attitudes and practices which fosters negativity, stereotypes and hate within themselves, their families or others around them



f Telling our Story well




Stories powerfully influence people's beliefs and actions. They strengthen advocacy campaigns by grounding policy proposals in real life examples.

We will mobilise a programme of campaigns identified through our conversations such as 'I am' and 'Through the Keyhole', a mobile exhibition which tells the story of our shared history and debunk myths. This will align closely with the Anti- Rumour Campaign developed through Intercultural Cities which aims to dispel the widespread myths around the topic of immigration. The campaign is a preventative measure against racism that also promotes increased and effective integration of migrants.

We will have a Communications and Marketing strategy that will incorporate these approaches and encourage thought provoking conversations and promote understanding and tolerance. We will train ambassadors involved in the delivery of our plan in social media messaging and encourage people to talk about the positive work that is taking place, providing a balance to divisive narratives. Our Stories will inspire others and show how community change is carried out. We will share our learning on what works and what doesn't and make sure this is disseminated widely.

OUR PILLARS

Using our guiding principles, we have considered where we can have the most impact and deliver the greatest change. To do this, we will:

-  1. Continue to have on-going 'conversations' to gather the views of the Districts' residents. Where appropriate, communities will be involved in co-designing our programme. We will also involve communities to co-produce to deliver sustainable change. Where needed we will feedback so communities know we have listened. We will maximise existing resources and skills by developing local community researchers to make sure information remains current.
-  2. Agree a set of measures that can track our progress towards becoming a truly integrated community.
-  3. Agree a method of sharing data across our stakeholders, the local authority, our programmes and the District through our Partnership and events to gain a better understanding of the impact of our work on integration. We will gather feedback on the work we are doing as well share what is and isn't working.

PILLAR ONE



GETTING ON

Our objectives are to:

- Improve opportunities for those furthest away from the labour market enabling them to engage in the economy.
- Provide opportunities for anyone who wants to learn to speak, read and write English so they can fully participate in education, employment or life in Bradford District.
- Create clear pathways and referral routes to enable people to easily navigate services and the District

More people will have improved their quality of life, feeling happier about the future, being able to fully participate and better equipped to engage in the economy.

Priority: Employment

Challenge: Labour Market disadvantage

What we will do:

We want to make sure that everyone in Bradford has chances to achieve their potential, regardless of their background.

This means reviewing the services we offer and working collectively to meet and appropriately respond to existing and emerging needs of different communities.

Building on the Economic Strategy, we will work with a range of organisations and other programmes across our

District to review the support that is being offered to people who struggle to find work.

We will use this review to help us to address gaps in training, employability support and reshape how organisations recruit at all levels. We will invest in a programme of activities for those furthest from the labour market. We will use a person centred approach which will support their journey into work and assist with long term preparation for employment. This will include raising aspirations and attitudes through a mentoring scheme, providing opportunities to build sector based skills such as digital and catering and support for finding and getting a job. A particular scheme will be delivered for graduates



who do not go onto employment. We will look to support people in keeping and progressing when they are in employment. Our ambitious programme will also involve trailing a change in how public sector and businesses recruit. Where possible we will take a proactive approach to recruitment practices by making sure they do not act as unintentional barriers. We will make sure that employers have more knowledge about different communities by recruiting volunteers that are able to speak about themselves as ‘an open book’. Groups, businesses and organisations wanting to learn more about ‘the other’ will be able to ask for someone to talk about their life, culture and answer questions that we are sometimes too embarrassed or don’t feel able to ask. We will equip employers with the confidence to recruit more diversely.

Challenge: Lack of English Proficiency

People told us that English language should be accessible and practically available for everyone at all levels, within formal or informal settings. To do this we need to understand what the current level of need is and how we can capture this data. We will invest in a central unit that will support the way the provision of English language teaching (ESOL) for adults in the District is currently being accessed. Through our working group of providers delivering ESOL, we will make sure that all adults have access to high quality English language provision. This will range from conversational English delivered in local community venues, building confidence for those who have some or little English to more formal learning for those who require it for work or education.

We will continue our work from the Government’s Controlling Migration Fund increasing capacity across the district to respond to migrant communities. We know from our community engagement activities, how limiting life can be when people cannot access services they need or navigate with confidence in a new place. We will make sure that people who are new to Bradford and Britain receive the help that they need to secure their immigration status and are able to access employment and English language opportunities.

We know when we leave ourselves open to opportunities, make friends and travel to places we normally wouldn’t, this can result positively on our views and experiences of the world. It raises our confidence and aspirations to do more. We will use Travel and Tourism, local community centres and faith organisations to promote a new innovative app that challenges us to engage in activities and with others we normally wouldn’t, increasing positive experiences. We will work with communities in the development of this app, increasing digital skills and creating gaming environments.

We will pilot a way of working which will concentrate on those seeking asylum and refuge. It will focus on managing the impact on those arriving into our District offering more timely and appropriate support that addresses immediate needs. We will use this approach to better understand and consider how national systems, processes and priorities interact with local services and complement each other. It will explore gaps, good practice and opportunities for co-design and co-production.

PILLAR TWO



GETTING ALONG

Our objectives are to:

- Influence schools to test new approaches to their School Admissions Policy.
- Increase social contact between people of different backgrounds including school age children providing opportunities for open dialogue and to learn from each other.

More people will have a greater understanding of other people's views and cultures across Bradford District.

Priority: Education

Challenge: School Segregation

What we will do:

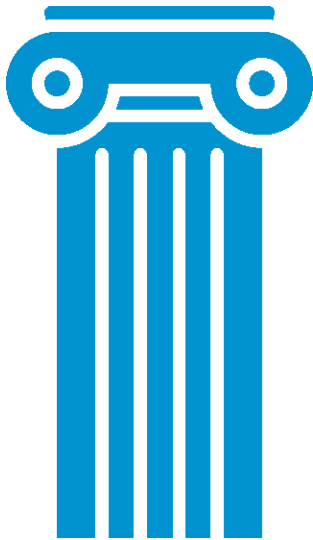
We want the District's residents to connect with each other, at school, college, work and in the neighbourhoods, they live and across the District. We want to influence where possible process and policy barriers that stop us from doing this. We know that social mixing can reduce anxieties and stereotypes we might hold about people who are different to ourselves.

We will test and learn from the new approach of two new sixth form colleges in the city ward to encourage social mixing of young people living in different parts of Bradford. We will take this learning and look at ways we can encourage other schools to re-evaluate their Admissions Policy and share best practice.

We will continue our support for The Linking Network. We will make sure that all primary schools across our District are offered the opportunity to link with children in a school different from their own. We will expand our reach offering linking experience to a small number of secondary schools and parents of different backgrounds enabling them to extend their existing social and support networks. Our school linking training and toolkit will enable us to work with our 138 supplementary schools across the District. We will also look to share learning from the Strengthening Faith Institutions pilot.



PILLAR THREE



GETTING INVOLVED

Our objectives are to:

- Work with registered social housing landlords on how housing provision is allocated.
- Increase social mixing across the District, widening exposure and opportunities in building friendships and networks.
- Provide safe spaces where difficult conversations can be held, and conflicts can be resolved.
- Improve coordination between partners and services so people have a fair chance.

More people from all backgrounds will feel they understand, respect and connect with each other.

Priority: Social Mixing
Challenge: Residential Segregation

What we will do:

Building trust within and between communities is central to building stronger and more resilient communities. This involves people feeling empowered to be active in their communities and contribute to civic life. But where people live can stop those conversations and interactions to take place. Volunteering is one of the ways in which people of different backgrounds come together to support causes they are passionate about and it has been demonstrated to improve mental and physical well-being. It enables all of us to feel we have a stake in the place we live and builds shared values and common goals. Our residents have a strong tradition of volunteering and we want to build on this.

Our approach to residential segregation is two pronged. We will explore approaches on how we can influence where people live to encourage more social mixing and creating opportunities for more meaningful dialogue over a prolonged length of time through shared spaces.

We recognise that social housing landlords are an important resource in developing a local approach, having well established community links. We will influence well thought out housing provision as we know it can facilitate social interaction, sustainability and a sense of pride in the community. Where we do not have the answers, we will look at best practice nationally and internationally through

our work with Intercultural Cities. We will research on how best to create mixed neighbourhoods and why people to choose to live or leave a place.

Lack of Meaningful Social Mixing

We will build community resilience through development training and empower residents to challenge and take social action. We will continue our work in the District by developing an understanding of our neighbours and communities and provide support to expand existing social networks reducing isolation and loneliness. We recognise safe spaces are critical in building relationships especially if they are seen as shared and neutral. Where this is desired and appropriate we will support transfer of assets. We will bridge community divides by offering more opportunities for community dialogue. We will provide an on-going programme of support for groups of people to hold difficult conversations and space for talking about issues they care about. Communities will be supported in turning their ideas into actions. We will run more targeted services for young people enabling them to build bridges across boundaries and areas they wouldn't normally go into. We will work through our existing staff and networks to deliver team challenges, team building and cultural awareness sessions.

We will use our festivals and events to bring communities together by involving them in the design and delivery of them. We will also build on our work on understanding of different faiths by growing our Faith walks and Iconic Places of Worship Tours to engage more people. We know

a minority of people hold views of certain areas and places as 'no go zones'. This work will aim to dispel these beliefs. We will include opportunities for sustained dialogue over a length of time for those who are receptive and open through conversation cafes.

We will continue our support for People Can, which will increase volunteering and neighbourliness. We will continue to celebrate volunteering and make sure that volunteers feel valued and rewarded. We fully support the extension of Believing in Bradford/ Catalyst which will include developing leadership skills for 600, 16-26 year olds and women across the District, creating role models who will become Ambassadors for our campaigns and volunteer across our Stronger Communities work.

We recognise that there is more to be done for those whose needs are not being met and need our support. In these circumstances, we will work with the Council, Health, Police, Fire & Rescue Service and alongside Voluntary, Community organisations to develop a District wide strategy as an organisational response with and for the Roma community. This will look at how to improve social integration and ensure equal access to opportunities. We will carry out research to understand how better to support Refugees, Asylum Seekers, African, African Caribbean's, LGBT, Gypsy and Travellers who are often marginalised and discriminated. We will look at what their key barriers are in accessing and engaging with services such as Health, Education, Police and Business. We will develop a strategy and action plans for each service and will monitor their progress through the Partnership.



PILLAR FOUR



FEELING SAFE

Our objectives are to:

- Reduce negative views and stereotypes that some of the Districts residents hold about people who are different from themselves.
- Equip people with the skills to resolve conflict
- Facilitate activities through the Safer Communities Partnership

More people will say they feel satisfied with their neighbourhood and feel safer across our District.

Priority: Perceptions of the Other
Challenge: Personal, religious, cultural norms, values and attitudes

What we will do:

We want to build a society based on shared values and responsibilities. Safety and security underpin the work that we want to do. But too many of our residents feel unsafe, at home, in the streets and across the District. The prejudiced attitudes of a minority can hold us back and stop us becoming an integrated society.

We will kick-start our work on the District's Hate Crime Strategy and use it to test delivery. This work will be monitored through the Safer Communities Partnership. We will work more closely with partners to identify key areas for staff development. We will work with partners, residents and voluntary, community and faith organisations to raise awareness of all hate crime and act on crime against those most vulnerable such as LGBT, disabled people, Refugee and Asylum seekers and develop learning on how to tackle Islamophobia. We will do this through the production of resources such as videos, vlogs and positive social media campaigns to counter and challenge harmful narratives. We will test initiatives such as restorative justice, which will allow perpetrators to face victims in a safe environment to learn the impact their actions have on others. We will work together to support the rejection of racist messages. This includes listening to the concerns and fears expressed in the community, such as misconceptions around preferential treatment of some groups. There may also be a need to take action to dispel myths and to ensure transparency about decision-making. This can help local people understand and accept how and why priority decisions are made.



There is also work to be done to bring different parts of the community from diverse ethnic and social backgrounds together to develop mutual understanding and respect. We will look at ways to find out more about current views and perceptions of local people in a neighbourhood. Its purpose is to understand what the most pressing issues are and if they could be leading to increased local tensions, for example if there has been a local incident that may have fuelled tension. A local issue can also be a source of community harmony as residents come together to campaign on a locally important issue. The more we have a developed awareness of local issues and directly talk to local people, the better we can understand what we can do about it. From our community engagement activity, people told us nuisance and dangerous driving was a huge cause of tension between communities. We will research on the causes of this and the affects this has on community perceptions of the other.

Many of those we spoke to talked about the general perception of the area as a major concern. We will test out the best way to involve, include and engage with our communities in a sustainable programme of behaviour change by running a range of interventions in selected wards.

WHAT WE STILL DON'T KNOW

a Test and learn from what we deliver

To drive meaningful transformation at scale, we must be open to the adoption of a test and learn culture, which will enable us to optimise opportunities for good social integration, create and enhance first-class interventions and develop learning across this programme. By doing this we will be able to make good decisions about what we invest in based on interventions we know that work. Where results prove to be positive we will either scale up reaching more people or test them in other areas with different communities.

b Stronger Communities Innovation Fund

Innovation is critical in enabling us to achieve the ambitions set out in this strategy, to increase the pace and scale of change, and deliver better outcomes for those living and working across Bradford District. We will develop an Innovation Fund to research new ideas. Our community engagement exercise produced a range of ideas that we are keen to explore further. We are also in a changing environment where challenges may arise we do not have interventions for. The Innovation Fund allows flexibility to respond to these, whilst also exploring interventions tested elsewhere and have a good evidence of success.

c Behaviour change

We will inform some of our services with 'Community Readiness'. This has been piloted by the Innovation Hub and University of Bradford. This tool makes sure our services are designed at an appropriate level which responds to where communities are. This assessment will be carried geographically and for communities of interest groups. We will explore other appropriate behaviour change methodology and weave this into our communications, training and conversations such as Nudge Theory and effective Story Telling. We will develop ways to measure its impact. This will help us understand how best we can create a culture of tolerance that targets society as a whole and not just those who access the programme's interventions.

d Learn from best practice- local, national and international

We recognise that to be forward thinking we need to harness the talent and energy of our growing diversity. We will continue to develop, negotiate and implement a comprehensive strategy, taking into consideration best practice at all levels to realise Bradford District's diversity advantage. We are joining the Intercultural Cities Network to help us develop and deliver a long-term strategy that takes this into account, enabling us to share our learning with other areas and cities.



HOW WILL WE KNOW IT WORKS?

The programme will build on evidence of best practice as well as developing new and innovative approaches where these are necessary and where they respond to an evidence of need. We will work with Government to develop a series of measurable outputs and outcomes in order that impact of the interventions made can be measured and understood. We will invest in good methods for evaluation and data, so it can be adequately collected, analysed and evaluated quickly.

Our approach will link to and continue to deliver on our District wide work on integration building strength and resilience within our communities. We expect this plan to go through a number of reiterations whilst interventions undergo a design thinking process.



OUR PARTNERSHIP – AND HOW YOU CAN BE INVOLVED IN OUR WORK



We are committed to devolving decision making to those who this programme affects, which is why we have an independent board. The Stronger Communities Partnership will keep oversight of the delivery of this work as well as the wider priorities of the programme. Getting our partnership approach right is important to us.

being for all communities. It will also be informed by what happens locally, nationally and internationally. In this way the work of the wider Stronger Communities agenda will benefit from members' ideas and perspectives in respect of their individual areas of expertise and experiences, which we might otherwise have missed.

The Health and Wellbeing Board is the lead partnership in the Bradford District Partnership. The Stronger Communities Partnership will report to this board. The Stronger Communities Partnership will also report to the Corporate Overview and Scrutiny Committee to make sure our decisions and services are being made fairly and with transparency.

The Partnership will be made up of a wide range of experts and strategic leads. Our Partnership Board will be informed by the Stronger Communities Delivery Forum which will incorporate delivery partners, voluntary and faith organisations, analysts and researchers who can really tell us what the picture looks like on the ground.

The Partnership will develop a channel for community voice that will ensure our Board and community continue to work together. This voice will ensure that the programme gives local people power about what is being delivered and with who. It will be representative of not only different areas, but social class, religion, ethnicity, ability, age, gender and sexuality because we see this programme





To get involved in our work please contact
stronger.communities@bradford.gov.uk

It's Your Place - Tell Us What You Think!

Bradford Integration Engagement Report Findings

To inform the Stronger Communities Strategy for Bradford District

Prepared by: The Social Kinetic
For: Bradford Council and The Partnership
14th August 2018

Executive Summary

This engagement project used a mix of research methodologies to engage the public over three 'Tell Us What You Think' community research days in three locations (Bradford City, Keighley and Shipley) in July 2018. The approach was designed around tight deadlines and we had 4 weeks to deliver including the design and recruitment of participants. We chose a mix of methodologies to give everyone easy ways to engage that worked for them.

We were greeted with huge enthusiasm by communities who were keen to share their views and had lots to say. We engaged more than 630 individuals, of which 400+ spoke with researchers at length, often for an hour or more. The project was delivered in partnership with SK, The Safer Stronger Communities Partnership, The Partnership and youth volunteers who contributed significantly to its success.

For more detail please see the:

Bradford Integration
Engagement Report Findings
– Key Headlines

and/or

Bradford Integration
Engagement Report Findings
– Full report

Mixed methodologies included:

1. **Idea boards** for facilitated and non-facilitated feedback/shortlisting
2. **Focus groups**
3. **Open ended boards** to explore broader views on integration
4. **Online surveys** (taken out into the community)
5. **Vox Pops**
6. **One-to-one** recorded interviews

Purpose

The purpose of the project was to test a list of seven ideas and initiatives on behalf of The Partnership and identify a shortlist which local 'communities' believe will work. In addition to that SK set to find out what other ideas and recommendations local communities have.

The objectives

- To understand what good integration looks like for communities
- To include a shortlist of those ideas/initiatives which have the most support and could potentially deliver the widest or biggest benefit as part of a Stronger Communities Strategy for Bradford, to be submitted to MHCLG at the end of August 2018.
- To ensure that despite the short time frames, a representative cross section of the communities within the district were meaningfully engaged and involved.

What people asked for:

There were clear themes in the things people asked for:

Safe, crime free and clean environments. Connection, relationships and understanding. Hope, aspiration and joy. Status, recognition and belonging for Bradford. No segregation, more mixing and help with where to start in life and to make a difference. Good quality jobs, more for young people, help and support (life coaching and mentoring). Diversity in local leadership across all services, better services, empowerment, and for communities and individuals to take ownership of the problems.

The key ingredients

In the public's view there are 5 key ingredients of a happier, stronger Bradford district:

1. Safe 2. Proud to be part of 3. Optimistic 4. Connected and respected .5 Equal

Note: This project was commissioned by Bradford and District Metropolitan Council to support The Partnership. A democratic body made up of community leaders across the district.

“People were really keen to share their responses and feedback: lots of time, effort and love was received by us”

The overview of what we did. Four stage approach:



1. AGREEING THE PURPOSE AND LONGLIST

A) Literature review and data from a British Future Report informed the approach and content.

Purpose and longlist of ideas

B) SK worked with the Council to agree: project purpose and a longlist of ideas and issues to test with the public.

C) The research methodology and draft narrative was agreed.



2. SHORTLISTING OF IDEAS

A) SK met Council staff/stakeholders- individually and collectively to understand local issues.

B) Developed a set of Guiding Principles with stakeholders including Bishop Toby Howarth to support shortlisting.

C) Shortlisted ideas for research and testing with the Steering Group.



3. COMMUNITY RESEARCH AND ENGAGEMENT

3x community research days in: Bradford City Centre, Keighley and Shipley

Mixed methodologies included:

1. **Idea boards** for facilitated and non-facilitated feedback/shortlisting
2. **Focus groups**
3. Open ended boards to explore broader views on integration
4. **Online surveys** (taken out into the community)
5. **Vox Pops**
6. **One-to-one** recorded interviews



4. ANALYSIS AND SHARING THE FINDINGS

1. **Open ended feedback to establish 'criteria'** (what was important to the public) to measure ideas and wider feedback.

2. **Analyse feedback on ideas, shortlisting and new ideas** – measured against 'criteria' informed by research.

3. Mapped by idea and audience.

4. Presented the findings.

5. Made recommendations.

The 7 shortlisted ideas for testing

The 7 ideas for testing with the public. The were shortlisted and agreed by The Partnership.



Employment Opportunities: Finding ways around things that might stop people applying for or getting jobs, so everyone has the chance to find work and do well at work



English Language and Life: Giving everyone the chance to learn English and adapt to day to day life in the district



Hope for the Future: Helping people feel they have a future in the district so they feel good about living here



Building Respect and Friendships: Between people of all ages, ethnicities, genders and faiths



Dealing With Hate Crime and Intolerance: and the things that make people afraid of or angry with each other



Sharing Spaces and Places: Creating spaces where everyone from the local area can mix-work, play and socialise together



Linking Up Schools: Helping young people to mix with other young people who have different backgrounds to them

Some of the big things people were asking for unprompted.

Safe, crime free and clean environment

- A chance to live without fear and violence
- Retain green spaces

Connection, relationships and understanding

- The chance to build deep, human connections genuine, authentic and in a safe way
- Shared purpose and goals
- Opportunities for people to come together
- More cultural awareness

Hope, aspiration and joy

Good News

Better media coverage
Positive stories

Status, recognition and belonging for Bradford

No segregation more mixing

“Where do I start...”

Good quality jobs

Opportunities for all

More for young people

Spaces, places, opportunities and things to do

Help and support

Life coaching and mentoring

Diversity in local leadership

Better services

Empowerment

To be heard and to influence

Responsibility

For communities and individuals to 'reflect' and own problems

Ranking

It became clear that it was not simply a case of ranking the 7 ideas. Addressing employment and economic regeneration alongside 'hope for the future' was the vision for the future. Addressing 'hate crime/crime and intolerance' was something the public wanted to address and leave behind. Schools linking, shared spaces and places, respect and friendships and English language were seen as stepping stones to building understanding and connection and a future with Hope.

What I want to avoid?



Hate Crime
Page 12

Chaos, dirt,
violence, fear,
insecurity,
anxiety,
inequality in
society

What are the stepping stones?



School
linking/mixing
at a young
age



Shared spaces
and respect
and friendships



English
language
and life



**Building understanding
and connection**

What would an ideal integrated society look like?



Employment
and
regeneration
of Bradford



Hope for the
future
Pride for the
area

- **Connected**
- **Valuable**
- **Equal**
- **Agency**

Summary of findings

The following summarises the responses to the ideas. More detail, including the ideas and recommendations are in the the full report.

Employment

This was viewed as the number one priority, particularly for young people. Everything flows from having properly paid jobs with good and equal opportunities to progress. Employers say they have a lot of jobs available – they need the right people with the right skills and most importantly right attitude to fill them and help them prosper.

Employment was seen as the route out of poverty and the key to regenerating Bradford, giving individuals and their loved ones security and a future. The ask is for: aspiration, education, help to find, get and keep jobs and to progress/do well at work.

Hope

Like employment, there was a view that where there is hope, everything else will flow. People want hope, joy, aspiration and opportunity. Bradford, feels left behind and without hope. With hope comes belief in the potential and momentum for change. Hope will help people feel: inspired to try, optimistic, good about staying and building their future locally.

The 4 corner stones of hope are: **1.** Employment and a thriving economy **2.** Education with great schools where children mix and connect **3.** A crime free and well kept environment, homes and thriving town centres and **4.** Pride in Bradford.

“

If I'm OK and not fighting for survival. If I have a job and a future then I will be more open to others...

”

Dealing with Hate Crime and Intolerance

Everywhere we went people talked about the need to clean up the streets and address crime in all forms. They saw it as fundamental to building the foundations of hope and a successful future for the district. They talked about their experience of general, lawlessness, street crime, drugs, robbery, bullying and shoplifting which went unchecked. Hate crime and racism was experienced by many different people. People felt unsafe and insecure and talked about the absence of action and police not responding.

It makes them fearful and insecure. The view was that you cannot build a future where hate and crime exist. Worryingly it was becoming normal to talk about child grooming and modern slavery. There was recognition that young people didn't have a enough to do or a future to aspire to which was leading them into crime.

The overwhelming majority wanted to help and see it change, to build relationships, understanding and peace.

Schools Linking

There was no doubt that people thought mixing and integration at school was important. The public liked Schools Linking. They thought it was essential and a great initiative. What they also said was that it needed to go deeper and build longer and lasting relationships and connections. It needed to extend to parents and teachers who needed the same support too.

There was also a view that in the past integration in schools was better and there was more mixing. There was an ask for equal focus on primary and secondary schools and thinking beyond school to every day life.

“ If I feel insecure because of crime, then I focus more on me, I get isolated and become prejudice...

If we don't make it better, we will never build relationships and friendships and eventually more people will become angry and aggressive towards each other. People will move away and we will miss out on opportunities to work and prosper together.

”

Shared Spaces and Places

People had a lot to say about their spaces and places. For them it's not just what and where they are that is important, but how people behave and make each other feel when they are there. Whether it's a physical or online space – people wanted more safe, cared for and well designed places for people to come together.

Any shared space needs to be considered from 3 perspectives:

1. Physical spaces and places; clean and safe, well designed with the right tools and infrastructure
2. It's purpose and what you do within it; the vision, experience and benefit
3. How it makes you feel; welcoming, creates ownership, accessible, for me and brings joy

Building respect and friendships

Everyone wanted to connect and see more respect and friendships blossoming across the district – in the community, in schools and at work. They did not believe this was an issue just across faiths and ethnicities but also across ages, genders, class etc. They believed that a sense of community and belonging comes from good relationships. Having strong relationships and friendships helps people feel safe and confident and breaks down barriers. People can flourish with personal and informal support.

A lot of people said they wanted to connect with others but were not sure how and where to start. Spaces and places played an important role.

“

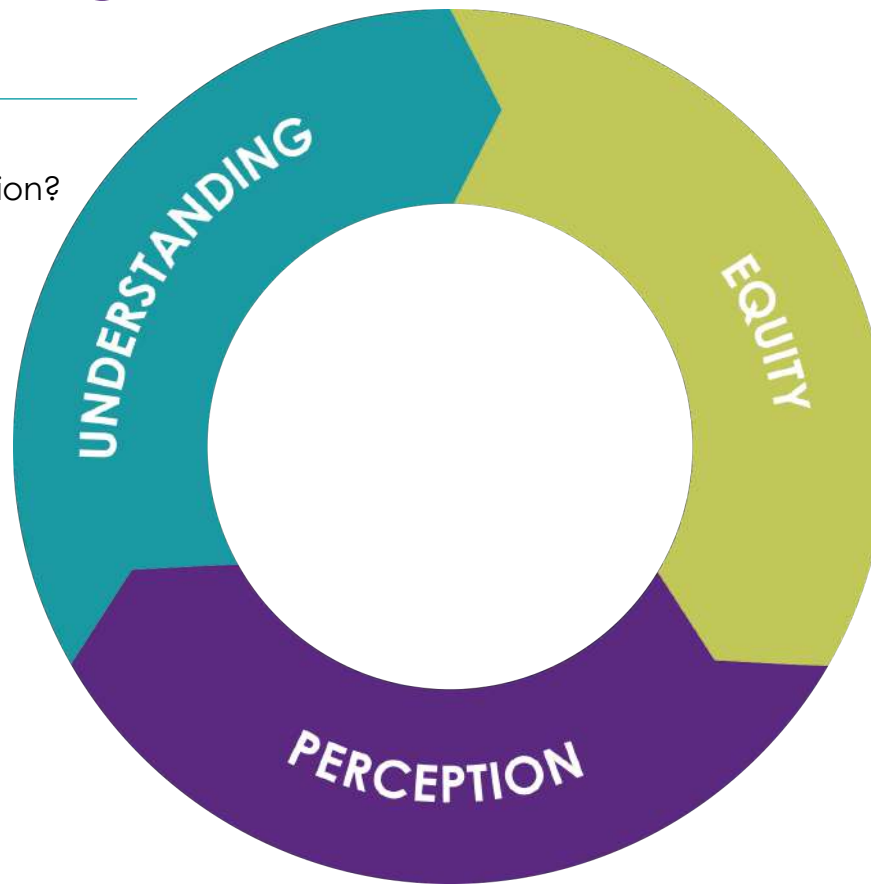
Being positive and hopeful is infectious and will change the culture of the district

”

What feeds integration?

My experience of others?
Meaningful human connection?
Empathy for each other?

Am I okay?
&
Am I getting my
fair share?
(resources + effort)



What I hear about others?
What I think I see?

Conclusions and recommendations

Understanding, equity and perception are what feed integration.

The key asks that appear as clear priorities now are:

1. Cleaning up Bradford - including crime
2. Building hope and aspiration
3. Addressing segregation
4. Creating better quality/paid jobs and getting people in to work
5. More for young people - skills, jobs, mentoring, safe places and things to do
6. Building shared understanding across ethnicities, genders, ages and abilities

And considering how you could leverage community ambassadors, life coaching, mentoring and training to help individuals build their lives and flourish.

Where could you start?

Additional insight

There are some areas which would benefit from additional insight and research which could be done relatively quickly:

1. Young men and in particular young people living on estates
2. Harder to reach groups and individuals who are more closely associated with hate crime and intolerance because they have: suffered, are offenders or have stronger views

More detail is in the full report.

The ideas

The engagement has given you a longlist of ideas and a framework of 'key ingredients' to inform decision making.

Key next steps would be to:

1. Map community resources, people and talent
2. Join up your services, spaces, groups and communities
3. Communicate and share the learning, feed back to the public what they told you and what will happen next. That will be very important.

Step one would be to develop a communications strategy and go back to the communities with the findings and discuss the next steps

How could you do it?

Asset Mapping

We would recommend starting with an asset mapping exercise, plotting the shortlisted ideas across.

It would be good to understand which partners/stakeholders/spaces you can use to test, refine and deliver the best ideas.

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Who and what do you have to work with?

Prototyping

We would then recommend taking each of the shortlisted ideas to the right stakeholders and convert them into quick prototypes.

This could be in the form of paper concepts, storyboards, games, drawings, role plays, models, short pilots

So you can consider how they would work in practice

Testing

Take these prototypes and quickly test them with the right audiences. This would determine if these solutions are the right ones, what is missing and what needs to change in order to make it better, more relevant

So you can learn what really works

Through this process we will be able to:

1. Understand and tap into your existing resources
2. Make your ideas come alive so that we might quickly get feedback, test assumptions and rapidly iterate
3. Harness early learnings and adapt/change course accordingly
4. Understand which are the ideas that have most potential and are most relevant
5. Develop a roadmap and roll out plan

The Social Kinetic

Design thinking and engagement people

We are the team who have worked with you to deliver this research and insight.

We help ambitious clients **design solutions** to societies most wicked problems and the complex challenges faced by leaders, teams and organisations in a changing, connected world, **with dazzling results**.

We also help them deliver and lead change through design, collaboration, experimentation and innovation. **Building a culture of innovation and design thinking** with coaching, training and 'Let's Crack It' Design Workshops.

The result are bigger and better: outcomes, services, morale and productivity, bottom lines, access to new markets, reputations, collaboration and ambition.

Social Design
& engagement

2 Week
Sprint


Ambitious
change

Design
culture

We specialise in social and systemic issues

Such as social Integration, crime, health, housing, homelessness, education and infrastructure. Often multi stakeholder and multi issue – these could be longstanding wicked challenges.

We unleash the collective ideas, knowledge and social energy within communities.



If you would like to find out more about the research or the work we do at The Social Kinetic please get in touch.

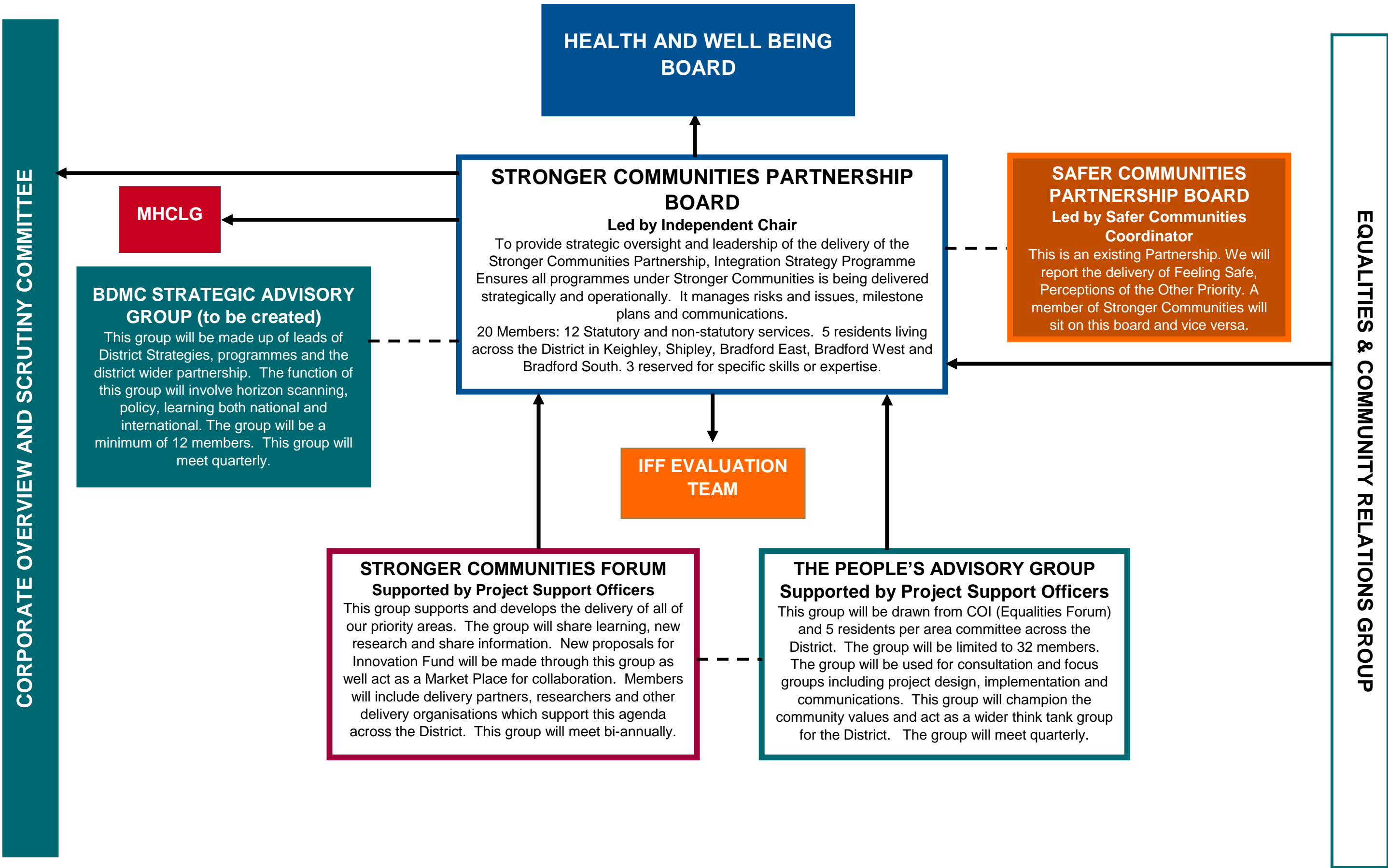
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STRONGER COMMUNITIES PARTNERSHIP

TERMS OF REFERENCE

PURPOSE

The Stronger Communities Partnership will work together to provide vision, strategic leadership and direction in improving cohesion outcomes for people living and working in Bradford District and in developing Stronger and resilient communities.

The board will look to;

- Keep oversight of all programmes and strategies under the Stronger Communities Partnership and how this will be achieved.
- Fully embrace a test and learn culture
- Strengthen existing provision and evidence base ensuring that the priorities of the Stronger Communities are being delivered.
- Willing to take risks and be open to innovate within our agreed risk tolerance framework.

REMIT

The Partnership's remit would be to;

1. Assist in the development of the Stronger Communities Partnership aims and objectives.
2. To agree and sign off the Stronger Communities Strategy, Communications and Marketing Strategy, Evaluation plans and on-going community engagement activities across the District.
3. Monitor the achievement, performance, financial spend, risks and issues in relation to the Stronger Communities work and ensuring success is recognised and celebrated.
4. Influence ways of working and/or culture within their organisation as well as work in partnership with others ensuring integration is embedded as an ethos across their area of work.
5. Ensure that the Partnership is kept informed of major developments in the public, educational, economic and cultural life of Bradford District, particularly where they might have a significant impact on the districts cohesiveness.
6. Provide advice within their areas of expertise as represented on the Partnership, keeping the Board informed of opportunities for activity within or behalf of Bradford whilst seeking assurance, offering challenge, fresh insights and identifying new opportunities that would achieve the desired outcomes.

7. Provide access to communities within Bradford for whom the Partnerships work has relevance.
8. Contribute, review and disseminate any learning from the Partnership's work.
9. Act as an advocate and champion, challenging negative influencers and national narrative, lobbying on behalf of the Partnership and taking remedial actions.
10. To agree the commissioning and decommissioning of services, reviewing the evidence, learning, social return, national context and listening to local people before making decisions.
11. Consider the wider policy development, links to other programmes and their alignment, ensuring coordination, offering scrutiny and challenge and working towards shared outcomes and sustainable solutions.

The Board will undertake training to ensure they can fulfil the remit of this role as described.

MEMBERSHIP

The Partnership will not exceed 20 members. All terms except the Chair of the Partnership will serve for two years. The Chair will serve for three years and will be selected through an application and interview process. The Deputy Chair will be nominated through the membership and from a majority vote. Members should be in a position to support the work of Stronger Communities.

In order to satisfy this role, the Partnership will be comprised of representatives from the following statutory, non-statutory organisations and residents living in Bradford;

1. Independent Chair
2. Economic/ Employment
3. Safer Communities Partnership/Police
4. Voluntary and community sector
5. Health
6. Business
7. Education
8. Housing sector
9. Portfolio Holder of Neighbourhood and Customer Services
10. Young persons
11. Faith
12. Bradford East Residents
13. Bradford West
14. Bradford South
15. Shipley
16. Keighley
17. Specific skill and expertise as determined by the board x 3

Representatives will also consist of the following but will have no voting rights.

1. Three Legacy members
2. Integration Area lead from Ministry of Housing, Communities and Local Government (MHCLG)
3. Local Authority members;
 - a. Assistant Director of Neighbourhoods and Customer Services
 - b. Programme Lead
 - c. Stronger Communities Lead
4. Data, research and evaluation advisor.

STRUCTURE AND REPORTING

The Health and Wellbeing Board is the lead partnership in the Bradford District Partnership. The Stronger Communities Partnership will report to this board. The Stronger Communities Partnership will also report to the Corporate Overview and Scrutiny Committee to make sure our decisions and services are being made fairly and with transparency.

The Stronger Communities Partnership Board will be informed by the Safer Communities Partnership (already established) The Police representative must have some links to the Safer Communities Partnership. A report on progress will be provided to the Board where relevant from the Safer Communities Partnership. The Stronger Communities Partnership will provide a reciprocal arrangement to make sure these two boards are connected. The Equalities and Community Relations Group will report to the board every quarter.

The Board will be regularly informed by the People's Advisory Group and the Stronger Communities Delivery Group will work closely with them to ensure interventions are designed, delivered and continually improved in line with a 'test and learn' approach. This information will be managed through the programme team which will report to the Board every two months.

ATTENDANCE

All statutory and non-statutory service members who are appointed will assign an appropriate designated person to be able to make decisions in the event that the representative member cannot attend. For residents this function will be managed through the Stronger Communities recruitment processes.

DECLARATION OF INTEREST

Declarations of interest should be made at the point of recruitment. However, these will be updated annually but will remain the responsibility of each member to disclose on matters arising at any time throughout their term or when it becomes apparent.

DECISION MAKING

The Decisions of the Stronger Communities Partnership Board will be understood to be collective and to be acted on by everyone unless individual members have made a fundamental objection.

- A quorum of five members of the group will be required to conduct business including at least one local authority representative from the integrated Communities Strategy programme.
- Decision making by consensus unless there is a failure to agree in which case each partner has one vote. In the event of members failing to agree the Chair will have the casting vote.

CONDUCT AND FREQUENCY OF MEETINGS

The Board will meet as a minimum every two months. However, more frequent meetings may be agreed. Adherence to the code of conduct will be expected of all members.

SECTERIAT

Bradford Council will provide administrative support to the Board.

REVIEW

The Stronger Communities Board will annually review terms of reference and working arrangements for sub-groups for particular functions / tasks. Changes to the terms of reference will be subject to discussion and agreement by the Stronger Communities Board and can only be made following consultation.

Board members will undertake an annual appraisal with the Chair, Portfolio Holder and Assistant Director or Director of Neighbourhoods and Customer Services.

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Equality Impact Assessment Form

Appendix D

Department	Department of Place	Version no	1.0
Assessed by		Date created	09/10/2018
Approved by	Ian Day	Date approved	19/10/2018
Updated by	Zahra Niazi	Date updated	
Final approval	Ian Day	Date signed off	19/10/18

The Equality Act 2010 requires the Council to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

Draft 'Stronger Communities Strategy' and Delivery Plan, produced by the Bradford Integrated Communities Partnership in response to Bradford's designation as one of five Government 'Integrated Communities Pilot Areas'.

1.2 Describe the proposal under assessment and what change it would result in if implemented.

The Strategy sets out its vision where people – whatever their background live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. As such the overall ambition of the Stronger Communities Strategy and Delivery Plan underpins this corporate equality objective. It is intended to increase opportunities for people from different backgrounds to: mix together, increase their mutual understanding and respect of each other and reduce misunderstandings and to remove barriers that prevent people from taking full advantage of the opportunities available to all people living in Britain. The proposal also includes influencing system change across schools admissions, social housing allocation, Government Policy and embedding the ethos of integration across the District in the design and delivery of services. It will challenge processes and practices which hinder opportunities for integration.

Section 2: What the impact of the proposal is likely to be

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

Yes. The proposals within the strategy and delivery plan will make a positive contribution and impact on many protected characteristic groups. There is no perceived detriment from undertaking any of the initiatives within the delivery plan.

Both the Government Green Paper and the engagement work undertaken locally recognise the importance of getting along in the District by increasing the size and diversity of social networks and bringing confidence and a sense of belonging. The local delivery plan places significant emphasis on bringing those furthest from the labour market into work. Proposals include indirect measures, such as better coordination and greater opportunity for learning English and more directly by engaging employers in changes to recruitment practice alongside work with the Department of Work and Pensions and Job Centre Plus. It is intended to increase opportunities for people from different backgrounds to mix together, increase their mutual understanding and respect of each other by reducing misunderstandings and barriers through sustained interactions.

2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.

Yes. As an Integrated Communities Pilot area Bradford, and Bradford Council, will raise the profile of equality issues, amongst many of the protected characteristic groups during the course of the partnership with MHCLG. In particular, opportunity will be taken to review certain policies and procedures to determine whether they support integration and resource will be available to instigate change, where this is believed necessary or helpful. Raising the profile of the districts work on integration will raise awareness amongst staff and elected members through the events and activities that are contained in the delivery plan. The proposal includes aspects of Feeling Safe as this can act as a barrier to people's willingness to engage in activities that bring people together. The Delivery Plan intends to support campaigns to dispel and debunk myths as well as activities that encourage difficult conversations between different groups of people, challenging prejudices and stereotypes.

2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.

The activities within the Stronger Communities Delivery Plan run are aimed at all people across the District and therefore won't negatively or disproportionately affect one particular protected characteristic group over another.

2.4 Please indicate the level of negative impact on each of the protected characteristics?

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

Protected Characteristics:	Impact (H, M, L, N)
Age	N

Disability	N
Gender reassignment	N
Race	N
Religion/Belief	N
Pregnancy and maternity	N
Sexual Orientation	N
Sex	N
Marriage and civil partnership	N

2.5 How could the disproportionate negative impacts be mitigated or eliminated?
(Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

Review of the work being delivered will be effectively measured. Learning about what works, and equally important what doesn't, will help to ensure that the District can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits. This will be supported by a thorough communications and marketing plan and an internal Programme Board which will look to tackle any on-going risks and issues or negative impact on certain groups.

Section 3: Dependencies from other proposals

3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.

The Integrated Communities Partnership represents a number of voices across the District and is made up by a range of Voluntary and Community Sector organisations, Faith organisations, private sector and Council Departments across the city. The Partnership has been involved in shaping the Stronger Communities Strategy and Delivery Plan proposal. There are no further additional equality impacts identified from these exercises.

Section 4: What evidence you have used?

4.1 What evidence do you hold to back up this assessment?

Our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

MHCLG is working with five pilot authorities to try out new approaches to integration and wants to use these experiences as a means of determining what works well. Bradford's approach has been based both on the analysis of data and engagement with partners and citizens. A robust evaluation framework is being developed to measure the impact of interventions. The Council will work alongside the MHCLG to ensure that the initiatives have outputs and outcomes that can be effectively measured. Learning about what works, and equally important what doesn't, will help to ensure that the district can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits.

4.2 Do you need further evidence?

No

Section 5: Consultation Feedback

5.1 Results from any previous consultations prior to the proposal development.

The Social Kinetic was commissioned by the Stronger Communities Interim Board to engage the 'communities of Bradford District' to identify ideas from our list of priorities which in their view will get to the heart of some of the most persistent integration challenges and build happier, stronger communities with more opportunity for everyone. We engaged more than 630 people over three events in Bradford, Shipley and Keighley with conversations lasting more than an hour each. Each event had a mix of people from different ages, faith groups, ethnicities and gender.

We noted there were differences in what people said by area, age and gender and as such our Delivery Plan reflects this.

5.2 The departmental feedback you provided on the previous consultation (as at 5.1).

N/A

5.3 Feedback from current consultation following the proposal development (e.g. following approval by Executive for budget consultation).

N/A

5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.

N/A



Report of the Chair to the meeting Bradford and Airedale Health and Wellbeing Board be held on Tuesday 29th January 2019

K

Subject:

Chair's Highlight Report:
Living Well for Longer
Sub Group Updates – ICB, ECB

Summary statement:

The Health and Wellbeing Board Chair's highlight report summarises business conducted between Board meetings. January's report brings the Living well for longer update and updates from the Board's sub groups.

Bev Maybury
Strategic Director of Health and Wellbeing

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Portfolio:

Healthy People and Places

Overview & Scrutiny Area:

Health and Social Care

1. SUMMARY

The Health and Wellbeing Board Chair's highlight report summarises business conducted between Board meetings. January's report brings the Living well for longer update and updates from the Board's sub groups.

2. BACKGROUND

The backgrounds to each item are included below within the item

3. OTHER CONSIDERATIONS

3.1 Living well for longer

Latest available data (2015-17) shows that life expectancy for people in Bradford District is increasing, after previously showing signs of improvements starting to level off. Life expectancy at birth for a male born in the District is now **77.7 years**, and for a female born in the District life expectancy is now **81.6 years**. These are both the highest figures recorded for the District. Life expectancy remains below the average for England and the region for both males and females, however because improvements have been larger in Bradford the gap between Bradford and England/Y&H has **narrowed** slightly in 2015-17.

Life expectancy is not a short term measure of health and wellbeing; changes occur over many years. However, the small increase observed in the District compares well compared to other parts of the region where only a small number of local authorities have seen an increase in life expectancy.

Recently published data on healthy life expectancy shows a less positive picture. Healthy life expectancy has fallen for both males and females. In 2015-17 healthy life expectancy at birth in males fell to 60.4 years in Bradford District. This is the lowest value recorded and remains below the average for England (63.4 years). For females, healthy life expectancy at birth fell to 59.0 years in 2015-17. As with males, this is the lowest value recorded and remains below the average for England (63.8 years).

Some caution is, however, needed when interpreting the data on healthy life expectancy; the data, in part, draws on self reported health status from the Annual Population Survey, and so year on year variation is expected. Once this variation has been accounted for there has been no significant change in healthy life expectancy over recent years. This, however, in itself is an important finding, as a key outcome for the District is to increase the number of years a person can expect to live in good health.

Because healthy life expectancy has not improved and life expectancy has increased, this means that although people can expect to live longer, they are likely to spend more years in poor health.

The data discussed in this report is summarised in the Public Health Intelligence Bulletins included as an appendix to this paper see appendix 1 and 2

3.2 Integration and Change Board

3.2.1 The Integration and Change Board (ICB) met on 21st December. The Board focused on Population Health Management, development of local partnership and delivery arrangements through the two Health and Care Partnerships, and business planning. Additionally progress was made in relation to business continuity planning related to

Brexit, programme alignment and ensuring all relevant partners connected to the revised Children's services improvement planning arrangements.

3.2.2 Specific decisions and agreements include;

- Establishment of a single joint arrangement for the development of Population Health Management capability across our system. Linked to this ICB clarified the mandate for this group and clarified the investment to be made into Population Health Management.
- Investment into Digital 2020 capacity, in line with previous decisions.
- Review of joint programmes of work to ensure aligned to strategic priorities, and all to have a clear SRO link back to ICB.
- Commitment of communications resources into a joint programme to ensure comprehensive communication and engagement in place strategy

3.3 Executive Commissioning Board

3.3.1 ECB met on 10th January 2019, the main focus of the meeting being the work within the Councils Health and Wellbeing Department. The Board welcomed the presentation from Impower which focused on the demand management approach and how that aligns with the system vision of Health, Happy and at Home. The Board supported the focus of the next phase of work looking at the interface between Health and Social Care and how outcomes for patients can be improved by applying a demand management approach.

3.3.2 An update of the BANDs service for people with Autism was provided, as well as an update on the financial position of the Better Care Fund and the improved Better Care Fund. A detailed report, including the year end position will be presented back to the Board in May. The Councils consultation on the budget proposals was also shared with the board.

3.3.3 Meetings are scheduled monthly with the next meeting to be held on 14th February. The Board will be participating in an externally facilitated workshop, focusing on the effectiveness of the Board and its work plan for the coming 12 months.

4. FINANCIAL & RESOURCE APPRAISAL

None

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None

6. LEGAL APPRAISAL

There are no legal issues arising

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

None

**7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS
(for reports to Area Committees only)**

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

No options for this paper

10. RECOMMENDATIONS

That the information in the report be noted.

11. APPENDICES

Appendix 1 – Healthy Life Expectancy Bulletin

Appendix 2 – Life Expectancy Bulletin

12. BACKGROUND DOCUMENTS

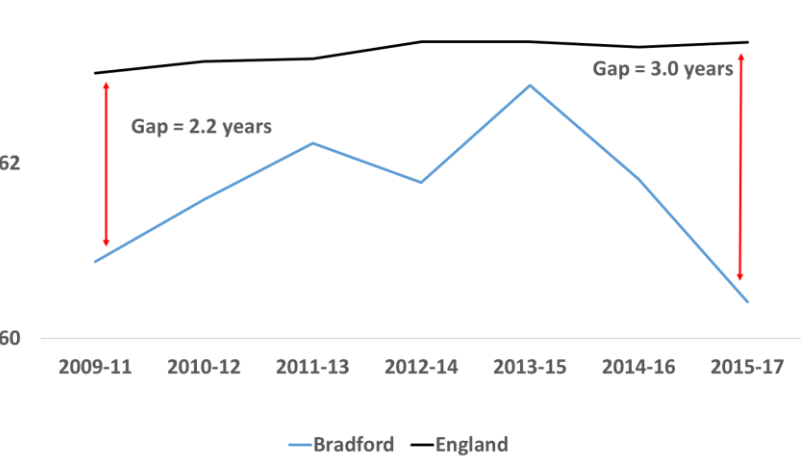
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Healthy Life expectancy Public Health Bulletin 2018



Healthy Life expectancy - males

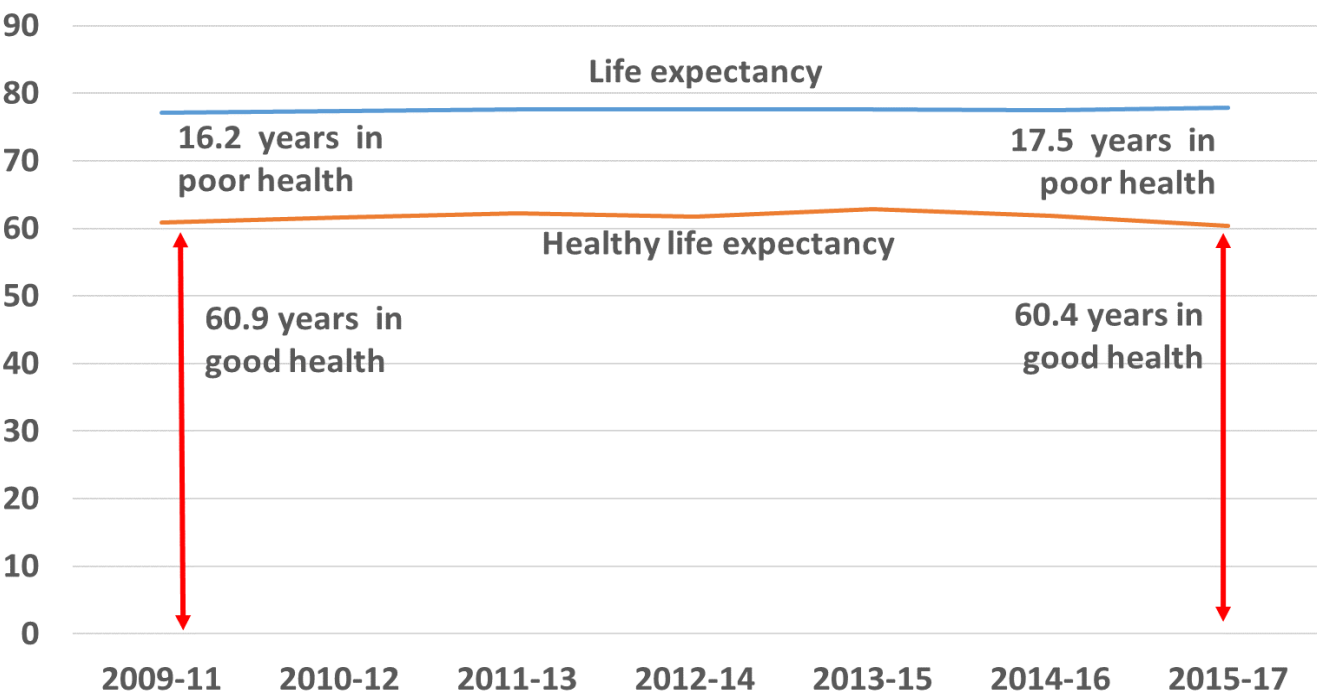
Healthy life expectancy at birth (years) - males



- In 2015-17 healthy life expectancy at birth has fallen in males to 60.4 years in Bradford District
- This is the lowest value recorded and remains below the average for England (63.4 years)
- The gap between Bradford District and the England average has widened to 3 years

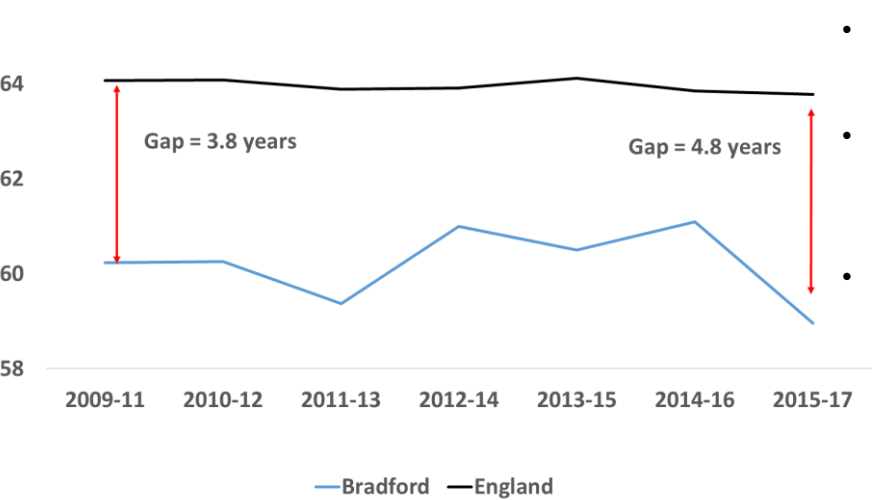
As healthy life expectancy has fallen and life expectancy has risen, a male born in Bradford District can expect to live longer in ‘poor health’. In 2015-17, a male born in Bradford can now expect to live 17.5 years ‘in poor health’ compared to 2009-11 when a male could expect to live 16.2 years in ‘poor health’

Healthy life expectancy at birth and life expectancy at birth (years) - males



Healthy life expectancy - females

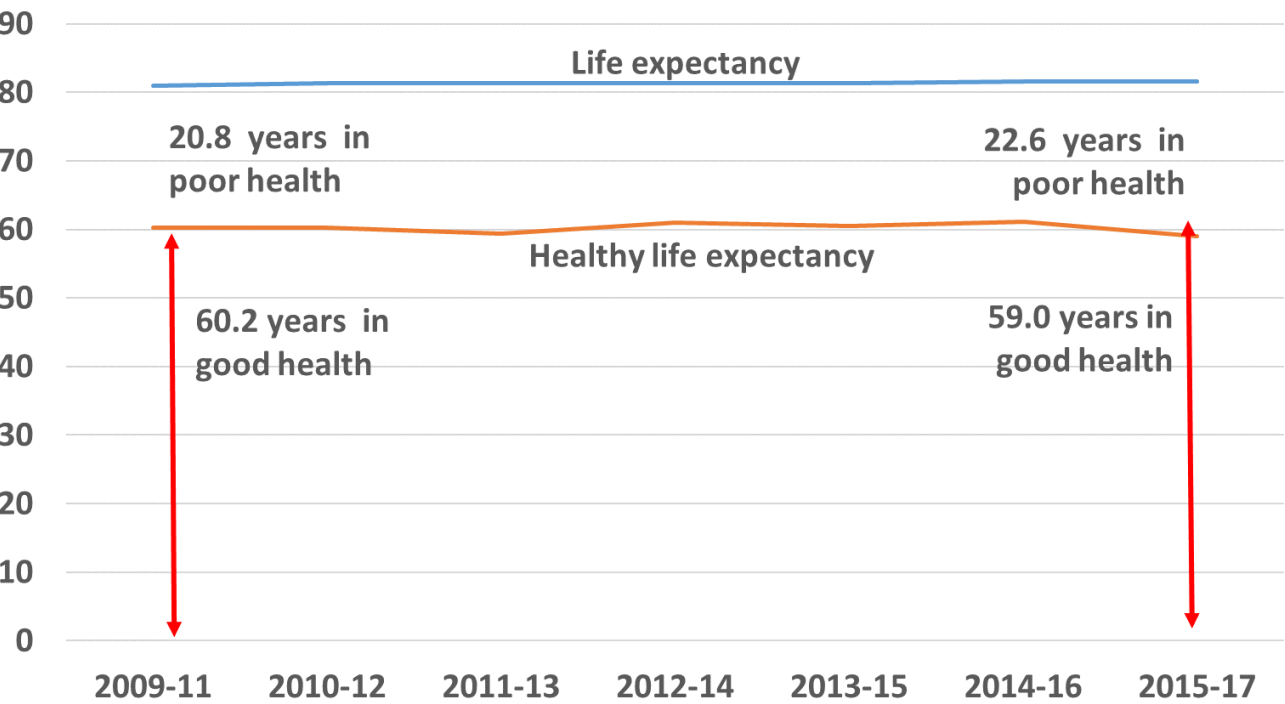
Healthy life expectancy at birth (years) - females



- For females, healthy life expectancy at birth has fallen in to 59.0 years in 2015-17
- As with males, this is the lowest value recorded and remains below the average for England (63.8 years)
- The gap between Bradford District and the England average has widened to 4.8 years

As with males, as healthy life expectancy has fallen and life expectancy has risen, a female born in Bradford District can expect to live longer in ‘poor health’. In 2015-17, a female born in Bradford can now expect to live 22.6 years ‘in poor health’ compared to 2009-11 when a female could expect to live 20.8 years in ‘poor health’

Healthy life expectancy at birth and life expectancy at birth (years) - females



Life expectancy at birth

Public Health Bulletin

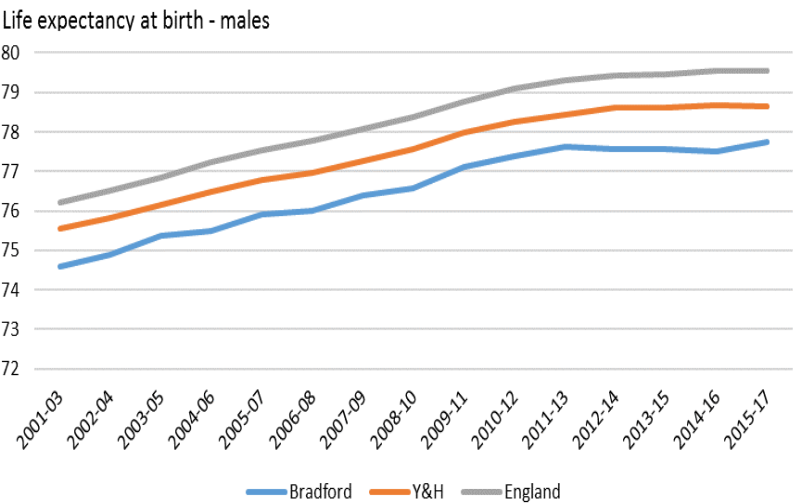
2018



Key Points

- In 2015-17 life expectancy at birth has **increased** in both males and females within Bradford District
- Life expectancy at birth for a male born in the District is now **77.7 years** and for a female born in the District life expectancy is now **81.6 years**. These are both the highest figures recorded for the District
- Life expectancy remains below the average for England and the region for both males and females. However this gap has **narrowed** in 2015-17
- Life expectancy for males has seen the largest increase when compared to other areas in the region

Life expectancy - males



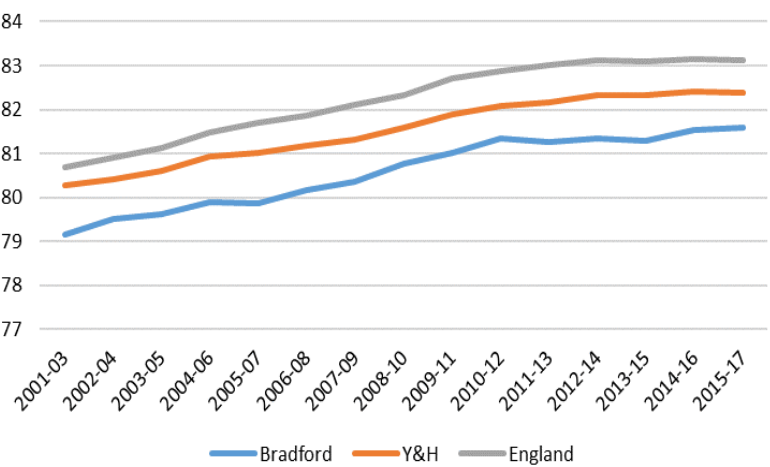
In 2015-17 life expectancy at birth for males increased to 77.7 years

Although life expectancy remains District remains **below** both the regional average (78.7) and England average (79.6), the gap has narrowed

The gap between Bradford and the England average has narrowed to 1.8 years

Life expectancy - females

Life expeptancy - females



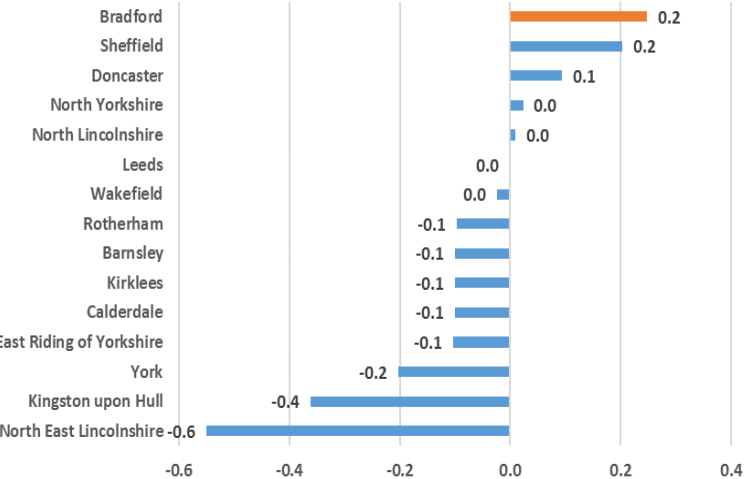
In 2015-17 life expectancy at birth for females increased to 81.6 years

Although life expectancy remains District remains **below** both the regional average (82.4) and England average (83.1), the gap has narrowed

The gap between Bradford and the England average has narrowed to 1.5years

Changes in Yorkshire & the Humber (2014-16 vs. 2015-17)

Changes in life expectancy (years) - males



Within males, life expectancy at birth in Bradford District has seen the largest increase in the region

Although still lower than many areas in the region, Bradford District has improved it's regional rank from 2nd lowest to 3rd

Within females, life expectancy at birth in Bradford District is one of a handful of areas that have seen an increase in the region

However, Bradford District remains the 2nd lowest in the region for female life expectancy

Changes in life expectancy (years) - females

