City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Agenda for a meeting of the Bradford and Airedale Wellbeing Board to be held on Tuesday, 22 February 2022 at 10.00 am in City Hall

Dear Member

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

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

Yours sincerely

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: **To:**
Parveen Akhtar
City Solicitor
Agenda Contact:
Phone:
E-Mail:

MEMBER	REPRESENTING
Councillor Susan Hinchcliffe	Leader of Bradford Metropolitan District Council (Chair)
Councillor Sarah Ferriby	Healthy People and Places Portfolio Holder, Bradford Metropolitan District Council
Councillor Abdul Jabar	Neighbourhoods and Community Safety Portfolio Holder, Bradford Metropolitan District Council
Councillor Imran Khan	Education, Employment and Skills Portfolio Holder, Bradford Metropolitan District Council
Councillor Alex Ross-Shaw	Regeneration, Planning and Transport Portfolio Holder, Bradford Metropolitan District Council
Councillor Sue Duffy	Children and Families Portfolio Holder, Bradford Metropolitan District Council
Kersten England	Chief Executive of Bradford Metropolitan District Council
Helen Hirst	Accountable Officer, Bradford District and Craven Clinical Commissioning Group
Sarah Muckle	Director of Public Health
Iain MacBeath	Strategic Director Health and Wellbeing
Brendan Brown	Chief Executive of Airedale NHS Foundation Trust
Dr James Thomas	Bradford Districts and Craven Clinical Commissioning Group
Dr Sohail Abbas	Deputy Chair
Therese Patten	Chief Executive of Bradford District Care NHS Foundation Trust
Helen Rushworth	HealthWatch Bradford and District
Kim Shutler	Bradford Assembly representing the Voluntary and Community Sector
Dan Greenwood	Chief Superintendent Bradford District, West Yorkshire Police
Ben Bush	District Commander, West Yorkshire Fire and Rescue Service
Mel Pickup	Chief Executive of Bradford Teaching Hospitals NHS Foundation Trust
Mark Douglas	Strategic Director, Children's Services
Shirley Congdon	Vice Chancellor, Bradford University
Stewart Davies	Chair of Sustainable Development Partnership
Rachel Dennis	Group Chief Executive, Incommunities Group LTD
Bishop Toby Haworth	Chair of Stronger Communities Partnership
Zahir Irani	Chair of Economic Recovery Board
Zulfi Karim	President of Council for Mosques
Huma Nizami	Race Equality Network
Councillor Rebecca Poulsen	Worth Valley

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 26 October 2021 be signed as a correct record (previously circulated).

   (Su Booth – 07814 073884)

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.

(Su Booth – 07814 073884)

B. BUSINESS ITEMS

5. DISTRICT DIGITAL STRATEGY

1 - 66

The report of the Chief Executive **(Document "J")** will be submitted to the Board to inform Members of the ambitious programme of activity for Bradford District, through the lens of three central pillars

1. Laying the foundations for success
2. Improving our capabilities in emerging technologies
3. Lifting our ambitions on digital growth

Recommended –

1. **That the Board notes the Strategy, provide feedback on themes, gaps, activities.**
2. **That the Board endorses and support its aim and objectives**
3. **That the Board is the ultimate Strategy Board and receive annual reports to the Wellbeing Board on progress of the implementation of the Digital strategy based on the outcomes of the delivery plan.**
4. **That the Board encourages and support stakeholder collaboration and co-ordination in the relevant activities set out in the strategy roadmap and be a focal point to ensure all dots are connected.**
5. **That the Board supports the formal launch of the strategy in June to be confirmed**
6. **That the Board commits to contributing to a future stakeholder visioning session on the Smart Place vision for Bradford District.**

(Paul Wilson – 07812 490703)

| 6. | **ICP DEVELOPMENT** | 67 - 80 |

The report of the Chief Executive **(Document "K")** sets out the updated vision, definition and design principles for the locality working approach.

The Wellbeing Board collectively agreed to develop an all age locality working model in 2019-20, the aim being to "upstream" intervention and place an increased focus on prevention and early help to support the wellbeing of citizens across the District, the onset of the pandemic delayed this work as agencies initiated emergency response protocols to respond to the pandemic.

Recommended –

1. **That The Wellbeing Board offers guidance and support that may help to improve the model and system wide approaches.**
2. **That The Wellbeing Board considers the benefits of stronger alignment and coterminous working, including shared governance.**
3. **That The Wellbeing Board identifies organisational data leads to help build a single data platform**
4. **That The Wellbeing Board considers any nominations for staff to participate in the ABCD training (commencing February 2022).**

(Ian Day - 01274 433507)

| 7. | **HEALTH AND CARE PARTNERSHIP ARRANGEMENTS FOR BRADFORD DISTRICT AND CRAVEN** | 81 - 110 |

The report of the Partnership Development Director **(Document "L")** will be submitted to the Board to provide details of the implementation of the place-based health and care partnership arrangements for Bradford District and Craven, which were presented to the Board in October 2021. These changes are part of the West Yorkshire Integrated Care System and address the requirements of the Health and Care Bill 2021.

Recommended –

That the Wellbeing Board notes the changes being implemented the local Health and Care Partnership.

(James Drury - 07970 479491)

| 8. | **CHAIRS' HIGHLIGHT REPORT** | 111 - 136 |

The report of the Health and Wellbeing Board Chair **(Document "M")** will be submitted to the Board and summaries key business conducted
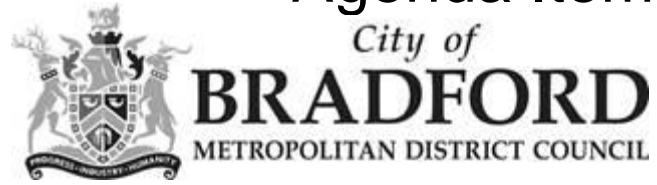
between Board meetings. February's report includes an update on the District's Better Care Fund submission.

Recommended –

That the District's BCF submission be noted and approved by the Wellbeing Board.

(Sadia Hussain – 07929 024881)

City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Report of the Chief Executive of Bradford Council to the meeting of Wellbeing Board to be held on 22nd February 2022

J

Subject:

Bradford District Digital Strategy

Summary statement:

This digital strategy sets out an ambitious programme of activity for Bradford District, through the lens of three central pillars,

1. **Laying the foundations for success** – by creating the environment to prosper. This includes investing in digital infrastructure, a low carbon energy infrastructure, skilled workforce, digital inclusion and cyber security.

2. **Improving our capabilities in emerging technologies** – such as industry 4.0 technologies, Artificial Intelligence (AI), Internet of Things (IoT) and the emerging technologies in driving future productivity to ensure Bradford is at the forefront of technology development and use.

3. **Lifting our ambitions on digital growth** – a range of initiatives to drive the green economy and building a dynamic and emerging technology sector.

EQUALITY & DIVERSITY:

Equality assessments – The strategy is underpinned by the District Plan and addresses
        inequalities that some people experience in accessing digital resources across the

Kersten England Chief Executive, Bradford MDC Office of the Chief Executive	**Portfolio:** **IT and Transformation**
Report Contact: Paul Wilson E-mail: [e-mail address] @bradford.gov.uk	**Overview & Scrutiny Area:**
District.	**N/A**

1. SUMMARY

The Bradford District Digital Strategy is designed, to transition Bradford as a community and place into the future where it has integrated the best of digital and smart technologies to improve the lives of the citizens of Bradford District and support the District's priorities for Clean Growth.

2. BACKGROUND

➢ A summary of the strategy is available in appendix A, The strategy is made up of 3 central pillars:

- **Laying the foundations for success** – by creating the environment to prosper. This includes investing in digital infrastructure, a low carbon energy infrastructure, skilled workforce, digital inclusion and cyber security.
- **Improving our capabilities in emerging technologies** – such as industry 4.0 technologies, Artificial Intelligence (AI), Internet of Things (IoT) and the emerging technologies in driving future productivity to ensure Bradford is at the forefront of technology development and use.
- **Lifting our ambitions on digital growth** – a range of initiatives to drive the green economy and building a dynamic and emerging technology sector.

It is an enabling strategy to our District Plan and our Economic and Clean Growth aspirations and proposes a set of initiatives that we can collectively work on in order to support the Districts ambition of becoming one of the UK's smart cities and leading digital economies in the next 5 years. The initiatives range from:

- those already funded and currently being implemented, (such as the multi-million-pound commitment on digital connectivity across the District)
- to those in the pipeline with planned investments, (such as the £150k investment in the Digital Twin expansion)
- to those requiring a collective ambition, partner collaboration and business case-led strategic investment in funding and commitment.

The presentation in appendix B and strategy summary in appendix A provide further details on the roadmap and ambitions for the District's digital transformation.

3. OTHER CONSIDERATIONS

➢ The Digital strategy supports our District Plan ambitions and underpins the outcomes of the plan.

4. FINANCIAL & RESOURCE APPRAISAL

➢ Full details of financial appraisals are details in appendix A.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The overall governance on monitoring progress and co-ordination will be through the Wellbeing Board (6 monthly updates) and Wellbeing Executive (quarterly updates). Programme delivery governance will be developed as appropriate and utilising the Council's new programme management methodology.

6. LEGAL APPRAISAL

➢ If there are no legal issues arising from this paper.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

➢ The Digital strategy supports the Council's Clean Growth strategy.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

➢ None arising

7.3 COMMUNITY SAFETY IMPLICATIONS

➢ None arising

7.4 HUMAN RIGHTS ACT

➢ None arising

7.5 TRADE UNION

➢ None arising

7.6 WARD IMPLICATIONS

➢ The Digital strategy aims to improve digital access across the District and will therefore provide improvements in access across all wards in the DiStrict

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

None arising

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None arising

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None arising

8. NOT FOR PUBLICATION DOCUMENTS

None

10. Recommendations

➢ The Wellbeing Board is asked to:

1. Note the Strategy, provide feedback on themes, gaps, activities.
2. Endorse and support its aim and objectives
3. Be the ultimate Strategy Board and receive annual reports to the Wellbeing Board on progress of the implementation of the Digital strategy based on the outcomes of the delivery plan.
4. Encourage and support stakeholder collaboration and co-ordination in the relevant activities set out in the strategy roadmap and be a focal point to ensure all dots are connected.
5. Support the formal launch of the strategy in March to be confirmed
6. Commit to contributing to a future stakeholder visioning session on the Smart Place vision for Bradford District.

11. APPENDICES

Appendix A-District Digital Strategy

12.   BACKGROUND DOCUMENTS

➢   Background documents are documents relating to the subject matter of the report which disclose any facts or matters on which the report or an important part of the report is based, and have been relied on to a material extent in preparing the report. Published works are not included.
➢   All documents referred to in the report must be listed, including exempt documents.
➢   All documents used in the compilation of the report but not specifically referred to, must be listed.

City of Bradford & Metropolitan District
Digital Strategy
2022 - 2027

Appx 1.

About This Document.

In developing the strategy, discussions have been held with key stakeholders and partner across the District from a range of sectors. However, we recognise that there is more consultation to do, indeed, we see this strategy document as a starting point, a living document which will develop further over the coming months and years. It is in that spirit we ask those with the interests of Bradford District and the wellbeing of its citizens to review, engage, feedback and contribute further to its development and its programme of action.

In developing the strategy, the Council's aim has been to set out the "Digital Challenge" to the leaders, innovators and people of Bradford to work together to deliver a vision for the future of Bradford District. The Council will use the basis of this document (or tailored versions) to continue to consult widely with local community representatives and local stakeholders to refine and develop our plan of action to ensure we meet the priorities and wishes of our citizens. Therefore, in reading this document we ask you to consider:

- Are the themes the right ones?
- Are the core capabilities we seek to put in place the right ones?
- Do you think the actions we outline will deliver the objectives set out in the report?
- What do you like about the document? What do you not like about the document?
- Are there any key areas in which you feel are missing?
- How could you help us take it forward and ensure Bradford District has a coherent digital and smart place strategy and plan which will improve the live-ability of our citizens?

We will gather any feedback we receive and continue to update the strategy and our roadmap for delivery and provide a progress summary at key intervals.

2

Contents

Within this document, the regional area of Bradford City and District is referred to as 'the District'.

3

Part I: Foreword & Exec Summary

Message from the Chief Executive

Advances in technology and its increasing integration into every aspect of society is transforming the way we work, travel, power our homes and access health care, education and local services.   Whilst this transformation has been significant in recent years, it is small in comparison to how technology will transform our lives in the years to come. Added to this is the need to respond to the climate emergency, the continuing challenges of the pandemic, the need to nurture growth in the local economy and ensure our local communities and businesses are not excluded by the opportunities digital technologies will bring.

We need to ensure that Bradford District continues to thrive and develop the right skills, infrastructure and businesses that will empower people to self-serve, encourage social innovation and build a prosperous and connected District.

It is against this backdrop that this Digital Strategy for Bradford District is designed, to transition Bradford as a community and place into the future where it has integrated the best of digital and smart technologies to improve the lives of the citizens of Bradford District and support the District's priorities for Clean Growth.

The Digital Strategy outlines a cohesive roadmap – encompassing initiatives already underway, investments we are making now to take us forward, and areas to be considered to help us identify opportunities into the future. The focus is on getting the foundations right, building capability in emerging technologies and lifting our ambition through digital growth priorities.

This is a living strategy. It is not just a reaction to a changing landscape; it is an opportunity to reshape the future of the District to ensure all our communities can thrive. We will continue to track progress through the next 5 years and adjust course as we need to, to ensure we are successful in reaching our ambition.

As the District makes the changes necessary to keep pace with a digitally transforming world, it's important we bring all our communities along with us. We need to make sure our citizens see and experience the benefits of digital and smart technologies and that we are able to meet the technological expectations of our community. This cannot happen if sections of our communities feel left behind – we need to work with all our communities to ensure a digital future is for everyone

We cannot do this alone –we rely on partnerships with all communities, industry and government. We will work in unison with the new Mayor and the West Yorkshire Combined Authority to achieve these goals. Digital technology provides an opportunity for a brighter future for Bradford District to become an innovative and resilient world class leader. It is hoped this strategy provides a coherent framework and a "call to arms" to focus our collective efforts to achieve that aim.

Kersten England

Chief Executive, CBMDC

4

Digital Strategy-On-A-Page

The Digital Strategy is an enabling strategy to our District Plan and our Economic and Clean Growth aspirations. It will build the foundations for economic growth and prosperity, build our capabilities in new 'clean' technologies and identify key areas for collaboration and strategic investment to support digital growth and well-being.

Sub Goals	*A world-class core digital infrastructure*	*Analytical insight driving growth, place development and effective services*	*A blueprint for future, sustainable low carbon energy for power, transportation and heating*	*A thriving digital & creative sector*	*No citizens of Bradford District are digitally excluded*

We are supporting the achievement of our goals in three critical areas:

Laying the Foundations for Success

Digital infrastructure: establishing a long term network partner and programme to deliver 100% Full Fibre Gigabit connectivity across the whole district together with 5G rollout across the city.

Low Carbon Energy Infrastructure: creating a blueprint for sustainable future energy needs for power, heating and transport.

Cyber Bradford: working with DCMS to establish Bradford as a leading region for cyber security on skills development, SME cyber support and smart city Test Bed.

Skills and Talent Development: including Digital Skills Partnership Programme**,** CTE Partnership Boards**,** Digital Makers initiative, working with industry and academia to identify and close gaps in digital skills

Digital Inclusion – a comprehensive approach with a new local stakeholder governance framework, investment in dedicated resources and a digital champions community network.

Building our capabilities in new technologies

Artificial Intelligence (AI) CoE: A centre of excellence for Bradford to become a UK leader on the development and use of trustworthy, ethical and inclusive AI.

Technical Innovation Centre – working with the University of Bradford to create a Lab environment for the District, linking into our AI CoE to improve competitiveness of Bradford businesses and manufacturing industries through Industry 4.0 technologies.

Smart Place Platform: Implementation of LoRaWan and 34 Gateway network across the District providing comprehensive basis for smart city application growth.

Data Analytics: Building on investments already made to create an analytics platform to drive "whole-systems" approach to services.

Digital Twin Modelling – Virtual Bradford – a 3D model of the city centre established with further investment in its development across the City

Citizen Science: Building on our word class programmes Born in Bradford, Act Early and Bradford Life Critical Project.

Lifting our ambition on Digital Growth

Bradford Business District House - An impartial central resource for entrepreneurs and start-ups, a single body of experts to help businesses navigate/co-ordinate business support.

Green Economy – Targeted support to the Low Carbon, Environmental Goods Services Sector.

Dynamic and emerging tech sector – Building emerging technology capability and accelerating the growth of tech start-ups, such as Healthtech, CyberTech, FinTech to drive an uplift in the local economy.

Regional Creative Quarter - Explore the designation of Little Germany as a Heritage Action Zone to boost attractiveness as a regional creative quarter.

UK City of Culture 2025. Digital, media and creative sector opportunities will bring the latest cultural trends and digital tools to the district.

Key Budget Highlights

- £10m investment in digital connectivity
- £2.5m investment in smart city platform capability.
- £5m 5-year capital programme
- Investment in the TIC to drive innovation across the economy.

Relevant Strategies and Plans

- District Plan
- Council Plan
- Economic Strategy and Economic Recovery Plan
- Clean Growth
- Joint Health and Wellbeing Strategy

MEASURES — Whole District coverage of gigabit capable connectivity | All our citizens have digital access & the skills to succeed | Significant contribution to Net zero goals | Economy Growth faster than UK average | **2027**

OF SUCCESS — Can compete for attracting and retaining digital talent and skills | Moved from promising Tech pilots to delivering real world citizen value at scale. | Delivered a blueprint for clean & future resilient energy network | Bradford recognised as a global centre for research

Page 11

5

Appx 1.

Executive Summary

This digital strategy sets out an ambitious programme of activity for Bradford District, through the lens of three central pillars,

1. **Laying the foundations for success** – by creating the environment to prosper. This includes investing in digital infrastructure, a low carbon energy infrastructure, skilled workforce, digital inclusion and cyber security.

2. **Improving our capabilities in emerging technologies** – such as industry 4.0 technologies, Artificial Intelligence (AI), Internet of Things (IoT) and the emerging technologies in driving future productivity to ensure Bradford is at the forefront of technology development and use.

3. **Lifting our ambitions on digital growth** – a range of initiatives to drive the green economy and building a dynamic and emerging technology sector.

It is an enabling strategy to our District Plan and our Economic and Clean Growth aspirations. It proposes a set of initiatives that our public, private, academic and community sectors will be able to work on together in order to make Bradford one of the UK's top class smart cities and digital economies in the next five years. The initiatives range from:

- those already funded and currently being implemented, (such as the multi-million-pound commitment on digital connectivity across the District)

- to those in the pipeline with planned investments, (such as the £150k investment in the Digital Twin expansion)

- to those requiring a collective ambition, partner collaboration and business case-led strategic investment in funding and commitment.

The strategy includes ambitious plans such as

- the proposed Technical Innovation Centre (TIC) - creating the Bradford TIC will help transform the District, based on a reputation for high quality research with industrial impact and relevance, with the aim to attract millions of pounds of inward investment to the sub-region, drive global businesses and create jobs, whilst helping develop highly qualified graduates and postgraduates.

- a public-private partnership approach to the Artificial Intelligence (AI) Centre of Excellence to catapult start-ups in AI and to provide the tools for zero cost prototyping to every bright digital idea, manage the ideas to successful venture throughout its life cycle and accelerate AI development to prepare validated and regulated technologies for this market.

- Explore the designation of Little Germany as a Heritage Action Zone to boost attractiveness as a regional creative quarter.

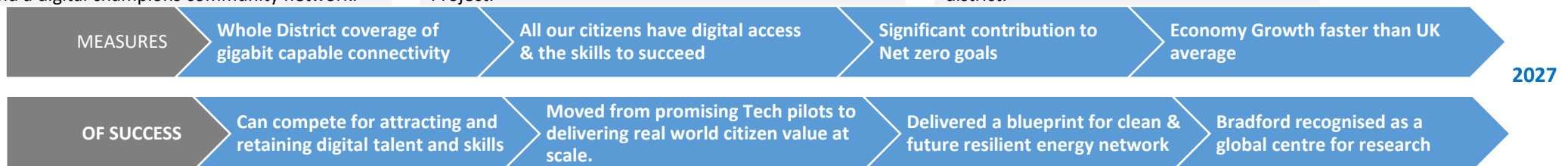- Bradford Business District House - Provide an impartial central resource, support and guidance for entrepreneurs and new start-ups by establishing a single body of experts working under one banner to help businesses navigate/co-ordinate business support.

6

Appx 1.

The strategy includes a comprehensive approach to tackling the skills gap through the Digital Skills Partnership and associated Digital Skills Plan, pathway-specific Careers and Technical Education (CTE) Partnership Boards and the Digital Makers initiative with the aim to create a fully inclusive society and thriving economy by the growth of digital skills. This will ensure Bradford District has a high value, high skills economy delivering high value jobs, increased productivity and opportunities for all.

Whilst ambitious, it also takes a pragmatic approach with a roadmap that is practical, incremental, adaptable and delivering clearly identifiable results in achievable stages. In the short-term there is a focus on governance, a focus on engaging with stakeholders to form partnerships and an effective approach to selecting and prioritising digital projects, building on existing initiatives, setting clear targets for activity, and clarity of roles in advancing the digital agenda. This will build on the many achievements to date discussed under each theme. Medium term we will see executable programme development and delivery of the more ambitious projects, targeting inward investment and working in collaboration with stakeholders. Longer term is scaling up initiatives and measuring and reflecting on progress and impacts.

<u>Workstreams</u>

We have identified five work streams to structure our programme activity and deliver the aims set out above. Each work stream has a set of capabilities which we have identified are essential to success. Part II of this document answers for each capability six questions:

1. Why is this important?
2. What is our ambition?
3. Where are we now?
4. What are we going to do?
5. Five years on, what does good look like?
6. How does this support District Plan Outcomes?

Fig 1: Five Work Streams

Appx 1.
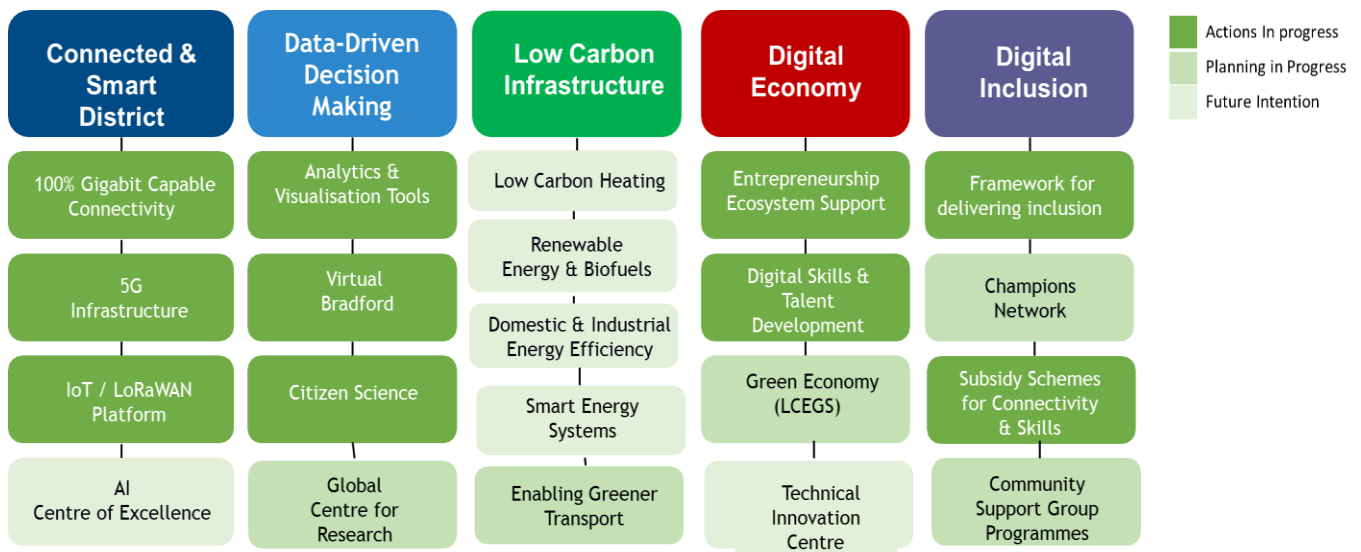
Outcomes

The outcomes we seek and expect from the implementation of this strategy over 5 years are:

All premises across the District, business, academic and domestic have access to affordable gigabit capable connectivity and Bradford is one of the first areas in the UK that mobile operators look to when implementing their new generation of mobile technology (6G, 7G).

Bradford is home to several hundred new businesses, from start-ups and SMEs to larger businesses actively developing, adopting and applying new technologies to identify new service applications, commercial products, disease diagnoses, improve health and tackle climate change. A regional technical innovation centre (TIC) is well established having a great impact making the District a-leader-in-innovation and creating skills and employment opportunities through the attraction and creation of highly innovative companies.

A smart city architecture together with advanced analytics tools is supporting a 'whole systems' approach to service planning in areas such as Environment (air quality, flooding, ground temp), Transport (traffic management, parking, fleet tracking), Health (movement and activity monitoring for elderly), Energy, Buildings management and many other areas.

Bradford is a recognised leader of Citizen Science and a global centre for research backed by a number of prestigious awards for its work with citizen science and public policy. The digital twin application provides a 3D model of the whole District, and is now having a profound impact on a number of fields, from local architecture and urban development to healthcare and manufacturing.

Whilst not achieved our ambition of net zero self-sufficiency energy production, the District is much more resilient, producing a reasonable proportion of its own energy needs through renewable technologies.

A productive, resilient and innovative economy that offers a higher standard of living and is based on a highly skilled, diverse and flexible workforce. There is a high density of high tech companies, a thriving Green Economy of entrepreneurs with less reliance on legacy industries such as, low tech manufacturing and low wage service sectors.

Closed the attainment gap for disadvantaged learners, so that each of our communities are able to access and progress in learning, and experience the economic benefits. An inspired student population, increased apprenticeship uptake for ICT, growth of graduate skills retention in the region and provision of more work-ready students to support the West Yorkshire economy.

8

Appx 1.

<u>Strategy Roadmap</u>

Appendix A – Strategy Roadmap, presents an action plan in more detail. The challenge now for the Council, together with its partners, is to continue to develop the Roadmap with clear prioritisation and business cases emerging. The Council recognises it has a central role in acting as "place-shapers" and will look to leverage a mix of council, public service partner, business, community-led, WYCA sub-regional capabilities and opportunities as they emerge in key areas.

<u>Budget</u>

Significant investment has already been committed. In addition, we will establish a five-year multi-million-pound financial commitment to continue to drive forward the Digital Strategy.   The budget will incrementally increase each year as we demonstrate progress and develop confidence in the capabilities and their value to our citizens. We will also undertake a review of how best to leverage investments from public, private and academic partners and identify opportunities for commercial revenue generation associated with digital programmes and projects e.g. leveraging Council owned Ducting and fibre.

<u>Governance</u>

We will ensure a clear line-of-sight is established between all activities and outcomes sought. The overall governance on monitoring progress and co-ordination will be through the Wellbeing Board (6 monthly updates) and Wellbeing Executive (quarterly updates). Programme delivery governance will be developed as appropriate and utilising the Council's new programme management methodology.

<u>Brand & Digital Identity</u>

Having a strong brand and digital identity for Bradford District will go a long way to supporting growth and inward investment. With our stakeholder engagement and as the strategy roadmap progresses, we will commission a piece of work to develop the District's digital identity and brand aligned to the digital strategy building on its known strengths. Be it Citizen Science Research, Smart City, AI Centre of Excellence, Industry 4.0, Cyber Bradford, we will identity a programme of events and activities around which to promote the strategy and the brand both amongst partners and stakeholders across the sub-region as well as the wider global community.

<u>Next Steps</u>

The next steps are for us to "socialise" the strategy with our partners, absorb feedback and update the document. We will then perform an assessment on impact and effort for each activity to identify priorities to pursue with identified resources and stakeholder involvement required. This will feed into an updated Strategy Roadmap. A formal launch of the final strategy document will be held after the May elections.

9

Part II – Work Streams & Key Enablers

Work Stream 1: Connected & Smart District

The aim of this theme is to create the foundations for success by delivering a core digital infrastructure that supports economic growth, skills development, ensures no resident/business is digitally excluded, and contributes to more effective and efficient public services.

100% Gigabit Capable Connectivity	5G Connectivity

Why is this important?

The evidence is conclusive that having world-class network connectivity is a significant enabler and pre-requisite capability to driving economic growth. It can encourage new business start-ups and business expansion enabled by easier access to markets, lower barriers to entry and the development of new business models that are digitally dependent and more flexible than established businesses. Improved broadband speeds and greater penetration of gigabit fibre in an area will lead to new employment opportunities and a reduction in migration away from the area. Citizens will also have a general Wellbeing benefit from better access to new and valuable services and can support community cohesion.

Bradford District has suffered from decades of underinvestment in our infrastructure capacity and inadequate connectivity has been part of that. It is a barrier to growth and is affecting business location decisions, property values[1] and our ability to attract new jobs and higher skilled residents. COVID has also highlighted that many of our citizens and businesses are digitally excluded whilst accelerating the need to "pivot" their business models.

Furthermore, 5G mobile connectivity is much more than a simple connection speed upgrade over 3G and 4G for consumers – it promises to underpin enterprise applications for a new generation of technology, with cities and urban environments set to see some of the most significant benefits. Our research has allowed us to develop insights into how pervasive 5G connectivity is supporting smart city innovation, linking up IoT devices in new ways to deliver real-time insights to provision and planning of public services. A full fibre and 5G deployed District will provide the backbone for our Smart City and Clean Growth aspirations.

What is our ambition?

The ambition is that Bradford District is the best connected region in the UK has a digital infrastructure that matches the best in the world.

Where are we now?

Analysis of DCMS & Telecommunications company's investment plans has shown that some areas within the District will still be without adequate broadband for some years. Telecommunication companies state 100% fibre to the premise won't be achieved by

---

[1] A recent survey of 294 UK estate agents found that available of good quality broadband was the third most important factor for homebuyers considering a new home (after overall size of property and number of bedrooms).

10

2033 without further government intervention.

It is difficult to construct an accurate picture of the current situation with inconsistency in available information and vendor claims. One assessment is the only households within the District connected to true symmetrical Gigabit broadband are those around Bowling and Laisterdyke.

From published information, we know there are commercial plans from OpenReach to build fibre into Baildon, Shipley and Idle by April 2024. By which time CityFibre will have completed their current published investment plans, totalling some 150,000 homes. Virgin are also active in the area with significant investment providing 218,000 homes with a range of high speed connectivity.

From the ThinkBroadband data, we can see that the situation is patchy elsewhere suggesting possible dead spots providing slow superfast speeds with coverage marginally better across the North & South West of the City. There is concern over key towns such as Bingley, Keighley, Ilkley and the Worth Valley and with no planned commercial investment, a total of around 39,000 homes or 19% of the total within Bradford Council boundaries will remain with inadequate connectivity. Our most rural areas will continue to suffer inadequate connectivity without action.

As the owner of significant land and property assets, a sizable consumer of connectivity and digital services as well its statutory role in respect of the entire development process, the Council has the opportunity to significantly influence the infrastructure position of the area and deliver Fibre to the Premise (FTTP) and 5G which will provide a ubiquitous digitisation across the District.

The Council is developing its planning policies to support the roll out of new digital infrastructure in line with policies in the National Planning Policy Framework (NPFF) which calls on Councils to "...support the

expansion of electronic communications networks, including next generation mobile technology (such as 5G) and gigabit broadband connections."

Consequently, we are looking to work in partnership with infrastructure providers and network operators and to recognise the long-term benefits to the community from encouraging investment in digital infrastructure and aggregating demand.

What are we going to do?

A detailed action plan is set out in Appendix A – Strategy Roadmap, in summary, we will:

- Establish a place-based approach to procurement of networks by consolidating our network requirements across public sector partners within the District.
- Procure a long term network infrastructure partner to drive increased and accelerated market investment in fibre infrastructure across our District.
- Using the fibre backhaul, create the environment for gigabit Fixed Wireless Access (FWA) to create multiple 'base station' locations around the District and deploy FWA to difficult-to-reach locations particularly in our rural areas.
- Ensure Bradford District is a priority area for 5G deployment and that Bradford secures an 'early mover advantage' in the investment and development of capability and skills as future 5G products, services and applications evolve.
- Gain maximum value from Council's own ducting/fibre including generating revenue to support funding the Digital programme.

Five years on. What does good look like?

1. All premises across the District, business, academic and domestic have access to affordable gigabit capable connectivity.

2. Bradford is one of the first areas in the UK that mobile operators look to when

11

implementing their new generation of mobile technology (6G, 7G).

Internet of Things & LoRaWAN Platform

Why is this important?

The Internet of Things (IoT) is defined as the interconnection via the internet of computing devices embedded in everyday objects, enabling them to send and receive data. Sensors are embedded in physical infrastructure such as street furniture, buildings, practically anything physical.

There a range of sensors that can read data such as air quality, traffic flow, footfall count, road temperature, condensation in rooms etc. This data is then transferred via a network, usually a LoRaWAN (Long Range Wide Area Network) to a back office data analytics application that can analyse and present visually the detail captured to assist in real time and long term planning decisions on the provision of services.

It can be the basis of a system embedded in the decision making process for governing every day decisions on running a city to make life better for citizens. From data capture, to connectivity to storage and advanced analytics to inform decision making in whole series of areas.

It will also support strategic objectives such as tackling Climate Change and contributing to Sustainable Economic Growth.

The IoT network will increase connectivity across Bradford District and support central government's aim to invest in science and research; nurturing the talent of tomorrow and transforming places where people live and work.

What is our ambition?

Our ambition is this will provide the foundation for a whole ecosystem that will transform our economy by:

- delivering local service efficiencies
- allowing entrepreneurs to try out and demonstrate their ideas,
- support the creation of new businesses in Bradford based on innovation.
- Enable smart-tech solutions where mobile phone networks are inadequate.
- Teach school children and students about the technology, increasing interest in coding careers.

Where are we now?

The Council has already carried out a number of proof of concepts, to begin the learning on how best the technology can be applied at a local level. Some of these were no more than the implementation of one or two sensors to understand what data can be captured, its usefulness, what works and what doesn't, a technical assessment of what is needed, what are the GDPR issues, security issues etc. The application areas varied from flood monitors, CO2 sensors, motion sensors for footfall count and bin sensors.

In addition, as part of the Council's multi-million-pound lamp post replacement programme, an end-to-end IoT Solution has been procured where every new lamp post will be installed with a sensor. These in turn will be linked through a LoRaWAN network of 34 gateways. This will provide the basis of an initial network sensor ecosystem located across the District providing an excellent capability to deploy a range of applications that can deliver real time data and real value across the District.

12

Bradford IoT End to End Solution
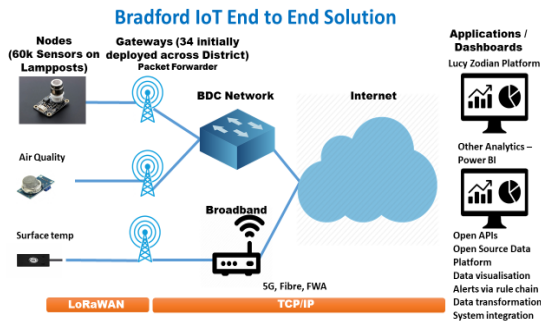
An analytics tools will receive the captured data, interpret and present the data to provide real time insight and knowledge to decision makers and service planners. The end-to-end solution is based on open standards to aid interoperability with other platforms and avoid proprietary lock-in. This is a key core capability already being established to help us meet our digital aspirations for the District.

The challenge now for the Council and its partners is to decide how best to use this capability, what are the priority needs of the citizens of Bradford that this technology can help with? How best do we collect, store and analyse data at the 'edge', and how can AI-enabled data analysis help with smart city planning? How can we leverage the significant investment made on IoT capability and how together with 5G can it deliver value to the Citizens of Bradford?

From our own proof of concepts and the insight from our research we have concluded the following learning points to help guide us:

1. The landscape is "littered with pilots" and it was difficult to find large scale use cases. Moving from pilot to scale is a real challenge and many cities have struggled.
2. Some LAs have ended up "stuck in proprietary" and locked into vendor technologies creating a fragmented landscape across the city.
3. There is a need to shift thinking from what we can do with this technology to what are our needs and be smarter in procurement in the market place.
4. It is about narrowing it down and "getting the plumbing right".

5. Need to take a holistic view, how digitally enabled are our citizens and what are we doing about it. people's ability to use them.
6. It is crucial to get the data strategy right, the right data platform and analytical resources. There is also a need for data sharing agreements; COVID shone a bright light on this and helped remove some barriers.
7. We need to put the citizens of Bradford at the centre of design.
8. It is important to get local partners to work together and collaborate to leverage investment landscape.

What are we going to do?

A detailed action plan is set out in Appendix A – Strategy Roadmap, in summary, we will:

- Draw from our learning to date to ensure we avoid the pitfalls others have encountered.
- Implement robust governance in place including effective citizen engagement to allow progression with confidence with the investment already made, from pilot to scale, applications that address the needs and priorities for Bradford Citizens.
- Develop a business case tool to capture, filter and prioritise application ideas to ensure success in delivering value to Bradford Citizens.
- Invest further in appropriate sensors for the chosen priority applications
- Promote the network to businesses, entrepreneurs and the public and facilitate collaboration about their experiments / achievements / products / sales.
- Promote and explain the LoRaWAN network across Bradford District and allow potential market suppliers to analyse locations and assess the potential market opportunities.
- Briefings to Wellbeing and LEP sector groups and their members and hold CMBDC Business Breakfasts promoting the technology.
- Present school, college and university briefings to highlight the opportunities for

13

student and teacher developments.

Five years on. What does good look like?
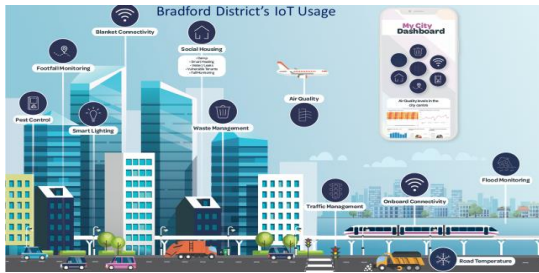
A "Bring Your Own Gateway" programme has encouraged new innovations and provided a platform for developing schools and student talent, and offering new opportunities where people are living and working now.

The application of this technology will be determined by local priorities, local need and delivering real value to the live-ability of Bradford Citizens. Robust business cases will be developed. We are confident that in five years we will have implemented a range of applications providing real value, typically in the areas of Environment (air quality, flooding, ground temp), Transport (traffic management, parking, fleet tracking), Health (movement and activity monitoring for elderly), Energy, Buildings management and many other areas.

**Artificial Intelligence (AI)
Centre of Excellence**

Why is this important?

Artificial Intelligence (AI) is an important part of our lives. Many of the products and services we take for granted today rely on AI - helping to keep us safe online, save lives in healthcare and improve public services.

AI is technology used to allow computers to perform tasks that would otherwise require human intelligence, such as visual perception, speech recognition, and language translation. AI is a broad discipline of complementary technologies, including data-driven techniques, which are evolving constantly.

AI is playing an important role in this race against time, providing scientists, governments and conservationists with the data they need to make informed decisions and develop progressive, net-zero strategies.

AI can contribute to our economic, social and environmental outcomes, helping to drive business growth and improve people's wellbeing.

The UK Government's AI Sector Deal, the UK's AI Strategy and the EU's Coordinated Plan on AI all recognise the vast potential of AI to drive growth across business and the economy and this is reflected in similar initiatives in countries around the world.

What is our ambition?

Our ambition is for Bradford to become a leader in the UK on the development and use of trustworthy, ethical and inclusive AI.

Where are we now?

Bradford can approach the future with AI with some confidence. There is a strong academic presence in AI research and development, a strong academic base and a successful tech business sector that uses AI to improve people's lives and power our economy.

The University of Bradford already has an established AI and Visual Computing Research Unit which focuses on the development of novel AI and visual computing solutions for real-world problems in collaboration with variety of academic, industrial and clinical partners and has strengths and expertise in all areas of AI and experience of applied projects. They also teach AI at Undergraduate level, and starting an MSc in AI whilst running complimentary courses in MSc Cyber security, MSc Internet of Things, and MSc Big Data Science and technology.

This research unit has four knowledge transfer arms: The Visual Computing Centre, the Advanced Automotive Analytics Research Institute, The Computing Enterprise Centre

14

and the newly established Health Data Analytics Lab (DHEZ).

The University has recently been awarded £700,000 by the Office for Students (OfS) for new innovative programme design and funded scholarships for AI and Data Analytics Creating future AI and Data Analytics visionaries.

There is an opportunity to work with the AI centre at the University to develop it into a regional centre of excellence, supporting the Council and local businesses that can benefit from the issues/problems that can be solved by AI.

Healthcare is the fastest-growing global market for AI and with our existing strengths in the health sector in the region, such as the HAZ, BiB, Bradford is well placed to become a 'go to' location for the sector, creating new jobs and transforming health and social care delivery.

A recognised strength of our sub-region is in evaluation of digital healthcare solutions to effect system change, improve system performance and enhance patient health and wellbeing. We have Europe's first AI-powered hospital command centre in Bradford; researchers at the city's university have contributed expertise to analyse the influence on safety and patient health and, more widely, analysis of the effect of computerised decision support systems on healthcare professional performance and patient outcomes.

What are we going to do?

- Working closely with UoB, develop an AI Strategy for Bradford District that puts people at its heart:
  - Support and enable the adoption of AI to achieve our District Plan Outcomes
  - Encourage working together to accelerate AI activity
  - Set a clear direction of travel that aligns AI with other strategic initiatives.

- Conduct an extensive consultation and engagement programme involving people and organisations from across the District. This inclusive, collaborative approach, with input from our people, our businesses, our public sector and our academics will help to shape and set out a vision and an AI Strategy that will work for all of us.
- We will explore a public-private partnership approach to catapult startups in AI and to provide the tools for zero cost prototyping to every bright digital idea, manage the ideas to successful venture throughout its life cycle and accelerate AI development to prepare validated and regulated technologies for this market.
- We will collaborate with the University of Bradford to offer the graduate, postgraduate (masters) and PhD students for their final year projects through our partnership, university students working in local economy directly with council or local companies to help them to turn their ideas to successful AI ventures if they wish to explore more. This could be widened to support internships, and other skill building activities.
- We will set up a Life Science AI Working Group.
- Link up with the extensive AI expertise at Leeds University to create a powerhouse of expertise in the sub- region.

Five years on. What does good look like?

1. Bradford is home to several hundred businesses, from start-ups and SMEs to larger businesses actively developing, adopting and applying AI to identify new service applications, commercial products, disease diagnoses, improve health and tackle climate change. These companies have opportunities to collaborate with international partners as our reputation grows.
2. A collaboration of partners is in place as a Centre of Excellence from across local industry, NHS and academia.
3. The cutting edge research continues to

secure external funding from major UK Research Councils such as EPSRC, Innovate UK, NHS (National Innovation Centre) and Industry etc. focusing on the application of AI to the field of digital diagnostics.

4. Research-active clinicians and innovative SMEs collaborate on key clinical questions and ultimately solving health and social care challenges more quickly and efficiently.

5. An important element of the CoE infrastructure is skills development with our local pupils and students, linking with Digital Makers initiative and other strategies to help build AI /Digital Skills capability in the sub-region.

6. People from all walks of life, especially the most disadvantaged and vulnerable are participating in co-design and decision-making to shape initiatives and to benefit from them.

How Does the Connected District Theme Support District Plan Outcomes?

Children have the best start in life
Contributes to high-quality education in every setting. Many children and young people have struggled to access remote learning, hindering their progress on attainment, job prospects and life chances. World-class connectivity will help reduce health and social inequalities and child poverty. IoT/AI network will present opportunities for digital skills training
AI app can help engage young people in conversations about their mental health, helping to develop young people who have the vocabulary and the tools to understand and manage their mental wellbeing.
Residents achieve good health and wellbeing
It will help create equitable access for patients supporting Primary Care Networks and Community Partnerships implementing new integrated models of care using virtual technologies
IoT/AI will allow people to live longer in their own homes, with access to high-quality care at home or in care settings when needed. Many examples of AI in health e.g. it can improve accuracy and efficiency in breast screening. It can use algorithms to identify poor quality services at an early stage and inform corrective action e.g. poor Care identified and passed to inspectors for further assessment and action.
Sustainable economic growth and decent work for all
Excellent connectivity is critical to creating the conditions that enable people to secure good work, to reducing inequality in income, housing and ultimately in wellbeing. An excellent network infrastructure will help attract and grow high value businesses in digital, health and green industries and support local people to develop the necessary skills and knowledge to access these jobs.
It will contribute to increasing the value of Bradford's economy and getting more people into work and improving the skills of residents to close the gap with UK skill levels; IoT/AI will increase the productivity of local businesses and new products creating more and better jobs.
Safe, sustainable and inclusive communities
IoT / AI Network will improve the live-ability of citizens in Bradford with more effective services, better planning and design on the use of space. Community applications of IoT / AI will enhance social cohesion, create strong social bonds, active community involvement through volunteering and networks.
It will contribute to increasing the value of Bradford's economy and getting more people into work and improving the skills of residents to close the gap with UK skill levels; IoT/AI will increase the productivity of local businesses and new products creating more and better jobs.
Action at all levels to address climate and environmental change

16

IoT / AI applications can make significant contributions to tackling climate change and reduce local carbon footprint of the region. Bringing improvements in our buildings, infrastructure, services and natural environment. The technology can help minimise waste, reuse and recycle resources, reshape and optimise supply chains movements.

It will support the green economy that brings health benefits, cleaner air being the biggest example. It can help local businesses produce clean and safe products that are life-enhancing and support wellbeing in the home, community and working life and contribute to the district becoming an exemplar sustainable place. Improve biodiversity - hold rainfall, slow the flow and hold back flood water. AI can map the region and identify and track changes to the ecosystem year-on-year, providing stakeholders with evidence of environmental deterioration or recovery, information that confirms if the District is on track to meet its climate change targets

17

Work Stream 2: Data-Driven Decision Making for Better Public Services and District Planning

The aim of this theme is to build on the foundations set in theme one by using the digital infrastructure to drive insight to support economic growth, place development and deliver more effective and efficient public service

Analytics & Visualisation Tools

Why is this important?

Together with advanced technology we have the opportunity to improve quality of life. The technology discussed in Connected District theme is only part of the equation – we need to integrate the advanced technologies and new data methods into traditional workflows to inform (better) data-driven decisions regarding service design and delivery.

Our IoT investment will set up a network which can accept sensors used by a variety of organisations. This will allow the District to harness creative ideas and technologies from our partners in both public and private sector. This in turn will create a landscape of data being produced across the District on a multitude of applications across many sectors. It is important we harness these capabilities with the right data capture, storage, processing and analytical tools.

What is our ambition?

We are at the forefront in using smart technologies and data analytics to enhance the lives of the citizens and businesses of Bradford.

Using data and digital technologies is enabling us to take a "whole systems" approach to the clean growth challenges facing Bradford's infrastructure and environment.

Where are we now?

Bradford has a relatively mature culture of sharing data improved further by the pandemic, however there is a need to go further including making people aware of what data we hold across all stakeholders.

Within the Council there is no corporate data repository or a common data schema but a series of data warehouses for our larger systems. Our current focus is mainly on operational data and could do much more if we can break out of the "data bubble" that people are used to. Reporting tends to be on very defined datasets and doesn't consider what other data there could be to improve decision making.

Considerable investment has been made on corporate tools such as Power BI which we can build on. The current data landscape commissioned review will make recommendations on this as part of a Data Modernisation Strategy.

We need the capability to bring in data from multiple sources. Council Services have had to deal with multiple interfaces for various products, pushing suppliers to help them access the raw data so they can bring it together in tools like Power BI. What is required is digital access via APIs or direct connection to the Cloud source and not just manual extracts at expense to the Council.

Regards GIS and spatial analysis tools, the Council have already invested in most of the

18

tools recommended by the Economic & Social Research Institute (ESCRI).

What are we going to do?

- Commission a review of the Council's current state of data management and analytics, reporting and develop a Data Modernisation Strategy.
- Produce a business case, priority use cases, adoption roadmap and Indicative Timeline – a set of actionable next steps and timelines for transitioning to the future state and how to execute on these.
- Building on the Council review, curate a series of workshops around priority themes open to key stakeholders such as BiB, Act Early, UoB, Health Partners with the aim of identifying potential challenges and use cases. Identify external capability amongst research, start-up and small business community.
- Develop a clearly focused data collaboration programme on the back of the workshops, which includes issues around data demand, data ownership, data quality as well as organisational capability.
- Invest in training to give all staff a baseline understanding of data handling as well as hiring data specialists with advanced skills.
- Develop a technology road map to establish a world class city data infrastructure, based on open standards, flexible interfaces. Clear milestones are needed for the secure sharing of data, an operating platform capable of handling IoT data at volume and speed, and the broader aim of establishing District wide cloud-storage and the analytics potential it can support.
- Implement data and technical architecture and analytical tools to integrate with a range of data sources to provide a smart city, whole systems view of Bradford District Services.
- Appoint a Chief Information Role to oversee the development of a placed based data strategy delivering city data market and supporting citizen science CoE

aims.
- Engage with sub-regional partners on a strategy for data and the business case for a sub-regional data analytics office.

Five years on. What does good look like?

We have in place central architecture that manages to bring disparate real time data streams from a range of sources into one place which advanced analytics tools can be applied to aid a whole systems approach to service planning and delivery.

From Pilot to Scale needs a Smart Place Platform Architecture
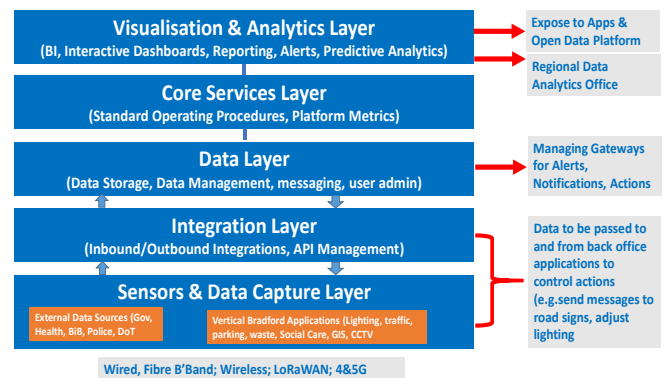
Users can combine multiple data sets with a range of visualisation tools that will unlock the real value of data. Data can be mapped and the accumulation of data provide an insight into the issues facing both the citizens of Bradford and the Council itself as it responds to the issues raised. Automation of processing and Self Service reporting is in abundance.

Virtual Bradford

Why is this important?

Virtual Bradford is an ambitious project to virtually 'clone' Bradford city centre 'brick for brick' to create a 3D hi-resolution copy of the city centre, with the aim to expand the area in the future across the rest of the City. The project is a collaboration between the University of Bradford (UoB) and the Council

19

and is part of the EU funded SCORE[2] project, which aims to improve public service through smart open-data solutions.

The benefit of 'Virtual Bradford' will be to support various strategic priorities for the Council, including urban civic planning, improve traffic management, support the modelling of air quality, flood risk and noise pollution, and to highlight the heritage of the city and its benefit to enhancing education, tourism and in fostering civic pride. The virtual online model will be open source (or copyright free), meaning anyone can use it in their designs. For example, a games manufacturer could use it to create something interactive. The uses are limitless, from virtual heritage walks to 'virtual' shopping. There is no vendor lock in.

All the data will be provided through the Open Government Licence and the code for the Open Source platform that will be used to share the data will be made freely available on GitHub (open source development platform).

Unimpeded access to the digital twin will help to stimulate growth, regeneration and innovation in and for Bradford. Because the data is going to be made freely available to anyone, the uses are only limited by one's imagination.

The digital twin makes it possible to design and test city operations virtually before changing the real city environment. This type of policy-supporting instrument helps to make complex urban issues more comprehensible. It is also a suitable instrument for co-creation and collaborative decision-making and contributes to improving citizen engagement.

Virtual Bradford will revolutionise how the Council deals with planning, air pollution and traffic management but will also enable a myriad of other potential uses, such as creation of heritage trails and mapping

cultural assets in 3D. It will also transform how people interact with the city - businesses could open virtual shops, allowing customers to browse virtual aisles, artists could install virtual exhibitions and heritage trails could be created throughout the city.

The development and adoption of Virtual Bradford digital twin will be integral to our ability to confront grand challenges, such as delivering locally on net zero 2050 objectives, reducing social inequalities, and driving R&D-led clean growth.

Where are we now?

The online clone includes most of the city centre but the virtual landscape will be expanded in future across the rest of the city with the Southern Gateway a priority area. Data from 100km of streets has already been captured to create the first 3D model or digital twin of the city, capable of showing accurate levels of detail for the built environment.

The University have already secured additional funding from the Arts & Humanities Research Council and Research England to complement and build upon the pump-priming from the EU-SCORE project.

This was followed by the recent announcement of the award of the Queens Anniversary Prize to be presented at Buckingham Palace in February 2022.

What is our ambition?

Stimulate growth, regeneration and innovation in and for Bradford District is ultimately the aim for the digital twin.

What are we going to do?

The Council will contribute further investment to assist in expansion of the digital twin modelling across the city, procure technical

---

[2] SCORE is Smart Cities Open-data Re-use

infrastructure and link it into the emerging IoT development programme.

Establish sustainable resources and governance around the Virtual Bradford Digital Twin so it becomes an effective planning tool for the development of Bradford.

This includes: People, Heritage & Place -Using Heritage to Enhance Community and Well-being in Saltaire, Bradford. This Collaborative Knowledge Exchange Project on the Theme of Place will expand Virtual Bradford to digitally document Saltaire World Heritage Site and will digitally connect the two via the Canal Road Greenway/ Leeds-Liverpool Canal to signpost active travel.

The Virtual Bradford initiative, together with the investment in IoT and 5G, provides a solid foundation of core capabilities for Smart City planning. It will provide a dynamic data connection between the physical twin and the digital twin. How this data is updated between the physical and the digital will vary (e.g. sensors on a bridge informing predictive maintenance). The complexity will relate to the requirements, the level of data access, the physical situation and the business case. In time, algorithms and ultimately Artificial Intelligence (AI) will be applied to make the digital twin more sophisticated, more automated and to provide further insights.

Together with UoB, the Council will develop a clear plan and roadmap to foster the environment for the development of scalable, extensible, and interoperable digital twin.

Five years on. What does good look like?

The digital twin application provides a 3D model of the whole District, and is now having a profound impact on a number of fields, from local architecture and urban development to healthcare and manufacturing. It's open source platform has allowed it to be picked up and embedded by

third parties to support their product and commercial developments.

Citizen Science	Global Centre for Research

Why is this important?

Bradford has an opportunity to build its reputation on Citizen Science and Research. A number of initiatives are underway which make a strong brand building a critical mass – the question is how do we best join the dots, optimise these initiatives and build a reputation around it which Bradford can leverage to attract more investment, stir up some civic pride and feed into a Clean Growth Strategy Planning for the future.

What is our ambition?

Establish Bradford as a recognised leader in Citizen Science and a global centre for research by 2025.

Where are we now?

There are a number of ground breaking projects engaging in citizen science such as:

Born in Bradford / Act Early - Citizens creating heath data and looking at it themselves,

Virtual Bradford and the citizen content creators

Bradford Life Critical Project - a shared mission to strengthen local planning towards a resilient, healthy, and thriving district through the establishment of an open smart digital city and citizen observatory. An ambitious project that will use a digital twin of the district and make use of connected sensor networks and citizen science to tackle policy, planning, monitoring and management of challenges identified by the Council and our communities. This includes health and climate resilience (clean air and flood risk); clean growth strategies; future transport approaches; evacuation and disaster planning;

21

Appx 1.

urban/civic planning and regeneration; and culture and tourism.

What are we going to do?

A core aim of the mission is to drive societal transformation and adaptation by connecting citizens with science and public policy. This will be achieved through embracing 'living lab' spaces that foster dialogues and shared learning for the co-design and co-production of knowledge, and allowing communities to frame social, economic, cultural, and behavioural change to work towards.

The initial areas identified centre on climate action and the creative economy. Our capacity is strong in these areas grounded in Engineering through the SCORE project and complemented by the UoB Visualising Heritage team.

Five Years on, what does good look like?

Bradford is a recognised leader of Citizen Science and a global centre for research backed by a number of prestigious awards for its work with citizen science and public policy.

How Does the Data-Driven Decision Making Theme Support District Plan Outcomes?

Children have the best start in life
The whole systems approach to service planning and delivery fueled by data insight will strengthen local planning towards a resilient, healthy, and thriving district
Residents achieve good health and wellbeing
The whole systems approach to service planning and delivery fueled by data insight will strengthen local planning towards a resilient, healthy, and thriving district
Sustainable economic growth and decent work for all
Bradford being recognised leader of Citizen Science and a global centre for research will attract inward investment and talent
Safe, sustainable and inclusive communities
The digital twin application provides a 3D model of the whole District, and will have a profound impact on a number of fields, from local architecture and urban development to healthcare and manufacturing.
Action at all levels to address climate and environmental change
The whole systems approach to service planning and delivery fueled by data insight will strengthen local planning towards a resilient, healthy, and thriving district

22

Work Stream 3: Delivering Low Carbon Energy Infrastructure

The aim of this theme is to put in place a plan to deliver a resilient, sustainable, future proof low carbon energy infrastructure for power, transportation and heating.

Why is this important?

In order for the District to become a "smart place" it cannot ignore the need to transition to a low carbon infrastructure and the need to take a holistic approach and join the dots. Here we focus on the infrastructure required to deliver cheaper and cleaner energy for power, heating and transport. The capabilities outlined here are the foundation to transition the district to net zero. It is a call for action which will facilitate a clear, co-ordinated, collective effort across our sub-

region from multiple stakeholders and inspire meaningful change. The Council will be able to progress some of the actions set out in the roadmap, many will require government funding to kick start, whilst some will require private sector partnership. It is likely many of these capabilities and the suggested activities will need to be planned and developed at a West Yorkshire sub-regional level. This is a complex journey that will take many years to deliver but the District must take steps now to set out a blue print for its energy needs for the next 10 years and beyond.

There are five core capabilities identified as part of this theme. Some of these can be broken down to lower level capabilities.

Low Carbon Energy Heating
- District Heat Networks
- Off-gas grid homes
- Hydrogen Grid
- New Build approach

Renewable Energy & Biofuels
- Onshore wind development;
- Biomass fuel supply chain development
- Solar energy for Transport;
- Car parks / Park & Ride solar potential

Domestic & Industrial Energy Efficiency Programme
- Domestic
- Non-Domestic – Public Sector, Business & Industry

Smart Energy Systems
- Micro-Grid & Community Grids
- Smart Storage
- Bradford Energy Market
- CO2 Capture, Usage & Storage (CCUS)

Enabling Greener Transport
- EV Charging & Hydrogen fuelling infrastructure
- CNG Fleet Fuelling

23

What is our ambition?

Our ambition is for the region to be self-sufficient in the provision of its own energy needs and to have net zero carbon footprint in the production of its energy needs for power, heat and transport.

Where are we now?

An assessment of the current landscape still to be completed. We need to better understand the market direction and plans in place such as H21 - a partnership with Equinor and UK gas distributer Cadent, the region has developed a Hydrogen based project which presents the conceptual design for converting the North of England to a hydrogen based energy system between 2028 and 2035. The scheme will incorporate a 12.15 GW hydrogen production facility, and a wider network of 3.7 million meter points (circa 85 TWh per annum, representing 12.5% of net UK population) across the major urban conurbations including Bradford and beyond.

What are we going to do?

As a first step we have carried out an initial research on each of the above areas. This will feed into and inform our overall Clean Growth Strategy. Part of this Clean Growth strategy for the District will do the following:

I. Provide a clear analysis of the energy opportunities and challenges for the District.
II. Estimate future energy demand and carbon emissions, and the changes required.
III. Establish a programme of targeted interventions to reduce emissions in the electricity, heat and transport sectors.
IV. Develop a pipeline of potential energy and low carbon investment projects and identify potential funding.
V. Create a roadmap for the future sustainable decarbonisation of energy provision for Bradford District and all its sectors
VI. Support investments in low carbon technologies to take advantage of the opportunities presented by the emerging low carbon Green Economy.
VII. Establish governance for delivery of the strategy.

Five years on. What does good look like?

1. Whilst not achieved our ambition of net zero self-sufficiency energy production, the District is much more resilient, producing a reasonable proportion of its own energy needs through renewable technologies.
2. We have successfully piloted and implemented a District Heat Network for the Council estate and exploring other deployments.
3. Most of our off-gas-grid homes in our rural communities have been converted from burning heating oils to biofuels.
4. A private partnership is in place exploring the implementation of hydrogen networks utilising the existing gas grid across the region.
5. Solar is commercially viable utilising space on buildings and land more effectively, and exploiting new technologies like battery storage which is becoming cheaper, helping the District to produce a reasonable proportion of its own electricity needs.
6. A number of solar car ports are in place turning carparks into power stations through the innovative integration of technologies such as solar PV, new battery storage methods and electric vehicle charge-points.
7. Subject to a central government funding programme, we have insulation schemes in place, particularly those in fuel poverty to assist in homes achieving an EPC rating of C or above.
8. Successful targeting of grant funding opportunities has supported small businesses to enable them to lower their carbon footprint, such as a move to low

24

energy lighting or improving building fabric insulation.

9. A successful pilot of a micro-grid has been completed, a locally owned/operated utility grid, de-coupled from the national grid that provides energy to local homes and businesses and adds to the community's energy mix whenever required.

10. The regional energy partnership has in place a local smart energy storage system based on renewables that improves network stability by helping to establish a

balance between generation and demand.

11. A feasibility study has been completed to support developments in CO2 capture, usage and storage (CCUS) and build a new economy in West Yorkshire around CCUS. A demonstrator facility would establish West Yorkshire as a centre for CCUS technology with significant potential job creation and GVA growth prospects.

12. The Council as part of its local energy plan has transitioned its fleet vehicles such as refuse vehicles from diesel to Compressed Natural Gas (CNG).

How Does the Low Carbon Infrastructure Theme Support District Plan Outcomes?

Children have the best start in life
It will contribute to a healthy environment, clean air, lower carbon footprint for children to enjoy healthy outdoor activity.
Residents achieve good health and wellbeing
It will contribute to a healthy environment, clean air, lower carbon footprint
Sustainable economic growth and decent work for all
This will create the conditions for the green economy to grow enable people to secure good sustainable work.
Safe, sustainable and inclusive communities
It will improve the live-ability of citizens in Bradford with greener services.
It will contribute to increasing the value of Bradford's economy and getting more people into work creating more and better jobs.
Action at all levels to address climate and environmental change
It will contribute to a healthy environment, clean air, lower carbon footprint

25

Appx 1.

Work Stream 4: Supporting Businesses to grow in the Digital Economy

The aim of this theme is to ensure the support and conditions are in place for the digital & creative sector to continue to thrive.

Entrepreneurship Ecosystem & Support

Why is this important?

There are two reasons. The first is there is a need to ensure businesses in Bradford are adopting digital technologies to improve productivity and continue to be competitive.

It's about helping our existing small-to-medium businesses – the foundation of our economy – to realise the benefits of fully developing their digital capability for their own future. They comprise well over 90 per cent of all businesses and contribute approximately £XX of all District annual output, over £XX million per annum. It will be those businesses that incorporate digital strategies that will thrive as they will be able to raise the profile of their businesses, provide better or new services to their existing customers and gain new ones.

We want all our business in our local area to have the infrastructure and connectivity, as well as the information, skills and capability, to engage with and benefit from digital technology. This strategy seeks to build on the many good initiatives already delivered or underway to ensure we achieve this goal.

Secondly, we need to support those businesses in the digital and creative sector whose products and services are centred on new and emerging digital technologies. We need to ensure the conditions are in place for a thriving collaborative ecosystem of support.

We want to ensure we develop high quality sustainable jobs. Evidence shows that jobs in the digital sector pay well above average pay rates. The 2018 Tech Nation report noted that jobs requiring digital tech skills command higher salaries at £42,578 compared to £32,477 for those that do not.

If we do not grasp, learn from and grow with the digital world, we risk limiting our potential to benefit from the digital future. Bradford will need to attract and retain the best talent from around the UK and beyond to be competitive.

What is our ambition?

We aim to be at the forefront of this new economy just as we have led before, through innovation and investment and by building on our strategic assets – our people, our businesses and our places. We aim to be the UK's fastest growing economy over the coming decade, increasing the value of our economy by £4 billion, getting 20,000 more people into work and improving the skills of 48,000 residents.

Where are we now?

Bradford has 15,700 businesses employing 200,000 people. Bradford's economy is worth £10 billion and is the ninth largest city economy in England.

Bradford has also been identified in Barclays Bank SME Growth Factor Index as the best place in the country to start up in business. The number of businesses has increased by 20 per cent over the last three years, rising faster than Leeds City Region and UK rates of growth.

We have in the District a thriving and innovative digital sector with 845 companies employing 4,000 people and is home to key

26

initiatives including the Bradford University led Mobile and Satellite Communications Research Centre and the Advanced Digital Institute.

We have also seen some growth in employees in the sector in recent years although most recently employment fell between 2019 and 2020.

Bradford is home to leading businesses that include: Arris - a world leader in technologies, products and services for PayTV and broadband; Radio Design - award-winning world leaders in wireless telecommunications product design, ECSC – leading UK developer and provider of Cyber Security services, BTL an industry leader in e-learning and on-line training.

Data from the 2020 Business Register and Employment Survey shows that there were 4,000 employees in the Digital sector in Bradford District. Key activities include Computer programming and consultancy which 2,250 people which is more than half of all employment in the digital sector in Bradford.

Telecommunications is the next largest activity accounting for 890 employees. There are 400 employees engaged in the manufacture of communication equipment.

We believe there are many positives to build on and with further targeted action we can ensure the right collaborative environment, and support ecosystem is in place to help accelerate growth.

What will we do?

- Bradford Economic Partnership will direct collaborative actions to shape future growth. Closer partnership working within the Leeds City Region will bring new investment and greater local influence on how and where resources are spent.
- We will encourage a wide spectrum of creative activity and exciting events via a new Destination Management Plan. We

will develop a network of creative entrepreneurs and cultural organisations, incubating and providing peer support for creative start-up businesses and taking over unused spaces.

- Backed by the CBMDC and the University of Bradford, Bradford have set out ambitions to be UK City of Culture 2025. The bid, driven by Cultural Places Partnerships seeks to capture game changing opportunities and platforms to tell the world about what Bradford can offer. Digital, media and creative sector opportunities will be key and will create clean growth spin offs by bringing that latest cultural trends and digital tools to the district.
- Establish Peer group mentoring frameworks.
- Develop support for growing social business and voluntary sector and establish model to support neighbourhood innovation.
- Establish a programme of virtual business start-up events.
- Play a key part on the WYCA development of the Health Tech Strategy of bespoke programmes for HealthTech, FinTech, and CyberTech.
- Review the case for a Creative Exchange Programme (CEP) bringing together academia, SMEs, Micros, individuals, public sector agencies and social enterprises who want to share and discover exciting new ideas, and collaborate to create compelling new experiences, products and services.
- Explore the designation of Little Germany as a Heritage Action Zone to boost attractiveness as a regional creative quarter.
- Supporting local businesses to adapt and pivot to exploit developments digital technology by upskilling and supporting businesses to use new technologies and drive innovation.
- Bradford Business District House - Provide an impartial central resource, support and guidance for entrepreneurs and new start-ups by establishing a single body of

27

experts working under one banner to help businesses navigate/co-ordinate business support.

Five years on. What does good look like?

There is a high density of high tech companies and of entrepreneurs with less reliance on legacy industries such as, low tech manufacturing and low wage service sectors.

There is a well-developed network and ecosystem with strong support services and collaboration with our local educational.

Digital Skills & Talent Development

Why is this important?

Digital skills help people into work, increase wages of those in work, boosts local and national productivity and the economy.

Digital skills can be categorised at three levels:

- Basic – the skills need to live in a digital world
- General – the skills needed to work in a digital world
- Advanced – the skills needed to become a tech professional

There is a growing Demand for Digital Skills. in the last twenty years, circa 4 million digital jobs have been created paying an average of £10 000 per annum more than the job it replaces, contributing to greater productivity and a net £140 billion boost to the national economy. All regions have benefitted from employment growth in higher skilled occupations.

The digital economy is growing fast, nationally growing a third faster than the rest of the economy. A growing digital economy creates new jobs not only in the IT sector, but in many other sectors such as in Financial services, manufacturing, health and social care.

Where are we now?

Bradford District has strengths and assets which place it in a competitive position in the Northern economy. We have a large young, entrepreneurial and digitally savvy population and is home to innovative creative and digital businesses.

However, there is still a significant digital skills gap, leaving significant vacancies particularly in "Tech" jobs. More young people need to be equipped with the digital skills required for today and the future. There is an opportunity to do this by equipping them through education with the digital skills needed to be 'work-ready'. Careers education for people of all ages is also key to this through quality careers that helps people understand the training pathways to enter, retrain and upskill.

Many businesses have needed to pivot through the pandemic to engage with their customers, however, over 40% of the workforce continue to lack 'Essential Digital Skills for the Workplace'. SMEs need to be supported to navigate the skills system to access opportunities to develop those skills in their workforce, and the case made to business leaders and entrepreneurs about the benefits of digital transformation on growth and productivity. The growth of digital skills is essential in supporting the development of a thriving and successful economy.

The Digital Skills offer across West Yorkshire is vast and difficult to navigate. Whilst the amount of provision is encouraging, the burden of choice poses a dilemma to those in need of skills support: "What do I need to learn, and where do I go to get this?". This is the biggest barrier to many and at all levels of digital skills. There is a need to coordinate the existing offer, and to simplify learning-pathways and the support available, especially for those most in need to access skills provision.

There is a lack of investment for adult skills, including digital skills

28

Regional and national skills provision is a cluttered and confusing landscape for those requiring to access learning. Provision is often disjointed and not delivering the local needs required to support the region.

There is a real need to invest and engage organisations rooted in local communities to ensure that skills provisions reach and engages those most in need of support. Employers and learners need the opportunity to co-design learning.

There is an opportunity to make more use of 'bootcamp' style learning, digital badges and MOOCs (massive online open courses).

Digital skills need to be embedded in all types of learning, and at all ages including through the national curriculum

What is our ambition?

To create a fully inclusive society and a thriving economy by the growth of digital skills ensuring Bradford District has a high value, high skills economy delivering high value jobs, increased productivity and opportunities for all.

What are we going to do?

There are a number of key initiatives already in place to address these challenges and realise our ambition:

Digital Skills Partnership - set up with agreed priorities to deliver digital skills growth across the West Yorkshire region in response to the 'Digital Skills for All' ambition of the Leeds City Region Digital Framework. These priorities form the foundation of a Digital Skills Plan.

The Digital Skills Plan draws together ambitions around regional transformation through digital skills into one cohesive delivery plan:

- Social Digital Inclusion
- Workforce of the Future
- SME & Charity Digital Growth
- Simplify Provision

The Plan is to be developed in partnership with business, education, the third sector and local government organisations across the region.

CTE Partnership Boards - Bradford has a well-developed Careers and Technical Education (CTE) Partnership which provides a mature framework and governance in driving forward the skills agenda for our children and young persons to support their career pathways.

There is a fantastic array of work and programmes that have been developed by and through partnership working arrangements successfully supporting outcomes for our children and young people. Each career pathway is governed by a CTE Partnership Board that includes representatives of the industry that the pathway is designed to serve. Critically, employers, particularly SMEs, help shape the local skills curriculum and provide other benefits— employers and public relations, internships, job shadowing, mentoring, recruitment, professional development for teachers, equipment donations, and adjudication at student competitions, to name a few.

We now we have an excellent starting point with over 78 employers sitting on one of the nine CTE Sector Boards, close to 2,000 employers offering work experience placements, and over 14,000 Learners receiving careers information and interacting with business each year. In addition, local employers and Bradford Chamber of Commerce run the successful 'Manufacturing Weeks' and 'Tech Week'. Digital skills cuts across many of these pathways.

Digital Makers – a programme to bring schools together with industry, policy makers, universities, cultural organisations, and the NHS to learn how to transform digital education for young people. Digital Makers is overseen by an Executive Steering Group –

29

chaired by the CEO of Bradford Metropolitan District Council. Its aim is to use science to build the next generation of the digital talent pipeline, bridge the skills gap blocking employment and give young people the ability to protect themselves in an increasingly hostile digital world.

Cyber Bradford – There are a number of initiatives being implemented to engage with young people on the career pathway of cyber security. Also University creating learning programmes for residents who may have IT job experience to gain knowledge, skills and certifications to enable them to work in Cyber Security Analysts and related roles – 6 month programmes with Saturday workshops. Ultimate end goal is to create future Cyber Security Ambassadors for the City.

Five years on. What does good look like?

We will have:

- Addressed and closed the attainment gap for disadvantaged learners, so that each of our communities are able to access and progress in learning, and experience the economic benefits.

- Greater accessibility and connectivity to the Bradford population to support engagement in the increasingly digital society.

- A productive, resilient and innovative economy that offers a higher standard of living and is based on a highly skilled, diverse and flexible workforce.

- Stronger relationships between employers and training providers with good quality skills and training opportunities that reflect the unique needs of our labour market.

- An inspired student population, increased apprenticeship uptake for ICT, growth of graduate skills retention in the region and provision of more work-ready students to support the West Yorkshire economy.

- Simplified access to a widely used and valued digital skills provision creating a

more inclusive society and high quality careers information and support service, and for people to understand how to access their entitlements in relation to careers guidance and training.

Green Economy (LCEGS)

Why is this important?

The green economy is economic growth that is low carbon, resource efficient, prevents the loss of biodiversity and ecosystem services and is socially inclusive.

Bradford is committed to delivering sustainable development, that is clean and environmentally regenerative, will bring growth to the local economy, and is socially inclusive for everyone in the district.

What is our ambition?

Our ambition is to ensure Bradford District is a UK leader on the Green Economy.

Where are we now?

The Department for Business, Innovation and Skills (BIS) divides the Low Carbon Environmental Goods and Services Sector (LCEGS) into three Level 1 sub-sectors - Environmental, Renewable Energy and Low Carbon. These are in turn divided into 24 Level 2 sub-sectors which in turn identifies over 2,800 product and service activities including non-core that are derived from sector supply chain activities and value chain activities (R&D, Supply & Training).

We will assess the region's strengths in the Green Economy. the region's current and future markets to provide the evidence-based market intelligence data for the LCEGS sector, and nature of the LCEGS sector locally in the Bradford region and some analysis of the split between the core and non-core activities within the sector and sub-sectors.

30

A more detailed assessment of our strengths in these areas will provide sector insight and intelligence on the current value of the sector and its potential opportunities within the region.

It will show market characteristics such as sector strengths, sub-sector resilience (the ability of a company to achieve longevity, but also the length of contracts and other factors that provide stability), market opportunities that are being created by regulation, policy and customer demand for businesses operating in the Low Carbon and Environmental Goods and Services sector. And how it compares with the UK average. This will guide the strategy and where the Council and its partners will want to focus its efforts, priorities.

What are we going to do?

- Complete Green Economy audit as part of our Clean Growth Strategy.
- Continue to develop our Clean Growth Strategy and plan which will establish Bradford as a leader in the Green Economy.
- Development of the supply chain for hydrogen LGVs - Position the District's automotive businesses to win opportunities in the fuel cell electric vehicles supply-chain through having a UK 'test-bed' fleet of hydrogen light goods vehicles
- Construction of a circular economy demonstrator - encourage local businesses to invest in reprocessing of recycled or bi-product materials and positioning the District as an exemplar of the circular economy in the UK.
- Ensure that the economic value of the energy produced is retained in the local area if Bradford. The local energy strategy will assess how the region can capitalise on renewable opportunities, supporting the growth of businesses.

Five years on. What does good look like?

A 3-year trend analysis shows an increasing market share year-on-year. Annual sales, the no of companies and no of jobs in the sector has increased year-on-year with strong sub-sector resilience (length of contract and other factors that provide stability) to make Bradford District a leading region in the Green Economy.

Bradford Technical Innovation Centre (TIC)

Why is this important?

A Technology & Innovation Centre (TIC) will build on the strong tradition in the region of academics, business, industry and the public sector working in partnership and helping support our businesses to become more innovative on the global stage.

It will open doors to new area of research, innovation and technology development, all aimed towards creating new possibilities, new levels of dynamic collaborations and productive outcomes. In collaboration it will work on solutions to challenges in enabling technologies and the low carbon economy, including:

- low cost, greener power and energy
- renewable technologies
- photonics and sensors
- advanced engineering
- health tech

It will support working together to find solutions to challenges that matter in areas of economic importance including advanced manufacturing & materials, health & wellbeing, innovation & entrepreneurship, measurement science & enabling technologies. The fourth industrial revolution, Industry 4.0, is transforming how businesses operate by connecting the physical with the digital world such as artificial intelligence, advanced automation and robotics technologies.

31

Bradford businesses and manufacturing sector will need to exploit these technologies to improve competitiveness and secure growth in the future.

What is our ambition?

Bradford's Technology & Innovation Centre will help transform the District. Based on a reputation for high quality research with industrial impact and relevance, it will attract millions of pounds of inward investment to the region, drive global businesses and create jobs – helping develop highly qualified graduates and postgraduates.

Where are we now?

We have strong research base and research centres that cover these areas well with a number of applied projects and partnership already in place. It also aligns with a new initiative in university around smart manufacturing.

What will we do?

We will develop the plan, seek and secure funding and the right collaborations to create the TIC for the District, linking into our AI Centre of Excellence.

The TIC pilot program will initially establish Industry 4.0 Test Lab capabilities at the University of Bradford.

The TIC could be a virtual centre at the outset with a view to expand to other academic institutions in the area in the future.

This will provide a platform to take embryonic ideas, develop and test them in a real life scenario at a local level within an academic-business partnership. Local SMEs can benefit from a network of open innovation and effective test bed environment to new markets aiding them to develop new solutions to tackle local issues and monetising their products.

Networking at a national and international scale will help fully leverage the strength of any locally embedded labs and help SMEs to create bigger markets by leveraging the European network of living labs and collaborating with our local academic institutions on research, development and innovation (RDI).

Five years on. What does good look like?

A regional technical innovation centre (TIC) is well established having a great impact making the District a-leader-in-innovation and creating skills and employment opportunities through the attraction and creation of highly innovative companies.

32

Appx 1.

How Does the Digital Economy Theme Support District Plan Outcomes?

Children have the best start in life
The comprehensive programme of initiatives through the Digital Skills Partnership and CTE Partnership Boards will contribute significantly to ensure children have the best start.
Strong relationships between employers and training providers providing good quality skills and training opportunities will inspire a student population provide increased apprenticeship uptake for ICT, growth of graduate skills retention in the region and provision of more work-ready students to support the Bradford economy.
Closing the attainment gap for disadvantaged learners, so that each of our communities are able to access and progress in learning, and experience the economic benefits.
Residents achieve good health and wellbeing
A regional technical innovation centre (TIC) will have a great impact in making the District a-leader-in-innovation and creating skills and employment opportunities through the attraction and creation of highly innovative companies.
A productive, resilient and innovative economy will offer a higher standard of living and is based on a highly skilled, diverse and flexible workforce.
Sustainable economic growth and decent work for all
It will contribute to a high density of high tech companies and of entrepreneurs with less reliance on legacy industries such as, low tech manufacturing and low wage service sectors. The TIC will have a great impact making the District a-leader-in-innovation and creating skills and employment opportunities.
Increasing the sales, the no of companies and no of jobs in the Green Economy sector with strong sub-sector resilience will provide opportunities for decent work.
Safe, sustainable and inclusive communities
A productive, resilient and innovative economy will offer a higher standard of living and is based on a highly skilled, diverse and flexible workforce.
Action at all levels to address climate and environmental change
A thriving Green Economy will encourage and provide opportunity for best practices to address climate change.

33

Work Stream 5: Digital Inclusion

The aim of this theme is to ensure no citizens of Bradford District will be digitally excluded .

Why is this important?

Digital Inclusion is a key priority and is identified within the District Plan as a key component of achieving Outcome 4 - Safe, sustainable and inclusive communities. Digital Inclusion is defined here in three parts:

1) access to a device,
2) an affordable and adequate digital connection and
3) having the basic digital skills to use them.

Digital exclusion is often part of complex challenges including poor literacy and English language skills, disability, ill health and poverty. The most excluded are also the biggest users of government services, however are the least likely to be able to access them online.

Covid-19 pandemic has only laid bare the inequalities within the District and further exposed the impact of the digital divide on people's livelihoods and health and wellbeing. Data poverty, or the affordability of broadband or mobile access in particular is a real challenge.

What is our ambition?

No citizens of Bradford District will be excluded from having access to digital devices, adequate affordable connectivity and the necessary skills to use them to improve their livelihoods.

Where are we now?

An initial review of current digital inclusion activity within the District has been carried out. Whilst there are many activities, the general view is this could do with a more co-ordinated approach with renewed governance.

The focus during Covid-19 has been primarily on addressing access to devices (laptops, tablets) and digital connectivity. A large amount of work is also ongoing in communities operating independently to provide digital technologies for fellow residents and businesses. This has taken a variety of forms across numerous organisations including the distribution of new tablets and laptops, reconditioned equipment donations and the issuing of 4G mobile dongles, SIM cards, Wi-Fi and other options.

The Council's Neighbourhood team are part of a local multi-partnership working group to support the needs of vulnerable migrants, refugees and asylum seekers with digital devices and internet access. This includes a needs assessment and estimated costs. In a separate piece of work, the Neighbourhoods team and voluntary sector partners are seeking to assess the digital inclusion needs of the Roma community in the district. Bradford also has a number of voluntary schemes supporting inclusion through local businesses, charities and outreach services across the City.

A number of schemes are currently in operation across the district through the Charity and Voluntary sector. These are operating through a district arrangement working in collaboration with colleagues in Neighbourhoods, Adult Social Care and Economic Development. For example, charities such as Solidaritech are repurposing laptops, desktops, tablets and smartphones, for asylum seekers and have negotiated bulk orders of "Pay-As-You-Go" three-month

34

internet access from O2 to distribute to local refugees support groups.

In addition to the above, a national roll out of devices from the DFE supported children to access devices and internet access where they had a social worker. This scheme began in June 2020 and Bradford's share of devices has been allocated through a collaboration between Children's Services, IT and Economic Development colleagues to maximise the opportunities for our children and young people. This work is on-going.

What are we going to do?

A review of best practice was carried out to identify the core capabilities required to ensure a successful approach to digital inclusion. The following capabilities have been identified:

1) Governance Framework for Delivery
2) Digital Inclusion Champions Network
3) Subsidy Schemes for Connectivity & Skills
4) Community Support Group Programmes

The suggested actions and activities of each of these areas are outlined in Appendix A. These actions are underway with the new Governance and dedicated resource to ensure progress is now in place.

We have a legacy of working together as a District Region and the existing Wellbeing Board Governance structure offers an obvious platform and strength to tackle our ambitions in this area with leaders across key stakeholders represented. A Digital Inclusion Network Board is now formed, chaired by a senior officer from either of the key stakeholder groups represented on the Wellbeing Board and reports into the Wellbeing Board (or Executive) as its sponsor board with a standing item on the agenda.

The Digital Inclusion Network Board membership includes a number of cross-

portfolio officers from the Council together with key stakeholder partners from Health, Voluntary, Social Enterprise and private sectors.

These actions together will form the basis of an effective continuous programme with the right focus to ensure none of our citizens are digitally excluded.

Five years on. What does good look like?

1. The well-established Governance Framework is effective and coordinated to respond to organisations and citizens in need of support.
2. All target priority areas and communities in terms of geography and demographics are now digitally included.
3. Necessary capacity is in place in communities through access to equipment, connectivity, funding, training and other interventions.
4. We have successfully secured year on year grants and private sector investment to tackle inclusion priorities across the District.

35

Appx 1.

How Does the Digital Inclusion Theme Support District Plan Outcomes?

Children have the best start in life
Many children and young people have struggled to access remote learning, hindering their progress on attainment, job prospects and life chances. The Inclusion programme will ensure they have the digital tools to give them the best start in life.
Residents achieve good health and wellbeing
It will ensure residents have access to new models of care using virtual technologies and knowledge.
Sustainable economic growth and decent work for all
It will help people to secure good work, reducing inequality in income and ultimately supporting their wellbeing.
It will contribute to increasing the value of Bradford's economy and getting more people into work and improving the skills of residents to close the gap with UK skill levels.
Safe, sustainable and inclusive communities
It will help people to secure good work, reducing inequality in income and ultimately supporting their wellbeing.
Action at all levels to address climate and environmental change

36

Part III - Key Enablers essential to successful delivery of the strategy

| Leadership & Governance | Finance | Planning Policy | Procurement | Measurement & Evaluation | Brand & Identity |

In addition to the priority themes there is a set of cross-cutting key enablers that the Council, together with its partners, need to action against.

Leadership & Governance

Bradford already has a mature and effective partner leadership and governance framework in place through the Wellbeing Board Structure. We will utilise this relationship to oversee and guide the implementation of the strategy. This is a multi-year, incremental journey in which a clear, compelling and shared vision of what a "smart future" looks and feels like for the District will emerge and we will ensure stakeholder engagement and buy-in. This report does not seek to presume what this Vision for the District should be, that has to be a process of engagement across stakeholders. As stated previously, our approach has been to focus on ensuring the core capabilities are developed, capabilities we know need to be in place regardless of the vision that emerges. Our research has shown that analysis of digital and smart city vision statements show the overwhelming focus is on improvement in the local quality of life, linked to improvements in economic opportunity, community engagement and integration and a reduction in the environmental footprint.

We will seek to galvanise practical action and planning together with stakeholders across the District and ensure we understand the role that each of us needs to play to build successful and sustainable integrated systems. Digital and Smart City project ventures are known in general to be characterised as fragmented, not part of an overall plan or capability. We also know from our research that most IoT pilots end with no sustainable plan to scale. Our efforts on pilot projects will be targeted and governed effectively to ensure they address real issues and add real citizen value.

Finance

We will establish a five-year financial commitment to continue to drive forward the Digital Strategy. This will be a modest investment of £500k in 2022/23 financial year incrementally building up each year as we demonstrate progress and build confidence in the capabilities and their value to our citizens. We will also undertake a review of how best to leverage investments from other public, private and academic partners given any council financial commitments. We will identify opportunities for commercial revenue generation associated with digital programmes and projects. Potentially this could be self-financing e.g. leveraging Council owned Ducting and fibre. Finally, we will develop the basis for business case work associated with digital programmes and projects that improve the opportunities for main streaming of activity and investments across the local authority and wider partners.

37

Planning Policy

We have already established a dialogue between providers, developers, planners, communities and elected members to develop a shared position around connectivity. The Local Plan will look at the potential options for embedding digital, including designated areas for test beds as well as wider policies across the city over and beyond permitted development.

Using the Digital Twin application, we will develop 3D modelling process for brownfield sites and design and adopt an approach and framework for Digital Master-Planning to encourage developers to adopt. The tool will also be used for supporting 'greening the city' activity and the creating of community spaces Furthermore, the Southern Gateway area of the City will be established as the city's digital demonstrator.

Procurement

The Council and regional partners rely heavily on suppliers, particularly where services are commissioned.   Legacy supplier relationships and procurement policies have raised significant barriers to digital and smart city developments in the past, for example around interoperability and access to APIs and data. We need procurement and supplier management strategies that act as enablers rather than blockers of more citizen-centric and integrated services.

Our research showed that from both the public and private sector sides of the market, there is strong evidence that traditional procurement of Council services is stifling innovation and inhibiting the ability of local authorities and industry jointly to undertake real life R&D and to pool intellectual property for mutual benefit. Equally, there is increasing consensus on new, smarter approaches to public procurement, which are already starting to develop and should be more widely adopted.

The Council takes an integrated view of its procurement requirements, aligned with smart city procurement principles (focus on outcomes, open APIs and data, incentives for innovation and collaboration, avoidance of lock-in).

We will select suppliers based on long-term value for money rather than price, and in particular based on our degree of confidence that the chosen suppliers will secure delivery of the expected business benefits. Where it is appropriate we will establish governance arrangements that enable a region-wide overview of major procurements by the council and its partners. We will explore the approach taken through procurement to help meet climate change and clean growth ambitions. We will explore opportunities to help harness the capability of small technology businesses, identify the opportunities and routes to innovation partnerships within the procurement process.

Measurement and Evaluation

We will work with the University of Bradford to develop a framework for evaluation and monitoring which can be used to evaluate projects during their lifecycle but also be used to help define the design and scope of future programmes and projects. We will establish a benefit realisation strategy to ensure a clear line-of-sight between actions and vision, and that the intended benefits from the smart city programme are delivered in practice. The strategy should be built around benefit

38

mapping, benefit tracking; and benefit delivery. We will establish processes to ensure that critical success factors are identified, measured and managed.

Brand and Identity

Our research showed that having a strong brand and digital identity for your area can go a long way to supporting growth. With our stakeholder engagement and as the strategy roadmap progresses, we will commission a piece of work to develop the region's digital identity and brand aligned to the digital strategy building on its known strengths. We will identity a programme of events and activities around which to promote the strategy both amongst partners and stakeholders across the region as well as the wider global community.

39

Appendix A – Strategy Roadmap

Key Enablers

Leadership & Governance

	Priority Action	Initiation	In Progress	Expected Completion
1	Establish governance structure with clear sponsorship and delivery oversight for the strategy and its programme	●	●	*Ongoing*
2	Lead wider stakeholder visioning sessions, consult and gain consensus with external stakeholders on strategy and programme development	●	●	*Ongoing*
3	Create a Smart City / Digital Office for the District			**2023/24**

Finance

	Priority Action	Initiation	In Progress	Expected Completion
4	Establishment of five year financial commitment by the Council to the Digital Strategy.	●	●	*2022*
5	Make provision in the capital programme 2022/23 of £500k to seed development of priority projects such as IoT sensors and a development roadmap for the Digital Twin Initiative.	●	●	*2022*
6	Undertake review of how best to leverage investments from other public, private and academic partners given any council financial commitments. Develop the basis for business case work associated with digital programmes.	●		*Ongoing*
7	Identification of resource to look at opportunities for commercial revenue generation associated with digital programmes and clean growth projects. Potentially this could be self-financing e.g. leveraging Council owned Ducting and fibre.	●	●	*Ongoing*

Planning Policy

	Priority Action	Initiation	In Progress	Expected Completion
8	Identify options for embedding digital within the new updated Local Plan and the Local Infrastructure Plan including designated areas for test beds as well as wider policies across the city over an beyond permitted development.	●	●	*2022*

40

| 9 | Building on the Digital Twin initiative, develop 3D modelling process for brownfield sites, design and adopt an approach and framework for Digital Master-planning to encourage developers to adopt. | ● | | *Ongoing* |
| 10 | Establish the redevelopment of the Southern Gateway areal as the city's digital demonstrator and link into the Digital Twin programme. | | | **2023/24** |

Procurement

	Priority Action	*Initiation*	*In Progress*	*Expected Completion*
11	Focus on procuring business outcomes, build open data into all procurements: be clear that all data is to be owned by the Council and its District partners not the supplier, and establish clear requirements for the supplier to make data available via open standards and fair, reasonable and non-discriminatory terms;	●	●	*Ongoing*
12	Incentivise innovation and collaboration: ensure that contractual arrangements encourage collaboration with others to create new value, and the sharing of common assets.	●	●	*Ongoing*
13	Avoid supplier lock-in, by integrating interoperability requirements into all ICT procurement, using commercial off-the-shelf products and open standards wherever possible, and factoring in the costs of exit from the outset;	●	●	*Ongoing*
14	The need to nurture an innovation ecosystem of city suppliers should be a major theme of stakeholder collaboration. In reviewing procurement policies, the Council will seek to align contracting principles with open, service-oriented, IT architecture	●		*Ongoing*

Measurement & Evaluation

Priority Action		*Initiation*	*In Progress*	*Expected Completion*
15	Develop a framework for E&V which can be used to evaluate projects and help define the design and scope of future programmes and projects	●	●	*2022*
16	Establish a benefit realisation strategy to ensure a clear line-of-sight between actions and vision, and that the intended benefits from the Digital programme are delivered in practice, built around the three pillars of benefit mapping, benefit tracking; and benefit delivery.	●	●	*2022*
17	Establish processes to ensure that critical success factors are identified, measured and managed.	●		*2022*

41

Brand & Identity			
Priority Action	***Initiation***	***In Progress***	***Expected Completion***
18	Establish consensus on the region's digital identity and brand aligned to the digital strategy building on its known strengths and establishing the area as a leader in Clean Growth and Smart Energy	●	●	*2022/23*
19	Identity a programme of events and activities around which to promote the strategy both amongst partners and stakeholders across the region as well as the wider global community.			*2023*
20	Identify a series of digital channels to focus messaging around and establish these.			*2023 Onwards*

Connected & Smart District

100% Gigabit Fibre and 5G			
Priority Action	***Initiation***	***In Progress***	***Expected Completion***
1	***Infrastructure Audit-*** Undertake an infrastructure audit across the region – connectivity, street furniture, fibre & ducting coverage, 4G coverage etc.	●	●	*Completed*
2	***Infrastructure Map*** – build GIS Map to understand the levels of 'digital maturity' and identify gaps and opportunities.	●	●	*Completed*
3	***Soft Market Test -*** Work with Telcos to identify opportunities to extend connectivity investment and accelerate programmes and where possible removing barriers and improve internal coordination.	●	●	*Completed*
4	***Funding – SFWY Contract 2 -*** Ensure re-released funding share targeted for Bradford	●	●	*2022*
5	***Funding - SFWY 3 £9.1m -*** provide list of 'quick wins' for rural Bradford locations with full build and delivery timescales; work with Quickline, Highways, Parish Councils to ensure programme runs smoothly and ensure maximum take up within the community;	●	●	*2022*
6	***Funding - Outside In/Rural Gigabit Connectivity Vouchers*** - Establish key intervention areas/sectors/locations; identify public sector buildings, schools, libraries etc to act as 'hubs' within the communities; Engagement with key partners and suppliers to establish appetite for delivering fibre within Bradford footprint; establish current/future plans from CityFibre, Openreach, VM etc (plus localised alt networks)	●	●	*Completed*

42

7	Meet with DCMS to discuss Outside/In project and funding for other voucher schemes for rural/ semi-rural hubs	●	●	*Completed*
8	*Funding – Digital Enterprise* £8.5million programme – mixture of ERDF, LEP & local authority contributions (including business rates pool) – MHCLG / DEFRA; current programme (Digital Enterprise 2.0) comes to an end summer 2022 -rural development fund. Additional £5million awarded by ERDF, for tranche 3, to commence January 2021. Extends the programme until June 2023. HMCLG keen to provide a further £2million. Review Bradford's reports on all strands of programme to establish current position, identity strengths and weaknesses in funding applied within Bradford's footprint; create a marketing campaign via social media to promote all strands of the programme and work with growth managers to ensure both funding streams are utilised, map out key sectors, engage with strategic partners/suppliers; identify city centre and urban businesses with sub 10MB (speed bracket may change) broadband	●	●	*2022/23*
9	*Bradford Learning Network -* Assess feasibility of collapsing school connectivity into a wider fibre based WAN delivered by the Council. Evaluate the current circuit connectivity costs and open up opportunities for the delivery of additional services to schools in the future.	●	●	*2022*
10	**Mobile 5G** - Undertake a focused engagement with Mobile Operators to identify not-spot coverage areas	●	●	*Completed*
11	**Mobile 5G** - Ensure through any planned full fibre deployment to public sector sites can leverage future opportunities to support the deployment of future 5G coverage through access to fibre backhaul.	●	●	*Ongoing*
12	**Mobile 5G** - Work with Highways to consider a strategic approach to realising future small cell opportunities utilising public sector owned street furniture including Street Lighting, CCTV Infrastructure, Fire Station Training Towers etc.	●	●	*Ongoing*
13	**Mobile 5G** - Draft standard Telecom Heads of Terms which could be utilised for future rooftop and greenfield sites to accelerate deployment and attract further investment from the Mobile Operators.	●	●	*2022*
14	**Mobile 5G** - Work with Planning to draft and finalise a planning guidance note for future 5G mobile deployments across the District which can be shared with the Mobile Operators.	●	●	*2022*

43

Appx 1.

		Initiation	In Progress	Expected Completion
15	**Mobile 5G** - Work with Asset Management to undertake a review of telecom leases currently applying to Council owned freehold and leasehold assets which could be made available to the Mobile Operators for future deployment.	●	●	*2022*

Internet of Things / LoRaWAN

	Priority Action	*Initiation*	*In Progress*	*Expected Completion*
16	**The procurement** - of up to 34 LoRaWAN connected Gateways to achieve coverage across the District together with the sensors and analytics platform. Complete business case for priority use cases for additional appropriate sensors for priority use cases funded by 2022/23 capital programme.	● ●	●	*Completed* *2022/23*
17	**The Implementation** A site survey of Bradford District to identify the best location for each of the gateways. Installation of the gateways, mains power, cabling and connection to the Internet Testing of each gateway and sign off into live use	● ● ●	● ● ●	*Completed* *2022* *2022*
18	**Development** Hold workshop with service representatives to capture service needs / priorities. Establish business case tool to filter and select use cases. Establish governance and Steering Group with Service representatives.	● ● ●	● ● ●	*2022* *Completed* *2022*
19	**The promotion** Promotion of the network and for businesses, entrepreneurs and the public to log/share/connect about their experiments / products / sales. CMBDC Business Breakfasts promoting the technology Briefings to Wellbeing and LEP sector groups and their members Attend business support group events to promote the opportunity School, college and university briefings to highlight the opportunities for student and teacher developments			*Ongoing*

44

		Initiation	In Progress	Expected Completion
20	**Monitoring and Reporting** Promote and explain the LoRaWAN network across Bradford District and allow potential market suppliers to analyse locations and assess the potential market opportunities. Enable LoRaWAN activity to be logged and promoted: by schools, by businesses; public sector pilot projects etc. Promote achievements, capture outputs and outcomes.			*Ongoing*

AI Centre of Excellence

	Priority Action	Initiation	In Progress	Expected Completion
21	Develop an AI Strategy for Bradford District to support and enable the adoption of AI to achieve our District Plan Outcomes.	●		*2023*
22	Conduct an extensive consultation and engagement programme involving people and organisations from across the District.	●		*2022/23*
23	Seek a public-private-academic partnership to provide the tools for zero cost prototyping to every bright digital idea, manage the ideas to successful venture throughout its life cycle and accelerate AI development to prepare validated and regulated technologies for this market.	●		*2022/23*
24	Collaborate with the University of Bradford to offer the graduate, postgraduate (masters) and PhD students for their final year projects through our partnership, help them to turn their ideas to successful AI ventures if they wish to explore more.	●		*2022/23*
25	Set up a Life Science AI Working Group.			*2023*

45

Appx 1.

Data-Driven Decision Making

Analytics and Visualisation Tools

	Priority Action	Initiation	In Progress	Expected Completion
1	Commission Microsoft Partner to conduct a review of the Council's current state of data management and analytics, reporting and develop a Data Modernisation Strategy and produce a business case, priority use cases, adoption roadmap and Indicative Timeline – a set of actionable next steps and timelines for transitioning to the future state and how to execute on these.	●	●	*2022*
2	Building on the Council review, curate a series of workshops around priority themes open to key stakeholders such as BiB, Act Early, UoB, Health Partners with the aim of identifying potential challenges and use cases. Identify external capability amongst research, start-up and small business community.			*2022*
3	Develop a clearly focussed data collaboration programme on the back of the workshops, which includes issues around data demand, data ownership, data quality as well as organisational capability.			*2022/23*
4	Develop a technology road map to establish a world class city data infrastructure, based on open standards, flexible interfaces. Clear milestones are needed for all of the secure sharing of data, an operating platform capable of handling IoT data at volume and speed, and the broader aim of establishing District wide cloud-storage and the analytics potential it can support.			*2023/24*
5	Implement data and technical architecture and analytical tools to integrate with a range of data sources to provide a smart city, whole systems view of Bradford District Services			*2023/24*
6	Appoint a Chief Information Role to oversee the development of a placed based data strategy delivering city data market and supporting citizen science CoE aims.			*2023/24*
7	Engage with regional partners on a regional strategy for data and the business case for a regional data analytics office.			*2023/24*

Virtual Bradford

	Priority Action	Initiation	In Progress	Expected Completion

46

		Initiation	In Progress	Expected Completion
8	Organise workshop(s) with key stakeholders, particularly University Immersive Technology Team to assess Digital Twin work to date and define the vision and purpose of the Digital Twin application for Bradford.	●		*2022/23*
9	Develop joint publicity with the University that draws upon the recent announcement of the award of the Queens Anniversary Prize to be presented at Buckingham Palace in February 2022.			*2022/23*
10	Develop a business case for capital programme investment on a roadmap for the Digital Twin platform based on the Gemini principles and establish a 3 year investment programme.	●	●	*2022*
11	Identify options for embedding digital within the Local Plan and the Local Infrastructure Plan including designated areas for test beds as well as wider policies across the city over an beyond permitted development.	●		*2022/23*
12	Establish the redevelopment of the Southern Gateway areal as the city's digital demonstrator and link into the Digital Twin programme			*2022/23*
13	Building on the Digital Twin initiative, develop 3D modelling process for brownfield sites, design and adopt an approach and framework for Digital Master-planning to encourage developers to adopt.			*2023/24*
14	Extend access to Digital Twin Application to businesses and citizens for them to create their own content and extract value from the application to promote the town centre and economic growth.	●		*Ongoing*

Citizen Science

	Priority Action	*Initiation*	*In Progress*	*Expected Completion*
15	Complete an audit of all the Citizen Science initiatives underway and build the narrative and Bradford's story on centre of excellence.			*2022/23*
16	Explore options for a 'living lab' approach to spaces that foster dialogues and shared learning for the co-design and co-production of knowledge, and allowing communities to frame social, economic, cultural, and behavioural change to work towards. The initial areas identified centre on climate action and the creative economy. Together with our partners build the business case for investment in Living Lab approach.			*2023/24* *2023/24*

47

Appx 1.

Global Centre for Research			
Priority Action	*Initiation*	*In Progress*	*Expected Completion*
17	Create a marketing documentation to promote the great work happening in Bradford.			*2023*

Low Carbon Infrastructure

Low Carbon Heating

Priority Action		*Initiation*	*In Progress*	*Expected Completion*
1	Provide a clear analysis of the energy opportunities and challenges for the District.			*2022/23*
2	Estimate future energy demand and carbon emissions, and the changes required.			*2022/23*
3	Establish a programme of targeted interventions to reduce emissions in the electricity, heat and transport sectors.			*2022/23*
4	Develop a pipeline of potential energy and low carbon investment projects and identify potential funding.			*2022/23*
5	Create a roadmap for the future sustainable decarbonisation of energy provision for Bradford District and all its sectors.			*2022/23*
6	Support investments in low carbon technologies to take advantage of the opportunities presented by the emerging low carbon Green Economy.			*2022/23*
7	Establish governance for delivery of the strategy.			*2022/23*

Digital Economy

Entrepreneurship Ecosystem Support

Priority Action		*Initiation*	*In Progress*	*Expected Completion*
1	Complete gaps in the evidence base about the size and value of the sector; establish what sectors we have strengths in and are what are they likely to contribute most to: innovation and gross value added (GVA), jobs, place-making, regeneration.	●	●	*Completed*

48

		Initiation	In Progress	Expected Completion
2	Establish Peer group mentoring frameworks.	●		
3	Develop support for growing social business and voluntary sector.	●	●	*Ongoing*
4	Establish model to support neighbourhood innovation	●		*2022/23*
5	Establish a programme of virtual business start-up events	●		*2022/23*
6	Play a key part on the WYCA development of the Health Tech Strategy of bespoke programmes for HealthTech, FinTech, and CyberTech.	●	●	*Ongoing*
7	Review the case for a Creative Exchange Programme (CEP) bringing together academia, SMEs, Micros, individuals, public sector agencies and social enterprises who want to share and discover exciting new ideas, and collaborate to create compelling new experiences, products and services.	●		*2022/23*
8	Explore the designation of Little Germany as a Heritage Action Zone to boost attractiveness as a regional creative quarter.	●	●	*2022/23*
9	Supporting local businesses to adapt and pivot to exploit developments digital technology by upskilling and supporting businesses to use new technologies and drive innovation.	●	●	*Ongoing*
10	Bradford Business District House - Provide an impartial central resource, support and guidance for entrepreneurs and new start-ups by establishing a single body of experts working under one banner to help businesses navigate/co-ordinate business support.	●	●	*2023*

Digital Skills & Talent Development

	Priority Action	*Initiation*	*In Progress*	*Expected Completion*
11	Develop the Digital Skills Plan across the 4 priority areas of social inclusion, workforce of the future, SME & Charity Digital Growth and Provision Mapping.	●	●	*2022*
12	Jointly promote and support SkillsHouse partnership as the districts careers and employability service where employment, and skills development needs of individuals of all ages are met.	●	●	*Ongoing*
13	Further implement the CTE partnership Career Pathways approach to strengthen the collaboration between employers and educators in direct response to industry's current and future talent demands	●	●	*Ongoing*
14	Through the Digital Makers programme develop a suitable programme to support digital skills within both primary and secondary schools to complement	●	●	*Ongoing*

49

		Initiation	In Progress	Expected Completion
	the national curriculum. This could include engagement with wider aspects of the digital strategy.			
15	Support through the Digital Makers a "Summer of Tech" for enthusiastic young inventors ages [9 to 16 - split into age groups] for a twelve-session programme focusing on AI and Machine Learning, Design for UX, Cloud Computing, Digital Art	●	●	*Completed*
16	Explore ways of improving access to and the skills of all young people from early years through to post 16 and beyond.	●		*Ongoing*
17	Establish a task force similar to Digital Makers for Post-16, assess gaps and develop programme through the CTE Partnerships on improving the scale of provision and building on the SkillsHouse partnership initiative			
18	Network support - Bradford Business/Management School to access networks of young entrepreneurial individuals	●	●	*Ongoing*

Green Economy (LCEGS)

	Priority Action	**Initiation**	**In Progress**	**Expected Completion**
17	Assessment of the region's current and future Low Carbon Environmental Goods and Services (LCEGS) markets to provide the evidence-based market intelligence data for the LCEGS sector, and nature of the LCEGS sector locally in the Bradford region and some analysis of the split between the core and non-core activities within the sector and sub-sectors	●	●	*2022*
18	Development of the supply chain for hydrogen LGVs - Position the District's automotive businesses to win opportunities in the fuel cell electric vehicles supply-chain through having a UK 'test-bed' fleet of hydrogen light goods vehicles.	●		*2023*
19	Construction of a circular economy demonstrator - encourage local businesses to invest in reprocessing of recycled or bi-product materials and positioning the District as an exemplar of the circular economy in the UK.			*2023*
20	Delivering a district heat network, with the potential for saving on Council and partner heating costs, increase renewable energy and electricity generation on the Council estate and embrace the opportunities offered by hydrogen.			*2023/24*

Bradford Technical Innovation Centre

	Priority Action	**Initiation**	**In Progress**	**Expected Completion**

50

21	Develop the plan, seek and secure funding and the right collaborations to create an Industry 4.0 Test Lab environment for the District, linking into our AI Centre of Excellence.	●	●	*2022/23*

Championing Digital Inclusion

Framework for delivering inclusion

	Priority Action	*Initiation*	*In Progress*	*Expected Completion*
1	Establish a Bradford wide governance framework for delivery to look at co-ordinating and co-investing in digital inclusion activities in across the District..	●	●	●
2	Identify partners and organisations who should be on the group and engage to join the group.	●	●	●
3	Launch strategy and action plan with partners to promote the importance of digital inclusion and ways to support target resident groups	●	●	*2022*
4	Appoint Dedicated Resource(s) to programme manage and co-ordinate activity and provide capacity-building support to VCSE organisations and delivering tailored digital inclusion support at a local level.	●	●	●
5	Ensure the insight and intelligence is readily available to inform priority targets and actions: • Map on to the Council's GIS data such as Free School Meals, Pupil Premium, other social-economic demographic data. • Contact Telcos on usage data and other insights on data poverty to map.	●	●	●
6	Cross reference data and establish priority targets and specific local challenges not been catered for. Plot tailored delivery for each area taking into account the specific needs identified through the mapping work and highlighting the potential for cross-district collaboration.	●	●	*2022*
7	Agree a common framework to measure the impact that D.I support has on residents, communities and organisations.	●	●	*2022*

Digital Champions Network

	Priority Action	*Initiation*	*In Progress*	*Expected Completion*

		Initiation	In Progress	Expected Completion
8	Establish Inclusion Champions Network Scheme	●	●	*Completed*
9	Recruit and train Digital Champions to support digital inclusion activities and advocate for the benefits of digital and support people to overcome the barriers.	●	●	*2022*
10	Build networks and partnerships to share best practice, improve signposting and co-ordinate activity to optimise impact and empower an ecosystem approach.	●	●	*Ongoing*
11	Create meaningful relationships with VCSE organisations to engage and deliver sustainable support to target resident groups.	●	●	*Ongoing*
12	Build capacity for community-based organisations by training staff and/or volunteers as digital champions. From this basis, community organisations can then support residents to access digital networks and services, particularly learning and information portals.	●	●	*Ongoing*

Subsidy Schemes for Connectivity & Skills

	Priority Action	*Initiation*	*In Progress*	*Expected Completion*
13	**Devices** – Provision of free devices to target resident groups. Agree the Council role – match supply and demand, source opportunities with partners and the private sector but not to refurbish and process reconditioned devices.	●	●	*Ongoing*
14	Digital Inclusion Programme Manager to ensure effective process is in place to support voluntary groups in accessing funding and donations and allocations are matched to priority targets.	●	●	*2022*
15	**Basic Skills Development** – Ensure target resident groups have the necessary skills to use digital devices and services through Learn My Way centres, Libraries, Colleges, VCS, Digital ambassadors, National skills & resources from Corporates. Link into the Digital Makers Programme initiative where appropriate	●	●	*Ongoing*
16	**Connectivity** – Ensure target resident groups have adequate and affordable connectivity to internet. Engage with mobile operators, mapping their 5G rollout plans and work with them on how the council can accelerate their plans – e.g. review Telecom leases, identifying potential Council sites to utilise.	●	●	●
17	Carry out a strategic review of connectivity across the city and district.	●	●	●
18	Build GIS map of current connectivity, fixed broadband, fixed wireless broadband, Telco social value plans on affordable, sustainable connectivity contracts.	●	●	*Ongoing*

52

		Initiation	In Progress	Expected Completion
19	Engage with the major Telcos on a soft market testing for future connectivity requirements and ensure future procurement utilises the Government's Social Value TOM framework which seeks to enhance social value, particularly into social housing estates with poor connectivity.	●	●	*Completed*
20	Ensure Targeted expansion of free Wi-Fi into community centres where necessary.	●		*2023*

Community Support Group Programmes

Priority Action		*Initiation*	*In Progress*	*Expected Completion*
21	Develop an approach for engaging communities in digital inclusion, with Schools, Colleges, Community Groups, Social Housing, local businesses, NHS Organisations and GP Practices.	●	●	*2022*
22	Mapping of existing digital inclusion activities, Complete the mapping of activity around the District to provide a district wide view of all activity to ensure better co-ordination and building relationships.	●	●	*Ongoing*

53

This page is intentionally left blank

Bradford Wellbeing Board
Digital District Strategy 2022 - 2027

Feb 22nd 2022

Paul Wilson

Digital SME, Finance, IT & Procurement Service, CBMDC

Digital Strategy-on-a-Page

The Digital Strategy is an enabling strategy to our District Plan and our Economic and Clean Growth aspirations. It will build the foundations for economic growth and prosperity, build our capabilities in new 'clean' technologies and identify key areas for collaboration and strategic investment to support digital growth and well-being.

Sub Goals | *A world-class core digital infrastructure* | *Analytical insight driving growth, place development and effective services* | *A blueprint for future, sustainable low carbon energy for power, transportation and heating* | *A thriving digital & creative sector* | *No citizens of Bradford District are digitally excluded*

We are supporting the achievement of our goals in three critical areas:

Laying the Foundations for Success

Digital infrastructure: establishing a long term network partner and programme to deliver 100% Full Fibre Gigabit connectivity across the whole district together with 5G rollout across the city.

Low Carbon Energy Infrastructure: creating a blueprint for sustainable future energy needs for power, heating and transport.

Cyber Bradford: working with DCMS to establish Bradford as a leading region for cyber security on skills development, SME cyber support and smart city Test Bed.

Skills and Talent Development: including Digital Skills Partnership Programme, CTE Partnership Boards, Digital Makers initiative, working with industry and academia to identify and close gaps in digital skills

Digital Inclusion – a comprehensive approach with a new local stakeholder governance framework, investment in dedicated resources and a digital champions community network.

Building our capabilities in new technologies

Artificial Intelligence (AI) CoE: A centre of excellence for Bradford to become a UK leader on the development and use of trustworthy, ethical and inclusive AI.

Technical Innovation Centre – working with the University of Bradford to create a Lab environment for the District, linking into our AI CoE to improve competitiveness of Bradford businesses and manufacturing industries through Industry 4.0 technologies.

Smart Place Platform: Implementation of LoRaWan and 34 Gateway network across the District providing comprehensive basis for smart city application growth.

Data Analytics: Building on investments already made to create an analytics platform to drive "whole-systems" approach to services.

Digital Twin Modelling – <u>Virtual Bradford</u> – a 3D model of the city centre established with further investment in its development across the City

Citizen Science: Building on our word class programmes Born in Bradford, Act Early and Bradford Life Critical Project.

Lifting our ambition on Digital Growth

Bradford Business District House - An impartial central resource for entrepreneurs and start-ups, a single body of experts to help businesses navigate/co-ordinate business support.

Green Economy – Targeted support to the Low Carbon, Environmental Goods Services Sector.

Dynamic and emerging tech sector – Building emerging technology capability and accelerating the growth of tech start-ups, such as Healthtech, CyberTech, FinTech to drive an uplift in the local economy.

Regional Creative Quarter - Explore the designation of Little Germany as a Heritage Action Zone to boost attractiveness as a regional creative quarter.

UK City of Culture 2025. Digital, media and creative sector opportunities will bring the latest cultural trends and digital tools to the district.

Key Budget Highlights

- £10m investment in digital connectivity
- £2.5m investment in smart city platform capability.
- £5m 5-year capital programme
- Investment in the TIC to drive innovation across the economy.

Relevant Strategies and Plans

- District Plan
- Council Plan
- Economic Strategy and Economic Recovery Plan
- Clean Growth
- Joint Health and Wellbeing Strategy

MEASURES | Whole District coverage of gigabit capable connectivity | All our citizens have digital access & the skills to succeed | Significant contribution to Net zero goals | Economy Growth faster than UK average

OF SUCCESS | Can compete for attracting and retaining digital talent and skills | Moved from promising Tech pilots to delivering real world citizen value at scale. | Delivered a blueprint for clean & future resilient energy network | Bradford recognised as a global centre for research

2027

Outcomes sought by 2027

All premises across the District, business, academic and domestic have access to affordable gigabit capable connectivity and Bradford is one of the first areas in the UK that mobile operators look to when implementing their new generation of mobile technology (6G, 7G).

Bradford is home to several hundred new businesses, from start-ups and SMEs to larger businesses actively developing, adopting and applying new technologies to identify new service applications, commercial products, disease diagnoses, improve health and tackle climate change. A regional technical innovation centre (TIC) is well established having a great impact making the District a-leader-in-innovation and creating skills and employment opportunities through the attraction and creation of highly innovative companies.

A smart city architecture together with advanced analytics tools is supporting a 'whole systems' approach to service planning in areas such as Environment (air quality, flooding, ground temp), Transport (traffic management, parking, fleet tracking), Health (movement and activity monitoring for elderly), Energy, Buildings management and many other areas.

Bradford is a recognised leader of Citizen Science and a global centre for research backed by a number of prestigious awards for its work with citizen science and public policy. The digital twin application provides a 3D model of the whole District, and is now having a profound impact on a number of fields, from local architecture and urban development to healthcare and manufacturing.

Whilst not achieved our ambition of net zero self-sufficiency energy production, the District is much more resilient, producing a reasonable proportion of its own energy needs through renewable technologies.

A productive, resilient and innovative economy that offers a higher standard of living and is based on a highly skilled, diverse and flexible workforce. There is a high density of high tech companies, a thriving Green Economy of entrepreneurs with less reliance on legacy industries such as, low tech manufacturing and low wage service sectors.

Closed the attainment gap for disadvantaged learners, so that each of our communities are able to access and progress in learning, and experience the economic benefits. An inspired student population, increased apprenticeship uptake for ICT, growth of graduate skills retention in the region and provision of more work-ready students to support the West Yorkshire economy.

Supporting District Plan Outcomes

Digital Strategy Initiative

- 100% Gigabit Fibre & 5G connectivity
- Internet of Things / AI CoE
- Analytics Tools / Virtual Bradford
- Citizen Science / Global Centre for Research
- Low Carbon Infrastructure
- Digital Skills & Talent Development
- Green Economy
- Technical Innovation Centre
- Digital Inclusion Programme

Benefits

- Contributes to high-quality education, closing attainment gap, job prospects and life chances
- Reduce health and social inequalities and child poverty
- Opportunities for good quality skills and training, graduate retention
- Supporting access to Primary Care Networks and new models of care using virtual technologies.
- More effective services and planning
- Reduce local carbon footprint, contribute to healthy environment and greener services
- Contribute to clean sustainable growth
- Increased employment opportunities and apprenticeship take up; innovative and resilient economy

District Plan Outcome

- Children have the best start in life
- Residents achieve good health and wellbeing
- Sustainable economic growth and work for all
- Safe, sustainable, inclusive communities
- Action at all levels to address climate and environmental change

Page 64

Ask of the Board

- The Wellbeing Board is asked to:

-

  - Note the Strategy, provide feedback on themes, gaps, activities.
  - Endorse and support its aim and objectives
  - Be the ultimate Strategy Board and receive annual reports to the Wellbeing Board on progress of the implementation of the Digital strategy based on the outcomes of the delivery plan.
  - Encourage and support stakeholder collaboration and co-ordination in the relevant activities set out in the strategy roadmap and be a focal point to ensure all dots are connected.
  - Support the formal launch of the strategy in June to be confirmed
  - Commit to contributing to a future stakeholder visioning session on the Smart Place vision for Bradford District.

Next Steps

1. Consultation period with partners and key stakeholders; final version of strategy will be developed following feedback from this.

2. Business case Paper on Council Capital Programme **22/23 allocations**

3. Working on the **Launch** of the Strategy at Bradford Science Museum in May/June 2022-further details will be provided.

4. Conclusion and appointment of successful bidder(s) on network procurements by March 2022.

5. Outline Strategic Investment Case for a Bradford **Technical Innovation Centre (TIC)** together with UoB. Explore potential for creating an **AI Centre of Excellence** – clear direction AI strategy for the district

6. Set up Workshop with Service representatives to determine Smart City pilot use cases

City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Summary of the Presentation on integrated health and care partnership arrangements in Bradford District and Craven to The Wellbeing Board to be held on 22nd February 2022.

K

Subject:

Progress against the District locality working model

Summary statement:

The Wellbeing Board collectively agreed to develop an all age locality working model in 2019-20, the aim being to "upstream" intervention and place an increased focus on prevention and early help to support the wellbeing of citizens across the District, the onset of the pandemic delayed this work as agencies initiated emergency response protocols to respond to the pandemic.

The presentation sets out the updated vision, definition and design principles for the locality working approach. The Wellbeing Board is asked to consider the information in the presentation, support the updated approaches to locality working and identify a senior lead to ensure 'system wide' coordination in support of the delivery of this programme of work.

Further updates will be provided to the Board on progress of our locality working approach and this presentation provides an opportunity for the Board to comment on the initial phases of development of the District's approach to prevention and early help.

Kersten England
Chief Executive, Bradford MDC

Report Contact: Ian Day
E-mail: ian.day@bradford.gov.uk

Portfolio:

Healthy People and Places

Overview & Scrutiny Area:

NA

Wellbeing Board Strengthening locality Working

22nd February 2022
Ian Day
Assistant Director
Neighbourhood & Customer Services

Background

- Growing 'system' recognition on the importance of prevention and early intervention (getting in early in the life of a problem) in improving outcomes and managing costs

- Some previous work (Health, Council & Police, Fire & Rescue, VCS, Faith) to design a new delivery model (An elephant burger!)

- Established approach in Neighbourhoods, coterminous with the Police neighbourhood deployment model

- Emerging models in Children's Services and Dept of Health and Wellbeing

- Corporate recognition of the need to bring all together within a single approach to reduce duplication and focus on 'whole family' approach.

- Council Steering Group established February 21 and work taking place across the three operational departments to build a single model.

- **Recognition that this work can't take place in isolation due to the emerging models (in particular Community Partnerships) but also others.**

Our (Council) Vision

Our vision for Strengthening Locality Working is:

To build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners to address local needs and issues. Working collaboratively and creatively, they utilise local assets, resources and opportunities to enhance community capacity and tackle inequalities.

People are at the heart of service design and delivery, and experience coordinated support within their localities and only need to tell their story once. A stronger focus on prevention and early help promotes better outcomes for local people and helps reduce the need for statutory interventions possible.

Defining Prevention and Early Help

Project definition of prevention and early help:

Prevention and early help underpin BMDC's locality working approach. When we talk about prevention, we mean **preventing or delaying problems from arising in the first place** so that everyone across the Bradford District – whatever locality they come from – can live a long, healthy, and full life. In turn, Early help is about **tackling problems head-on** when they emerge, intervening early before problems escalate.

At the heart of both Prevention and Early Help is a constant focus on **what's strong, not what's wrong**. We work closely with localities to make the most of their assets, resources and opportunities, empowering citizens and local leaders to work alongside public agencies and partners to address local needs in a collaborative and creative way.

Our Design Principles

Key Design Principles:

- Shift activity 'upstream', focusing on prevention and early help. Adopt a whole family approach
- Aim to develop a consistent approach to locality working within the Council (and District) building on successful strengths-based activity
- Test and learn methodology to refine the locality working approach
- Local priorities decision-making is driven by a strong evidential base (based on robust data and local intelligence – tackling inequalities)
- Align and support the District plan priorities, including how we support localities in living with Covid and building a better future
- Invest in developing community capacity and empowering residents to help themselves
- Take account of the needs of individual localities and communities, and how these change over time
- Promote partnership working across the council, with other agencies and community partners around a locality
- Put the person who needs support at the centre of everything we do and ensure people only tell their 'story' once and co-ordinate support around them
- Be delivered in a financially sustainable way.

Dependencies

- Alignment to work of partners (Health, Police, VCS)
- Whole Council approach
- Post-Covid delivery approaches (facilities and resourcing)
- District wide strategy and plans
- Work of VCS, community and faith organisations at an area level
- Organisational behaviour and culture change
- Time and availability to delivery within the context of business as usual
- Future budgetary decisions (system wide)
- Alignment, and where possible, shared governance

Delivery Through a Locality Plan

What is the plan?	Why have one?	How will we develop it?	How do we deliver it?	Who's involved?
• A working document for what we want to achieve to create as good a quality of life as possible for the people living here. • It includes information about our strengths, needs and issues and informs our key local priorities. • Some priorities relevant to the whole of the constituency while others are ward specific.	• It will focus our attention on the key strengths and challenges each constituency and help address them. • It focusses on prevention and early help, so that everyone can live a long, healthy and full life. • It makes sure that what we do locally is involved in bigger plans for the District.	• Use the latest local data and intelligence to develop local priorities. • Priority Setting Workshops with a range of local voices in the room. • Subject the plans to public consultation and have them agreed by Area Committees.	• Develop detailed action plans to help us deliver our priorities. An action log will help us track positive impact makes sure everybody involved knows what else we need to do. • The Area Committee (and Executive) monitors the plan to make sure we're making progress.	• Everybody living in the area can make a difference! • We need different local services and organisations working together with local people and communities to address our key priorities.

Bradford District Priority Outcomes (2021-25)
Better Skills, More Good Jobs and a Growing Economy; Decent Homes, Good Start, Great Schools; Better Health, Better Lives; Strong, Safe and Active Communities; and a Sustainable District.

People Can make a difference

Strategic

Accountable for steering and overseeing area plans and their impact.

Area Committee

Frequency: Annual Committee Cycle
Attendees: Area committee chair, area committee members, representatives for the specific item.
Purpose:

- Strategic oversight of delivery of all aspects of the Area Plan.
- Member oversight and steer of Area Plans.
- Rotating agenda items to review progress on a particular priority.
- Sign off of any major changes to priorities and expected outcomes.
- Encourages local voice in development and delivery of the area plan.

Annual progress report, 4-yearly review

Executive

Area Leadership Team

Frequency: 3 monthly
Attendees: Area Coordinator/ Area Chair (Co-chair), locality/nominated council officers, partners, providers and VCS leads, and others as determined by the Area priorities.
Purpose:

- Ownership of the development and review of the area plan.
- Operational oversight of the delivery of the area plan (both locality-wide and ward priorities).
- Identifies changes and updates to the plan and escalates to the Area Committee, as necessary.
- Identifies resources and leads for each priority.
- Encourages local voice in development and delivery of the area plan.
- Over view of CPs in the locality
- Oversees the delivery of locality-wide priorities and associated actions from LAAF and WLT
- Oversees the locality-level work plan, monitoring progress and impact.
- Locality-level networking forum, focusing on proactive prevention and early help for communities and the individuals, families and households within them.

4-yearly review, annual review, Mid-year progress report

8 weekly report

Locality all age panel

Frequency: TBC , agenda focuses on individual cases.
Attendees: Area Coordinator (chair), locality council officers, partners, provider, and others as determined by the locality-wide priorities and if GDPR allows. (Determine Convenor)

- Discussion of individual cases.
- Alternates with Area leadership Team.
- Receives individual cases from WLT
- Establish task and finish group to look at specific issues

8 weekly report

8 weekly report

Delivery

Responsible for delivering area plans, actions in workplan, and their impact

Task and Finish Groups

Frequency: Minimum 4 weekly
Attendees: Designated officers from services, local partners, VCS
Purpose:

- Time-limited to provide a focus around specific priority work, Owns actions and outcomes for delivery of a specific priority.
- feeds back action to Ward Leadership team/LAAF
- Receives delegated actions from Area leadership team/All age forum

Ward Leadership Team

Frequency: minimum 8 weekly
Attendees: Ward officer/Ward Cllrs (Co-chair), Ward members, Assistant ward officers and others as determined by the ward priorities.
Purpose:

- Oversees the delivery of ward priorities and all associated actions.
- Develops and manages the ward workplan, monitoring progress and impact.
- Individual cases referred to LAAF
- Two way communication with ALT

Managed elsewhere

Attendees: Nominated lead officer (i.e. Community Partnerships WYP, Regen, Highways)
Purpose:

- To own the actions and outcomes for delivery of a specific priority.
- Report back to Ward Leadership Team/ALT
- Individual cases referred to LAAF

Feedback loop between district, strategies and area plans

Underpinned by a focus on prevention and early help, supported through asset based community development

Expected project impact

Financial impact (direct / indirect)	Improved outcomes (e.g. residents / staff)	Organisational Resilience	Social justice
Supporting the District to achieve a sustainable financial position, through reducing spend, avoiding additional spend and/or increasing revenue.	Aligned to the District plan, improved outcomes are delivered. This could be for residents, staff, partners, providers etc. Quantitate or qualitative measures.	How does the project strengthen the resilience of the organisation; to confidently set and deliver on its priorities as well as respond to shocks.	Strengthening relationships between the Council, partners, providers and the population it serves; to enable equal economic, political and social rights and opportunities
• Greater impact delivered by the investment spent (e.g. locality based grants) • Aligning locality structures will reduce duplication across Council and partners • Financial shift from tier 3 and 4, statutory and long term support, to tier 1 and 2 prevention over the longer term. • Reduced demand for statutory services – linked to specific priorities in ward and area plans.	• Area plans address key local needs and inequalities • Local priorities are supported by robust local intelligence. Actions and outcomes are tracked, and progress held to account. • Low level needs are met within the community, without the involvement of statutory services. This promotes greater independence and community resilience.	• Area Coordinator's Office to work more strategically and proactively. • Developing locality action plans, a robust approach and data flows will help the District confidently deliver priorities. • Council-collaboration around place improves information-sharing, reduces duplication and manages dependencies across workstreams. • Common organisational understanding and shared ambition for locality working, prevention and early help. • Align organisational delivery and data flows.	• Empower democratic champions and resident engagement. • Residents and local communities empowered to address local issues alongside agencies. • A data-driven approach ensures fairness in how local resources are utilised, prioritising communities/residents of greatest need. • Enhanced community capacity supports social and economic recovery from covid. • In the longer term, will help to narrow the gap and reduce inequalities across communities.

Next Steps

- Strong internal (Council) delivery Board in place and developing the organisational approach

- Developing data sharing platform to identify and focus areas of concern

- Engagement with communities taking place to add 'local insight' and context

- Attendance at the Community Partnership Programme Board to explain the approach and consider synergies.

- Discussion with 'Act as One' Programme Lead.

- Already coterminous with Police, but exploring resource alignment to Prevention and Early Intervention agenda.

- Discussion with 'Reducing Inequalities Alliance' Leads.

- ABCD Partner training offer – starts February 2022

- Council Plans to be in place for April

- Area Coordinators developing new relationships with partners (where none currently exist)

- Continue to advocate a 'system wide' response.

Recommendations

Wellbeing Board to:

1. offer guidance and support that may help to improve the model and system wide approaches.

2. consider the benefits of stronger alignment and coterminous working, including shared governance.

3. identify organisational data leads to help build a single data platform

4. consider any nominations for staff to participate in the ABCD training (commencing February 2022).

This page is intentionally left blank

**City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL**

Summary of the Presentation on health and care partnership arrangements in Bradford District and Craven to The Wellbeing Board to be held on 22nd February 2022.

L

Subject:

Health and care partnership arrangements for Bradford District and Craven

Summary statement:

This paper provides detail of the implementation of the place-based health and care partnership arrangements for Bradford District and Craven, which were presented to the Board in October 2021. These changes are part of the West Yorkshire Integrated Care System and address the requirements of the Health and Care Bill 2021.

The presentation builds on previous discussions at the Wellbeing Board in October 2021 and July 2021 and provides the Board with a summary of the updated governance arrangements, leadership and delivery arrangements.

James Drury
Partnership Development Director

Report Contact: James Drury
Phone: 07970 479491
E-mail: james.drury@bradford.nhs.uk

Portfolio:

Healthy People and Places

Overview & Scrutiny Area:

Health and Social Care

This page is intentionally left blank

Health & Care Partnership Development Update

Bradford District Wellbeing Board

January 2022

Partnership Development: What is changing, and why?

- **The Health and Care Bill** is currently going through Parliament. It will provide a legal framework to support greater collaboration between health and care organisations.

- **Integrated Care Systems** exist to achieve four aims:

  - Improve outcomes in population health and healthcare

  - Tackle inequalities in outcomes, experience and access

  - Enhance productivity and value for money

  - Help the NHS support broader social and economic development.

- **Act As One** is how we work together here in Bradford District and Craven. To improve outcomes, tackle inequalities, and increase our focus on prevention and early help

- **We welcome this as an acceleration of our existing partnership working** – both locally and across West Yorkshire

- **We will build upon our existing local partnership arrangements** ensuring they are robust and transparent. We will put the needs of the people of Bradford District and Craven first, when taking decisions.

For the people and the place we serve

Ingleton

Settle

Skipton

Airedale General Hospital

Ilkley

Keighley

Bingley

Shipley

Lynfield Mount

BRI

Bradford City Centre

St Luke's

Bradford District and Craven Health and Care Partnership

ACTasONE

OUR VISION

By meeting people where they are, working with them to access the tools and opportunities to enable them to live longer in good health...

we Act as One to keep people Happy, Healthy at Home

OUR ADDED VALUE

OUR POPULATION
Supporting the delivery of our priorities and a better experience of health and care

OUR SHARED PURPOSE
All working to the same goal, for our population to have more chances to lead healthier lives

OUR PARTNERSHIP
Greater value through the best use of our collective resources, minimising duplication and waste

OUR PURPOSE – WHAT CONNECTS US

Narrowing the Gap
Positioning our collective resources to focus on the greatest need to improve health and wellbeing

MIND THE GAP

Our Workforce
Empowered to lead On behalf of the Partnership and the people we serve

Power
Place
Community
Person

Equity and Justice
Choosing equity as our way to reduce inequality because more equal societies benefit everyone

Inverting the Power to Act
Sharing responsibility and power, for people to become active and engaged partners

Our Partnership Plan
Tackling the issues no one part of our partnership can address alone, through public stewardship

OUR COMMITMENTS

We will all:
- **Prioritise as One** those who have the worst outcomes for health and wellbeing
- **Understand as One** what matters to local people
- **Work as One** with people in our system and our community to achieve what matters
- **Integrate as One** to better enable people to achieve what matters to them

We will all:
- **Commit as One** to our role in making our district a great place to live, work and thrive
- **Plan as One**, taking actions now that create a legacy for future generations
- **Focus as One** on preventing the causes of ill health
- **Measure as One** our impact on health and wellbeing through one data

We will all:
- **Lead as One** in partnership with our population, in their communities
- **Share as One** the power and responsibility to make the best use of our collective assets
- **Grow as One** to strengthen our relationships, trust and our ambition; improving together
- **Deliver as One** through our shared, skilled and trusted workforce

our **P**eople   our **P**lace   our **P**artnership

West Yorkshire Health and Care Partnership

- West Yorkshire has a mature heath and care partnership, built on strong place arrangements and mature provider collaboratives. Our 5 year plan sets out what is important to us.

- Our Partnership aims to **join up health and care services**, **improve people's health and wellbeing** and **reduce health inequalities.**

- The changes proposed in the Health and Care Bill, including the creation of **Integrated Care Systems (ICS)**, reflect the legislation catching up with how we work in West Yorkshire.

- Our ICS is made up of the NHS, councils, Healthwatch and the voluntary, community and social enterprise sector (VCSE) partners. It brings together partners in each of our places (**Bradford District and Craven; Calderdale, Kirklees, Leeds and Wakefield**) and across West Yorkshire.

West Yorkshire Health and Care Partnership

Integrated Care Partnership

- A large, inclusive group with wide representation from the NHS, local government, voluntary community social enterprise sector, hospices, and Healthwatch across West Yorkshire.

- It will agree the West Yorkshire integrated care strategy, which is built from place-based health and wellbeing strategies. The strategy will set out how we will meet the health, social care and public health needs of our population and improve health and wellbeing

- Our existing Partnership Board largely fulfils the role of an ICP

Integrated Care Board

- A new statutory organisation which will be responsible for leading NHS integration. It will develop a plan to meet the health needs of the population and secure the provision of health services.

- It will be directly accountable for NHS spend and performance within the system and will take on the commissioning functions of CCGs.

- In line with our principle of subsidiarity, the ICB will delegate most of the decisions about spending and services to local place-based partnerships in: Bradford District and Craven, Calderdale, Kirklees, Leeds and Wakefield.

West Yorkshire Health and Care Partnership

Place based partnerships

- Place-based arrangements between local authorities, the NHS and providers of health and care will continue to have a key role in improving health and well being.

- The ICB will work to support places to integrate services and improve outcomes.

- Health and Wellbeing Boards will continue to have an important responsibility at place level to bring local partners together, as well as developing the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.

Provider collaboratives

- Strong emphasis on collaboration rather than competition as a key driver of improvement.

- Important role for provider collaboratives – both across system and in place. The West Yorkshire Association of Acute Trusts and Mental Health Mental Health, Learning Disability and Autism Collaborative are working together to achieve better outcomes for people and ensure sustainable services in the future.

The ICB - Constitution

- Much of the constitution is prescribed by the national model.

- We have tried to ensure that it reflects the ways of working, values and principles set out in the Partnership's Memorandum of Understanding which partners agreed in 2018.

- The constitution sets out the key roles of the Integrated Care Partnership and Health and Wellbeing Boards in setting strategy.

- Central to our approach is the principle of subsidiarity – with decisions made as close as possible to local communities.

- We only work at West Yorkshire level when one of the 'three tests' is met:

  - to achieve a critical mass to achieve the safest services and best outcomes

  - to share best practice and reduce variation;

  - to tackle 'wicked issues' (i.e., complex, intractable problems)

The ICB - Board

- The ICB Board will make decisions about how NHS money is spent and the services it provides. It will meet in public and publish agenda papers,

- To ensure that decisions are fair and transparent, the Chair will be independent of any health or care organisation in West Yorkshire. The Board will also have 3 other independent members.

- It will have members from each of our local places - Bradford District and Craven; Calderdale, Kirklees, Leeds, and Wakefield.

- It will also have members whose role will be to give the views of: NHS hospitals and community providers, Local councils, Primary care providers, voluntary, community and social enterprises, Directors of Public Health and Healthwatch (citizen voice).

- The board will also be made up of the ICB Chief Executive, Clinical Director, Director of Finance and Director of Nursing.

Our ICS governance standards

Outcome focus
Our arrangements focus on reducing health inequalities, better health and wellbeing, better quality of care and efficient use of resources.

Values
Our arrangements reflect our values and ways of working - equal partnership, subsidiarity, collaboration, mutual accountability.

Involving citizens & stakeholders
We have an inclusive approach, involving citizens and partners from across the system. We are committed to improving diversity in leadership and decision-making.

Transparency
We are committed to transparency. We make our decisions in public and publish key policies and registers.

Probity and independent challenge
Our decisions meet high standards of probity and are subject to robust independent challenge.

Accountability and assurance
Our arrangements support clear accountability.

Our BD&C Health & Care Partnership

- **Building on strong foundations** Our partnership has been built over many years, the relationships and ways of working are positive and well established.

- **SPA:** Joint decision making as a partnership is well embedded here. But until now formal decision 'taking' has had to be transacted organisationally

- **Distributed Leadership and Place Lead:** The principle of distributed leadership has been embraced. We have asked Mel to be our nominated Place Lead.

- **Partnership Governance**: We have clarified how we want to establish our Partnership Board as a committee of the ICB. We are building the rest of our governance around it, drawing upon and enhancing existing strong arrangements. Subsidiarity doesn't stop at the Board!

- **Operating Model:** We are putting our distributed leadership model into action with the functions of the partnership each led by partner CEOs and lead directors. Functions will work as part of a networked ICS operating model.

Partnership Governance Arrangements
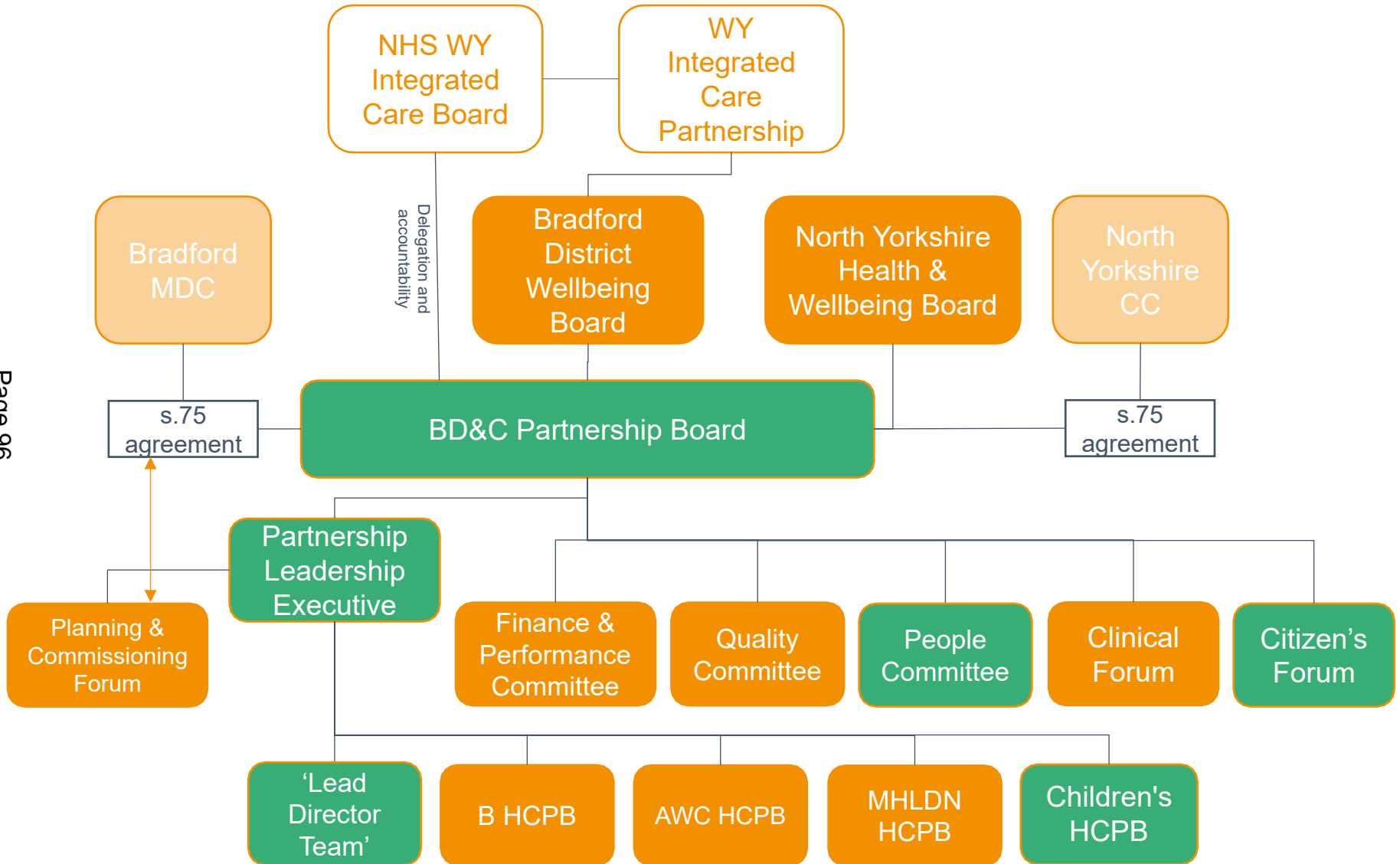
This is part of the overall ICS proposal

West Yorkshire Health and Care Partnership

West Yorkshire Integrated Care Board
functions and decisions map

NHS

West Yorkshire Integrated Care Partnership (ICP)
- agrees West Yorkshire Integrated Care Strategy - built from Place health and wellbeing strategies

Strategy

Health and Wellbeing Boards -
Bradford District and Craven, Calderdale, Kirklees, Leeds, Wakefield
- agree health and wellbeing strategy for each Place

Strategy

Strategy

West Yorkshire Integrated Care Board (ICB)
- annual plan to deliver the ICP strategy
- arranges for the provision of health services which meet the three tests for working at scale across West Yorkshire:
  1. achieving the safest services and best outcomes for people
  2. reduce variation and sharing learning
  3. solving complex, difficult problems
- statutory functions which cannot be delegated to Place e.g. annual ICB financial plan, system quality assurance, ICB annual report and accounts, audit, terms and conditions of staff, changes to the ICB constitution
- agrees West Yorkshire system plans e.g. workforce, data and digital

Delivery

Delegation

Accountability

Place-based committees of the ICB
- annual plan to deliver the health and wellbeing and ICP strategies
- arranges for the provision of health services in Place
- deployment and management of Place financial allocation
- assuring and improving the quality of services in Place
- deployment and management of Place-based ICB staff
- agreeing place plans e.g. workforce, data and digital

Delegation   **Assurance**

ICB Committees
- provide the ICB Board with assurance about specific ICB functions e.g. audit, remuneration, quality, finance

Delegation   **Assurance**

ICB Place Sub Committees
- provide the Place-based Committee with assurance about Place delegated functions e.g. quality, finance

Strategy and delivery supported and informed by collaborative forums
- provider collaboratives e.g. West Yorkshire Association of Acute Trusts, Mental Health, Learning Disability and Autism Alliance
- partnership forums e.g. System Leadership Executive, Clinical Forum

10.21

Outline governance proposal

```
NHS WY Integrated Care Board
WY Integrated Care Partnership

Delegation and accountability

Bradford MDC
Bradford District Wellbeing Board
North Yorkshire Health & Wellbeing Board
North Yorkshire CC

s.75 agreement
BD&C Partnership Board
s.75 agreement

Planning & Commissioning Forum
Partnership Leadership Executive
Finance & Performance Committee
Quality Committee
People Committee
Clinical Forum
Citizen's Forum

'Lead Director Team'
B HCPB
AWC HCPB
MHLDN HCPB
Children's HCPB
```

key

Green = new/ amended groups

Place leadership and delivery arrangements

James Drury

Partnership Development

Nancy O'Neill

Partnership Delivery

Louise Clarke

Strategy & transformation

Mel Pickup
(place lead)

Therese Patten

Sohail Abbas

Inequalities Alliance

Kersten England

ACTasONE

Rob Aitchison
(interim)

Finance, Planning & Performance

Robert Maden

Iain Macbeath

James Thomas

Integrated **Health & Care**

Ali Jan Haider

Director primary medical care

Quality and Nursing

Michelle Turner

Outline of BD&C Partnership Functions and Responsibilities

	Key responsibilities	Connects to
Wellbeing Board	• Determines health and wellbeing needs of population • Sets overall place strategy for health and wellbeing • Convenes partnerships to act on needs and strategy	• ICS Partnership Board – ensures BD&C health and wellbeing needs recognised in ICS • A committee of the Council
BD&C Partnership Board	• Determines BD&C health and care partnership plans in response to population needs, and in context of overall strategy. • Delegated responsibility for use of NHS resources and delivery of NHS requirements. • Leads the local partnership, taking the big decisions – strategy, money etc. Therefore utmost probity and transparency essential. • Enters into s.75 agreements with Councils.	• Primary accountability to ICB – a 'committee of' • Local assurance to Wellbeing Board • Lead connection between place and ICS, provider collaboratives, and individual partner organisations.
Partnership Leadership Executive	• Strategic partnership delivery and operation • Strategic connectivity with other elements of ICS	• Accountable to the BD&C Partnership Board • Key support for place lead
Lead Directors	• Leadership and management to ICS place based staff • Day to day partnership delivery and operation • Day to day connectivity with other elements of ICS	• PLE • Partnership board • CEO sponsors • ICS place based staff

16

ICB Delegation to Place Committees

The ICB SORD proposes that the following responsibilities are delegated to place committees of the ICB. i.e. this is the 'must do' list as an ICB committee

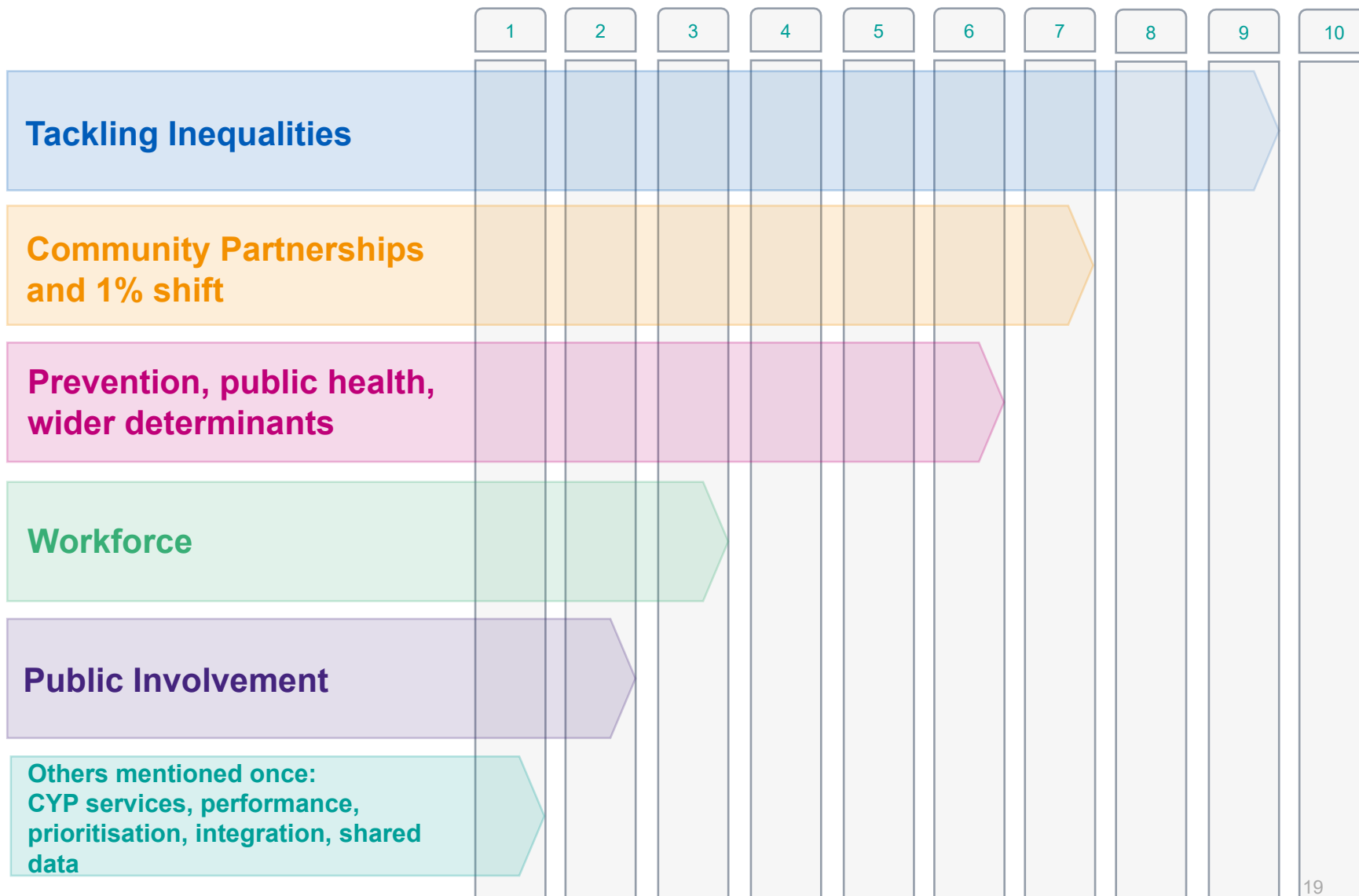| ref.	Responsibility
ICB4	Establish governance arrangements to support collective accountability between partner organisations for place-based system delivery and performance, underpinned by the statutory and contractual accountabilities of individual organisations
ICB1	Agree a plan to meet the health and healthcare needs of the population within each place, having regard to the Partnership integrated care strategy and place health and wellbeing strategies
ICB2	Allocate resources to deliver the plan in each place, determining what resources should be available to meet population need and setting principles for how they should be allocated across services and providers (both revenue and capital)
BLANK	Approve the operating structure in each place
ICB6	Agree implementation in place of people priorities
ICB7	Agree place action on data and digital: working with partners across the NHS and with local authorities to put in place smart digital and data foundations to connect health and care services to put the citizen at the centre of their care
ICB10	Agree joint work on estates, procurement, supply chain and commercial strategies to maximise value for money in place and support wider goals of development and sustainability
ICB3	Develop joint working arrangements with partners in place that embed collaboration as the basis for delivery within the ICB plan
CONSTITUTION	Develop arrangements for risk sharing and /or risk pooling with other organisations (for example pooled budget arrangements under section 75 of the NHS Act 2006), for approval by the ICB Board

ICB Delegation to Place Committees

Continued:

ref.	Responsibility
CONSTITUTION	Make arrangements to implement in place ICB risk management arrangements.
CON7	Agree implementation in place of the arrangements for complying with the NHS Provider Selection Regime
ICB5	Arrange for the provision of health services in line with the allocated resources across the place through a range of activities including: a) putting contracts and agreements in place to secure delivery of its plan by providers b) convening and supporting providers (working both at scale and at place) to lead major service transformation programmes to achieve agreed outcomes. c) support the development of primary care networks (PCNs) as the foundations of out-of-hospital care and building blocks of place based partnerships. including through investment in PCN management support, data and digital capabilities, workforce development and estates. d) working with local authority and voluntary, community and social enterprise (VCSE) sector partners to put in place personalised care for people, including assessment and provision of continuing healthcare and funded nursing care, and agreeing personal health budgets and direct payments for care

Page 100

Development Session December 2021: "Are there any other decisions we would want our Partnership Board to take?"

	1	2	3	4	5	6	7	8	9	10
Tackling Inequalities										
Community Partnerships and 1% shift										
Prevention, public health, wider determinants										
Workforce										
Public Involvement										
Others mentioned once: CYP services, performance, prioritisation, integration, shared data										

19

Membership Participation & Chairing

Place Committee - membership

Expectation	Proposal	Number
Chair of Partnership Board	• Independent chair	1
Place Lead	• Included amongst membership listed below	n/a
Primary care leadership	• Chair of Clinical Advisory Board • Chair of LMC	2
Providers of acute, community and mental health services	• Chief Executives of ANHSFT, BDCFT, and BTHFT • Chairs of ANHSFT, BDCFT, and BTHFT	6
People who use services and their representatives, including Healthwatch	• Chief Executive Healthwatch BDC • Chief Executive Healthwatch North Yorkshire	2
Local Authorities	• CBMDC Chief Executive, SD HWB, SD Children's and DPH • NYCC DASS and DPH (or other suitable senior roles) • CDC Chief Executive	7
Social Care Providers	• Chief Executive Bradford Care Association	1
VCSE Sector	• Senior representative of Bradford District VCS • Senior representative of Craven VCS	2
System Committees	• Chair of Clinical Forum • Chair of People Committee • Chair of Finance and Performance Committee • Chair of Quality Committee	4

25

Place Committee - chairing

Group	Chairing Proposal
BD&C Partnership Board (place committee of ICB)	• Initially chaired by an independent non executive chair, to be recruited by BD&C within a consistent WYICS process (18 month term, reviewed after 12 months) • The role would be about chairing the Committee, promoting independent challenge, and enhancing processes for management of Conflicts of Interest
Partnership Leadership Executive	• Chaired by the Place Lead • Review periods for Place Lead role and other distributed leadership responsibilities
BD&C place sub-committees: Finance & Performance, Quality, People	• Chaired by Non Executive Director of a local NHS Foundation Trust – e.g. chair of relevant Trust committee • Rotational position (tbc 1 year term) • Three Trusts / Three Committees, via rotation ensure all have 'skin in the game'.

We asked which factors would be important in the selection of an independent chair

1st	Understanding of and passion for Bradford District and Craven
2nd	Ability to connect and align local partners
3rd	Skill and experience in chairing boards conducted in public
4th	Independence from local health and care organisations, and ability to ensure effective challenge, and management of conflicts of interest
5th	Listening to and championing the views of all local communities
6th	Knowledge of health and care systems

Development Session December 2021: "How might we ensure citizens voices are influential in the Partnership Board?"

Some mechanisms were mentioned several times by Board members:

- Citizens forum x5

- Healthwatch x4

- Community Partnerships x3

- Inclusion of public question time at board meetings x2

Specific guidance was given on 'how' these mechanisms should be applied:

- Chair of Citizens Panel to attend Board as a Member

- Citizens panel to act as a 'network of networks' that convenes existing mechanisms

- Ensure the Board is open and public and transparent in hearing experience

- Case studies real stories

- Use multiple routes not just one. e.g. digital forums for some not others

- Specific agreed roles with specific agreed responsibilities

- This should be a key principle of any work stream

Next Steps

Readiness Audit

Domain	Current self assessed RAG rating		Further actions
Leadership	🟩	🟧	• ToRs, development sessions with members, shadow board meetings • Reporting & accountability arrangements across ICS/ networked models • Operating models for Data and Digital and Workforce
Vision	🟩	🟩	
Values	🟩	🟩	
Local plan	🟩	🟧	• distillation of strategy into a more detailed place-plan that addresses (but is not limited to) NHS annual planning requirements
Accountability & Assurance	🟩	🟧	• The SPA will be updated in next Qtr to reflect new balance of accountabilities for organisations within the ICS arrangements • ToRs to include dispute resolution. Clarity of responsibilities and accountabilities of distributed leadership roles
Governance Structure	🟩	🟧	• Clarity of roles and responsibilities in neighbourhood models • Clarity interface with provider collaboratives • Update sub-committee ToRs (e.g. F&P, Quality)
Involving Citizens & Stakeholders	🟧	🟧	• Co-produce (with our partners and population) approach to involving our population • Clarify the mechanisms that will connect this into partnership governance
Decision making	🟩	🟧	• clarify local 'SORD', decision making 'routes' and processes, and communicate them. Governance handbook • Committee chairing arrangements
Risk management	🟩	🟧	• Risk management processes transferred from CCG arrangements • Clarify interface with ICB and with Trust arrangements

Next Steps

- **Shadow Operation now** – impact of legislative delay manageable

- **Recruitment of Chair** - underway

- **Development Plan** – addresses Readiness Audit, and looks to the future

- **Context** – Omicron, Winter Pressures, extended period of challenge for teams

This page is intentionally left blank

City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Report of the Chair to the meeting of Bradford and Airedale Health and Wellbeing Board to be held on 22nd February 2022.

M

Subject: Chairs Highlight report

      a. Better Care Fund

Summary statement:

The Health and Wellbeing Board Chair's highlight report summaries key business conducted between Board meetings. February's report includes an update on the District's Better Care Fund submission.

Councillor Susan Hinchcliffe
Chair, Bradford and Airedale Health
and Wellbeing Board

Report Contact: [Name & Post Title]
Phone: (01274) 43[Ext No]
E-mail: [e-mail address] @bradford.gov.uk

Portfolio:

Health and Wellbeing

Overview & Scrutiny Area:

Health and Social Care

1

1.   SUMMARY

The Health and Wellbeing Board Chair's highlight report summaries business conducted between Board meetings. February's report includes the latest submission to the Better Care Fund and the annual report from the Health Protection Comittee.

2.   BACKGROUND

Better Care Fund

Appendix A is a copy of Bradford District's submission to the Better Care fund. The Better Care fund was introduced in 2015 and requires Local Authorities and CCG's to enter into pooled budget arrangements and develop a joint spending plan. It is not clear yet how the upcoming changes to the CCG will impact the future development of the Better Care Fund.

The Better Care Fund Policy Framework and subsequent planning guidance included changes to the reported BCF metrics. The original metrics of admissions to residential care homes and effectiveness of reablement remain.
The list of metrics now required is listed below:

- Avoidable admissions - Unplanned hospitalisation for chronic ambulatory care sensitive conditions (an NHS indicator that measures how many people with specific long-term conditions, which should not normally require hospitalisation, are admitted to hospital in an emergency)
- Length of stay - Percentage of in patients, resident in the HWB area, who have been an in-patient in an acute hospital for: i, 14 days or more and ii, 21 days or more
- Discharge to normal place of residence - Percentage of people, resident in the HWB, who are discharged from acute hospital to their normal place of residence
- Permanent residential admissions
- Effectiveness of Reablement.

Targets for the above metrics have been agreed as a partnership as part of the planning process.

This submission has already been discussed at our local Placed Based Partnership meeting and has received the input of Health and Care Partners. The plan has also been discussed in detail at the Joint Planning and Commissioning Forum, Finance Forum and System Finance and Performance Committee. The appendix documents provide a comprehensive overview of the District's BCF submission and narrative.

3.   OTHER CONSIDERATIONS

Please refer to appendix documents

4.   FINANCIAL & RESOURCE APPRAISAL

Financial requirements are detailed within the body of the appendix documents.

2

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The Wellbeing Board currently provides the governance for both the BCF.

6. LEGAL APPRAISAL

None

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The BCF is strongly underpinned with the ambition to tackle inequalities and promote the aims of the District Plan which include upholding the District's Equality objectives. The appendix documents detail how they set out to achieve this.

7.2 SUSTAINABILITY IMPLICATIONS

No direct implications

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

No direct implications.

7.4 COMMUNITY SAFETY IMPLICATIONS

No direct implications.

7.5 HUMAN RIGHTS ACT

No direct implications.

7.6 TRADE UNION

No direct implications.

7.7 WARD IMPLICATIONS

No direct implications.

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

No direct implications.

8. NOT FOR PUBLICATION DOCUMENTS

None

3

9.   OPTIONS

No options are provided

10.   RECOMMENDATIONS

- The District's BCF submission is noted and approved by the Wellbeing Board.

11.   APPENDICES

    A. BCF Narrative Submission
    B. BCF Expenditure Plan

12.   BACKGROUND DOCUMENTS

None

4

Bradford District Health and Wellbeing Board

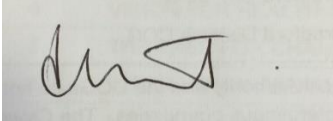**Better Care Fund Narrative Plan for 2021/22**

SUBMISSION SUMMARY

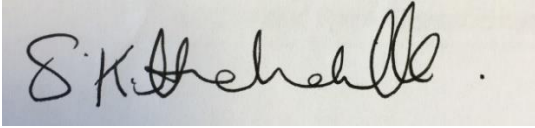|	
Local Authority	City of Bradford MDC
Clinical Commissioning Groups	Bradford District and Craven CCG
Boundary Differences	The Local Authority and the CCG does not have coterminous boundaries. The Craven locality is part of North Yorkshire County Council.
Date of narrative submission:	16th November 2021
Minimum required value of pooled budget: 2021/22	£69,790,003
Total agreed value of pooled budget: 2021/22	£69,790,003
National Conditions	This plan is compliant with the following national conditions of the BCF planning framework: NC1 – A Jointly agreed plan NC2– NHS contribution to Social Care is maintained in line with inflation NC3– Agreement to invest in NHS-Commissioned out-of-hospital services NC4– Plan for outcomes for people being discharged from hospital

5

The BCF Plan has been produced by officers of Bradford District and Craven Clinical Commissioning Group and City of Bradford Metropolitan District Council with support from the Voluntary Care Sector, Housing and Disabled Facility Grant leads

This plan has been jointly agreed by City of Bradford Metropolitan District Council, Bradford and District Clinical Commissioning Group and the Chair of Bradford Health and Wellbeing Board. The plan will be presented to the Bradford Health and Wellbeing Board at its meeting on 22/02/2022.

Signed on behalf of the CCG	Bradford and District CCGs
By	Helen Hirst
Position	Chief Officer
Date	16/11/2021

Signed on behalf of the Council	City of Bradford MDC
By	Iain MacBeath
Position	Strategic Director Health and Wellbeing
Date	16/11/2021

Signed on behalf of the Health and Wellbeing Board	Bradford and District Health and Wellbeing Board
By	Councillor Susan Hinchcliffe
Position	Chair of the Health and Wellbeing Board
Date	16/11/2021

1. Background and Context

6

The Department of Health and Social Care (DHSC) and the Department for Levelling Up, Housing and Communities (DLUHC) have published a Policy Framework for the implementation of the Better Care Fund (BCF) in 2021-22. The Framework forms part of the NHS mandate for 2021-22.

Local areas were not required to submit BCF plans in 2020-21, given the exceptional pressures on systems due to the COVID-19 pandemic, but were required to agree use of the mandatory funding streams locally, to pool these into a joint agreement under section 75 of the NHS Act 2006 and to provide an end of year report.

Use of BCF mandatory funding streams (clinical commissioning group [CCG] minimum contribution, improved Better Care Fund [iBCF] grant and Disabled Facilities Grant [DFG]) must be jointly agreed by CCGs and local authorities to reflect local health and care priorities, with plans signed off by Health and Wellbeing Boards (HWBs).

The BCF Policy Framework sets out four national conditions that all BCF plans must meet to be approved. These are:

- **A jointly agreed plan between local health and social care commissioners**
- **and signed off by the Health and Wellbeing Board.**
- **NHS contribution to adult social care to be maintained in line with the uplift to CCG minimum contribution.**
- **Invest in NHS commissioned out-of-hospital services.**
- **Plan for improving outcomes for people being discharged from hospital**

This narrative alongside the income and expenditure template 2021/22 responds to the BCF Policy Framework and BCF Planning Requirements 2021/22, enabling areas to agree plans for integrated care that support recovery from the pandemic and build on the closer working many systems developed to respond to it.

2. Governance

2.1 Bradford Health and Wellbeing Board

The Health and Wellbeing Board is the lead partnership in the Bradford District Partnership working closely with the other Strategic Delivery Partnerships.

The Health and Wellbeing Board brings together leaders from across the district including the Council, the NHS, the Police, Fire and Rescue, social housing and the Voluntary and Community sector. Our shared ambition is:

To create a sustainable health and care economy that supports people to be healthy, well and independent

The Board provides strategic direction to a wide range of organisations that organise health and wellbeing services, and support people to take good care of their own health and wellbeing; helping more people to take control of their lives and to have more of a say in how their health and wellbeing needs are met. We will lead real improvements in the long-term health and wellbeing of all our population.

2.2 Bradford District and Craven Health and Care System Executive Board

The Executive Board provides the formal leadership for the Bradford District and Craven Health and Care System. The Executive Board is responsible for setting strategic direction and agreeing the broad objectives for our local system. It provides oversight for all system

7

business, and a forum to make decisions together on those matters which are best tackled collectively.

The Executive Board leads the local place based partnership which is responsible for agreeing and implementing plans that provide:

- a greater focus on population health management
- facilitate integration between providers of services around the individual's needs, and
- a clear focus on improving health and reducing inequalities

Through the Executive Board we will take collective responsibility for:

- Managing collective performance, resources and the totality of population health
- Agreeing ambitious outcomes, and engaging people and communities
- Identifying good practice and innovation and ensuring it is spread and adopted through the system.

Local system oversight and assurance functions provide a mechanism for partner organisations to take ownership of system performance and delivery and hold one another to account.

Our vision

People will be healthier, happier, and have access to high quality care that is clinically, operationally and financially stable. People will take action, and be supported to stay healthy, well and independent through their whole life and will be supported by their families and communities through prevention and early intervention, with greater focus on healthy lifestyle choices and self-care. When people need access to care and support it will be available to them through a proactive and joined up health, social care and wellbeing service designed around their needs and as close to where they live as possible.

In short … Happy, Healthy at Home

Membership

The Executive Board will include the following members:

- Accountable Officer, Bradford District and Craven NHS CCG
- Chief Executive, City of Bradford Metropolitan District Council
- Chief Executive, Airedale NHS Foundation Trust
- Chief Executive, Bradford District Care NHS Foundation Trust
- Chief Executive, Bradford Teaching Hospitals NHS Foundation Trust
- Chair of the Bradford District Assembly, representing the voluntary and community sector
- Chief Executive of the Bradford Care Association, representing independent care sector providers
- Strategic Director of Health and Wellbeing, City of Bradford Metropolitan District Council

2.3 Systems Leadership through Act as One

8

We are committed to transforming our systems and modernising health and social care in our area so that our local communities can enjoy the right quality of service and support at the right place at the right time, provided by the right person(s). Our success in doing so will be determined by local people and depend on our ability to positively fuse and maximise the potential of the different organisational cultures across health and social care. Our approach requires determined and purposeful leadership that recognises and steps up to the challenge of a creating and actualising a new ambition.

Towards the end of 2020, the Health and Care Partnership Boards set out to bring together a number of different areas of work into one programme, which they called 'Act As One'. The aim of this was to encourage partnership working and a joined up approach to health and care.
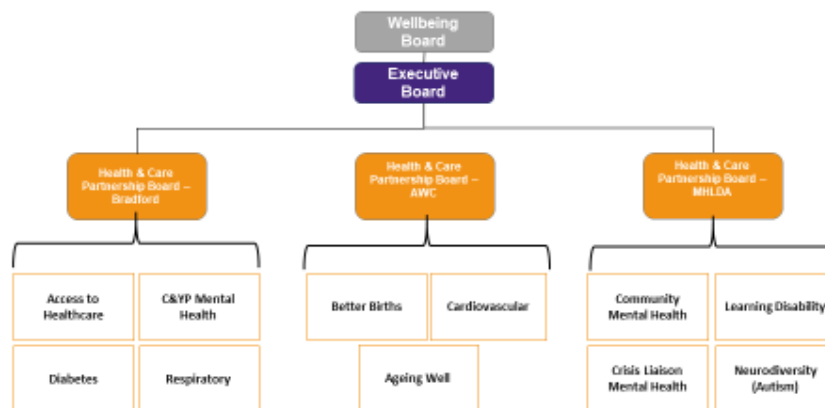
The idea is that by maximising partnership working, we can better achieve the vision of 'Happy, Health and at Home'. They brought together 10 priority areas of work which are:

1. Access to healthcare
2. Diabetes
3. Children and Young People's mental health
4. Respiratory issues (breathing problems)
5. Better births
6. Cardiovascular issues (heart and blood vessels)
7. Ageing well
8. MH Community Services Transformation
9. MH Acute Crisis & Liaison Services
10. Learning Disability and Neurodiversity strategy delivery

They aim to reduce duplication, bring together support functions, and continue the 'Integrated Care' focus across health and care. The VCS Alliance are supporting the coordination of the work of the voluntary sector across the 'Act as One' programme and are securing delivery opportunities in the priority areas for local groups.

Act as One: Whole System Governance

- **Wellbeing Board**
- **Exec (ICP) Board**

Health & Care Partnerships*
- System Programmes
- * Includes two geographical HCPBs, Mental Health, LD and Autism Partnership and Community Partnerships

Enabling Strategies
- People
- Digital
- Estates
- Population Health
- Engaging People
- Living Well
- Prevention & Early Help

System Committees
- Finance & Performance
- Quality & Safety
- Clinical Forum
- Strategy

ICP Development
- Vision & Ambition
- Leadership & Behaviours
- Governance & Structure

9

2.4 Management and oversight

Governance of the Better Care Fund Programme is through the Bradford Health and Wellbeing Board which, since April 2013, has functioned as a statutory committee of Bradford Council. The Board operates with major contributions by the Local Authority and the CCGs.

Financial oversight and assurance of the Better Care Fund has been overseen by a dedicated Finance Forum. Since April 2021 the Planning and Commissioning Forum provides system leadership and strategic direction to the joint planning and collaborative commissioning arrangements within the Act as One local framework across Bradford District, including operational oversight of the Better Care Fund, its schemes and the joint commissioning arrangements made under the S.75. This newly established group, replaces the Executive Commissioning Board. During 2021/22 we will work to establish the annual work plan of the group.

2.5 Legal Framework

As will other joint commissioning activities, the Better Care Fund in Bradford is managed through a Section 75 Framework Partnership Agreement between the Council and the CCGs. The Framework approach was agreed to best reflect where the Council and the CCG are in terms of developing an integrated commissioning approach in that it provides for a dedicated lead commissioner for each scheme. In the event of under spends achieved through prudent fund management, these will be managed in line with the Section 75 agreement. The existing Section 75 agreement is currently being refreshed and the new agreement will come into place for the start of the new calendar year.

3. **Overall Approach to Integration in Bradford**

The Strategic Partnering Agreement (SPA) for the transformation and better integration of health and care services for the population of Bradford District and Craven, is the underpinning memorandum of understanding for our health and care system. The SPA was updated earlier this year to reflect the changes in our ways of working since the original agreement was signed in 2019 and will be updated again to reflect our move to becoming an Integrated Care Partnership/Place Based Partnership through the legislative changes, applicable to Clinical Commissioning Groups.

The SPA will continue to reflect how we work together as a partnership, as well as setting out how we will manage the budget delegated to our place.

10

Signatories to the Strategic Partnering Agreement (2121) are as follows:

1. NHS BRADFORD DISTRICT AND CRAVEN CLINICAL COMMISSIONING GROUP
2. AIREDALE NHS FOUNDATION TRUST
3. BRADFORD DISTRICT CARE NHS FOUNDATION TRUST
4. BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST
5. CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL
6. BRADFORD CARE ALLIANCE COMMUNITY INTEREST COMPANY
7. BRADFORD VCS ALLIANCE LIMITED
8. LOCAL CARE DIRECT
9. MODALITY PARTNERSHIP
10. WHARFEDALE, AIREDALE AND CRAVEN ALLIANCE
11. BRADFORD CARE ASSOCIATION LIMITED
12. AFFINITY CARE

The NHS Long Term Plan (LTP) published in January 2019 aimed to accelerate the redesign of patient care to future-proof the NHS for the decade ahead including the move to a new service model in which patients get more options, better support, and properly joined-up care at the right time in the optimal care setting. It also placed a focus on taking action to strengthen the NHS contribution to prevention and health inequalities**.**

The White Paper published by the Department of Health and Social Care in February 2021 builds on the Long-Term Plan vision and sets out the key components of an Integrated Care System (ICS), which are proposed to be set out in a new Health and Care Bill. The Parties have operated under a Strategic Partnering Agreement since 2019 through which they have developed an effective framework for a place-based partnership for Bradford District & Craven through their 'Act as One' approach.

This framework has been tested in extreme circumstances through the Covid-19 pandemic. The parties recognise that from April 2021 until April 2022 they will need to undertake a programme of work to further develop their partnering arrangements to become an effective Integrated Care Partnership (ICP) from April 2022.

Subject to the Health and Care Bill, it is expected that the CCG will be dissolved, and its functions transferred to the ICP in April 2022, with a mechanism to allow Place Based Partnerships at place level to exercise some functions, reflecting the subsidiarity principle.

The SPA sets out the operating framework values, principles and shared ambition of the Parties in supporting work towards the transformation of health and care and better health and wellbeing outcomes for the people who live in Bradford District and Craven through the ICP model.

It sets out a programme of work (the SPA Work Plan) to be undertaken by the Parties and the Parties have agreed in how the Commissioners and Providers will work together in a collaborative and integrated way on a 'best for Bradford District and Craven' basis.

The Parties have agreed to work towards a common vision that:

- People will be healthier, happier, and have equitable access to high quality care.
- People will be in control of their health and wellbeing, and will be supported to stay healthy, well and independent through their whole life. Communities and the health and care system will coproduce health and wellbeing and will focus on prevention and early intervention.
- Reducing the widening health inequalities in Bradford District and Craven is a priority. We will tackle inequality in access and quality of healthcare, and we will

11

contribute to addressing the wider causes of inequality by playing a full part in social and economic development and environmental sustainability.

- When people need access to care and support it will be available to them through a proactive and joined up health, social care and wellbeing service designed around their needs. Access to services will include digital options and will be provided as close to where they live as possible.

In short … **Happy, Healthy at Home**

The Parties have agreed a collective way of working – "Act as One" – which they will use to achieve the following objectives:

- deliver the Bradford District and Craven Integrated Care Partnership Plan, and contribute to the delivery of the West Yorkshire Integrated Care System Plan;
- coordinate the local contribution to health, social and economic development to prevent future risks to health and wellbeing;
- share collective responsibility for the management of our collective resources, purposefully deployed to secure better outcomes for our population; including incrementally increasing the proportion of our resource used on prevention;
- develop population health management capabilities to:
  (a) identify, understand and take into account the wider determinants of people's health and wellbeing;
  (b) proactively improve primary and secondary prevention and better target interventions;
  (c) reduce health inequalities;
  (d) use evidence of people's experiences of services and outcomes gathered through involvement and authentic public engagement strategies to inform the co-production of simple, modern, joined-up health and care services; and
  (e) deliver personalised care; and deliver health and care services that are developed in partnership with the communities they seek to serve; and
- recognise, support and develop the collective health and care workforce as a key asset in achieving the vision and objectives.

The governance structure for the SPA in Bradford District and Craven will consist of:

- the ICP Board;
- the Airedale Wharfedale and Craven Health and Care Partnership Board; the Bradford and District Health and Care Partnership Board; and the Mental Health, Learning Disabilities and Neurodiversity Health and Care Partnership Board

  (together the "Health and Care Partnerships");
- the Programme Boards; and the System Committees.

The Services that are within the scope of the SPA are be:
(1) all of the health and care services commissioned by the CCG; and
(2) adult social care, children's social care and public health services commissioned by the Council.

The system 'Act as One' programme and partnership boards demonstrate how as a system, we agree and operationalise our approach to integration, with membership representation from our system stakeholders. Joint initiatives such as the joint commissioning road map, development of the system Planning and Commissioning Forum and other key initiatives are leading to sustainable plans for delivery of services and are just a few of the areas that will deliver real improvement. Additionally, the system has begun to utilise resources

12

collectively through creation of several posts that are at system level and joint posts between the local authority and the CCG.

3.1 Supporting people to remain at home

Bradford Better Care fund continues to play an important role in the transformation and sustained delivery of the requirements of the Care Act. The Happy, Healthy, at Home model has been underpinned in adult social care by a three tier model aiming to prevent reduce and delay the need for social care services. he three tiers describe how Adult Social Care supports people and is set out in the diagram below:

Figure 1: Three Tier Model for Social Care

The Three Tier Model relies on good information being available to people, local communities being central to supporting people, and that when people do need longer term support that they have an active role in achieving this.

To ensure the sustained delivery of the Care Act duties, Better Care funding continues to be used
to:
- encourage more people to live independently across Bradford District
- work with communities to build on resources to support people outside of council funded support
- reduce the need for ongoing support from adult social care
- ensure our support builds on the strengths and abilities of people, their families and their local communities
- tailor the on-going support we provide to individuals through personal budgets, creative support planning and building on people's strengths and resources to meet their aims
- reduce waiting times for people contacting adult care and support
- Prevention & maximising independence in home care

The Maximising Independence (MI) focus is a core part of reablement, home support and intermediate care services commissioned and delivered in Bradford through the Better Care Fund.

The detail in the Planning Template sets out a range of BCF funded services to keep people independent and living in their own homes or community settings. These include core services of home support, reablement

13

services, the collaborative care team and integrated community equipment services, as well as low level prevention and support services such as Social Prescribers who work with people who feels they need some extra support to improve their emotional health and wellbeing, need support to make new friends or find out about local activities. People accessing Social Prescribing include those who have lost family, have housing or money issues, or are struggling to come to terms with a long-term medical condition. The Social Prescriber meets with the individual to discuss the type of support they need. A plan of action will be discussed and they may be referred or signposted to other community services.

A range of daytime activities are available for people living in the community. 137 community activity groups are funded in local community centres. Of those there are 45 who cater for a specific BAME community of older people and have language skills and cultural awareness to support older people to stay independent, active and linked with their communities. Many are gender specific groups. In addition, there are six other men in sheds groups, and two for the older LGBTQ community, again gender specific.

Carers' Resource provides support for carers, offering a range of services such as Carer's Wellbeing Grants to enable carers to promote their own health and wellbeing and to help carers continue caring. Carer Navigator service supports friends and families who have a loved one admitted to Airedale General Hospital and Bradford Royal Infirmary, the service can support in meetings about discharge from hospital, help to organise social and personal care, support emergency planning, and connect with other Carers' Resource services such as the Carer Card and Advice Line.

3.2 Changes in BCF funded services 2020/21

A business review process was undertaken of the short term social care operating model in the summer of 2020 to ensure we could respond to the increasing demand and implement changes required in the Discharge and Community support operating model. The following changes were made in collaboration with partners (NHS, Care Providers, Community and Voluntary sector providers). BEST, our enablement service, enhanced the reviewing team function (HSRT) to include increased reviewing of packages of support including those placed with independent home support providers and for placements back to a person's existing provider after a transfer home. BEST place packages with home support providers and work to support them after transfer from hospital. This has allowed us to respond to the unprecedented demand for home support from both hospitals and community. In 2020/21 57% of people discharged from BEST were discharged either without the need for a long term care package, or with a reduced package of care, this figure has increased up to 65% in 2021/22. In the same time period we have also seen the length of stay in BEST fall from 3.6 weeks, down to 3.3 weeks.

Enablement coordinators from BEST have been included in both hospital Multi Agency Integrated Discharge Team's (MAIDTs) this year which has allowed social workers to assess out of hospital in line with the guidance and improved flow out of hospital. Carer Navigators commissioned from the VCS and part of the jointly funded Carers Resource Service across the district have worked with enablement coordinators, as trusted assessors, to support local authority managed short term care beds and have been recruited and introduced into the hospital MAIDT this year. This has improved the flow into beds or back to the Enablement Coordinators if wrongly signposted (for local authority managed short term bed) and social workers to support carers in the assessment process.

Pathway 0 has been enhanced by a multi-agency social team (MAST) commissioned from the VCS jointly by the local authority with the NHS. It provides support for substance misuse (alcohol particularly), mental health support and social prescribing and links people to

14

services in their communities. This is in addition to home from hospital, supported discharge. Equipment provision from BACES has been reviewed and enhanced as well as local authority occupational therapy provision. Tech enabled care has been enhanced over the past year and will be embedded in enablement over the next year.

The development of an integrated urgent community response service in line with the NHS plan is being progressed building on the partnership working between BEST, Tapid Response and Virtual Ward and Airedale Collaborative Care Team, alongside these services the in house residential service is growing a Community Outreach Support Team to further enhance the ability to be more responsive.

3.3 BCF Metrics

Plans have been set for each of the BCF key metrics for 2021/22, in line with other plans and priorities across the Bradford health and social care system, and are shown in the table

Metric	Plan	All England Av/CIPFA Comp
Avoidable admissions	Unplanned hospitalisation for chronic ambulatory care sensitive conditions – 2021/22 plan 1,064.2	Bradford ranks 120 out of 152 Local Authority areas, based on 19/20 data (latest data available on BCF Exchange).
Length of Stay	Proportion of inpatient resident for more than 14 days – 21/22 Q3 plan 9.5% – 21/22 Q4 plan 9.5% Proportion of inpatient resident for more than 21 days – 21/22 Q3 plan 5.5% – 21/22 Q4 plan 5.5%	Bradford ranks 19 out of 152 Local Authority areas, for Los 14+ days and 51 out of 152 Local Authority areas, for LoS 21+ days.
Discharge to normal place of residence	2021/22 plan - 95.0%	Bradford 30 out of 152 Local Authority areas
Reablement	2021/22 plan – 79.1%	Bradford ranks 8 out of 15 within the CIPFA nearest neighbour comparator group and 91 out of 152 Local Authority areas.
Residential and Nursing Placements	2021/22 plan- 547	Bradford ranks 8 out of 15 within the CIPFA nearest neighbour comparator group and 90 out of 152 Local Authority areas.

below.

3.3.1 Avoidable admissions

Data provided via BCF Exchange 19/20 = 1097.1 (rank 120/150). The 20-21 actual is an

15

FOT using CCG data uplifted to reflect variation with BCF (BCF figures approx. 14% higher) 2020/21 data is not reflective of reality due to covid. Plan assumes 3% reduction on 2019/20, which is in line with M1-M6 reduction in admissions according to CCG data (2019/20 Vs 2018/19)

3.3.2 Length of Stay (LoS)

Performance against other LAs on both Length of Stay metrics is strong. 14+ - Bradford 9.4%, (rank 19/150) and 21+ - Bradford 5.3%, (rank 51/150) National Av 16.38%. LoS targets have been set to maintain this good performance - 14+ days target set to remain at top quartile performance and 21+ days upper middle quartile performance. Given the backdrop of an anticipated challenging winter period these targets represent a stretched position for the Bradford system.

3.3.3 Discharge to normal place of residence

Latest data provided via BCF Exchange - Bradford 94.2%, (rank 30/150) National Av 92.6%. This target places Bradford in the top quartile and above national average and given the breath of schemes to support discharge, maintain and regain individual's independence we anticipate this will be a realistic target.

3.3.4 Reablement

This metric is a long standing metric within the BCF plan. The target of 79.1% has been set in line with England average. Currently, Bradford ranks 8th out of 16 in the CIPFA comparator group. The regional average is 76.4 and All England is 79.1. Discharge to Assess has been running since March 20 and due to covid many older people being discharged have a higher acuity and more complex needs, resulting in fewer people being at home 91 days after discharge than seen in pre-covid years.

3.3.5 Residential and Nursing Placements

Bradford ranks 8th out of 16 in the CIPFA comparator group. The regional average is 549.8 and All England average is 498.2. Home First is the standard approach unless a person's needs are so great that it is not possible for them to remain in their own home or an alternative community setting. Through both discharge and intermediate care services, the individual's independence is maximised in a community setting prior to any decision on long term care options that may subsequently be taken. Maintaining the 20/21 numbers for admissions to permanent care against a background of high Covid 19cases and a growing population, is a stretched position for Bradford.

A range of BCF schemes support the ambitions set in these key metrics. BCF commissioned services continue to underpin the discharge process, keeping people independent and in their own homes. National data shows that Bradford remains in the top quartile for length of stay ensuring that people do not remain in hospital longer than in necessary and are discharged promptly back to their normal place of residence and supported to recover.

People are supported to recover in their own homes with packages of care relevant to their needs and carers are supported with breaks and a range of resources through the integrated Carers Resource Service. Data from April 2019 to August 2021 shows that 95% of people were discharged back to their usual place of residence. Residential and nursing placements are only used where the persons needs are such that they cannot be supported in an alternative setting. The robust choice of intermediate care services funded through BCF allows people to be supported back to independence following discharge. Our Virtual Ward and Early Supported Discharge Services also provide an alternative to extended hospital stays allowing people to be discharged earlier, back to the community.

4. Supporting Discharge (national condition four)

4.1 Discharge to Assess

The Discharge to Assess model has been implemented in Bradford since March 2020 with an intention to support more people to be discharged to their own home or normal place of

residence. A range of services have been out of hospital service have been funded through the Better Care Fund since 2017, and these have been grown and strengthened during the C19 pandemic. Figure 1 shows the interface between these services at a hospital and community level.

Hospital Discharge Service Flowchart V4
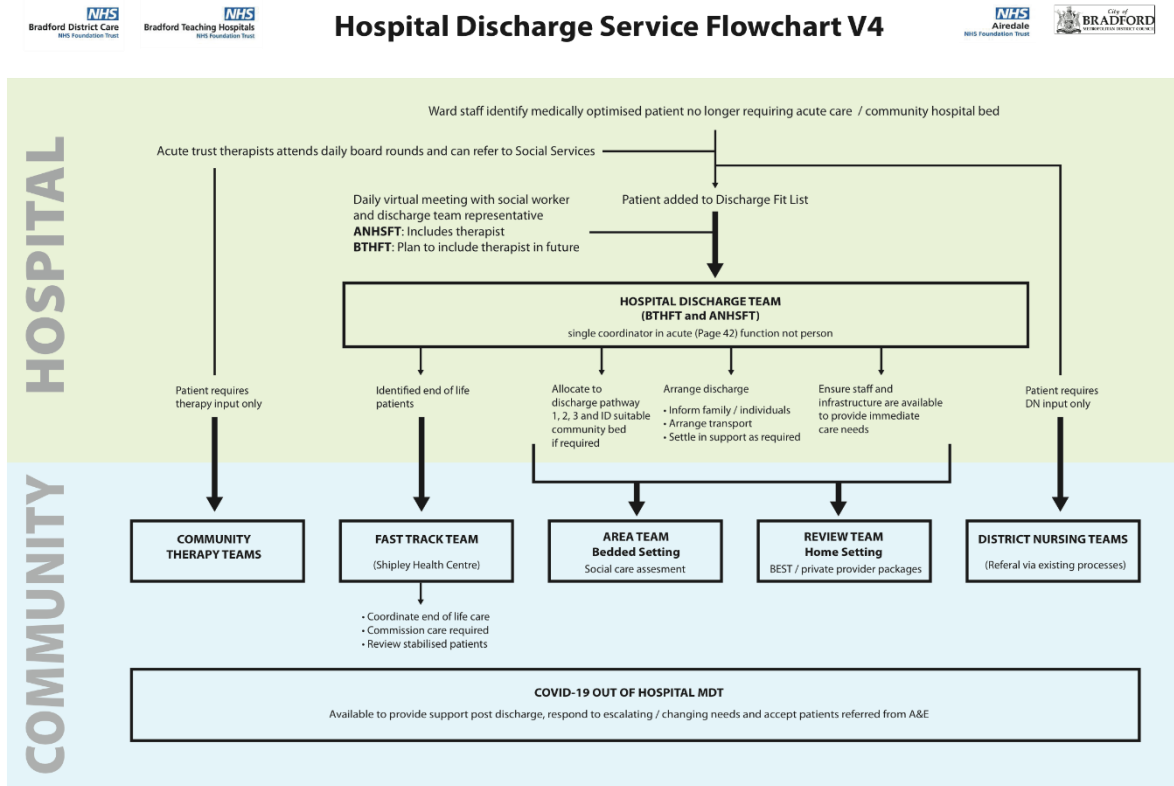
4.2 Multi-Agency Integrated Discharge Team (MAIDT)

The MAIDT team (Hospital Discharge Team) is a multi-agency team operating a discharge to assess model.

The BCF in Bradford continues to support the interface via a range of intermediate care services including a Virtual Ward. The Elderly and Intermediate Care Service in Bradford strives to provide safe, high-quality care to the older population of the region, and is a leader in the development of safe alternatives to acute care, including the Virtual Ward.

The Multi-Agency Integrated Discharge Team (MAIDT) brings together dedicated health and social care professionals and members of the voluntary sector who work to ensure patients with complex needs can be discharged from our hospitals on the correct pathway in a safe and timely way.

20 per cent of hospital discharges are more complex and are referred to the MAIDT.

The MAIDT was established to bring about a number of step changes in the way we care for our patients when they are ready to leave us, including:

- A single referral process
- System change
- Co-ordinated discharge plans
- Joint assessment process
- Effective discharge
- Better overall outcomes for patients

The team's key stakeholders include Bradford Teaching Hospitals NHS Foundation Trust (BTHFT), Bradford District Care NHS Foundation Trust (BDCFT), City of Bradford

17

Metropolitan District Council (CBMDC) and the voluntary and community sector (VCS), primarily Home from Hospital.

MAIDT supports the above organisations' commitment to working with common objectives and shared principles which aim to deliver better co-ordination of services for people being discharged from our hospitals.

The MAIDT aims to practice person-centred care planning and support for eligible adults with complex needs. We are committed to home-first discharge wherever possible. The key principles of this service are:

- To maximise wellbeing
- Maximise choice and control
- Maximise independence, function and self-care
- To help people receive the right care at the first time of asking
- To maximise opportunities to enable safe discharge from hospital by working with the individual and, with their consent, their families to understand their needs prior and post hospital admission

Interventions provided by the service include:

- Joint (health and social care) triage of referrals and support for ward-based assessments as required of individuals and goal planning
- The lead MAIDT team member will devise a multi-agency discharge plan which will support the person and their carers to allow for a safe and effective discharge and prevent hospital re-admission due to poor discharge planning
- The lead MAIDT team member will ensure referral to appropriate community-based services for patients who require individual complex packages of care, including community complex care teams.
- The MAIDT work with carers and families to establish their ability to engage with their discharge and the support they need.

4.3 Strategy and priorities for supported discharge

Within scope of the Act as One Ageing Well programme, a system wide Discharge to Assess working group was established in January 2021. The group is chaired by colleagues within Adult Social Care at Bradford Local Authority and consists of key partners from Airedale NHS Foundation Trust, Bradford Teaching Hospital's Foundation Trust, Bradford District Care Trust, North Yorkshire County Council and VCS.

The aim of the group is to develop a more integrated health and social care Discharge to Assess model across Bradford district & Craven to improve flow and support our strategic vision of 'Home First' for all people.

Priorities of the working group

- Education and awareness of pathways 0-3
- Developing a system wide dashboard which provides one version of the truth
- Process mapping to identify gaps/pressures and creating opportunities for shared learning across Bradford and Airedale
- Utilising NHSE/I Service Development Funds (£300K NR) to support flow and prepare for Winter
- Alignment to national guidance

Work undertaken so far

- Designed and developed pathway posters to be displayed on the wards to support staff in understanding the different pathways (0-3)

18

- Established a working group with BI leads to explore how we develop a system wide dashboard
- A series of workshops involving all system partners (with facilitative support from ECIST) are taking place. The first workshop focussed on pre-discharge planning
- A series of process mapping sessions with Airedale to work through the gaps and pressures
- Currently planning how to utilise NHSE/I SDF non-recurrent monies to support flow through Winter

4.4 BCF Schemes supporting discharge

The detail in the Planning Template clearly sets out the number of schemes funded through the Better Care Fund including:

- A range of intermediate care beds, which support safe, timely and effective discharge;
- The Home from Hospital (HFH) service, provided by our VCS partners supports discharge from the acute setting. Home from Hospital in Bradford, Airedale & Wharfedale is a VCS service for adults who are being discharged home and need extra support, including, patients at risk of readmission to hospital; people worried about how they will cope when they get home; people with dementia and long term conditions; people living alone and people living with someone. The Home from Hospital team and volunteers ease the process of settling back home, enabling people to regain confidence and independence, they support residents by delivering a basic hamper, give weekly calls for up to six weeks, liaise with health and social care professional, help to access appropriate benefits and help to set up ongoing support eg domiciliary services and telephone befriending;
- The Virtual Ward has been established as an enabling multi-disciplinary team to support older people at home. It has largely been a step-down model with a 'discharge to assess' mentality linked to our older people assessment unit. Moving forward we are hoping to offer a comprehensive geriatric assessment to all patients, with a view to preventing admissions from primary care.
- Bradford Enablement Support Team (BEST) provides reablement support for 6 weeks following discharge.

5. Recruitment and Retention of staff in social care

Staff recruitment and retention within the care workforce remains a challenge for Bradford and remains part of our priority planning for 2021/22. In 2020/21 we increased the fee rate for home support by 7.2%. This increase was in recognition of the desire to improve the terms and conditions of the wider workforce, including enabling providers to fulfil more aspects of the Unison Ethical Care Charter.

A number of skills and recruitment campaigns have been held, supported by the Workforce Capacity Fund with our partner Skills House. Skills House offer a bespoke training offer which enables individuals to gain care certificate training and then be supported to gain employment in the Bradford care sector. Other initiatives in development include a 'Care Academy' in partnership with local colleges in order to create pathways in care that give people a genuine career path and progression in the care sector. Further recommendations for the Workforce Capacity Fund include Commissioning specialist support to develop a longer term workforce strategy and pass porting funds direct to care providers to allow them to offer incentives such as joining and retention bonuses.

Bradford is an Ethical Care Council and committed to commissioning homecare services in

19

line with the Ethical Care Charter. A number of commissioning test-bed models are currently being piloted over winter 2021/22 ahead of a larger review of Home Support ahead of recommissioning in 2022/23. These models will allow us to test out the effectiveness and proof of concept over the difficult winter period to support providers with recruitment and retention. Initiatives include Extra Rural rates for LS29 area, an area where staff recruitment is particularly challenging and block purchasing a number of hours to give financial stability to providers in order to respond flexibly to the rapid changing demand in hours as a result of discharge to assess.

6. Disabled Facilities Grant (DFG) and wider services

The Disabled Facilities Grant (DFG) continues to be pooled within the Better Care Fund and aligned to the strategic intentions of the fund. The objective of this scheme is to ensure that funding is used and targeted at specific people to either enable timely hospital discharge or provide a proactive service that prevents hospital admission.

The delivery of DFGs is a statutory duty of the Council and is a long standing method of providing adaptations to resident's homes to enable them to live safely and independently. This work is under pinned by the provision of equipment and low level adaptations provided by the BACES service, also funded through BCF. Health and Occupational Therapy services work alongside Social Care to assess need and through the delivery of DFG ultimately ensure that people are safer and can remain as long as possible in their own home which supports the Home First model.

Use of the Grant aligns to the Bradford Housing Strategy (2020-2030). This strategy sets out the vision, priorities and approach for meeting the housing needs of the residents of Bradford District in ways which can contribute to a more productive and inclusive economy, address health and social inequalities, tackle the challenge of climate change and help build stronger communities. The District has a growing population of older people aged 65 and over that is expected to increase by 39.5% to around 113,000 by 2037 adding pressure to provide housing which is suitable for our ageing population. This is reflected in the ongoing demand for major adaptations funded through DFG, with the Housing team receiving an average of 50 new referrals for DFG each month over the last four years.

High levels of demand for assistance with adaptations mean that the Council currently has 730 cases in the DFG process with an estimated total value of £8.8m.

Delivery of the DFG programme during and after the Covid pandemic is posing a number of practical challenges which have introduced some delays to the programme. These include:

- DFGs are delivered to a vulnerable group, some of which are understandably reluctant to have officers/contractors in their homes due to their vulnerability to Covid.
- Availability and capacity of contractors to deliver the programme, particularly the larger and more complex cases that require extensions
- Availability of materials such as plaster, doors and timber
- Ability to recruit and retain appropriately qualified housing surveyors

A key objective of the Bradford Housing Strategy (2020-2030) is 'Homes for All' and to ensure provision of sufficient housing to meet the needs of people with disabilities through adaptations, and the provision of more homes with level access and homes that are able to be adapted

- The number of people aged 65 and over is projected to increase from 81,000 in 2019 to 113,000 by 2037, a 39.5% increase. The 75 plus will increase by 56.7% and 85 years plus by 68.5%.

- The level of people diagnosed in the District with dementia is increasing, partly due to improved and earlier diagnosis, with an estimated 5000 people living with the condition currently.
- Estimates of people with a Learning Disability vary between 8000-9400 but represent significant challenges for housing, care and support providers.
- 1,400 people with complex need are placed in supported housing each year.
- Around 12,000 households live in properties which have either been adapted or purpose built for someone with an illness or disability. Analysis estimates that about 9,100 wheelchair adapted homes are needed now or in the next 5 years
- Bradford District is ethnically diverse with 64% classed as White British, total Black and Minority Ethnic 36%, with the South Asian population 26.8%, and the largest grouping amongst the BAME being the Pakistani population representing 20.4% of the population (Census 2011). The 2011 census identified there were 424 gypsy and traveller households of whom 76.4% lived in general housing and 23.6% in caravans.

Challenges include:
- A recent housing strategy engagement event identified that there were over 30 groups in need of support and assistance representing the breadth of challenges facing support services.
- An ageing society poses specific challenges when developing and delivering services with a range of needs associated with old age.
- Poverty associated with worklessness and low skills levels represent a major challenge when attempting to address access to suitable accommodation for many of our households
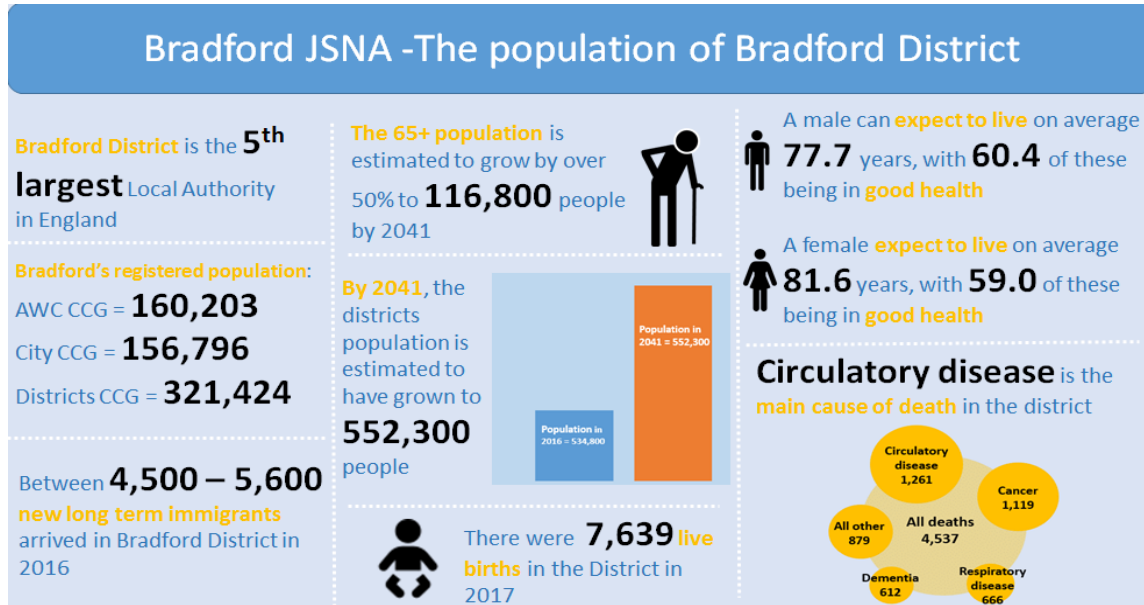
Our approach to delivery:
- Policy makers and planners will have regard to size, location, and quality of homes needed for future needs of older people and other needs groups, in order to allow them to live independently and safely in their own home, and, if and when the need develops, to enable them to move into more suitable accommodation.
- A wide choice of housing options will be made available by the sector including Extra Care, adapted housing, shared housing and self-contained units with the necessary care and support to maintain a good quality of life.
- We will ensure provision of sufficient housing to meet the needs of people with disabilities through adaptations, and the provision of more homes with level access and homes that are able to be adapted.
- We will encourage developers to provide dementia friendly and "Lifetime Homes".
- The Council and the Housing Partnership will work with the health sector to minimise the impact of poor housing on health including impacts of fuel poverty.

Aligned to the strategy, a number of housing options are available for individuals whose care and support needs have increased. Extra Care Housing is designed to meet the care and support needs of people over 55 and younger people with disabilities who are becoming more frail and less able to do everything for themselves. There are seven different schemes in the Bradford district, managed by five housing providers. The schemes provide a community based alternative to residential care for older people who value their independence, by providing a range of self-contained housing with support and care onsite. The Council has taken proactive and strategic action with regard to the provision of high quality Extra Care accommodation in the District and in doing so has developed Fletcher

21

Court which is the newest Extra Care Housing development in the district. Designed to dementia friendly standards this facility is intended to support people to live happy healthy lives behind their own front door, with care support.

In addition, there are 4 other extra care housing schemes. Within each scheme are dedicated units providing support for people whose needs have increased following an acute hospital stay, or where their own home may not meet their needs upon discharge. This allows people a period of reablement, rehabilitation and confidence building before they return back to their own home.

7. Equality and health inequalities.

Bradford JSNA - The population of Bradford District

Bradford District is the **5th largest** Local Authority in England

Bradford's registered population:
AWC CCG = **160,203**
City CCG = **156,796**
Districts CCG = **321,424**

Between **4,500 – 5,600 new long term immigrants** arrived in Bradford District in 2016

The 65+ population is estimated to grow by over 50% to **116,800** people by 2041

By 2041, the districts population is estimated to have grown to **552,300** people

There were **7,639 live births** in the District in 2017

Population in 2041 = 552,300
Population in 2016 = 534,800

A male can **expect to live** on average **77.7** years, with **60.4** of these being in **good health**

A female **expect to live** on average **81.6** years, with **59.0** of these being in **good health**

Circulatory disease is the **main cause of death** in the district

Circulatory disease 1,261
Cancer 1,119
All other 879
All deaths 4,537
Dementia 612
Respiratory disease 666

Across Bradford District and Craven, there are significant health inequalities in communities and the gap in how long people will live is stark. People in the most deprived areas of our district are living with more ill health and dying earlier.

Tackling health inequalities in Bradford is a key strand in all programmes. Our Reducing Inequalities in Communities (RIC) programme is a movement of people and projects who are working together to reduce health inequalities and close the health gap in Central Bradford; so everyone can live healthier, happier and longer lives.

7.1 The Health Gap

Health Inequalities are prevalent across the district. Starting in the least deprived area, Wharfedale, life expectancy is 87 years for women and 84 years for men. Moving into central Bradford, this dramatically reduces. In the most deprived area, Manningham, people's life expectancy here is around 10 years less than Wharfedale.

It is not just about how long people live, it is how well they live too. If we take away the time people are living with poor mental wellbeing and ill health we see healthy life expectancy. On this measure the gap gets bigger with people living in Manningham experiencing 20 years less healthy life than those in Wharfedale.

7.2 Population health management approach

The RIC programme follows a population health management framework, using data and knowledge about our local communities to see where there are the greatest inequalities. It involves identifying groups of people at risk of ill health and then focusing on what can be done to prevent it or help them to manage it.

Within Bradford District and Craven (BDC) we are creating a Reducing Inequalities Alliance (RIA) which will support the ICS aim to 'tackle inequalities in outcomes, experience and access'. The RIA will raise awareness and understanding of health and wider inequalities and provide a place through which Bradford District and Craven will take collective action to

22

reduce inequalities.

As a system we are currently defining how the RIA will operate and achieve its aim.

The development of the RIA builds on the work that has been established within the Population Health Management (PHM) Programme, itself an enabling programme of Act as One. The Act as One PHM enabling programme board is responsible for overseeing and coordinating the implementation of PHM as an enabler across the Bradford District and Craven place to improve population health and wellbeing and reduce health inequalities.

Our Population Health Management (PHM) enabling programme has been created to support the system to improve our PHM approach across Bradford District and Craven. This involves all of the key partners across the system collaborating and bringing our data processing and analytical capabilities together in order to generate better questions, intelligence and hypotheses for action, interventions and ultimately to have a more potent impact upon the health and wellbeing of our population.

The aim of PHM programme is to facilitate the PHM approach at place and neighbourhood levels, building on existing networks and a shared commitment to reduce health inequalities. Our approach to PHM recognises that PHM is 10% data and 90% engagement, leadership and culture and a core function of this enabling programme is to facilitate the interpretation of that data by presenting it in ways which are appropriate for multiple users in the system, each of which will have their own requirements in terms of presentation. What they will have in common is a need for the system to generate intelligence.

Our PHM approach is to build from intelligence, identify effective, evidence-based interventions and implement them. It is not necessarily about making wholesale changes to the local health and care environment, but rather seeing where existing services, system and community assets could be adapted or tweaked so they are more relevant and useful for the population and to re-balance services in favour of prevention and long-term wellbeing.

Locally led Community Partnerships (CPs), operate on a 30,000-60,000-population footprint. Working alongside our primary care networks (PCNs) these CPs engage proactively with communities, take a strengths-based approach, and focus on prevention. Membership of the CPs has been driven by need to reflect local communities, and groups involved include VCS, community services, local authority ward officers, general practice and acute staff. Mental health is also included.

The Bradford VCS Alliance (BVCSA) works closely with local VCS Organisations, the importance of local and grassroots organisations and their role in understanding and being known to (trusted by) local communities. This ensures that projects are delivered in an appropriate manner for the communities they serve, be they BAME, LGBT, people with dementia etc.

7.3 How BCF is contributing to reducing health inequalities in Bradford

The BCF Plan is a vehicle for articulating how we will use system and place level mechanisms to cement health inequality work in strategic and operational planning. The Director of Public Health is a key member of the Planning and Commissioning forum which operationally oversees the Better Care Fund Plan. One of our key commissioning principles as a system is Reducing Inequalities through ensuring services and interventions are designed to align uptake with the distribution of need, including removing barriers to access; distributing resources and intervention proportionately to address need so as to achieve more equal outcomes; and recognising the earlier onset of conditions in deprived areas compared to the least deprived areas.

This means that there is a robust connection between decision making at programme level and subsequent allocation of BCF funds to address inequalities and frontline services. We are continuing to make the connections across the system, as well as seeing the benefits in the process of flexible commissioning activity to reduce inequalities.

23

During the last 12 months, contracts have been issued to VCS providers in response to the changing needs of the pandemic. The Covid 19 Small Grants process included a standard clause ensuring resources were mobilised in response to emerging inequalities.

Appendix B – BCF Expenditure plan

BRADFORD HWBB
BCF 2021-22 Plannin

24

This page is intentionally left blank