

Report of the Chair to the meeting of Bradford and Airedale Health and Wellbeing Board to be held on Tuesday 17th April 2018.

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Subject: Chairs Highlight report

- a. Annual Reports of the Bradford Safeguarding Children Board (BSCB) and the Safeguarding Adults Board (SAB)
- b. Healthy Bradford Update
- c. Liaison and Diversion Project update
- d. Sub-group updates: ECB, ICB

Summary statement:

The Health and Wellbeing Board Chair's highlight report summaries business conducted between Board meetings. April's report includes Annual Reports of the Bradford Safeguarding Children Board (BSCB) and the Safeguarding Adults Board (SAB), update on progress on Healthy Bradford, an update on the Liaison and Diversion project and updates from the Board's sub- groups.

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Health and Wellbeing

Overview & Scrutiny Area:

Health and Social Care

1. SUMMARY

The Health and Wellbeing Board Chair's highlight report summaries business conducted between Board meetings. April's report includes Annual Reports of the Bradford Safeguarding Children Board (BSCB) and the Safeguarding Adults Board (SAB), update on progress on Healthy Bradford, an update on the Liaison and Diversion project and updates from the Board's sub- groups.

2. BACKGROUND

Background notes for Annual Reports of the Bradford Safeguarding Children Board (BSCB) and the Safeguarding Adults Board (SAB)

- 2.1 The Bradford Safeguarding Adults Board (SAB) is a multi-agency partnership that leads on the development of safeguarding adults work in the Bradford District. The main focus of the Board is to safeguard adults with care and support needs from abuse and neglect. The board exists to hold all agencies to account for the work they do to safeguard adults at risk in Bradford, and to ensure adults at risk are protected from abuse, can live the best lives they can, without fear, and safe from abuse and neglect. Membership to the Board includes representation from the main statutory agencies Bradford Council, NHS organisations, Police, Probation and Fire Service, the housing sector and from independent and voluntary sector organisations.
- 2.2 The SAB has an Independent Chair who is accountable to the Local Authority Chief Executive. The SAB realises its aims and objectives through a structured planning process, with a strategic plan informed by the SAB's vision and, in turn, informing the SAB business plan.
- 2.3 The Care Act and its statutory guidance outlined the duties of the Safeguarding Adults Board. SAB members now have a duty to co-operate and the SAB itself must publish a strategic plan each year; developed with local community involvement and working alongside Healthwatch. It must publish an annual report on what it has done over the past year, detailing members' contributions to the strategy and how they have implemented personalisation in safeguarding and it must conduct Safeguarding Adults Reviews under Section 44.
- 2.4. The **Bradford Safeguarding Children Board (BSCB)** provides the procedural framework for all partnership work to keep children safe within Bradford and fulfils its statutory responsibility around quality assurance and training. The role of the Board:
 - sets the procedural framework for all partnership work to keep children safe within Bradford
 - fulfils its statutory responsibility for ensuring that staff receive multi-agency training to support them in their work
 - ensures that agencies are held to account for their work and that there is a

learning and improvement framework in place to ensure that serious case reviews and other challenge and learning processes are effective.

- conducts a multi-agency review of every child death in the District, carried out by the Child Death Overview Panel.
- In addition, BSCB plays a role in supporting and planning innovative partnership responses to safeguarding children challenges, such as the establishment of the multi-agency CSE Hub.

2.5 The Health and Wellbeing Board resolved in November 2016 that:

- i. The Health and Wellbeing Board resolved in That the Board receives the annual reports of the Bradford Safeguarding Boards.
- ii. That the presentation from Mazars of its investigation of deaths of people with Learning Disability or Mental Health at Southern Health Foundation Trust be provided to Board Members.
- iii. That the Integration and Change Board (ICB) consider the findings of the Care Quality Commission (CQC) Report on Southern Health Foundation Trust when it is published, and work with Mazars to consider the learning from information on deaths of people with Learning Disability or Mental Health in Bradford District. That the ICB undertakes this work in the context of: the report of the national Confidential Inquiry into Premature Deaths of People with Learning Disability (2013); the work of the District's Child and Adult Death Overview Panels and the work of the Coroner. That the ICB consider the role for person-centred care and advocacy in establishing good practice and report back to the Board in May 2017.
- iv. That the Chairs of the Safeguarding Board for Children's and Adults and the Voluntary and Community Sector Representative be involved in considering the piece of work outlined in 3 above.

2.6 The Health and Wellbeing Board members received the presentation as at point (ii) and this Board, rather than the ICB further considered the findings at the last meeting and identified further work (iii). Any safeguarding concerns will be raised through the BSCB and SAB for action (iv).

3. OTHER CONSIDERATIONS

Annual Reports of the Bradford Safeguarding Children Board (BSCB) and the Safeguarding Adults Board (SAB)

3.1.1 The Safeguarding Children Board in Bradford has undergone a change of leadership over the period of this report. The Vice Chair of the Board Nancy O'Neil has left the Board and has been replaced with Michelle Turner, Director of Quality and Nursing for the NHS Airedale, Wharfedale and Craven CCG & Bradford City

and NHS Bradford Districts CCGs. The Manager of the Business Unit for the Board has changed, with Mark Griffin arriving in April 2017.

- 3.1.2 The Board has also welcomed two new chairs of sub-groups. Lyndsey Brown, head teacher of Oastlers School is the chair of the Education Sub-group and Superintendent Alisa Newman from the Bradford Police District is the chair of the CSE/Missing Sub-group. Janice Hawkes, Assistant Director of the East Region of Barnardo's, is the new chair of the Voluntary Community Sector (VCS) group which is linked to the Board.
- 3.1.3 The Joint Targeted Area Inspection (JTAI) preparation group is now additional sub-group of the BSCB. The initial purpose of the group was to prepare for the first possible JTAI inspection which was around CSE. The Sub group undertook a self assessment exercise, and developed and oversaw an action plan relating to this. This methodology enabled the Board to seek assurance, and to drive partnership improvement in a specific area. It was therefore agreed to continue this sub group and to use the JTAI themes as a framework for continuous improvement. In February 2017 Bradford received a JTAI inspection and the work of this group was critical to assuring the inspectors that Bradford's partnership was sighted on domestic abuse. The group is currently working on the theme of Neglect, and a new strategy was launched recently in Bradford.
- 3.1.4 The BSCB is committed to improving the welfare and protection of all children and young people in the Bradford District and has agreed to deliver these priorities through its Business Plan. The plan reflects the complexity of safeguarding in Bradford. The plan focuses on the three key areas of responsibility that drive the 'core business' of the partnership. The plan acknowledges that while a substantial number of children are safeguarded by the core activity of partners, some children have an elevated vulnerability to harm through a range of high risk issues. The aim of the plan is to provide strong and effective safeguarding arrangements to ensure that all children receive the highest quality service at the right time and at the right level thereby promoting their welfare and reducing harm. In 2016/17 the priorities for the Board were to:
1. Ensure the care and protection of children remains the highest priority
 2. Improving outcomes and reducing risk for children
 3. Reducing risk for vulnerable and marginalised children

Collaborative work across the BSCB sub-groups contributes to these priorities in a number of ways.

- 3.1.5 The BSCB continues to provide a comprehensive multi-agency training programme working closely with colleagues from the SAB and Safer and Stronger Communities Partnership Board (S&SCP). The training ranges from basic safeguarding matters through to specialist areas. Multi agency training is a priority for the BSCB to ensure that practitioners have the appropriate skills and understanding to care and protect children.
- 3.1.6 The case review sub-group expanded its term of reference to increase learning from lessons learnt, working closely with Child Death Overview Panel, the Learning and

Development Sub-group and the Safeguarding in Professional Practice sub-group. Learning from child deaths and other serious incidents informs planning for training programmes and can lead to changes and review of policies and procedures. Taken together these groups continually bring about improvements in the delivery of safeguarding.

- 3.1.7 The BSCB has overseen two Serious Case Reviews have been completed involving the cases “Autumn” and “Jack”, including the publishing of report and implementing action plans and embedding learning. Both these cases related to Child Sexual Exploitation and the CSE/Missing sub-group have undertaken significant work around this theme.
- 3.1.8 The Performance Management Audit and Evaluation (PMAE) sub-group enables the BSCB to monitor, evaluate and provide assurance about the effectiveness of what is done by partners individually and collectively. The group developed and agreed a BSCB multi agency data set, and set down a forward plan for looking at specific areas at each meeting for challenge and assurance. The PMAE Group looked in detail at the data relating to Domestic Abuse as part of the JTAI deep dive preparation, and have started an exercise to look at neglect data as part of the current improvement work of the JTAI sub group.
- 3.1.9 The Voluntary and Community Sector Safeguarding Steering Group (VCS) safeguarding steering group acts as an advisory body to the Voluntary and Community Sector and to share information and promote good Safeguarding practice for children and young people within the sector. Information reaches 300 organisations and safeguarding news features amongst the most read items within the voluntary and community sector.
- 3.1.10 Bradford has transformed the approach it takes to family support and how we care for children and young people within the District. Signs of Safety is a new way of working with children, young people and families. It is an innovative strengths-based, safety-organised approach to working with families that was developed in Australia and which is being adopted in many parts of the UK. More than 2,000 Local Authority staff across the district has been trained and a significant number of practitioners from the partnership have also received training.
- 3.1.11 Local authorities in England have a statutory duty to safeguard and promote the welfare of children. Bradford is committed to listening to the voice of the child to inform planning and designing of services from a strategic perspective. Throughout the year there have been a number of examples of capturing the voice of children, including:
- the signs of safety model
 - similar models amongst our partners across the health sector
 - specific questions within audits and challenges panels that considers the voice of the child
 - each sub-group considers the voice of the child within meetings and work undertaken

Summary of the Boards Achievements

- 3.1.12 In February 2017 Bradford received a JTAI inspection and the work of this group was critical to assuring the inspectors that Bradford's partnership was sighted on domestic abuse. "There are very effective multi-agency arrangements within the MASH, particularly between the police and children's social care, with a dedicated domestic violence hub."
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/609891/Joint_targeted_area_inspection_of_the_multi-agency_response_to_abuse_and_neglect_in_Bradford.pdf
- 3.1.13 Bradford Police officer Matt Catlow has been highlighted as national best practice and has led to two National Awards being received, The Lord Ferrers and the National Working Group Unsung Hero Awards. This work will continue in order to help safeguard the vulnerable working with key partners around CSE activity.
- 3.1.14 The successful delivery of the educative drama "Someone's Sister, Someone's Daughter" has continued throughout the District. More than 4500 students saw this play which was aimed at year 10 students. "Mr Shapeshifter" is currently being delivered across the Bradford district with an aim of reaching 45 Bradford primary schools. Some of these schools will host other primary schools at their performances, which is intended to increase the reach to over 60 schools. Over 4500 Year 6 pupils will potentially be reached over the life time of this project.
- 3.1.15 The Barnardo's NightWatch initiative, raised awareness of child sexual exploitation by offering advice, guidance, support and training to businesses, services and the general public. The programme has been delivered across Bradford and included those working in fast-food outlets, hotels and bed and breakfast accommodation, accident and emergency services, and security service roles (such as, door staff). The implementation of Nightwatch, has resulted in increased confidence and awareness amongst Night Time Economy (NTE) workers around the issue of CSE and how to identify it as well as through examples of children and young people having been safeguarded from exploitation and abuse.
- 3.1.16 Bradford Council and Collingwood Learning have developed innovative training and awareness events called Real Safeguarding Stories. Real Safeguarding Stories was launched in autumn 2016 The website encompasses all areas of Safeguarding including adults, children and domestic abuse. Since the launch, over 20 films on the website has had over 3000 visits, 2,500 users and 10,000 page hits within just four months, from across the UK. The online service is free to access for all users. The films can be used to support training and development. Locally, Real Safeguarding Stories have been used to enable Councillors to use them at community events to raise awareness of safeguarding issues, as training at the Mothers Union in child sexual exploitation, training for taxi drivers and operators in CSE and the night-time economy, as part of Barnardo's training programme with hotels and B&Bs highlighting CSE issues, and used as part of the induction for West Yorkshire Trading Standards staff, to name but a few. These were nationally recognised through Local Government Body as "Effective partnership working" good for Bradford MDC and BSCB. Further details can be found at :
<http://realsafeguardingstories.com/index.php/child-safeguarding/>
- 3.1.17 Bradford was the first District to undertake a Safeguarding Week, and each year

has grown the programme, widening topics to all Safeguarding matters. Bradford District was proud to celebrate its fifth annual multi-agency Safeguarding Week in October 2016 that showcased a wide range of learning and development opportunities primarily for practitioners. There were over 2000 attendees with over 80 organised events hosted across the District. This demonstrated great partnership working amongst the Safeguarding Adults, Children and Domestic Abuse Boards. Many other partners, services, young people and service users got involved by organising and delivering events throughout the week.

3.1.18 Child Death Overview Panel (CDOP)

The CDOP undertakes a comprehensive and multidisciplinary review of every child death under 18 years in the District. Its aim is to better understand how and why children die across the Bradford district and use the findings to take action to prevent other deaths and improve the health, wellbeing and safety of children in the area. CDOP held 8 meetings over 2016/17 and reviewed 63 deaths during this time. An away day was held in May 2016 to look at all the key data and understanding from these reviews and informed the published CDOP report for 2016/17. This annual report highlights key recommendations from all deaths including modifiable deaths and also key themes since 2008 when CDOP began.

The Safeguarding Adults Board – Annual Report 2016-2017

3.1.19 The Care Act 2014 came into force in April 2015. This legislation has placed Safeguarding Adult's Boards on a strong statutory footing, better placed both to prevent abuse and to respond to abuse when it occurs. All partners have remained committed to the safeguarding adult's agenda and partnership working.

3.1.20 The Safeguarding Adults Board (SAB) has continued to work closely with a number of key statutory organisations such as the Clinical Commissioning Group (CCG), the Police, NHS England, Healthwatch and the Care Quality Commission (CQC).

3.1.21 The West, North and York City Safeguarding Adults Consortium, consisting Bradford, Calderdale, Kirklees, Leeds, North Yorkshire, Wakefield and York have begun the process re-writing of the Safeguarding Adults Procedures. The consortium has continued to work on the production of the procedures and is expecting a draft to be consulted upon through June and July 2017.

3.1.22 For this period the safeguarding service received a total of 3,279 safeguarding concerns and of these, 714 concerns progressed to a safeguarding enquiry. Of the 3,279 concerns processed this year, 1,422 were with respect to male victims and 1,857 were in respect of female victims. Of the 3,279 concerns processed this year, 1,422 were with respect to male victims and 1,857 were in respect of female victims

3.1.23 The SAB has continued to monitor the quality of the council's response to the Deprivation of Liberty Safeguards (DoLS). Following certain case law judgements, Bradford has experienced the same increase in work as the rest of the country and DoLS remains high risk and a high priority for the SAB.

3.1.24 Following the Mazars report into the response of Southern Healthcare NHS Trust's care of Connor Sparrowhawk, a young man with learning disabilities, the Safeguarding Adults Board asked Bradford's Health and Wellbeing Board to consider the issue of how we learn from unexpected deaths, work is ongoing to develop practice and learning to prevent the reoccurrence of such tragedy's.

3.1.25 The Care Act 2014 is underpinned by six principles;

- Empowerment – the presumption of person-led decisions and informed consent
- Prevention – the idea that it is better to take action before harm occurs
- Proportionality – providing the least intrusive response appropriate to the risk presented
- Protection – providing support and representation for those in greatest need
- Partnership – delivering local safeguarding solutions through services working with their communities
- Accountability – being clear about who is responsible for safeguarding in

3.1.26 Based on these principles the priorities for 2016 -2017 identified were;

- **Empowerment and Proportionality:** In partnership with communities and local organisations the SAB will work to support people to make their own safeguarding decisions, whilst acting in a proportionate way to protect those who can't make decisions for themselves.
- **Prevention and Protection:** The SAB will work with all partners and with the full involvement of people using services, to be assured that people are supported to feel and be safer, when they are at risk of, or experiencing abuse or neglect.
- **Partnerships and Accountability:** The SAB will work jointly with communities, agencies and other strategic partnerships to make sure that everyone meets their obligations and makes the best use of available resources to tackle abuse and neglect of adults at risk.

3.1.27 A Safeguarding Adults Review (SAR) is carried out when an adult at risk dies or has experienced serious neglect or abuse and there is concern that agencies could have worked more effectively to protect the adult. A Safeguarding Adults Review is a multi-agency learning process. It aims to identify and promote good practice, encourage effective learning and make recommendations for future practice so that deaths or serious harm can be prevented from happening again.

3.1.28 In December 2016 it was identified that the Adult Protection Unit (APU) had been holding a number of safeguarding adult's cases which had not reached an outcome allowing the cases to be closed. It was decided to seek outcomes and subsequent closure of the 'backlogged' cases from April 2016. After the deployment of additional staff, by April 2017 all cases dated between April 2016 and April 2017 had been cleared or allocated as necessary for ongoing interventions ensuring adults at risk were protected and safeguarded. Incoming cases are now triaged to ensure there

are no high level interventions required. If a case requires further involvement then this is addressed immediately

3.1.29 Housing plays a fundamental role in keeping people safe and free from harm and abuse. The Housing Service within Bradford Council makes an important contribution to safeguarding adults at risk in a number of ways. The Council's Housing Options team is often the first port of call for people fleeing domestic abuse, and under its Domestic Abuse Protocol the team provides specialist housing advice to these households.

3.1.30 The Police are central partners in both the Safeguarding Adults Board and the Domestic and Sexual Violence Strategic Board, and the various sub-groups reporting to these Boards. Bradford Policing District has continued to look at enhancing the service it provides to the communities of Bradford as well as the Partners they work with. This has led to a significant investment of resources into Safeguarding in order for us to deal with the increasing demand and change of focus towards dealing with and prioritising vulnerability.

3.1.31 There are three CCG's in the district including Bradford City CCG; Bradford District CCG and Airedale; Wharfedale and Craven CCGs. They all work in close partnership and have a shared safeguarding team covering adults and children. The team includes a Domestic Violence Manager who works across the whole health economy and a named GP for Safeguarding Adults who supports the development of safeguarding practice across primary care.

Key Achievements

3.1.32 The Safeguarding Voice Group, with membership made up of service users, carers and members of the public continues to undertake crucial work to raise awareness and meet the group's aims of listening to people's views and experiences of safeguarding adult issues and work, helping the SAB towards improving services and how things are done to safeguard adults better in the district help people speak up and importantly 'have a voice'. Some of the key areas that the Voice group has been involved in include the Making Safeguarding Personal Conference in May 2016, which the members attended. The regional Making Safeguarding Personal Conference was held on 19th May 2016 at Margaret McMillan Towers, Bradford, hosted by Bradford Safeguarding Adults Board. The event was contributed to by regional Safeguarding.

3.1.33 Bradford District was proud to celebrate its fifth annual multi-agency Safeguarding Week in October 2016 that showcased a wide range of learning and development opportunities primarily for practitioners. Safeguarding Week was again a 'real success' with over 80 organised events hosted across the District. This demonstrated great partnership working amongst the Safeguarding Adults, Children and Domestic Abuse Boards. Many other partners, services, young people and service users got involved by organising and delivering events throughout the week.

3.1.34 West Yorkshire Police has worked relentless to ensure safeguarding is a high priority within the workforce and in doing this notes the following; 1244 new cases were referred to the Vulnerable Adult Coordinators over the year. This does not include on-going cases they are working on or those for which they have given advice to officers. Approx. 80-85% of these resulted in a formal referral being made by Vulnerable Adults Coordinators to Adult Social Care. Approx. 120 AP1 (Adult Protection Alerts) were submitted this year. This number has declined since early 2016 when agreements was made with Safeguarding Adults Team to phone ahead and discuss circumstances prior to submission. There has been a significant increase in Mental Health referrals over the last 3 months (approx. 55%). Dementia referrals to the older people's social work team have also increased in last 3-6 months. This is due to the "Stay at Home Policy" introduced in 2016. Approx. two dementia concerns are submitted each day, which includes repeat Missing Persons.

3.1.35 Clinical Commissioning Groups (CCG's)

The Named GP for Safeguarding Adults has continued to raise awareness about the broad range of safeguarding issues affecting adults across the district, disseminating information and delivering updates for GP Practice Safeguarding Leads. This supports GPs to develop the skills and confidence needed to identify and enquire about signs of potential abuse at the earliest possible time. CCG has contributed to a number of multi-agency reviews into deaths of adults across the district. We have incorporated learning from Domestic Homicide Reviews, Mental Health Homicide Reviews and Safeguarding Adults Reviews into staff training and continue to work with practices and Information Technology providers to improve safeguarding record systems CCG has worked as part of the local Prevent and Channel arrangements, supporting partnership working with health services, including GP practices in order to protect adults at risk, particularly people with learning disabilities, autism or mental health problems. The CCG safeguarding team lead on the health section of the Local Prevent Action Plan and are supporting the roll out of Prevent training in GP practices.

Children and Social Work act/ Working Together

3.1.36 In 2015, the Government commissioned a fundamental review of Local Safeguarding Children Boards (LSCBs), which was undertaken by Alan Wood. A number of the recommendations were incorporated into the Children and Social Work Act 2017. The Department for Education has revised the guidance Working together to safeguard children: guide to inter-agency working to safeguard and promote the welfare of children, to include the changes needed to support the new system of multi-agency safeguarding arrangements established by the Children and Social Work Act 2017. These changes relate to the:

- the LSCB will no longer be statutory and it will be the be the responsibility of the three safeguarding partners (Police, Local Authority and CCG) to determine how they work together in respect of their arrangements.
- establishment of a new national Child Safeguarding Practice Review Panel. Specific reviews will be undertaken by a national review panel and regulations set out review criteria which safeguarding partners would be required to take into account when deciding whether to commission a review locally.
- transfer of responsibility for child death reviews from LSCBs to new Child Death Review Partners. CDOP will move from the Department of Education to Department

of Health, it should continue with a similar remit and be a joint responsibility between Clinical Commissioning Groups (CCGs) and Local Authority, further guidance will be published in May 2018.

3.1.37 In October 2017, Bradford convened a joint Board planning day bringing together members of the BSCB, SAB and the Safer and Stronger Communities Partnership (S&SCP). This presented an opportunity for senior leaders to consider a number of matters that are impacting upon Bradford, namely the recent JTAI (Joint Targeted Area Inspection inspection), the findings of the Children and Social Work Act (Wood Review) and opportunities to ensure effective collaboration between Strategic Boards and Sub-Groups within Bradford against future financial challenges impacting across the partnership.

3.1.38 The purpose of the day was identified as working together to:

- Develop a shared understanding and reach agreement on the common priorities and cross cutting themes across the three Boards
- Identify practical steps to ensure the three Boards work more effectively and efficiently on their shared agenda and common priorities

Themes were agreed as follows

- i. Communication/Engagement/Empowerment
- ii. Cyber/Digital
- iii. Prevention/Early Intervention/Education
- iv. Exploitation/Building resilience
- v. Quality assurance – data analysis, data sharing, evidence based practice

3.1.39 Across the three Boards, there is a detailed sub-group structure in place to manage core functions as well as Board specific objectives. Some of these core functions lend obvious opportunities for a more consistent and collaborative approach which takes into account the cross cutting themes and presents opportunities for shared learning. A more rationalised approach could reduce demands across the partnership. Work has commenced to develop these work streams.

3.1.40 A specific short term working group has been established to develop a Communications strategy for the BSCB, SAB and S&SCP involving Safeguarding and Communications expertise. This group is looking at communications between and within the Boards as well as to practitioners and to communities.

3.1.41 In June 2017, the BSCB hosted the Internet Safety Conference. This was aimed at managers across the partnership who are involved with safeguarding children with over 80 delegates attending. A number of speakers were invited to present, including the Children's Commissioner, Police, business links through KPMG, and an expert in the field of Internet Safety with children. The conference also considered the voice of children, with a group of young people presenting and contributing to round table discussions. The delegates identified good practice and ideas to safeguarding and protect children on-line. Further work is on-going in the development of a District cyber plan.

3.2 Healthy Bradford Update

3.2.1 Background

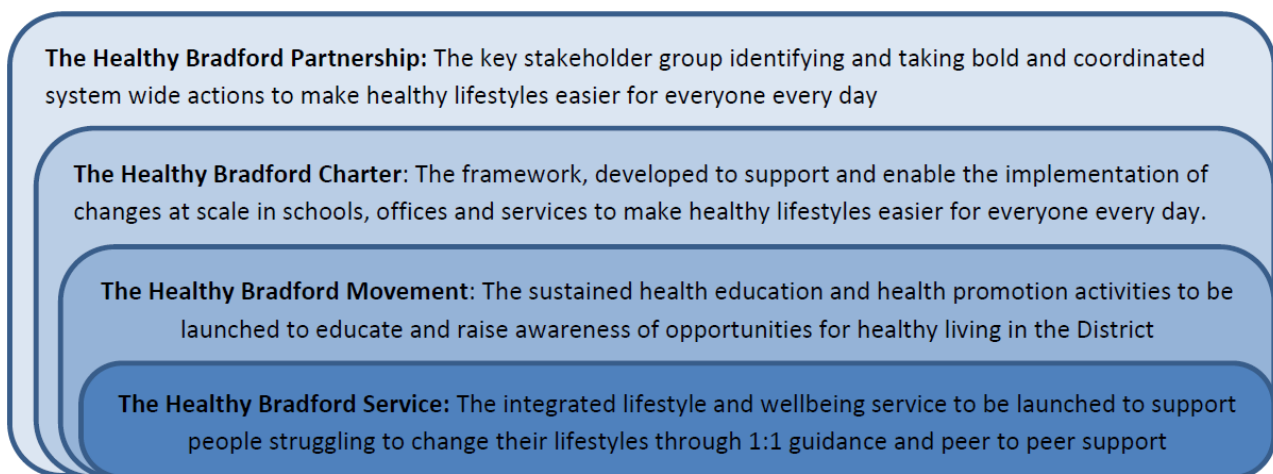
The Healthy Bradford Plan was presented to the Health & Wellbeing Board on the 26th September 2017. The Healthy Bradford Plan was the product of 12 months of work with a multi-sector partnership that formed the Healthy Weight Board, established by the Health and Wellbeing Board in August 2016. The vision set out by the plan was making healthy and active lifestyles easier for everyone, everywhere, every day.

On 26th September 2017 the Health and Wellbeing Board resolved:

- (1) That the broader lifestyle behaviours approach set out in the Healthy Bradford Plan be accepted.
- (2) That the development of the system wide Partnership and the implementation of the actions it identifies as priority areas for improving lifestyles be supported.
- (3) That the Board encourages and supports its own Members to use the Healthy Bradford Charter within their own organisations to identify and achieve the potential to make healthy lifestyles easier for everyone.

The Healthy Bradford Plan set out 4 key areas of work shown in Figure 1. Development of the Healthy Bradford Plan was grounded in working towards a whole systems approach to tackle wellbeing and underpinned by the principles of population level behavioural change science frameworks. The whole systems approach acknowledges that complex issues such as obesity have multiple and interrelated root causes to be addressed.

Figure 1: The four core activities to be undertaken to deliver the Healthy Bradford Plan



The whole systems approach to tackling complex issues has long been referred to in academic evidence, particularly regarding addressing obesity; however few resources have been developed on how to deliver the approach in practice. In 2016, Leeds Beckett

University were commissioned by Public Health England to identify and trial a route map for a whole systems approach to obesity. In September 2017, Bradford Council was given the opportunity to become a pilot site and test the route map under development. Piloting the five phase route map (see Figure 2) aligned well with the intentions of the Healthy Bradford Plan. In particular, the Healthy Bradford Plan required wider system partners to have greater engagement and understanding of how many seemingly abstract parts of the local system are contributing to the complex issues that make healthy lifestyles harder to achieve.

Figure 2: Public Health England/ Leeds Beckett Whole Systems Obesity Route Map (underdevelopment: unpublished)

Phase 1): Creating the environment for change

Includes developing an active and sustainable system partnership from a broad range of stakeholders that becomes skilled in systems thinking, is willing to take collective actions with a shared vision of improving lifestyle behaviours,

Phase 2) Understanding the local system and its causes and linkages

Includes identifying and mapping the local system its causes and linkages and understanding how this self-adapting, unintended system has developed locally.

Phase 3) Identifying opportunities to shape and intervene in the existing local system

This phase includes through identifying key themes which emerge and areas for potential focus and prioritisation

Phase 4) Taking action collaboratively

Working together to deliver on priority actions identified in Phase 3 and monitoring and supporting progress on these actions

Phase 5) On-going system shaping and maintenance

Includes evaluating the actions taken; reflecting on the system as it changes and adapts; and delivering new actions to upkeep and maintain a system that supports healthy lifestyles for the population.

3.3.2The Healthy Bradford Team (Partnership)

The Healthy Bradford Team (referred to as The Healthy Bradford Partnership in Figure 1) was set up to deliver the whole systems work. The Team, established in October 2017, is led by a Public Health consultant from Bradford Council and it includes representatives from the Voluntary and Community Sector, Active Bradford, CCG's, Better Start Bradford, Public Health England, Yorkshire Sport and from Bradford Council: Health Improvement, Sport and Leisure, Neighbourhoods and Highways.

The Healthy Bradford Team has been responsible for delivering two Summits specifically related to obesity with a wide range of stakeholders and partners. The first summit, held in November 2017, worked with partners to identify the root causes/ drivers of obesity in Bradford. The second summit, held in December 2017, engaged partners with a framework grounded in behavioural change science to support them in identifying solutions or actions for addressing the root causes they have identified. A broad range of actions were identified during the second summit.

The Healthy Bradford Team has since worked to examine the actions and to collate them into common themes to create refined strategic actions – see appendix 1. For example, many of the actions suggested by stakeholders pertained to improving knowledge, understanding and generating enthusiasm in the community for a more healthy diet; actions which have been incorporated into the work of the Healthy Bradford Movement. Similarly, other actions were around healthy food offers when eating out or working with employers to make being healthy in the workplace easier. These actions are being incorporated into the Healthy Bradford Charter. Many of the actions stakeholders provided correlated with planned areas of work already identified in the Plan however, we now have a greater number of key stakeholders engaged and understanding their role and contribution in shaping the system.

One theme identified by many stakeholders related to ‘place’ e.g. actions suggested were safer well lit parks, active streets etc. The Healthy Bradford Team is currently working towards identifying a strategic route for these actions to be bought together in a more efficient manner than by working on each individually. One possible route is for this to be within the Healthy Place partnership work that is developing between Bradford Council’s Public Health team and different sectors of the Place department including housing and neighbourhoods.

The Healthy Bradford Team are holding a third, shorter summit, in late April to update stakeholders as well as to feedback on outcomes of the second summit, work that has been undertaken since and how they can support this work and the actions they identified. The Healthy Bradford Team are also working to repeat the process on identifying root causes and potential actions with the wider community in the coming months.

The Healthy Bradford Movement & Charter

The Healthy Bradford Movement work has begun working in partnership with Self Care and Mental Health partners in Bradford CCG’s. Work has begun with a design agency to form a single brand; to identify and bring together health messaging and also to identify healthy activities to prevent ill health in order to help those with existing conditions care for themselves. It is hoped the brand will launch in the early summer. The brand will retain consistency in health messages while being used alongside other brands where appropriate. The brand will also be applied to Healthy Bradford Charter and also the Healthy Bradford Service (see following section). Commissioning of a large scale physical activity project to engage and enthuse large sectors of the community with physical activity through fun and unique means is also underway and will be used to support the awareness of the brand in the community.

The Healthy Bradford Charter work is in development and a workshop will be undertaken shortly to engage employers around ways that the Charter could apply and identify the best way to support businesses to make being healthy and active easier for everyone. Discussions are taking place with large employers in the District to support early engagement and adoption with the Charter prior to launch. Development of toolkits for employers to use is being supported by the Public Health Improvement Team,

The Healthy Bradford Service: Integrated Wellbeing System.

The Healthy Bradford Service set out to ensure there is a strong local offer to support and

motivate people at the individual level. By acknowledging the scale of the issue of overweight obesity and physical inactivity in the District, this area of work is exploring proposals to some large scale unique solutions include the viability of:

- Having open access to free of charge hours each day in all Council Sport and Leisure facilities.
- Council Sport and Leisure Facilities having a 1:1 integrated wellbeing service offer with a wellbeing assessment and motivational interviewing to develop a personal health plan and linking clients into strengthened local physical activity and wellbeing offers to match their needs and interest. This service will include within itself or offer direct referral to appropriate specialist services such as smoking cessation advice, booking routes and a personalised experience.
- The possibility of all residents having access to a Wellbeing Card (likely to use the same brand as being developed under the Movement).
- Exploring the viability of all the cards being able to both accrue and spend credits to the card either with local physical activity providers, Healthy Charter food outlets/ meals, local weight loss support groups etc. Proposals being explored around the card include: credits being earned through engagement with personal challenges set on wellbeing machines (the machines which weigh/ measure/ check BMI, blood pressure and other wellbeing metrics) e.g. step challenges or weight loss challenges or credits may be allocated at a district level to target groups or GP's may have the ability to add credits to an individual's card. Details of the technology and potential opportunities within are being explored by a working partnership group including Public Health and Sport and Leisure. The cards are expected to retain anonymity of individuals while collecting sufficient data to enable rigorous evaluation of different offers being applied to the local system. Academic partners are being engaged to ensure this is achieved.

Forthcoming Activity: a summary

- Increased partnership working with system partners in particular Self Care and Sport and Leisure.
- Consultation of proposals as well as root causes/ solutions work undertaken with community members.
- Identifying mechanism / process for the delivery of place based actions identified by system partners.
- Co-design of Healthy Bradford Charter with local businesses.
- Conclusion of branding work to deliver healthy brand/ hallmark.
- Completion and delivery of shared communications and 'movement' plan with partners.
- Design and development of wellbeing card technology and business case.
- Completion and delivery of the integrated wellbeing service design.
- On conclusion of the detail of the majority of activity areas currently in planning/ viability assessment a further report will be submitted to the HWBB for consultation regarding how the integrated wellbeing system emerging from the Healthy Bradford Plan is to be delivered.

3.3 Liaison and Diversion Programme update

- Update on the progress made of developing an NHS funded All Age Liaison and Diversion Services in Bradford through the extension of the service which currently operates in Wakefield and Leeds. The existing service is managed by Wakefield Council and at the end of 2017 NHS England approached Wakefield Council to extend its current pilot to include Bradford with a view to the service being operation in May 2018
- The All Age Liaison and Diversion Service is fully funded by NHS England, Health and Justice Directorate. The service currently has three teams, based at the Wakefield District Police HQ, Leeds District Police HQ and Leeds Magistrates Court. There 35 cells in Wakefield and a throughput of 9000 people and 40 cells in Leeds with a throughput of 17,000 detainees. The cell area at Trafalgar House covers the entire Bradford District and comprises 34 Police cells with a throughput of 13,500 detainees per year.
- The service seeks to engage and assess service users at the point they enter the criminal justice system in order to ensure they are accessing support services and where possible are diverted from the criminal justice system, and prevented from escalating to high cost health and social care interventions. The service is primarily a prevention service and following assessment will work with service users for up to a 12 week period. NHS England plan to roll out Liaison and Diversion coverage to the entire country over the next 2 years.
- To enable a multi-agency approach the Service is staffed by a mix of people employed by different organisations, including third sector partners Bridge, Together Women Project and Touchstone, healthcare professionals, police officers, and YOT Officers.
- West Yorkshire Police (Bradford) have agreed to support the identification of appropriate premises for the new team in Trafalgar House.
- A report was presented at the Safer and Stronger Communities Partnership Board in January.
- The project team is keen to engage with partners to ensure that appropriate case identification, assessment and referral pathways are developed to support service provision and a successful Stakeholder Event was held at Kala Sangam on 23rd February, 2018.
- The project team has sought to engage and work with existing service providers to ensure that appropriate referral pathways are developed to support service provision, to ensure that existing services are not duplicated, but that additionality is secured and that available resources are used effectively and efficiently. Work with partners will ensure information governance requirements are met either through existing information sharing agreements or through the development of additional agreements.

- The L&D Manager, Clint Hepworth along with Alison Lowe (Touchstone CEO) have met with Cllr Hinchcliffe to provide an update on the progress being made in Bradford.
- Recruitment has progressed with the Project Co-ordinator and three Project Workers being appointed along with management and administrative support identified. Work is underway to recruit Mental Health Practitioners to support the service.
- An L&D Programme Board is being developed including key strategic representation from organisations in Bradford and it is proposed that this Board will provide progress reports to the Health and Well Being Board. The first meeting is scheduled for 27th April, 2018 at 9.30am in Bradford.

3.4 Sub-group updates: ECB, ICB

3.4.1 Executive Commissioning Board

- Q3 BCF and iBCF submitted in full and on time. Performance on key BCF metrics shows that 3 of the 4 metrics are forecast to meet target for 2017/18. Non-elective Admissions is being forecast to fall short of the target. Placements into Permanent Care, Reablement and Delayed Transfers of care are all forecast to meet target. The Bradford system is also 5th best performer and the new national integration metric.
- Through support from the ADASS region ECB successfully co-ordinated a system response to the CQC Peer review which took place w/c 12th Feb
- Subgroup of ECB - Integrated Finance and Performance – is now being bimonthly.
- ECB have reviewed the Councils proposals for budget savings as a Board and been presented with significant detail around the savings in order to constructively feedback as part of the consultation process
- Models of Early Help provision were presented at the Board for discussion as part of the consultation process.
- The provision of Equipment Services was discussed in the context of BCF investment and outcomes. The Board discussed the work of the BACES Improvement Board which was established following a deep dive audit in 2016.
- ECB has been discussing the Care Homes market in Bradford following the CQC Peer review and the strategic linkages to the Community Bed Strategy and the work of the Out of Hospital Board and the Engine Room subgroup. These conversation will continue following further work on baselining the market which will be brought back to Aprils meeting.
- Joint commissioning across Children's services was discussed at the March meeting with an agreement that ECB supports the approach to Children's Commissioning of taking a holistic view across all services including localities and housing.
- BCF investment and outcomes are being tested through a joint audit of BCF across Health and Social Care.

3.4.2 Integration and Change Board

The Integration and Change Board (ICB) met on 16th February and will next meet on 20th April 2018.

At the last meeting ICB welcomed Soo Nevison CEO of CABAD to the group as the new permanent VCS representative on the group.

The group agreed to review the enabler work streams ensuring their alignment with the Joint Health and Wellbeing Strategy and the health and care plan. Subsequently resourcing and governance would be reviewed.

The Tracker was reviewed and it was agreed to review the alignment of the metrics to the refreshed strategy and to ensure that issues highlighted are acted upon. ICB noted that the Tracker highlights issues for the system to investigate and act upon related to Smoking and Childhood Obesity, both of which would be investigated with Healthy Bradford.

ICB member organisations agreed to invest in years two and three of the health and social care ICE (industrial centre of excellence), which forms a core element of the health and care plan. It was agreed that the work of the ICE is critical to meet future workforce needs, and to support both Health & Wellbeing and Economic Strategy aims.

It was also noted that this development needs to be understood in the context of the wider Integrated Workforce Strategy and considered alongside the Bradford Employment Education & Skills Partnership. A comprehensive discussion on all these items will take place at the next ICB meeting.

The ICB noted progress with the West Yorkshire and Harrogate Health and Care Partnership (STP) expression of interest in becoming part of the next wave of Integrated Care Systems which operate with greater autonomy, in return for stronger collective delivery on access, quality and transformation goals. This item will be the subject of further discussion at ICB and with HWB Board members.

ICB also contributed to the shaping of the Yorkshire and the Humber bid to the LICRE (Local Integrated Care Record Exemplar) Fund. It was agreed that the Digital 2020 enabler would advocate for the local digital strategy within this development.

At the next ICB meeting on 20th April the Board will hear updates from the Integrated Workforce Programme and the Self Care and Prevention Programme.

4. FINANCIAL & RESOURCE APPRAISAL

Safeguarding report - Financial and Resource appraisal is on-going through the budget process of the Council

Healthy Bradford update - There are no financial risks. Funding routes for different aspects of the proposal are being sought within existing means and partner organisation support.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Safeguarding report - Risk and governance relating to safeguarding is managed through the two Safeguarding Boards' and through each Board's sub-groups.

6. LEGAL APPRAISAL

Safeguarding report - The annual reports of the Bradford Safeguarding Children Board, and the Safeguarding Adults Board, describe how the Boards coordinate and govern the work of the Council and partners to fulfil the statutory duties in respect of safeguarding children and adults.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Safeguarding report - Safeguarding vulnerable people whether children or adults cuts across all categories of communities with protected characteristics. Improvements in how our collective resources work together will increase our ability to prevent and intervene earlier when people are being abused or are at risk of abuse or neglect.

Healthy Bradford update - New offers being formed under the Integrated Wellbeing Service will work to reduce inequalities in health and wellbeing and deliver a diverse offer to incorporate all groups within the community.

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

Safeguarding report - Safeguarding vulnerable people whether children or adults cuts across all categories of communities with protected characteristics. Improvements in how our collective resources work together will increase our ability to prevent and intervene earlier when people are being abused or are at risk of abuse or neglect.

7.5 HUMAN RIGHTS ACT

Safeguarding report - Practice and development across all areas of Health and Social care must always take into account The Human Rights Act 1998 and its associated articles.

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

None

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

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

- (1) That the annual reports of the Bradford Safeguarding Children and Adults Boards be noted.**
- (2) That Members note the updates and relevant areas of work being pursued in The Healthy Bradford Plan.**
- (3) That the Liaison and Diversion Project Board reporting to this Board as part of its governance arrangements be agreed.**
- (4) That the Health and Wellbeing Board note the introduction of the Liaison and Diversion Service into Bradford and identify any key areas of opportunity so that these can be progressed by the project team.**

11. APPENDICES

Appendix 1 - Bradford Safeguarding Children Board (BSCB) Annual Report 2016/17
Appendix 2 - Safeguarding Adults Board – Bradford and Airedale 2016/17
Appendix 3 – Healthy Bradford proposed action plan

12. BACKGROUND DOCUMENTS

Children and Social Work Act 2017

<http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>

Working Together to Safeguard Children: revisions to statutory guidance
<https://www.gov.uk/government/consultations/working-together-to-safeguard-children-revisions-to-statutory-guidance>

Bradford Safeguarding Children Board (BSCB) Annual Report 2016/17 and Child Death

Over Panel Annual Report 2016/17 http://bradfordscb.org.uk/?page_id=138

Bradford Safeguarding Adults Board (SAB) Annual Report 2016/2017
<https://www.bradford.gov.uk/media/4226/sab-annual-report-2016-17.pdf>

The Healthy Bradford Plan:

<https://bradford.moderngov.co.uk/documents/s16856/Appendix%20to%20Document%20G.pdf>