

# Wellbeing Board Strengthening locality Working

**22<sup>nd</sup> February 2022**

**Ian Day**

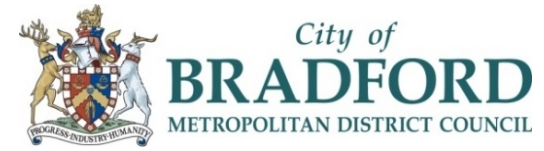
**Assistant Director**

**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?
<ul style="list-style-type: none"> <li>• A working document for what we want to achieve to create as good a quality of life as possible for the people living here.</li> <li>• It includes information about our strengths, needs and issues and informs our key local priorities.</li> <li>• Some priorities relevant to the whole of the constituency while others are ward specific.</li> </ul>	<ul style="list-style-type: none"> <li>• It will focus our attention on the key strengths and challenges each constituency and help address them.</li> <li>• It focusses on prevention and early help, so that everyone can live a long, healthy and full life.</li> <li>• It makes sure that what we do locally is involved in bigger plans for the District.</li> </ul>	<ul style="list-style-type: none"> <li>• Use the latest local data and intelligence to develop local priorities.</li> <li>• Priority Setting Workshops with a range of local voices in the room.</li> <li>• Subject the plans to public consultation and have them agreed by Area Committees.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The Area Committee (and Executive) monitors the plan to make sure we're making progress.</li> </ul>	<ul style="list-style-type: none"> <li>• Everybody living in the area can make a difference!</li> <li>• We need different local services and organisations working together with local people and communities to address our key priorities.</li> </ul>



**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.



# 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

### 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

8 weekly report

### 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

# Delivery

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

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
<p>Supporting the District to achieve a sustainable financial position, through reducing spend, avoiding additional spend and/or increasing revenue.</p>	<p>Aligned to the District plan, improved outcomes are delivered. This could be for residents, staff, partners, providers etc. Quantitate or qualitative measures.</p>	<p>How does the project strengthen the resilience of the organisation; to confidently set and deliver on its priorities as well as respond to shocks.</p>	<p>Strengthening relationships between the Council, partners, providers and the population it serves; to enable equal economic, political and social rights and opportunities</p>
<ul style="list-style-type: none"> <li>• Greater impact delivered by the investment spent (e.g. locality based grants)</li> <li>• Aligning locality structures will reduce duplication across Council and partners</li> <li>• Financial shift from tier 3 and 4, statutory and long term support, to tier 1 and 2 prevention over the longer term.</li> <li>• Reduced demand for statutory services – linked to specific priorities in ward and area plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Area plans address key local needs and inequalities</li> <li>• Local priorities are supported by robust local intelligence. Actions and outcomes are tracked, and progress held to account.</li> <li>• Low level needs are met within the community, without the involvement of statutory services. This promotes greater independence and community resilience.</li> </ul>	<ul style="list-style-type: none"> <li>• Area Coordinator’s Office to work more strategically and proactively.</li> <li>• Developing locality action plans, a robust approach and data flows will help the District confidently deliver priorities.</li> <li>• Council-collaboration around place improves information-sharing, reduces duplication and manages dependencies across workstreams.</li> <li>• Common organisational understanding and shared ambition for locality working, prevention and early help.</li> <li>• Align organisational delivery and data flows.</li> </ul>	<ul style="list-style-type: none"> <li>• Empower democratic champions and resident engagement.</li> <li>• Residents and local communities empowered to address local issues alongside agencies.</li> <li>• A data-driven approach ensures fairness in how local resources are utilised, prioritising communities/residents of greatest need.</li> <li>• Enhanced community capacity supports social and economic recovery from covid.</li> <li>• In the longer term, will help to narrow the gap and reduce inequalities across communities.</li> </ul>

# 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).