

Bradford District Partnership Board Meeting

16 September 2016: 15.00 to 17.00
Douglas Mill, Bradford



In attendance		Also in attendance	
Cllr Susan Hinchcliffe (Cllr SH)	Leader of the Council	Cllr Alex Ross-Shaw (Cllr AR-S)	Portfolio Holder – Regeneration and Planning
Cllr Simon Cooke (Cllr SC)	Leader of the Conservative Group	Shelagh O'Neill (SO'N)	CMDC
Cllr Jeanette Sunderland (Cllr JS)	Leader of the Liberal Democrats Group	Sam Plum (SP)	CBMDC
Simon Atkin	WY Police	Imran Rathore (IR))	CBMDC
Professor Bill McCarthy (BMc)	University of Bradford		
Phil Pue (PP)	Bradford and Airedale CCGs		
Paul Stephens (PS)	VCS		
Adrienne Reid (AR)	Incommunities		
John Holden (JH))	Bradford Teaching Hospitals NHS Foundation Trust		
Steve Hartley (SH)	City of Bradford MDC		
Apologies			
Cllr Val Slater (Cllr VS)	Portfolio Holder – Children and Adults Social Care	Kersten England (KE)	CBMDC
Geraldine Howley (GH)	Incommunities	Sandy Needham (SN)	Chamber of Commerce

1. BDP Annual Report

1.1 SP gave a brief update on the purpose of the purpose of the report and content. She mentioned that the report summarises:

- Progress against the District Plan priorities for 2015-16.
- Key challenges for 2016-17.
- Key priority areas of focus for 2016-17.
- Examples of good practice.

1.2 SP informed the Board that the main report is supported by updates for each of the District Plan priorities, which provide more detail information on the areas outlined above. The reports also include updates on the success measures for 2020, which is how we will demonstrate progress against the delivery of the District Plan in the coming years – this section sets out the District Plan target area, a traffic light appraisal of progress and, where appropriate, supporting narrative to provide a qualitative explanation of performance.

1.3 SP also reported that during 2015-16 the partnerships have gone through a review of their governance structures which has led to mergers between partnerships, disbanding of some partnerships and sub groups.

- 1.4 SH mentioned the work done to bring together the Safer and Stronger Communities Partnership and outlined how the different sub structures were streamlined to improve governance arrangements. The bringing together of the two groups has helped to give a broader perspective on issues, reduce bureaucracy, while also enabling a preventative focused approach. He pointed out that key challenge for the partnership going forward would be around developing new ways of working with partners within the partnership and other key stakeholders (e.g. Health & Wellbeing Board) to meet the challenges arising from a reduction in funds and an increase in demand. He cited crime reduction and anti social behaviour as examples of areas of work that require a non traditional approach.
- 1.5 SA mentioned that prioritisation of resources is becoming a major issue and this requires all partners to develop a shared view on critical issues. From a police perspective, resources are being moved to meet priority needs. Additional resources are also being brought into the system e.g. West Yorkshire Police recruiting 600 new officers who are being trained to prepare for the role. The police is working to develop its volunteer base through the Student Guardian course, Police support volunteers who are being deployed to address issues in hotspots, support mental health related activities and provide crime prevention messages.
- 1.6 In terms of prioritisation, SA highlighted the National Policy Direction on vulnerability as a key area of demand – due to priority and risk involved, an incident related to an “at risk” child takes up more police resources than a follow up of a burglary incident. An at-risk child issue would also require resource deployment from children’s social care so it’s essential that we take a partnership approach to managing our response.
- 1.7 SA also pointed out that the consequences of prioritisation would mean that other areas would receive less resources compared to previous years e.g. Anti Social Behaviour or burglaries which is something the partners need to be aware of but also help communicate. Cllr SH mentioned that a reduction of resources in certain areas (e.g. burglary or anti social behaviour) could have an adverse impact on satisfaction levels and perceptions. Cllr JS highlighted that prioritisation of resources have meant that some communities are developing an unacceptable level of tolerance to crime and lawlessness. This needs to be addressed as it is having a negative impact on young people.
- 1.8 BMc stressed the importance of perception and the potential impact on the City/District. He highlighted the recent publication of the [Safe University Neighbourhoods report](#) which showed Bradford as the 5th worst place in England and Wales in terms of reported crime (e.g. robbery, burglary, and violence and sexual offences). He pointed out the impact on the University in terms of reduced student numbers but also on the overall perception of the District. He requested for support from the Safer and Stronger Partnership to tackle the underlying issues to address this.
- 1.9 **Action: SH and SB to meet with BMc to explore actions to address concerns.**
- 1.10 PP mentioned that the Health & Wellbeing Board has developed a consensus that the wider determinants of Health should be the key area of focus. As part of the changing approach, there has been a move away from a paternalistic top down approach towards enabling individuals to make the right care related choices for themselves e.g. right environment and standards within their homes to allow this to happen.

- 1.11 PP also highlighted the work to support people with lower level mental health as a key priority area and mentioned fear of crime as an issue which could lead to isolation and lower level mental health.
- 1.12 Cllr SH highlighted financial pressures and the integration and transformation of services across the Health & Wellbeing sector as key challenges. She also mentioned the need to improve dialogue with service users on the change process especially around involving them in their own care.
- 1.13 Cllr SC also highlighted the significant increase in demand (increase in both young people and older people) and decrease in funding as the main challenges for the H&WB Board to address. He cited the example of End of Life Care as an area where costs per individual is increasing.

Forward Plan: Issues for focus:

- 1.14 Board members agreed the focus for the meetings for the coming year should be on early intervention and prevention to support the delivery of the District Plan priorities.
- 1.15 JH briefed the group on the Well Bradford Project, which is a multi agency programme focusing on developing new way of creating healthy communities. One of the projects within the programme (Well Girington) is focusing on building community resilience and will include activities that will centre on prevention and early intervention.
- 1.16 SA stressed the importance of taking a pro-active approach, he pointed out that in his experience we don't engage at an early age to influence culture and behaviour change which can lead to additional costs in the long run. Our early intervention and prevention strategy needs to start at the earliest stage possible.
- 1.17 Cllr JS made reference to the early intervention engagement activity being delivered through the Wright Watson Enterprise Centre which has focused on working with young people (and their families) who are close to "being at risk" at an early stage. She mentioned that the community centred approach builds on the local knowledge of community workers.
- 1.18 Cllr SC highlighted the challenge of providing universal service or targeting high priority areas within a reducing financial envelope as another area of focus for the Board forward plan. This would require a channel shift in terms of expectation and a broader dialogue with service users.
- 1.19 The group agreed we need to pursue a hybrid model of service delivery, which focuses on early intervention and prevention while providing priority interventions.
- 1.20 ***Action: Undertake a review of early intervention / prevention activity across the District Plan priorities that could be shared as examples of good practice.***
- 1.21 ***Action: Schedule thematic discussion at future Board meetings on early intervention and prevention related activity.***
- 1.22 BMc stressed the importance of creating the right environment for economic growth (business growth and drawing down investment) as a key area of focus for the Board. This led into the discussion on poverty and inclusive growth.

2. Poverty and Inclusive Growth

- 2.1 SO'N took the group through a presentation on Poverty and Inclusive Growth highlighting key statistics, current activity and draft proposals to improve our approach to address poverty related issues in the district. This was followed by a group discussion which highlighted the following points:
- 2.2 AR stressed that the structure of Bradford's economy had a big role to play on poverty levels in the district. E.g. low income – low wage, businesses highlight skills shortage as a big area of concern and we need to ensure that our local workforce can be equipped to meet demand through skills training and apprenticeships.
- 2.3 It was mentioned that this is an important element of the discussions taking place on the inclusive growth agenda through the Royal Society of Arts inclusive growth commission. A key challenge for Bradford will be to influence the city region economic growth model and to prioritise impact on vulnerable people through place focused interventions and specific actions for the most vulnerable.
- 2.4 Cllr SC stressed the need for a more honest appraisal of the challenges that need addressing and highlighted the following key areas:
- Economic growth – ensure sustainable growth which supports vulnerable people.
 - Housing – people in poverty, due to affordability end up in the low quality homes.
 - Brain drain – need to ensure we retain those who have been successful to help nurture the economy and create viable communities.
 - Ensure our procurement and commissioning approach makes a positive impact rather than create barriers/blockages.
- 2.5 BMc pointed out the need for a clear strategy to tackle the brain drain challenge, which needs to include:
- Plans to retain people coming into Bradford.
 - Plans and incentives to encourage people to return back to Bradford.
 - Support package to be developed to help grow local businesses and attract new businesses.
- 2.6 Cllr JS highlighted that our future approach on tackling poverty needs to be ambitious and also include plans which target the pockets of deprivation across the district, which would require flexibility and needs based interventions.
- 2.7 Cllr AR-S pointed out that the O&S committee report focused on short term interventions and agreed that the issues highlighted by Board members will need to be considered by the new Anti Poverty Group to develop their delivery plans. He suggested the group would need to take an approach which includes short, medium and long term interventions to address issues.
- 2.8 **Action: IR to share copy of O&S Poverty Review report with Board members.**
- 2.9 Cllr SH suggested the new Anti Poverty Group would need to undertake benchmarking and seek views from other areas to provide a different perspective and examples of good practice that could be applied in Bradford. She also stressed the

need for a stronger relationship across the strategic delivery partnerships and regional bodies e.g. Producer City, LEP (inclusive growth) etc.

- 2.10 Board members agreed the proposals to set up a new Anti-Poverty Group to develop a coordinated response on Anti-Poverty related interventions in the District. Board members also stressed the new group focuses on the development of an ambitious/strategic delivery plan which includes short, medium and long term interventions and builds on best practice work done elsewhere. Board members suggested the TOR of the new group should clearly state the links and dependencies with the work of other strategic delivery partnerships and other important governance structures.
- 2.11 ***Action: Board members to identify and share interventions with SP that should be incorporated into the Anti-Poverty Delivery Plan.***
- 2.12 ***Action: Board members to identify and share contact details of their organisation representatives who could support the work of the Anti-Poverty Group with SP.***
- 2.13 ***Action: SP to share RSA inclusive growth report with Board members.***

3. Neighbourhood Pilot

- 3.1 SA gave an update on progress to date. He pointed out that the proposals are being firmed up to develop a multi-agency support hub which supports people with lower level mental health. The aim is to create a platform that will enable sign posting of information to service users while allowing service providers to share good practice and join up delivery at the neighbourhood level.
- 3.2 SA reported that the support and buy-in from partners has been positive and the discussions have already led to different levels of interagency collaboration in Keighley.
- 3.3 SA mentioned that the key challenge that will need to be addressed is around data and intelligence sharing – to ensure we have the right platform that enables this to take place.
- 3.4 PP pointed out that the approach being developed centres around early intervention and prevention, which if successful could be rolled out across the district.
- 3.5 ***Action: Police to provide a project update to the Board in 6 months.***

4. Cross Agency Support Research

- 4.1 SP provided a brief update on developments. She reported that a multi-agency workshop was held in July to explore current approach and areas which require addressing. She highlighted data sharing protocol and platforms as a major area for concern, which creates barriers and blockages for cross collaboration.
- 4.2 SP confirmed that the Council's Director of Finance has commissioned Business Modelling Associates to look at the overall spend in Bradford to understand where resourced were being channelled to identify potential areas of efficiency. SP added that the outcome of this work will also help understand the high cost groups and how resources are being channelled to deliver services to these groups.

4.3 SA reported that one of his colleagues is working on a data sharing / data protection project as part of their course at the Royal School of Policing – he suggested that findings from the project could be applied in Bradford.

4.4 **Action: SA to share project lead contact details with SP for further discussion.**

Board members agreed the need to progress this work and highlighted the following key issues that would need to be incorporated into the next phase:

- Identify who are the frequent flyers
- Identify what services they are receiving and related cost
- Identify how they go through the system to highlight:
 - areas of overlap / duplication
 - potential areas for improvement
- Develop a shared approach on information management e.g. data sharing protocols, data analysis and data housing platforms

4.5 **Action: SP to feedback the BMA work at the next Board and follow up the issue of data sharing protocols and platforms across partners to develop a shared approach for data analysis and review.**

5. Any other business

5.1 SA confirmed that this would be his last meeting as he will be retiring from the force in the next few weeks. He confirmed that Chief Superintendent Scott Bisset will be taking over from him and will attend future meetings of the Board.

5.2 Cllr SH, on behalf of BDP thanked SA for his hard work and contributions.

Action: IR to provide an induction briefing for the new divisional commander

6. Next meeting

6.1 AR offered to host the next meeting of the Board (December) at incommunities office in Shipley.

6.2 **Action: IR to firm up arrangements with AR's office.**