

Better Start Bradford Partnership Board Minutes
Thursday 16 January 2020
Mayfield Centre

Meeting Started: 17:30

Meeting Ended: 19:05

Present:

Vipin Joshi	Community Board member (Chair)
Sarah Hinton	Board Member, Bradford Trident
Ruth Shaw	Head of Commissioning (Women and Children), Bradford & Craven CCGs
Alex Spragg	Programme Director, Better Start Bradford
Salma Nawaz	Community Board member
Samina Begum	Community Board member
Satnam Singh	Community Board member
Shaheen Khan	Community Board member
Yaqoob Ayoob	Community Board member

In Attendance

Gill Hart	Funding Manager, The National Lottery Community Fund
Gill Thornton	Head of Programme, Better Start Bradford
Sara Ahern	Programme Manager, Innovation Hub (in place of Josie Dickerson)
Zakra Yasin	Workforce Development Manager, Better Start Bradford
Guy Dove	Programme Administrator, Better Start Bradford
Tina Lafferty	Interim Programme Director, Industrial Centres of Excellence, CBMDC (items 1 to 5 only)
Alex Willard	Learning Partnership Manager, Industrial Centres of Excellence, CBMDC (items 1 to 5 only)

Apologies for Absence:

Sara Hollins	Duncan Cooper	Fareeda Mir	Tracey Hogan
Mark Douglas	Josie Dickerson	Gwen Balson	Ludmila Novosjolova

1. Welcome, Introductions and Apologies

Vipin welcomed everyone to the meeting, asked everyone to introduce themselves to each other and noted the apologies.

Vipin noted there had been a royal visit to Bradford by TRH the Duke and Duchess of Cambridge yesterday at which Better Start Bradford was represented. We watched a video of them meeting BSB representatives at the Khidmat Centre and shared the press coverage

we had received which included front page photos in a number of newspapers. Vipin said we should thank Sarah Hinton (who was interviewed on BBC Look North), Salma, Ludmila and all the parents, grandparents and all those who represented BSB.

Alex Spragg explained that the focus of the visit to Bradford was on community initiatives. When the Royal Foundation were in early discussions regarding the visit we gave them an overview of our projects, there was particular interest in Parents in the Lead funded groups and the Older Yet Wiser course as examples of how the key messages of Better Start are shared within our wider community. As a result Little Dots group which was funded via Parents in the Lead and is based at Shine and grandparents who attended the Older Yet Wiser course run by ChildsSide were invited to showcase their work.

The royal couple spent around 20 minutes with BSB, with Alex Spragg first giving them a brief overview of the programme and talking about the Big Little Moments campaign and how we are developing community understanding of early brain development in babies. The National Lottery Community Fund were also represented as our funders. Alex Spragg then introduced William and Kate to the two projects, they showed significant interest in what the grandparents had learnt from the Older Yet Wiser course and how this had developed their understanding of child development and as a result changed their relationships with their grandchildren. The royal couple were very interested and engaged and demonstrated considerable knowledge of the early years. William shared that there is to be an announcement from the Royal Foundation about Early Years soon.

The Little Dots group sang a selection of their songs including one which showcased five community languages for the royal couple, a great example of the multiculturalism in our area. They spoke to Ludmila, who applied for the Parents in the Lead funding and is a community Board member and Sarah who shared how she'd been part of Better Start from the very beginning.

Kensington Palace tweeted a photo of the royal couple meeting BSB which earlier today had been retweeted 331 times and liked 3,900 times. There has also been an increase in the number of people liking our social media presence. Vipin thanked those who set up the room at the Khidmat Centre that BSB's exhibition was in (Michelle T, Grainne and Zakra) and noted the green BSB T-shirts worn by the group.

Finally Sarah said the day was great, whilst the size of the room and length of the wait had been challenging for the children they did really well and the parents and grandparents were grateful to Better Start for giving them the opportunity.

2. Minutes of the Previous Meeting – 12 December 2019

The minutes were accepted as a true and accurate record.

3. Matters Arising actions table

The Innovation Fund is on the agenda for this meeting (item 6).

An email has not gone out to community Board members about joining the Commissioning Advisory Group as Guy has been waiting for some wording for it. Gill Thornton confirmed, in response to a query from Shaheen, that we have been trying to recruit to the Commissioning Advisory Group for a year. Alex Spragg said we would treat this email as a priority next week.

Alex Spragg has received no feedback from Partnership Board members about what they want to be covered in the 'Story So Far' and the matter remains open. A 'Save the Date' invitation will go out soon and we have a working group and it will have informal conversations. Vipin noted that an email about the 'Story So Far' has gone out to partners. Zakra observed that the matter has been to the Strategic Reference Group already.

4. Declarations of interest

There were no declarations of interest.

5. Workforce Development Strategy

Zakra delivered a presentation on the refresh of the workforce development strategy which was shared in the meeting pack. The ambition is to develop an engaged and motivated workforce which is able to develop innovative solutions and new relationships that allow them to best support families through pregnancy and the earliest years of life.

Zakra went through the aims and priorities and said she would focus on Priority 1, to develop our workforce through a coherent learning and training offer. The workforce is split into three (firstly BSB employees, volunteers or those commissioned by BSB, then those who work with families with age 0-3s in our three wards and finally district-wide current and future early years workers and volunteers). The key deliverables are listed alongside such as Bradford Douglas training, Little Minds Matter training, and our quarterly shared learning events which are district-wide.

The National Children's Bureau are looking for things from each A Better Start site to be shared more widely and Zakra mentioned Dr Matt Price's article about the impact of Little Minds Matter training as an example. A new development is that BSB will be partnering the Bradford Literature Festival this year in terms of their Early Years programme. There will be about 20 events in City Park which are for the whole district. They will be trying to engage the community in our three wards before the festival in the summer.

Zakra also focused on Priority 3, which is growing our own workforce. BSB have been partly funding a health and social care Industrial Centres of Excellence (ICE) programme for an initial three years, with the contract ending in March 2020. The contract will be reviewed at our next meeting, with the context being provided at this meeting.

Zakra introduced Tina Lafferty, Interim Programme Director and Alex Willard, Learning Partnership Manager Industrial Centres of Excellence. They explained that the ICE programme was set up six or seven years ago, for six industries, and helps young people progress in what they have in mind career-wise, with three more industries about to join the programme such as hospitality and tourism. The health and social care ICE was established about three years ago via funding from BSB, Health and the local authority. She mentioned the first award ceremony being held the year before at which a 14 year old had said they had never been given an award before. It is good to involve young people in something they are really interested in.

Tina noted that both she and Alex Willard only joined the ICE team last year but have set a five year plan which describes how the programme will be scaled up. Rakiya Maqsood is the programme lead and the programme involves working with employers and schools to

formulate critical pathways to help young people into employment within the Health and Social Care sector.

Alex Willans presented a slide showing how the health and social care ICE has grown over the three years, engaging three schools and 150 students in year one to a target over 2019/20 of engaging 13 schools and colleges and 650 students. Her team have been growing partnerships e.g. with Bradford University and held a summer school last year. She read out some quotes about students who had participated in the ICE programme. It is recognised that Bradford is one of the youngest cities in the country and the vulnerabilities that exist within the city are built into the plan.

The programme is run in academic years and work to engage the 13 schools and colleges is underway. They are collecting localised labour information and doing a Skills Statement Review (linking transferrable skills to the curriculum). Alex Willans went through the programme overview and mentioned the careers carousel which covers vocational and academic work, and working out what is and is not available in Bradford. There are also university taster days, 'a day in the life of' sessions, coaching on doing successful job applications and mock job interviews.

Shaheen asked how many young men are involved in the health and social care ICE and it was confirmed there is work to engage young men. The ICE team are looking at gaps, supporting people into work, SEND students, face-to-face services and their team resources to support Rakiya who has done a great deal to date. Other priorities include more work with educators, improving data, tracking and measurement and greater alignment with the workforce. There also needs to be increased reach across the district and a more streamlined process.

Future plans include teacher CPD and an annual conference, alignment of future workforce match with targeted Employer Lead Projects/Events into the curriculum and increasing employer engagement by 50 per cent year on year, especially in the BSB area. Tina said they also need more of a web presence.

Shaheen asked if the ICE programme operates in trust schools and Alex Willans said there is currently an awareness programme in primary schools, lots of which 'require improvement,' and their help is targeted. Zakra asked if any engagement work with parents is planned and Alex Willans confirmed that this work is starting in primary schools but these are also working with Aspiration Bradford and they do not want to duplicate work.

Yaqoob asked which schools were asked to take part and it was confirmed this was employer-led at the beginning of the programme, such as schools located near the hospital. Alex Willans did not have a full list of the schools to hand but could send us the information later. Yaqoob also asked for the percentage of boys and girls taking part and Alex Willans said they are piloting getting the data for this now but for the health and social care ICE it was probably around 85 per cent girls.

Vipin thanked Tina and Alex Willans for their presentation, and they left the meeting.

6. Review of Innovation Fund

Gill Thornton recalled there have been lots of discussions about the Innovation Fund already, and last week the Commissioning Advisory Group had discussed the lessons learned. The

previous Innovation Fund round had encountered difficulties due to factors including staffing, there being an element of 'learning on the job' and there were many more applications than we had expected. A lessons learned paper on the Innovation Fund went to the Partnership Board in October 2019, and its recommendations were approved then. It was also agreed that there would be one more Innovation Fund round.

Gill Thornton turned to the report in the meeting pack and explained that the fundamental thing identified which made the process difficult was uncertainty over what was meant by 'innovation.' It was the intention to make the application process as simple as possible but this had led to issues in relation to understanding. Future documentation will need to be much clearer about our requirements and definitions and more supportive toward applicants. There is also a need to improve publicity about the Innovation Fund and this is being explored with Comms. It is also proposed that an increased timeframe for applications to be submitted, improved processes for acknowledging receipt of applications and better communications with bidders during the process will be implemented. There needs to be clearer responsibility in the team, and a new post has been agreed but it will be Gill Thornton and Riffat working on the Innovation Fund in the interim. There will be a separate assessment panel instead of it going directly to the Commissioning Advisory Group and a clearer assessment process will be developed.

There will also be clearer roles for the Commissioning Advisory Group and Partnership Board. Gill Thornton said that in the previous Innovation Fund round the two groups had each gone through all the applications and come to different decisions and now we must ensure that this does not happen again. We also need a clear process to be described, a clear timeline and clarity about service level agreements.

One of the Commissioning Advisory Group members had suggested some definitions of innovation. Gill Thornton said that some of these are happening already but the Commissioning Advisory Group also recommend plugging gaps in the programme with new evidence based initiatives, establishing an evidence base for ideas with little or no research, and looking at completely new ideas. Whilst this is quite a narrow set of criteria Gill Thornton said it could lead to potentially exciting proposals and cut out speculative applications. Last time we received 16 applications and rejected 12 of them, which disappointed groups that had put a lot of effort into their applications.

Gill Thornton turned to the budget for the Innovation Fund and explained that out of the original £736k there is £372k left for the remaining Innovation Fund round once the current four approved projects are considered. The budget for Older Yet Wiser is for three years and includes an evaluation and the oral health HABIT project is genuine innovation. Its flexible commissioning for dentists going out into the community is trailblazing.

Gill Thornton went through the timeline, with a launch date of 2 March 2020 being followed by an information event and a closing date for bids of 1 June. She then went through the recommendations at the end of the report.

Shaheen asked what would happen if not all of the £372k budget is spent and Gill Thornton said any remaining resource could be added to the Parents in the Lead budget or possibly used to scale up existing projects. Some of these projects have lots of demand and are linking in well to statutory services.

Shaheen queried the proposal to cap the number of accepted applications at three and Gill Thornton said taking on five or six new Innovation Fund projects would involve a lot of work for the programme team which is not resourced to manage so many additional projects. The projects are not like Parents in the Lead as they need SLAs, an implementation plan and an evaluation plan. Alex suggested that we could look at the cost to the programme and possibly add some resource to the BSB staff team if the number of bids was greater than what the current team have capacity to support.

Sarah remarked that the criteria are so restrictive it is unlikely there would be more than three successful bids which would make things easier. Vipin said there was scope for some flexibility if we did, for example, receive four strong applications.

Zakra agreed that lots of work is needed with the bidders about clarifications and Ruth said that the projects need the right level of support. Guy mentioned that the end of the timeline may need revising with awards made at the July Partnership Board and set up commencing in September as some bidders may wind down to a certain extent over the summer holidays. However Vipin noted that there is scope for some flexibility over the dates.

Decision: The Partnership Board agreed the following:

- **The actions agreed by the October 2019 Partnership Board are completed (summarised in the report)**
- **The Commissioning Advisory Group recommendations for defining ‘innovation’**
- **There should be a limited number of approvals in order not to overload the team/programme/evaluation – possibly no more than three**
- **The timeline in the report**

Ruth said that Gill Thornton had done excellent work to pull all this together. Gill Thornton replied that the Commissioning Advisory Group was a useful body to work with and had given us ideas and has quality discussions.

Vipin reiterated that the Commissioning Advisory Group needs community Board members to join and said he would join the Group himself.

7. Preventonomics

Gill Thornton advised that there was not much change since we had last discussed this. For the benefit of the new members she explained that Preventonomics is a tool, developed by the London School of Economics during the bid stage and the start of the BSB programme to demonstrate cost effectiveness. The premise being that the cost of early years interventions (e.g. to do with perinatal mental health, childhood obesity, emotional disorders) would be offset by savings over a lifetime.

However, the tool has never really worked, partly due to the assumptions and costs used in the tool. There have been several meetings about it, lastly in mid-2019. If we cannot use Preventonomics, then we will look at using another tool for the evaluation to demonstrate the cost effectiveness of our projects. Gill Thornton said the data and evaluation Communities of Practice had picked up the job of asking the LSE to update the tool so it could be used by all the ABS sites and BSB and Blackpool Better Start have agreed to test it. Gill Thornton explained that the National Lottery Community Fund invested in the tool so they would have a story to tell.

The situation is disappointing and we need to have some sort of economic tool we can use, to show whether our projects save money in the long term as well as improving the wellbeing and health of children. Our academic partners (i.e. York University) are looking to see if there is another tool we can use. There is another data and evaluation Communities of Practice meeting soon. The tool also needs to be portable and useable by our partners to show the cost-effectiveness of early years interventions.

Sara explained there is a glitch in the software to do with the unit cost calculator. York University are looking at this and matters like out of date data and gaps. Some savings have been underestimated such as to do with mental health and the criminal justice system. The LSE sent some updated software which Sara received later than expected and she still needs to test it. Also, the LSE need to tell her how the software is different from before.

Ruth remarked that the situation is frustrating and Guy suggested there may be an intellectual property issue for our academic partners as the tool was designed by the LSE. Sara agreed there is a concern over who does the updating and said it needs to be an automated process for the tool to be useable for everyone.

Shaheen remarked that we are five years into the programme and asked if we could demonstrate cost effectiveness. Sara confirmed that cost effectiveness would be in the evaluations, providing there is enough data. The Preventonomics tool needs to be set up to reflect up to date salaries in the workforce, and there has been a great deal of change in the early years workforce since the tool was designed, for example to do with children's centres.

Gill Thornton said we could possibly do our own cost-effectiveness calculation. For example, we could look at the children attending Talking Together, referral rates to speech therapy, find out the costs and work out the cost-effectiveness and we should be able to look at some comparison data. York University have confirmed that there should be a basic database at least.

Sara confirmed, in response to a query from Yaqoob, that the Preventonomics tool was meant to have been used from the beginning of the BSB programme but hasn't due to the issues that exist. Gill Hart explained that it took longer for the ABS sites to get their projects up and running than expected. The National Lottery Community Fund's contract with the LSE ended and the original people there have since moved on. For a time, the LSE were doing work for A Better Start beyond their contract. The model was built on expectations as real data was not available, but now roles in the workforce are different and the five ABS sites are different to each other. Gill Thornton agreed that the five sites are doing really different things and it is hard to assess the ABS programme cross-site.

8. Programme Monthly Report

Gill Thornton explained that a proposal went to the Commissioning Advisory Group last week to extend the Personalised Midwifery project. However, they had felt that the proposal did not have enough information in it about what is needed and the rationale for extending the project. The Commissioning Advisory Group used their delegated authority to extend the current end of the project by two months to October 2020, and following the gathering of additional information a report will come to the March 2020 Partnership Board.

Gill Thornton turned to Welcome to the World and confirmed that the Family Hubs are now delivering the project district-wide. There was a meeting today about joint and shared

experience about recruitment and about recruiting better via midwives and perinatal coordinators and there is work to do on this.

Finally Gill Thornton confirmed that St. Edmunds Teaching School Alliance have been appointed to carry out the independent performance review of Better Start Bradford. As well as being an early years setting St. Edmunds have a consultancy arm which will lead on this piece of work. An initial meeting will be held in early February, following which they will be contacting a range of stakeholders including Partnership Board members to inform the review.

9. Any other business

There was no other business.

Vipin asked if everyone had felt they had an opportunity to contribute to this meeting and all agreed that they had. He wished everyone a Happy New Year.

10. Date of next meeting

The next meeting is on Thursday 13 February 2020 at Myra Shay Pavilion, 489 Barkerend Road, BD3 8QX, starting at 9.30 am.

The meeting closed at 7.05 pm.