



Strategic Partnership Boards

SAFETY SAFEGUARDING WELLBEING

Waltham Forest Health and Wellbeing Board Annual Report 2019–20



Chair's Foreword, 2019-20

Councillor Naheed Asghar



I am proud of the continued impact of the Health and Wellbeing Board throughout 2019-20. As the Board Chair, and Cabinet Member for Health Partnerships and Poverty Reduction, it is gratifying to see how hard work at Board level, and at its priority task and finish groups, is creating transformative strategies and practical tools that improve the health and wellbeing of our borough's diverse communities and seek to tackle health inequalities.

This year we have benefitted from implementing recommendations from the 2018-19 Board review, ensuring that we are working closely in partnership to use the Board and its structures as a positive force for change in our residents' lives. The Board continues to provide space for in-depth, critical discussions between partners. This may be about system-wide change, such as the integrated commissioning agenda, the long-term plan for north-east London and the commissioning of future children's and health and social care services. There have also been borough-specific initiatives seeking to improve health outcomes, including for people experiencing homelessness or fuel poverty, and discussing updates from the Health Protection Forum.

As things stand, the Board's work in 2020-21 will necessarily prioritise providing an effective, multi-agency response to COVID-19. The staff and institutions who work across our health and wellbeing systems and services, including the Health and Wellbeing Board, will be doing whatever they can, working closely with government, the voluntary sector and an active local community, to ensure that Waltham Forest residents remain virus-free and receive the medical treatment that they may need if they fall sick.

This year, allowing for the ongoing impacts of COVID-19 on health and wellbeing work, the Board will continue to target further change. As Board Chair, I will be focused on finalising and then utilising the Board's Scorecard which are the key indicators that will provide a crucial evidence-base showing how well our work is improving residents' health and wellbeing. In 2020-21 the Board will also continue to give more time and scrutiny to its three priorities; the cross-Board Alcohol and Drugs work and the two Board-specific work areas of Better Mental Health for All and Healthy Living for All (Healthy Weight) with a focus on innovation, good practice and transformational change, working closely with the borough's other strategic boards.

As this report was being prepared, the murder of George Floyd by American police officers has triggered a global outcry against the ongoing and violent legacy of racism in the US, UK and beyond. As a statutory public body, we have

a duty to work in the interests of all our residents and take our equalities responsibilities seriously. Going forward, we will be reflecting on how we work, including a focus on the impacts of racism and other forms of prejudice for our residents, and how this can lead to life-changing health inequalities.

These are challenging times and I remain confident in the Board and its' partners delivering high quality interventions that lead to discernible and necessary improvements in the health and wellbeing of people who live and work in Waltham Forest.

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1 About the Waltham Forest Health and Wellbeing Board

1.1 Who we are

Health and Wellbeing Boards were established as part of the Health and Social Care Act in 2012 to act as a forum in which key leaders from the local health and care system could work together to improve the health and wellbeing of their local population. Meeting in public, the health and wellbeing board is a formal committee of the local authority charged with promoting greater integration and partnership between bodies from the NHS, public health and local government.

The Waltham Forest Health and Wellbeing Board (HWB), chaired throughout 2019-20 by Councillor Naheed Asghar, is a partnership of statutory and non-statutory organisations, representing those that plan and provide health services and the people who use those services across the Borough.

The Health and Social Care Act 2012 sets out the following specific functions of the Health and Wellbeing Board:

- *To assess the needs of the population through the Joint Strategic Needs Assessment (JSNA)*
- *To agree and produce a Health and Wellbeing Strategy to address needs, which commissioners will have to take into account in developing commissioning plans for health care, social care and public health*
- *To promote joint commissioning*
- *To promote integrated provision, joining up social care, public health and NHS services with wider local authority services*
- *Involvement in the development of Clinical Commissioning Group (CCG) commissioning plans*
- *To provide advice to the NHS Commissioning Board in authorising and assuring CCGs*
- *To give the local authority its opinion on whether or not the Council is discharging its duties to have a JSNA and any Joint Health and Wellbeing Strategies.*



The NHS partnership includes the Waltham Forest Clinical Commissioning Group, North East London Foundation Trust (NELFT) and Barts Health NHS Trust.

This annual report provides details of the work done in 2019-20 by the Board, its sub committees, Better Care Together and Children’s Health and Wellbeing and its priority task and finish groups focused on Alcohol & Drugs, Better Mental Health for All and Healthy Living for All (which is focused on Healthy Weight for 2019-20). Together these structures help to bring our principles into practice and this report will explore achievements, work still to be done and challenges faced in improving health and reducing health inequalities for Waltham Forest residents.

1.2 Purpose of this report

This annual report provides details of our Strategic Priority Action Plans for 2019-2021 as of 31 March 2020. It illustrates how effective the Health and Wellbeing Board has been over the 2019/20 period, outlines how its partners have contributed to the work of the Board on key health and wellbeing issues for Waltham Forest residents and provides details of learning from audits. In writing this report, contributions were sought directly from board members, chairs of priority groups and other relevant partnerships. The report also draws heavily on numerous reports presented to the Board and its sub-groups during the year.

1.3 Strategic Partnership Unit and our strategic links

In early 2016 the Strategic Partnership Unit was set up to provide joined up support across the four strategic boards; Waltham Forest Safeguarding Adults Board, SafetyNet, Health and Wellbeing Board and Waltham Forest Safeguarding Children Board. The unit provides policy support and strategic planning to all the boards and identifies opportunities to undertake cross-cutting work across more than one board with the aim of reducing duplication and increasing effectiveness and efficiency to improve outcomes for residents.



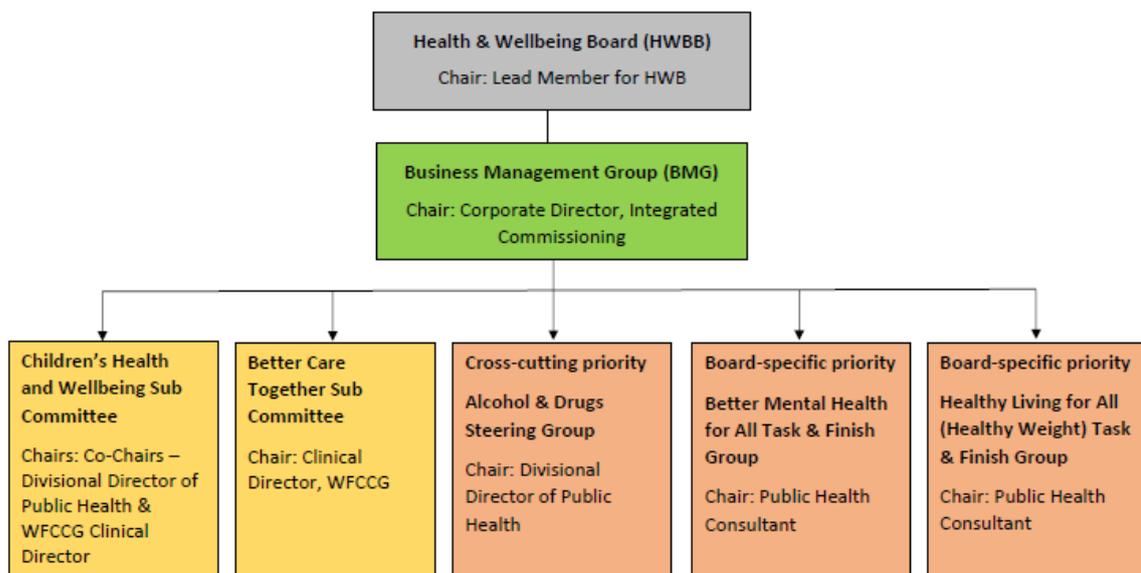
Examples of cross cutting work include the Learning and Improving Practice Forum which oversees multi-agency audit activity, multi-agency training and disseminating of learning from local learning reviews and statutory reviews. All these activities are provided “in-

house” led and overseen by the Strategic Partnership Unit and delivered with support from practitioners and managers from across the partnership. We also have the One Panel that ensures we have a Think Family approach to our review work that enhances our learning.

1.4 Waltham Forest Statutory Board structures and agreed priorities

As part of our Think Family approach to working, the key priorities for the Health and Wellbeing Board are set to renewed in April 2020. The diagrams (next two pages) highlight our priorities across 2019-20 and the structures to deliver them across the four Strategic Boards and specifically within the Health and Wellbeing Board.

The statutory board partners conducted a comprehensive needs assessment in February 2017 and since this has been supplemented by regular sense checking and review of priority group action plans to identify any emerging trends. A follow up strategic needs’ assessment took place in February 2019 across the four boards and this will be revisited in Feb 2021. The 2019 event comprised of a multi-agency event where members discussed and agreed the priorities that needed to be addressed to improve outcomes for residents in the borough. It was agreed that there would be one over-arching cross-board priority (violence and exploitation) with two Board-specific priorities. For the Health and Wellbeing Board in 2019-20 these have been Better Mental Health for All and Healthy Living for All (focused on Healthy Weight) and the cross-board priority is building on the previous years’ work on Alcohol and Drugs. It is anticipated that work on these three priorities will continue through 2020-21. The Board oversees these partnership task and finish groups, whose focus is on identifying gaps in service, innovation and developing action plans to bring about change.





Strategic Partnership Boards
SAFETY SAFEGUARDING WELLBEING

Priorities for the four Strategic Partnership Boards 2019-21

Supporting agencies to work together to improve outcomes in safety, safeguarding and wellbeing for residents in Waltham Forest

Members:

Barts Health NHS Trust, CAFCASS, Care Quality Commission, Colleges and Schools, Community Rehabilitation Company, Community Waltham Forest, Healthwatch, Independent Care Providers, Lay Members, London Ambulance Service, London Fire Brigade, Metropolitan Police Service, National Probation Service, NELFT, Voluntary and Community Sector Organisations, Waltham Forest Council, Waltham Forest NHS Clinical Commissioning Group

Overarching priority: VIOLENCE AND EXPLOITATION

Adolescents Safeguarding & Resilience includes serious youth violence, child criminal exploitation, child sexual exploitation, children missing, harmful sexual behaviour, gangs etc. (led by Safeguarding Children Board)
Violence against Women and Girls (VAWG) includes domestic abuse, sexual violence, harmful practices, female genital mutilation (FGM), so-called 'honour' based violence, stalking and harassment, prostitution, etc. (led by SafetyNet)



SafetyNet

Reduce anti-social behaviour, gang crime, violence against women and girls, youth offending, and substance misuse



Safeguarding Children Board

Partners work together for the safety and well being of children and young people



Safeguarding Adults Board

To protect people who need help and support



Health and Wellbeing Board

To deliver health services in the borough, improve people's health and reduce health inequalities

Contest

Anti-Social Behaviour

Safeguarding in Settings

Self-Neglect

Thresholds Guidance and Ways of Working with Adults

Alcohol & Drugs

Healthy Living for All (Healthy Weight)

Cross-cutting priority: BETTER MENTAL HEALTH FOR ALL (led by Health and Wellbeing Board)

Ensuring residents influence the work of the boards in different ways.
Sharing learning with practitioners to improve practice.

www.walthamforest.gov.uk/strategicpartnerships

1.5 Our key principles



Working with the community

We will continue to listen and work with local people to make the best use of their strengths, to support community groups, and to take actions based on what we hear from them.



Integrating health and social care

We are bringing together our social care and health systems to work in a seamless way that will ensure people get personalised and coordinated support.



Prevention and early intervention

Our ambition is to expand and further integrate our early intervention and prevention efforts to keep people healthy and support people to achieve the best for themselves and their families.



Reducing inequalities and tackling wider determinants of health

We will continue to integrate our services to improve the conditions and surroundings in which people are born, grow, live, work and age.



Accountability and scrutiny

We want to be held to account by the public on how well we are doing. We will ensure that our plans are monitored and scrutinised by (HWB) using performance indicators.



Parity of esteem between mental and physical health

The HWB is committed to providing equal support for both physical and mental health across the borough

1.6 Governance

The Health and Wellbeing Board met every three months, quarterly, during 2019/20 with its Business Management Group (BMG) taking responsibility for setting the Board's agenda and reviewing performance. The BMG meets prior to every Board meeting to decide what issues, in-depth discussions and strategies should come for consideration by the Board.

1.7 Residents' voice

To ensure that there is good quality engagement with Waltham Forest's diverse communities Healthwatch runs a Health and Wellbeing Forum two weeks before the Board meets. Up to 40 residents and voluntary organisations attend these meetings, focused on creating critical, positive feedback for the Board on up to three reports, with the authors invited to present. The Healthwatch manager, in her role as Board member, is then able to represent the community's feedback at the Board meeting.

1.8 Resources and funding

2019/20 the four Strategic Partnership Boards received a total funding of £318,452 from partners. Key statutory agencies contributed financially to the operating budget which ensured that the four Strategic Partnership Boards were able to meet their statutory requirements (the financial breakdown is on the next page).

Income £318,452

Clinical Commissioning Group	£65,000
North East London Foundation Trust	£10,000
Barts Health NHS Trust	£27,000
Police - nationally agreed	£10,000
CAFCASS	£500
National Probation Service - nationally agreed	£1,000
London Borough of Waltham Forest	£204, 952

Expenditure £318,452

Salaries of SPU	£275,510
Salaries of Chairs for 19/20	£18,696
Running costs, printing and publishing, events, bitesize, advert for chairs, travel, etc.	£12,746
Statutory reviews – SCR and SAR	£11,500



2 Our Strategy 2016-2020

The five-year Health and Wellbeing Strategy 2016-2020 has set out an exciting, comprehensive vision of how we plan and delivering health services in the Waltham Forest. This strategy aims to improve people's health and reduce health inequalities. To do this, the strategy focuses on:

- **The best start in life: develop, thrive and achieve**
- **Healthy, longer, happy lives: prosperous, active and sustainable**
- **Thriving maturity and protected community: safe, supported and independent**

The strategy has been produced by the council's public health department and Waltham Forest CCG in partnership with the wider council and local residents.

To see the video of our residents and communities talking about the Health and Wellbeing strategy as well as celebrating our borough, please click [here](#) (or go here <http://bit.ly/2f5NQ6U>)



3 What we have achieved

3.1 Health and Wellbeing Board

A wide range of relevant issues and strategies have been discussed at the quarterly Health and Wellbeing Board meetings throughout 2019-20. Each meeting explored in more detail the priority areas of work for the Board taking place in task and finish groups and updates to and revisions to the Board's Scorecard of indicators to support the Board's strategy. There is also a standing item for feedback on cross-cutting issues, reflecting relevant work happening across all the borough's statutory boards (Safeguarding Adults Board, Safeguarding Children's Board and SafetyNet – our community safety partnership)

Key Achievements

- Joint Commissioning Priorities: *agreed to timescales, structures and governance to support the new integrated commissioning work*
- Prioritising health-focused work for children and young people: *to align with future integrated commissioning structures for children and ensure there is dedicated commissioning resource*
- Board development work: *detailed action plan, recommendations, revised terms of reference and statement of intent approved.*
- Fuel Poverty Strategy: *commitment to partnership approach, including integration of fuel poverty as part of the wellbeing priority work.*
- Homelessness: *Health Scrutiny review report endorsed and sent to CCG for action*
- Joint Strategic Needs Assessment (JSNA): *approved*
- Integrated Care Strategy (ICS) – Governance: *detailed discussion about the new strategy and the role of the Board in its strategic delivery.*

The Board also oversaw the successful completion of work of the End of Life Care Task and Finish group, with recommendations for identified future work transferred to the End of Life Care Integrated Care System (ICS) Transformation Board. A new All Age Disabilities Group was also given support for 9 months, after forming in December 2018 with the aim to influence priority work for children, young people and adults. The Group held meetings focused on accommodation, employment and benefits; having an active life; health and workforce linked to the Joint Strategic Vision and Plan for Adults with Learning Disabilities (2018 – 2023) and commissioning priorities. Now established, the local authority and clinical commissioning group (CCG) have agreed new governance arrangements.

3.2 Board priorities



After the council-wide Strategic Needs Assessment, the Board oversees the work of three priority task and finish groups and their 2019-20 work is evaluated below. The Board gave extended time to each group across its 2019-20 meetings to allow the Board members more analysis and offer more support and challenge to their work.

- *Better Mental Health for All (cross-Board priority)*
- *Alcohol & Drugs (Board-specific priority)*
- *Healthy Living for All (Healthy Weight) (Board-specific priority)*



HWB cross-cutting priority: Better Mental Health for All

A priority since 2017, the Better Mental Health for All Task & Finish Group has shifted its focus to whole population mental health for 2019-21, an approach that aligns with the mental wellbeing strategy.

Using a Public Health approach focused on strengthen, support, treat and curtail and driving principles, the group's action plan is built on:

- **Strengthen:** *helping those that are currently well to avoid the development of mental health problems. This includes developing a social, physical and economic environment that is conducive to good mental health and wellbeing.*
- **Support:** *improving the local support for those susceptible to mental health problems due to their exposure to risk factors including poor housing, poverty, isolation etc. and those that are currently experiencing low levels of stress, anxiety and other common mental health issues.*
- **Treat:** *improving pathways and services for those experiencing mental health conditions and those in recovery.*
- **Curtail:** *addressing negative outcomes for those who have reached crisis point including those detained under the mental health act and those considering or attempting suicide.*

Key Achievements

- The borough Time for Change Hub has 150 'champions', awarding eleven £500 grants and having 1200 community contacts
- Developed a Mental Health Charter for Schools with 38 schools signed up
- Connecting Communities community networks created and making progress
- A Serious Mental Illness (SMI) service to open in primary care from 1 April 2020 to reduce referrals to secondary care and the number of crisis patients while increasing the number of people receiving care within the community
- A protocol for responding to suicides in the borough has been developed
- The '5 Ways to Wellbeing' has developed local campaign materials and held a 'lunch and learn' session took place for frontline Council staff
- Health Impact Assessment training delivered to local regeneration and planning officers to support negotiations with developers.
- New Food Poverty Strategy agreed
- LBWF to submit for the Mayor of London's Healthy Workplace Award
- In October 2020 a multi-agency workshop was held with 20 attendees to sharpen the 'strengthen' and 'support' parts of the action plan



Board-specific priority: Alcohol & Drugs

Prioritised since 2017, the Alcohol and Drugs Steering Group, supported by the 2018-2021 Substance Misuse Strategy, was for the first two years focused on the 'treat' area of work, targeting key target groups, an improved dual pathway (mental health and substance misuse); a recommissioned young people's service, improving digital resources and multi-agency working including with criminal justice. 2019-21's plan will be to focus more on the root causes of substance misuse, shifting the balance to the 'strengthen' and 'support' part of the model.

Using a Public Health approach focused on strengthen, support, treat and curtail and driving principles, the group's action plan is built on:

- **Strengthen:** *work within the community, especially with young people, to improve resilience, increase knowledge, and address the wider determinants*
- **Support:** *ensure that the whole health and care system is able to take a 'Make Every Contact Count' approach to raise awareness of issues in relation to alcohol, and direct patients with needs into support*
- **Treat:** *improve engagement in treatment, addressing inequalities in access, supporting recovery, and ensuring that substance misuse pathways are embedded across the system*
- **Curtail:** *work to reduce availability of illegal substances, and work with licensing to encourage responsible alcohol retailing. Addressing issues of street drinking, and*

interrelation with anti-social behaviour. Ensuring that support for substance misuse, especially in relation to alcohol, is embedded within the justice system.

Key Achievements in 2019-20

- July 2019 multi-agency workshop to sharpen group's actions
- Children and Young people and substance misuse: local youth health champions trained in substance misuse awareness; Change, Grow, live (CGL), the substance misuse provider, raising awareness within schools and colleges
- Raising awareness of the substance misuse service among partners including primary care and supported housing
- Dual diagnosis: new working group working on multi-agency protocol; new satellite arrangements at mental health service locations
- Substance misuse Communications and Engagement Plan:
- Progressing the dual diagnosis pathway and Service Level Agreement (SLA)
- Domestic abuse and substance misuse partnership workshop



Board-specific priority: Healthy Living for All (Healthy Weight)

The Healthy Living (Healthy Weight) for All priority developed is a broadened-out priority after 2017-2019 saw a focus on Children's Healthy Weight, largely based on the local healthy weight strategy.

Using a Public Health approach focused on strengthen, support, treat and curtail and driving principles, the group's action plan is built on:

- **Strengthen:** *working with all people, including those that are currently well to avoid the development of excess weight. This includes strengthening our Tier 1 offer including healthy start scheme, encouraging physical activities, addressing a healthy food offer (including cooking skills) and addressing the wider social and economic environment in a way that is conducive for residents to afford and access healthy foods. This will be linked to food poverty actions.*
- **Support:** *working with those susceptible to excess weight problems due to their exposure to risk factors including obesogenic environment, poverty, co-morbidity and disability etc. and those that are currently experiencing low levels of confidence in engaging in physical activities, cooking and budgeting.*
- **Treat:** *improving pathways for interventions both designed to directly address obesity; and improving the diagnosis and support for those with Type 2 Diabetes, the long-term condition for which excess weight is the most important modifiable risk factor.*
- **Curtail:** *addressing the physical obesogenic environment and minimising harmful influences on the population. For instance, using licensing and advertising policy to reduce sale and promotion of food and drinks high in sugar, salt and fat; continuing*

work to shape the borough to encourage physical activity and active transport; engaging with housing and planning initiatives.

Key Achievements in 2019-20

- HENRY continues to deliver an integrated offer for the early years (0-5), including A successful multi-agency Healthy Weight summit on 27 February 2020 to develop a shared vision and actions to tackle more upstream drivers of obesity and inform the new Healthy Weight Strategy 2020-25.
- Links made to local National Diabetes Prevention Programme (NDPP) and representatives agreed to attend Task & Finish Group and local NDPP subgroup.
- Joint diabetes prevention week with the CCG and the Council.
- Healthy Early Years London (HEYL) programme is a Mayor of London awards scheme recognising early years setting achievements in child health, wellbeing and education. The local HEYL programme is moving from strength to strength and currently 39 settings are registered, 28 settings achieved First Steps awards and 7 setting achieved Bronze awards.
- Support for a national campaign to encourage children to eat more vegetables: Veg Power Campaign with twenty local schools have registered.
- School food audit: 18 schools were audited against the school food standards.

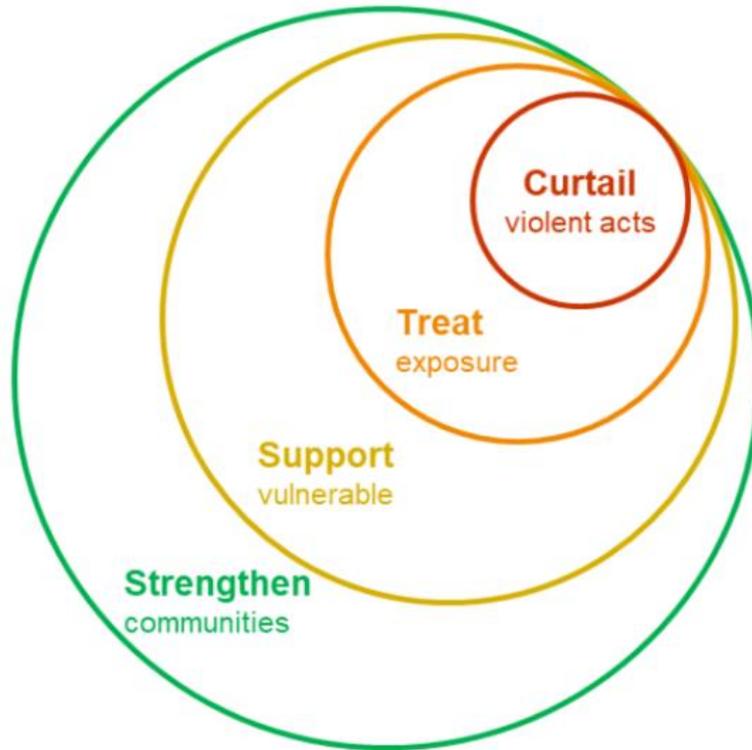
Other Board cross-cutting priorities

Violence and Exploitation – *sits with all four Boards*

Violence and Exploitation will report to all four boards and is embedded within the work we currently deliver. Waltham Forest Council's public health approach to tackling violence includes working closely with all of our partners and building a violence reduction partnership. The four strands of curtail, treat, support and strengthen ensure that we view this as a joint approach

- **Curtail** *violent acts at source, pursuing perpetrators and enforcing action*
- **Treat** *those who have been exposed to violence to control the spread*
- **Support** *those susceptible to violence due to their exposure to risk factors*
- **Strengthen** *community resilience through a universal approach*

Each domain has a working group made up of key partners, including Council and Police officers, health and education services, and community groups. Each domain group meet once a term to develop innovative and strategic approaches to reduce violence, and to update on progress. Young people are well represented on each of the domain groups, but to ensure their voice is fully embedded, a separate Young People's Group meets to test emerging actions, offer challenge and/or endorsement.



Some Overarching Aims

- *Build resilience in primary school children and support transition to secondary through universal and targeted interventions;*
- *Consistent safety and well-being curriculum and trauma-informed practice across Waltham Forest schools and colleges for students, staff and parents;*
- *Every partner organisation to embed trauma-informed practice in Waltham Forest;*
- *Enhance safeguarding pathway for children involved in criminal exploitation*

Key Achievements

- More joint operations with the police: work in St James led to a 38% drop in crime;
- 48 community mentors trained to support young people at risk of exploitation and violence;
- Launch of 'Safe and Together' model to support domestic abuse survivors;
- Recruited residents to act as 'Ask Me' ambassadors to respond to gang concerns;
- Almost 20% fall in persistent absence; meaning 573 more pupils in school;
- Almost 2,000 primary school children on Life Skills programme, showing best progression results seen in the UK;
- Launched Anti- Social Behaviour Strategy;
- New gang-exit programme, community support for people as they leave prison

To see the full annual report for 2019 click [here](#)

Cuckooing – sits with Safeguarding Adults Board

The term “cuckooing” refers to the process by which a person exploits a resident’s vulnerability and/or threatens violence, to use their premises for criminal acts, often drug dealing and/or sexual exploitation. The overarching aims of the groups are: To review current process of referrals and ensure pathways are fit for purpose.

- *To review current process of referrals and ensure pathways are fit for purpose.*
- *To raise awareness across practitioners and the public of what cuckooing is and who may be affected.*
- *Ensure that we have transparent systems to address and act on cuckooing.*

Key Achievements

Tools were developed to ensure all agencies were giving a consistent message about Cuckooing and a Safeguarding and Multi-Agency approach was embedded within Cuckooing, as detailed below:

- **Bitesize video guide produced and shared with partnership:** it explores a case of good practice and partnership working.
- **Training slides for professionals:** focused on how to spot the signs, who is vulnerable and what action to take if you have concerns. Partnership group members committed to using the slides at team meetings to raise awareness.
- **Poster for multi-agency partners:** including the police, social care, housing services and health services and supported by the residents’ forum.
- **Awareness raising for the community and professionals:**
 - Police: ran training sessions for staff, focused on safeguarding victims and community police officers sent posters to pharmacies, churches and community groups; the Metropolitan Police Service (MPS) worked with the North East Foundation Trust to deliver joint awareness sessions within team meetings.
 - Housing: information included in resident’s news, tweeted by the lead member for housing and have a small budget for emergency temporary accommodation;
 - Anti-Social Behaviour Team: member attended the resident’s forum and the team has delivered and hosted awareness raising sessions
 - Every sub-group member went to team meetings with the slides and poster;
 - Posters displayed across the borough e.g. sheltered housing schemes
 - A spotlight on cuckooing was sent out to over 1000 partners.

Overall this year has seen a major change in culture especially with the police, housing and anti-social behaviour team adopting a greater safeguarding approach, whereby the victim is seen as vulnerable and safeguarded – and this has been reflected in a rise in closure orders rather than house moves. Raising awareness within the community will lead to more vulnerable people being identified and supported. This is underpinned by a clear multi-agency system that holds cases in one place, promoting faster, more effective support for people experiencing cuckooing.

Adolescents Safeguarding & Resilience – sits with Waltham Forest Safeguarding Children's Board

This priority group has focused on improving safeguarding of adolescents through collective response, early intervention and responding to identified service gaps.

Key Achievements

- **Improved the collective response to adolescent safeguarding**
 - Addressed local processes for the relocation of young people and families in and out of Waltham Forest and identified how to avoid the delays in trying to support families who agree to relocation
 - Redesigned the Youth Offending Service (YOS) and Behaviour and Children Missing Education (BACME) services to develop a Youth and Family Resilience service, bringing together two key aspects of adolescent risk (offending and missing education)
 - Launched a new Harmful Sexual Behaviour strategic summary and action plan.
 - Improved risk assessment and placement allocation via the Fair Action Panel (FAP)

- **Children and young people receive earlier intervention, building their resilience and preventing them being exploited**
 - Implemented the Lifeskills early intervention and prevention programme in Waltham Forest Schools (75 teachers trained; 1845 children taught)
 - Delivered *We Can Talk* training to Barts staff at Whipps Cross Hospital and others across the partnership, focused on supporting young people's emotional health
 - Specialist workers and programs put in place to respond to emerging behaviours in young people aged 11–25 years (Adolescent at Risk workers, 11 - 14 years; Family Partnership Team, 14–17 years; CGL gang-exit programme, 18–25) in prison and the community
 - Delivered the Community Mentoring Programme to young people with moderate levels of relational difficulties (84 community mentors, 40 local residents volunteers; 184 young people and their families supported through gang exit and 115 professionals trained to recognise vulnerable young women caught up in gangs and county lines)

- **Addressed gaps in services**
 - In August 2018 WFSCB provided challenge around existing Child & Adolescents Mental Health Services (CAMHS). By 2020 there was significant progress including the development of a level of Early Intervention (Tier 2)
 - Several cases were audited for young people transitioning into adult services.
 - Vulnerable adults safeguarding policies reviewed
 - Developed the scope and plan for an 'appreciative inquiry' into transitional safeguarding

- **Front-line practitioners identify and understand risks that they may other be unaware of and make informed assessments and decisions for the young people they are working with**
 - Piloted in summer 2019, the ‘Single View of Risk for Adolescents’ is a new approach consolidating service data. It aims to provide a live, interactive, child-level ‘single view’ of a range of important risks for young people and support development of a strategic perspective across the adolescent risk cohorts, to in turn, inform commissioning and delivery of interventions.
 - A cross-agency network of Safeguarding Adolescents Leads has been further developed to identify differences to practice and emerging challenges
- **Violence Against Women & Girls (VAWG) is viewed in the context of the overall wellbeing of all young people. Including boys, and not just a safety issue**
 - The VAWG Whole School Approach project resulted in significant improvement in staff and pupil knowledge of VAWG-related issues. All schools that participated now have robust policies and procedures in place to effectively manage and prevent VAWG and incidences.

3.3 Board Sub Committee work

Better Care Together Programme

Improved Better Care Fund (iBCF)

The Improved Better Care Fund is an addition to the BCF that has been used to drive innovation and new ways of working across the borough as well as supporting the continuity of critical services. The fund which was just over £8.1m in 2019/20 has been supporting the integrated delivery of prevention, early intervention and wellbeing services such a social prescribing through the managed network of care, delivering digital solutions such as the KOOTH platform to support young people with mental health needs, and supporting the borough’s dementia hub. This is in addition to ensuring that core services remain at sufficient capacity to meet the needs of the borough.

Disabled Facilities Grant (DFG)

The disabled facilities grant has continued to be used to undertake home adaptations and modifications that keep people safe and independent in their own homes for as long as possible. In 2019/20 work began on assessing the long-term options for how this work would be managed going forward in order to ensure the maximum and most efficient use of the grant in future years. The current arrangements are available to the Council until Mach 2022, and a decision will be made in due course regarding the ongoing management and administration of the grant funding. In addition, the Council took the innovative step in 2019 to support a warmer homes initiative using the DFG alongside matched funding from the National Grid in order to equip over 150 homes with heat and cost-efficient heating systems and to support some properties with insulating cladding.

Integrated Health and Social Care Strategy

The integrated care strategy is at the heart of the better care programme. The strategy evolved during 2019/20 to the point where we have a clear focus around three strategic aims:

- *Home First*
- *Care Closer to Home*
- *Promoting Wellbeing*

Within these three programmes a wide range of transformative work streams are underway that include new multi-disciplinary team approaches for residents with the most complex needs, ensuring continuity for the new approach to integrated discharge from acute hospital settings, enhancing support to care homes, and ensuring that the best and most seamless network of prevention, early intervention and wellbeing services are universally available across the borough. The ICS programme is also closely tied to the redevelopment of the Whipps Cross hospital site, and work is now underway to weave in the priorities for children and young people, learning disabilities and mental health into, and alongside, the three core strategic aims.

Children's Health and Wellbeing Sub Committee (CHWBSC)

The CHWBSC takes responsibility for issues that specifically affect babies, children and young people up to the age of 18 on behalf of the Board, with any issues that need the authority of the Board escalated for action.

Key issues focused on by the Sub Committee during 2019-20 include:

- *CHWSC Development work and Future Role*
- *Child and Adolescent Mental Health Services (CAMHS), long-term plan and increased investment*
- *Special Educational Needs and Disabilities (SEND) improvement work*
- *Asthma Care in Schools*
- *Children's Urgent Care*
- *Big Youth Conversation: report results*
- *Mental Health Charter for Young People*
- *Integration of Children's Services*
- *Violence Reduction Partnership*
- *Sexual Health Strategy and Services*
- *Maternity & Early Years and Healthy Schools (task and finish groups)*

2019-20: CHWBSC's future role in service integration

In light of the broader moves toward service integration across the health and wellbeing sector, the CHWBSC requested that the Health and Wellbeing Board consider its future role in children's services commissioning going forward. At the September 2019 Board two papers were presented, one reflecting on the CHWBSC's impact since its inception in 2015 and a second exploring the proposed changes for a

new 'Integrated Children's Commissioning' set up, including a new joint CCG and local authority team. The Health & Wellbeing Board agreed that the CHWBSC should become a Children's Transformation Board, mirroring what is happening in other London boroughs.

Since that time, and before the interruption of COVID-19, a survey was taken of CHWBSC members focusing on their experiences to-date and asking for opinions about the group's past and future purpose and work. The findings were presented to the February 2020 CHWBSC meeting with in-depth discussions facilitated to explore how the group proposed to structure its commissioning and information role in ways that would make a real difference to young people's lives. Survey findings revealed that members wanted the CHWBSC to lead on priority setting and action; have governance over the broader children's system; have greater input into commissioning proposals at a formative stage; address blockages; and be an information sharing forum about children and families' health and wellbeing issues.

Going forward, members wanted to prioritise long-term conditions, urgent care and mental health going forward. In terms of governance the CHWSC was keen to review its membership, including adding representatives for SEND and Looked After Children and to ensure that young people's views and experiences are given more prominence. 2020-21 will see the transition of the CHWBSC into a Children's Transformation Board, placing it front and central in advocating for services and approaches that best serve the children and young people of the borough.

4 Learning and improving practice

4.1 Multi-agency audits

As part of the Strategic Partnerships' work regular multi-agency audits take place to review practice and seek improvements based on real cases. There were no health and wellbeing specific audits this year, although there are likely to be in 2020-21.

4.2 Safe & Well Month – June 2019

Safe & Well Month is a month of awareness-raising for all four statutory Boards and their priorities. There was a health and wellbeing session led by the borough service provider, Change, Grow, Live (CGL) that addressed how to support children and adults with substance misuse issues.

4.3 Bitesize video guides

Our bitesize guides are short films that allow us to share key messages from reviews and multi-agency audits with a wide range of professionals. You can access our bitesize guides on alcohol and mental wellbeing as well as a virtual induction to the work of the borough's four strategic boards. Click [here](#) or on the image to view the bitesize guides on our Learning & Improving Practice webpage.



4.4 Spotlight e-bulletins

In 2019-20 we distributed e-bulletins (called 'Spotlights') to over 1000 practitioners in the borough containing key messages from the four strategic boards, learning from reviews and audits as well as training event details. The e-bulletins seek to raise the profile of the boards and disseminate our key messages. Key topics in 2019-20 were better mental health for all, cuckooing, diabetes, escalation and pressure care.

4.5 Cross-cutting Resources

As a partnership, audits and reviews have allowed us to reflect and learn lessons. In 2019-20 'professional curiosity' emerged as a key theme and an interactive resource pack was created and shared across agencies, demonstrated at Board meetings and colleagues were encouraged to talk about it at team meetings.

Resource pack for sharing learning and improving practice

PROFESSIONAL CURIOSITY

As a partnership we have learnt lots of lessons from audits and reviews and now we want to focus on sharing that learning. Over the next 12 months we will be looking at four key topics that we want to embed into practice: **Professional curiosity, think family, multi-agency working and escalation.**

Strategic Partnership Boards
SAFETY SAFEGUARDING WELLBEING

This resource pack aims to raise awareness about the topics we want to embed into practice.

The expectation is that you will share this resource pack widely and use it:

- in team meetings
- as part of group/individual supervision
- for own development

You can look at it as a whole or dip in or out of it at your convenience. Use the icons below to navigate through

Navigation bar - dip in/out:

What is professional curiosity? Top tips Watch/listen to films WF resources Scenarios: act out or discuss Action for you

Strategic Partnership Boards
SAFETY SAFEGUARDING WELLBEING

5 What next for the Health and Wellbeing Board?

2020-2021: Challenges and opportunities

Going into 2020-21, the Board will face a number of key challenges, particularly as the integration agenda ramps up. However, the arrival of COVID-19 has transformed the health and care landscape, with system and staff working hard, and in necessary tandem with national government, agency partners, the voluntary sector and an active community, to prioritise a range of responses that support residents to remain virus-free and/or receive the medical treatment that they may need.

The full impact of COVID-19 on the health and wellbeing of people living, working and accessing services in Waltham Forest remains unclear. It seems likely that for at least the first half of 2020, the skills, experience and energies of the borough's health and wellbeing systems will be primarily caught up in the work of infection prevention and providing hospital treatment for those who need it, while the vulnerable are shielded at home and the general population socially isolate, as together we seek to reduce the number of infections and deaths and increase survival rates.

When the Board returns to work, it will need to agree a revised set of indicators to support and monitor its work throughout 2020-21 and ensure that its key priority areas reflect the impact of COVID-19 and the pre-existing health inequalities it has highlighted, in their work going forward.

In terms of our priorities, as recommended, Board meetings in 2019-20 have spent more time supporting and offering constructive challenge to the work of its three-priority task and finish groups (Better Mental Wellbeing for All; Healthy Living for All – Healthy Weight; and Alcohol and Drugs). Building on last year's success, here are their focuses for 2020-21:

Alcohol & Drugs

- *Develop a combined recovery and support pathway for families/individuals with both domestic violence and substance misuse between Solace and CGL*
- *Conduct an audit to assess the effectiveness of dual diagnosis work so far*
- *Review of prescription medication dependence in the borough*
- *Identify 'champions' and deliver training at supported living providers*
- *Review options for alcohol-only satellite clinics with Council Estates and with CCG*
- *Liaison with partners to increase access to employment/education*
- *Schools' PHSE curricula reviewed for substance misuse content*
- *Increase understanding of the needs of people with learning disabilities and/or autism; the homeless population; mothers with complex needs; and people who have been involved in anti-social behaviour to inform practice and commissioning*

Healthy Living for All (Healthy Weight)

- *Participate in the delivery and evaluation of a pan-London pilot of School Super-zones and support the roll-out of the programme*

Healthy Living for All (Healthy Weight) [continued...]

- Increase food growing opportunities in schools
- Increase access to free drinking water
- Reduce access to unhealthy food outlets through promotion of the Healthier Catering Commitment to all fast food outlet
- Skill up professionals e.g. health visitors, midwives, and staff in early years settings, GPs and teaching staff to be confident about engaging residents around healthy weight
- Facilitate increased levels of active travel through continued delivery of the Healthy Streets approach through Enjoy Waltham Forest and Liveable Neighbourhoods schemes
- Reduce exposure to unhealthy food advertising/ sponsorship through development of a new council policy on advertising/sponsorship and promote Sugar-smart campaign
- Support schools with poor practices to meet school food standards.

Better Mental Health for All (cross-Board priority)

- All partners to sign Time to Change employers pledge and implement action plan
- 5 Ways to Wellbeing: materials with partners, case studies and media work
- Mayor of London's Healthy Workplace Award: more local employers to take part
- Continued promotion of Kooth online service for children and young people
- Continued roll out of Mental Health Awareness training to frontline staff
- Reinvigorate the Reading Well (Books on prescription) offer in borough libraries
- Map the existing physical activity programmes in the borough specifically available for people with mental health problems and provide summary information
- Develop a local protocol for responding to a suicide threat

Violence and Exploitation:

The aims for the Violence Reduction Partnership across 2020-21 are below:

Curtail	Treat	Support	Strengthen
<p>violent acts at source, pursuing perpetrators & enforcing action</p>	<p>those who have been exposed to violence to control the spread</p>	<p>those susceptible to violence due to their exposure to risk factors</p>	<p>community resilience through a universal approach</p>
<p>Increased use of gang injunctions & other enforcement powers: Targeting injunctions at individuals to prevent their operation.</p>	<p>Expanding Functional Family Therapy for young offenders and their families.</p>	<p>Consultation and finalisation of the Alternative Provision Strategy, including the transformation of Hawkswood provision.</p>	<p>Expanding LifeSkills programme into local secondary schools, training 30 teachers across the borough.</p>
<p>Programme to build confidence between Police & YP: restorative work that seeks to increase effectiveness of stop & search in WF.</p>	<p>Providing trauma training to local VCS organisations that work with young people, to better treat those experiencing violence.</p>	<p>Opportunity Bank launching next year to provide work experience opportunities within the council and through our business networks.</p>	<p>Fear of violence is increasing, so we are undertaking research into residents perceptions of crime and violence, so we can better address concerns.</p>
<p>Tackling organised crime: Partner with NE London Serious Crime Directorate, to do more to tackle the local leaders of organised crime.</p>	<p>Building a Youth & Family Resilience Service to provide innovative and localised treatment to those experiencing or at risk of violence.</p>	<p>Expanding community mentoring – currently oversubscribed – providing targeted mentoring to those at risk of exclusion.</p>	<p>Partnership with ELBA to provide capacity and capability support to local VCS working with young people.</p>

Next steps to for children and young people’s health and wellbeing

The dedicated Children’s Health and Wellbeing Sub Committee will continue its work overseeing the Maternity & Early Years & Healthy Schools Task & Finish Groups. At the September 2019 Board it was agreed that the group would now take on oversight for all system-wide transformation, in terms of culture and practice, and its membership and terms of reference will be refreshed.

As the health and wellbeing landscape continues to change, the Health and Wellbeing Board has been in dialogue to ensure it serves new and emerging structures, especially integrated commissioning. Allowing for ongoing changes due to COVID-19, a draft Forward Plan for 2020-21 is attached as an appendix to this report.



Appendix 1: Attendance at the Health and Wellbeing Board 2019-20

 Member attended	 Deputy attended	 Agency/individual not represented
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Partner Agency/Member	Q1	Q2	Q3	Q4	%
LBWF, Councillor 1 (Chair)					100
LBWF, Councillor 2 (Adult Services)					0
LBWF, Councillor 3 (Children & Young People)					50
LBWF, Councillor 4					50
LBWF, Deputy Chief Executive / Strategic Director, Families					75
LBWF, Director, Public Health					100
LBWF, Director, Regeneration & Growth					75
LBWF, Housing representative					75
LBWF, Adult Social Care representative					50
LBWF/WFCCG Corporate Director, Integrated Commissioning					75
WFCCG, Representative 1 (Chair)					25
WFCCG, Representative 2 (Clinical Lead)					25
NELFT					75
Bart's Health NHS Trust					100
Healthwatch, Manager					75

Appendix 2: Health and Wellbeing Board Scorecard 2019-20

Outcome	Indicator	Measurement	
Outcome 1: Best Start in Life	Breastfeeding Rates	Proportion of infants recorded as being totally breastfed (receiving exclusively breast milk) at 6-8 weeks	
	Immunisation	Uptake of second MMR vaccination	
	Childhood Healthy Weight		Proportion of children overweight or obese, in Reception Year (4 - 5 years old)
			Proportion of children overweight or obese, in Year 6 (10 - 11 years old)
	Readiness for school		Reached a good level of development at age 5, all children
			Reached a good level of development at age 5, children with Free School Meal Status
	Mental health	% of referrals to CAMHS that are made by schools	
	Special Educational Needs (SEND)	Number/% of completed SEND education health and care (EHC) plans within the 20-week timeline (with and without exception)	

Outcome	Indicator	Measurement
Outcome 2: Healthy, longer, happy lives	Mental health	People with first episode of psychosis starting treatment with a NICE-recommended package of care treated within 2 weeks of referral
	Housing & Homelessness	Number of households in temporary accommodation
		Total gross number of housing completions in financial year by market price and affordable homes
	Unhealthy Lifestyles	Total Quit (at 4 weeks, self-reported) <i>per 100,000 estimated smoking population (aged 18+)</i> .
		Proportion of opiate clients that successfully complete treatment i.e. they do not then re present
		Proportion of alcohol clients that successfully complete treatment i.e. they do not re present
	Long-term conditions	People with diabetes diagnosed less than a year who attend a structured education course
		Cancers diagnosed at early stage
	Sexual health & relationships	Chlamydia detection rate (15-24-year olds)
		Number of reports of domestic violence to police
	Outcome 3: Thriving maturity and protected community	Acute care / hospital admissions
Total unplanned readmissions within 28 days of discharge		
Primary Care		Estimated diagnosis rate for people with dementia age 65+
		Flu vaccine uptake (Age 65+)
Adult social care contributions		Reduced emergency admissions and A&E department attendances for identified residential and nursing homes
		Number of people at home 91 days post reablement
Residents' and patient experience		Increase in number of patients on palliative care register
		Friends and Family Test within acute providers