

Waltham Forest Health & Wellbeing Board Annual Report 2020 - 2021



Strategic Partnership Boards
SAFETY SAFEGUARDING WELLBEING



Waltham Forest
Health and
Wellbeing Board

Contents

- Message from Health & Wellbeing Board Chair 2
- Purpose of this report 2
- About Waltham Forest 3
- Public Health in Waltham Forest 3
- Governance 4
- Board priorities 5
- Overarching priority: Better Mental Health for All 5
- Overarching priority: Violence & Exploitation 7
 - Violence Against Women and Girls (VAWG) 7
 - What’s next for VAWG in 2021 /22? 8
 - Adolescents Safeguarding & Resilience 9
- Alcohol & Drugs 12
- Healthy Living for All 13
- Other Health & Wellbeing Board business 15
 - Children’s Health & Wellbeing 15
 - Integrated Health and Social Care systems 15
- The impact of the pandemic on agencies 16
- Learning & improving practice in Waltham Forest 18
 - Training 18
 - Cross-cutting resources 18
- The One Panel: statutory and local reviews 19
- What’s next for 2021 /22? 20
- Appendix 1: Attendance at Health & Wellbeing Board 21
- Appendix 2: Resource & Funding 21



Message from Health & Wellbeing Board Chair

Councillor Naheed Asghar, Lead Member for Health & Wellbeing



2020 - 2021 was a year like no other as the COVID-19 virus changed life as we knew it. We saw during this crisis, the incredible response from our community who supported each other. It's also clear how instrumental our health teams have been to tackle the spread and impact of COVID-19, working with colleagues across the local partnership and beyond, to co-produce a truly remarkable response. The experience of this pandemic and its impact, particularly on the most vulnerable in society, will long be with us.

The long-standing problems of health inequalities have become even more clear during the pandemic and its repercussions will exacerbate these at a time when resources are limited and unclear. We are working to learn lessons from this pandemic and apply them, so we can ensure we know how to respond to future challenges.

George Floyd's tragic murder in May 2020 understandably triggered worldwide outcry and led to us re-examining practice and process across the boards to better understand local issues relating to racial disparity and health inequalities and what we need to do about it. You will see that this is now a golden thread in all that we do.

I know that our staff across the partnership have been working tirelessly throughout the pandemic and continue to do so as this report is published. I would like to express my sincere thanks and gratitude to you all whether you are a member of the community in Waltham Forest or one of the many professionals who has played a part in keeping our children, adults, and families healthy and well. Moving in to 2022 – 2023, we now need to harness the collective resource of local organisations and communities so that all residents in Waltham Forest can have healthier, longer, and happier lives.

Purpose of this report

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 2020-21 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.



This annual report provides details of the work done in 2020 - 21 by the Board, its sub committees, and its priority task and finish groups. It illustrates how effective the Health and Wellbeing Board has been over the past year, outlines how its partners have contributed to the work of the Board on key health and wellbeing issues for Waltham Forest residents. 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. 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.

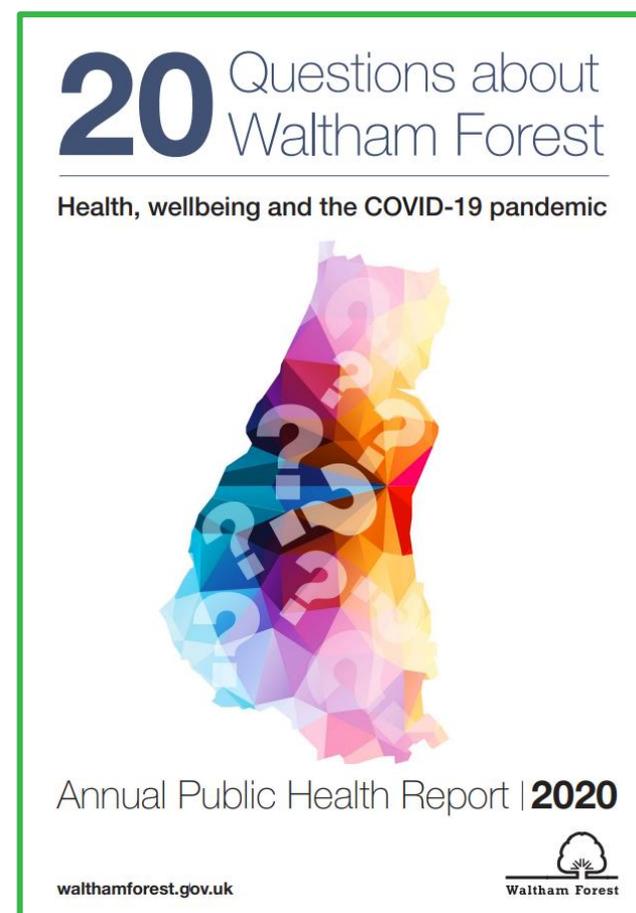
About Waltham Forest

	Home to an estimated 277,000 residents and 102,500 households
	Median age of residents is 35.2 years compared to the UK average of 40 years
	One of the most diverse areas in the country. 53% of residents are from a minority ethnic background;
	Top five countries of origin for residents born overseas are Romania (11,000), Hungary (6,000), Poland (6,000), Bulgaria (5,000) and Lithuania (5,000)
	Top five languages spoken locally other than English are Urdu, Polish, Romanian, Turkish and Lithuanian
	94.2% of enterprises in Waltham Forest are micro businesses that employ fewer than 10 people
	As of March 2020, more than 156,000 working age residents in Waltham Forest 73.6% were in employment.
	The median annual earnings for full-time working residents is £35,000 . The average house price in the borough as of December 2019 was £450,000 , an increase of 83% since 2013.
	Waltham Forest is currently ranked the 82nd most deprived borough nationally (An improvement from 35th in 2015 and 15th in 2010)
	Life expectancy in Waltham Forest reflects the England average – 79.4 years for men and 83.8 years for women.

Data from [London Borough of Waltham Forest statistics about the borough](#) is from a range of sources

Public Health in Waltham Forest

The Public Health annual report for 2020 explores the link between what residents experience in their daily lives, and how their health develops. It examines how the way we live; work, travel and play affect our wellbeing. Answering a series of 20 questions, the broad nature of this report is intended to map the state of public health in the local community and raise key issues.



Governance

Health and Wellbeing Board, SafetyNet, Safeguarding Adults Board and Safeguarding Children's Board and are all made up of representatives from a range of statutory and voluntary services across the partnership that report to the Strategic Partnership Executive (SPE). This is a mature, decision-making forum that comprises senior leaders from the local authority, police and health who all have responsibility for oversight and governance within the strategic partnership.

In Waltham Forest the approach to strategic partnerships works via the joined-up Families at the Heart of Our Place framework that allows the four strategic boards to work more effectively and efficiently. The coordination of this is delivered by the Strategic Partnerships Team who provide policy support and strategic planning to all the boards and identify opportunities to undertake cross-cutting work across boards to reduce duplication, increase efficiency and improve outcomes for residents.



Overall, the Health & Wellbeing met virtually four times in 2020-21. ([See attendance listed in appendix 1](#)). As per previous years, the boards' focuses, and agendas were planned by the Business Management Group that met six weeks ahead of each board. The relevant Health & Wellbeing subgroups continued to manage the relevant action plans and progress on these is reported accordingly in this report.



In 2020/21 the four Strategic Partnership Unit received a total funding of £258,887 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. ([See appendix 2 for resources and funding](#)).

Board priorities

In Waltham Forest, priorities are formally reviewed every two years. This year's report is the second of that two-year cycle. The last review took place in 2019 when a needs assessment was carried out. Agreed priorities are based on areas identified as requiring additional partnership focus and attention and partners have opportunities throughout the year to identify and raise emerging issues as they arise and can be addressed accordingly.

The priorities agreed by the partnership in 2019 comprise two overarching priorities (Better Mental Health for All and Violence & Exploitation) spanning all four boards and also priority areas that each board specifically leads on.

George Floyd's murder in May 2020 triggered a worldwide outcry and facilitated further discourse within the Strategic Partnership around structural racism. All work in progress at that time across the strategic boards underwent a review through the lens of race disparity to identify the areas that required different or additional actions to identify health inequalities and to narrow the gap between the outcomes for different groups of residents. This shaped the focus of the renewed priorities for 2021 - 2023 that were agreed towards the end of the year as detailed later in the report and will steer the partnership to taking action to enact meaningful change.



Overarching priority: Better Mental Health for All

Led by Health & Wellbeing Board

COVID has undeniably had an impact on mental wellbeing, particularly for children and young people, the full extent of which is yet to be seen.

Mental wellbeing has been a priority since 2017 however the focus shifted to whole population mental health for 2019-21, an approach that aligns with the mental wellbeing strategy.

What difference has the overarching priority Better Mental Health for All made to children and young people in Waltham Forest?



REDUCED FEELINGS OF LONELINESS

- Existing support groups adapted to virtual set-up in order to maintain provision.
- Volunteers were recruited to conduct check-in calls for those residents that were shielding or self-isolating.

ENABLED FRONT LINE STAFF TO RECOGNISE AND INTERVENE IN MENTAL HEALTH NEEDS ASSOCIATED WITH EXPERIENCES OF THE PANDEMIC

- Primary Care Team staff have successfully delivered 'Developing a Mentally Healthy School' to teachers. New Primary Care Teams will be holding one to ones and groups in GP practices and schools. They are also developing peer workers, social media communications and webinars.
- Utilised Public Health England's Psychological First Aid Training
- Implemented the DfE Wellbeing for Education Return programme to ensure a consistent approach for effective wellbeing support for young people returning to school.

BROADER ACCESS TO SUPPORT TO PREVENT DETERIORATION OF MENTAL HEALTH

- Mental Health in Schools Teams (MHSTs) – this is a new service designed to support mental health in schools and colleges. The teams largely comprise Education Mental Health Practitioners, supervised by senior clinicians and higher-level therapists.
- 40 schools signed up to the Young People's Mental Health Charter – co-produced with young people and a range of partners. Schools that sign up to the charter commit to providing safe spaces for pupils, a peer listening or buddy scheme, lessons, assemblies, and activities on mental health throughout the year and offer engagement with mental health professionals

- We expanded our promotion of virtual mental health and wellbeing services including Good Thinking and Kooth
- 'Mind Moose' platform trialled in some Waltham Forest primary schools. Children using the programme in other areas have said they enjoyed it and that it has helped them to understand and talk about issues worrying them.
- Mental Health support services and groups such as Kooth and Talking Therapies promoted through volunteers as well as hampers going out to vulnerable residents
- Our 5 Ways to Wellbeing campaign was promoted widely and adapted to incorporate a residents' wellbeing during the pandemic. Additional settings were identified to extend the campaign into, primarily care homes across the borough

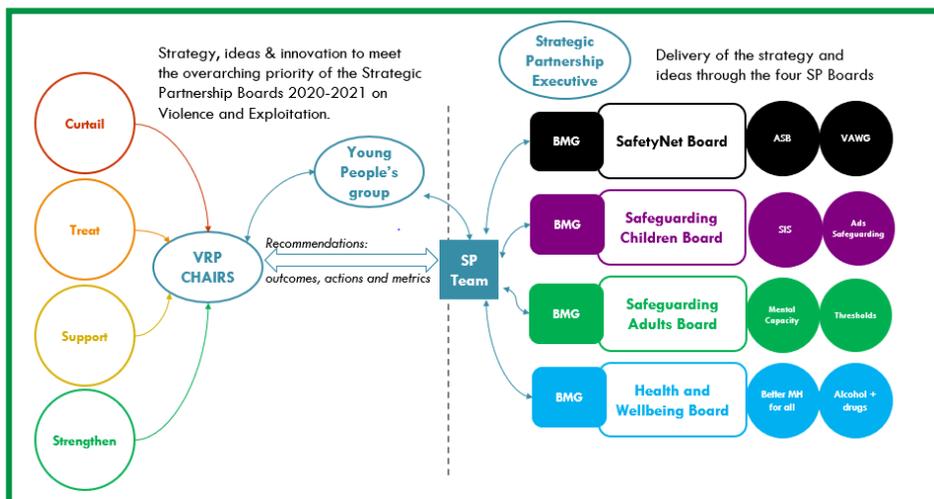


What's next for Better Mental Health for All in 2021/22?

- ❖ Refresh of Mental Wellbeing Strategy
- ❖ Specific projects for individuals and families who are minoritised
- ❖ Re-focus campaigning for mental wellbeing
- ❖ Gather data to fully understand and address racial disparity
- ❖ Mind Moose to be rolled out to all schools and academies
- ❖ Roll out Youth Mental Health Ambassador Programme

Overarching priority: Violence & Exploitation

Violence and Exploitation continued to be an overarching priority for all four boards, comprising Violence Against Women & Girls (VAWG) and Adolescents Safeguarding & Resilience. This forms part of the work currently delivered via our Violence Reduction Partnership (VRP) which takes a public health approach to tackling violence. The image below illustrates the WFSCB's connection with VRP which develops ideas that are then actioned by the Strategic Partnership boards.



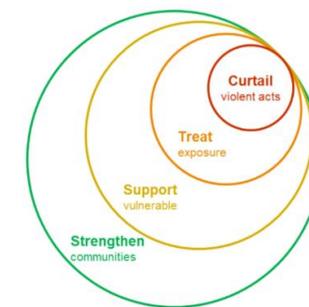
Our Violence Reduction Partnership has a single ambition:
To reduce violence in Waltham Forest so that our residents feel safer

To deliver this we aim to:

- Tackle violence
- Improve public perceptions of violence
- End racial disparity
- Visibly demonstrate our leadership

There are four strands to our approach:

- **CURTAIN** 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 factor
- **STRENGTHEN** community resilience through a universal approach



VIOLENCE AGAINST WOMEN AND GIRLS (VAWG)

Led by SafetyNet

COVID and lockdown restrictions exacerbated circumstances for those experiencing abuse. With face to face services stopping across agencies and using evidence from other countries who were ahead of the curve, a number of new initiatives were swiftly put in place in Waltham Forest to mitigate the heightened risks that many survivors would face.

What difference did the VAWG priority make to Waltham Forest residents?

SURVIVORS WERE SUPPORTED AND KEPT SAFE

- New Domestic Abuse Drop In Service provided a safe, non-judgemental space five days per week for survivors to access face to face advice, signposting, and safety-planning.



- Continued strengthening of practice through Safe & Together Framework
- Piloted a support service via Solace Women's Aid for survivors assessed as lower risk

- The Community Safety Team worked closely with Multi-Agency Safeguarding Hub (MASH) colleagues to implement an additional layer of support for those survivors who were coming to the attention of services through police call outs to homes where there were children. Where there was no further action by MASH, each of those survivors was safely contacted to double check their needs and if any further domestic abuse support required.

SNAPSHOT: VAWG support and services in numbers

Approx. 1055 survivors supported by Solace Women's Aid	Approx. 100 survivors supported by Domestic Abuse Drop In Service
38 women living in specialist domestic abuse accommodation 32 children	235 survivors (assessed as lower risk) reached out to for safety planning and signposting
279 domestic abuse case consultations	4348 domestic abuse incidences recorded by police
250 VAWG services posters distributed in the community	

- A key aspect of ensuring survivors could access support was to get the word out. Flyers were put together and were translated into the most common languages in the borough. These were distributed widely, put up in person, circulated via social media and also included in food hampers that went out individuals / families in need.
- Targeting of VAWG and street “harassment” hotspots by uniformed officers for high visibility patrols, led by Safer Neighbourhoods and supported by Response under the “Adopt a Ward” project.
- Support service for families affected by Child to Parent Violence
- Started the process with multi-agency partners for domestic abuse accreditation for Housing services in Waltham Forest

DOMESTIC ABUSE HOUSING ALLIANCE ACCREDITATION (DAHA)

This involves an in-depth review of case management processes, policies, and procedures to ensure responses to domestic abuse represents best practice. Online training sessions have been delivered to all staff across Housing Services, as well as to repairs and maintenance contractors. Gaining DAHA accreditation is one of the top priorities for Housing in the coming year. As a social landlord we are uniquely placed to identify cases and intervene to ensure the safety and wellbeing of survivors.

WHAT'S NEXT FOR VAWG IN 2021/22?

We know that as COVID infection rates start to flatten VAWG will continue, and we will see an increase in demand for VAWG services. Specifically, we anticipate increased severity of economic abuse and the need for recovery support to enable women to enter the world of work and provide for their families as they recover from both the pandemic and violence.

- ❖ Refresh of VAWG Strategy
- ❖ DAHA Accreditation
- ❖ Gather data to fully understand and address racial disparity: For Black and minoritised women, racialised discrimination and the disproportionate impact of structural inequalities will also be exacerbated.
- ❖ Obtain further investment to develop projects that focus on perpetrators (accountability / disruption / behaviour change), challenging attitudes and behaviours that underpin VAWG and building community capacity to respond and so survivors can thrive
- ❖ More emphasis on recovery, wellbeing and independence for survivors and their families

ADOLESCENTS SAFEGUARDING & RESILIENCE

Led by Waltham Forest Safeguarding Children Board (WFSCB)

In Waltham Forest the Strategic Partnership has been working together on this challenging agenda for over six years and while progress has been made, we know there is more to do. We recognise both the complexity of safeguarding adolescents and the need to have a dynamic strategic and operational response that is live to the changing landscape and can reflect, review, and change as required.

The Adolescents Safeguarding & Resilience Strategic Group oversees and steers the programmes of work that includes responding to issues of child criminal exploitation, child sexual exploitation, children missing, those involved in the criminal justice system and harmful sexual behaviour.

The tragic murder of one of our children in 2019 led to significant learning for the partnership ([SCR Child C](#)) and has been instrumental in our subsequent innovation and drive to change. SCR Child C formed part of the [national review on child criminal exploitation](#) which when published we also used to inform our learning and improving practice in this area along with other reviews

What difference has the WFSCB's Adolescents Safeguarding priority made to children and young people in Waltham Forest?

BROKEN THE CYCLE



- Maximised reachable moments via:
 - New protocol for Urgent Response Coordination

URGENT RESPONSE PROTOCOL






RESPONSE: Ensuring that any urgent response to an incident is managed in a coordinated fashion – via Daily Risk management Meeting

CRITICAL CONTACT POINTS: Custody, hospital, return-home interviews – critical points in a young person’s life can provide an opportunity to effectively intervene to divert a child from behaviour that may pose a risk of future harm

RELATIONSHIP: Assessing needs and a holistic wrap-around support to be put in place; the reachable moment is crucial to delivering a service and engaging with vulnerable children and young people

INTELLIGENCE & ANALYTICAL PRODUCTS: providing time sensitive report, to aid risk assessments, safeguarding planning and decision making.

- Detached outreach youth work in hotspot locations / areas most affected by violence and exploitation. Streetbase patrols offered peer to peer support to vulnerable young people
- Implemented express safeguarding pathways from Emergency Department

The Violence Reduction Service in Whipps Cross Hospital went live on 1 March 2021. Mirroring best practice at the Royal London Hospital it is a partnership between BARTS, LBWF and St Giles Trust (SGT). SGT staff work alongside clinical staff in hospitals to support young people who have been admitted because of serious violence. In the first month of operation there were 15 referrals to SGT by clinicians.

- A new specialist Victims and Restorative Justice Officer ensured victims’ voices were heard

- New Reality Program offers advice and support to anyone aged 17 and over who is affected by violence, exploitation, or gang activity.

CHILDREN/YOUNG PEOPLE RECEIVE EARLIER INTERVENTION THAT BUILDS THEIR RESILIENCE AND PREVENTS THEM FROM BEING EXPLOITED

- LifeSkills Resilience Programme: 3500 primary school children have been given tools and guidance in building knowledge attitudes and critical thinking skills.
- Local residents trained as community mentors for those at risk of exclusion or gang activity
- Recruited local residents as 'Ask Us' ambassadors to address concerns around gangs, with coverage across the borough
- The new structure and new processes for Youth & Family Resilience Service provided a tighter grip on our prevention work, with a dedicated senior manager responsible for out of court disposals (OoCD) and At-Risk work.
- Launched a community led youth hub - The Outset Centre delivers a range of activity and services

THE OUTSET CENTRE

This Council owned asset was transferred to voluntary sector groups to deliver a range of support, service and programmes for young people including music, drama, coding, sexual health services, therapeutic support, homework support, mentoring opportunities, open mic nights, etc. The centre also acts as a base for targeted interventions and crisis response for the most vulnerable young people. The centre is managed by lead partner Project Zero and operated by 25 local young people who are employed through the Kick start scheme.



- Gangs Police Officer embedded in Youth Offending Service – intel checks, joint visits, tension monitoring
- Established a mobile youth engagement unit that undertook home visits for children as part of their order and or due to risk or safety concerns. The mobile unit also incorporated regular visits with our CAMHS clinician to provide outreach therapeutic support for children struggling emotionally.

IMPROVED THE COLLECTIVE RESPONSE TO ADOLESCENT SAFEGUARDING

- Daily (multi-agency) Risk Management Meetings (DRM) for information sharing, tasking, and safeguarding around identified high risk individuals
- Weekly meetings between Community Safety, Gangs, Police, ASB and Probation for tasking, information sharing and planning that also led to joint operations to safeguard and divert in 'problem' areas.
- Daily monitoring of social media identified risks and vulnerable young people

- Addressed as a partnership the racial disparity that affects our young people and sought ways to tackle this



RACIAL DISPARITY

As part of the follow up to a Streetbase survey of young people's experiences of policing, external funding was secured to deliver a programme of work, co-designed with young people, other community stakeholders, the Police, and the Council, to make improvements and to tackle racial disparity. The programme includes a public facing campaign and materials to raise young people's awareness of their rights and an advocacy service to support those who want to complain or report negative experiences of policing. It will also include training for local police officers facilitated and designed by young people, based on their experiences, appropriate use of stop and search, adolescent development theory, and the impact of racial disparity.

- Commissioned a comprehensive range of specialist support for young people at risk of exclusion and exploitation
- Launched fortnightly all age [Exploitation and Risk Panel](#) (ERP) – to plan, safeguard and support young people exposed to violence and exploitation

PARENTS EMPOWERED TO SUPPORT

- Commissioned a Parent Champions programme which is being delivered by Project Zero, Spark to Life and Break Tha Cycle. This is to provide parents with peer support in navigating criminal, child protection and education systems and provide them with the tools and support they need to be advocates for their children.
- Increased parental engagement for those children considered at risk of becoming involved in ASB, criminality or being exploited

ONLINE WORKSHOPS were delivered to **over 150 parents** on a range of issues including missing, gangs, substance misuse etc. These involved interpreters where required and utilised materials suitable for those participants with additional needs.

FRONT-LINE PRACTITIONERS IDENTIFY AND UNDERSTAND RISKS THAT THEY MAY OTHERWISE BE UNAWARE OF AND MAKE INFORMED ASSESSMENTS AND DECISIONS FOR THE YOUNG PEOPLE THEY ARE WORKING WITH

- The Practitioner Network has gone from strength to strength and feedback indicates that an increase in confidence and understanding about our contextualised safeguarding approach.
- [Safeguarding Adolescents Practice Guide](#) reviewed and refreshed by a group of multi-agency representatives. Re-launched and disseminated widely
- A suite of interactive resources developed and disseminated, including Safeguarding Adolescents Resource and an interactive case study.

What's next for Adolescents Safeguarding in 2021/22?

- ❖ The VRP is preparing for effective management of potential increases in violence as lockdown restrictions ease, particularly as the summer holidays approach.
- ❖ ERP is now well-established, and a peer review is being planned
- ❖ Use data and young people's feedback to further measure the take up of support offered through the Urgent Response Protocol and varying types of reachable moments
- ❖ Gather data to understand and address racial disparity
- ❖ Focus on transition
- ❖ Further develop outward facing work including Pan-London London collaborations

Alcohol & Drugs

Health & Wellbeing Board Priority

Alcohol and Drugs has been a priority since 2017, underpinned by the 2018-2021 Substance Misuse Strategy. Following an initial focus on key target groups, during 2020 – 21 there has been a recent shift towards focusing on the root causes of substance misuse.

What difference has the Health & Wellbeing Board's Alcohol & Drugs priority made to residents in Waltham Forest?

ENHANCED SUPPORT FOR SURVIVORS OF DOMESTIC ABUSE

- Developed a combined recovery and support pathway for families/individuals with both domestic violence and substance misuse between Solace and CGL

IMPROVED THE EFFECTIVENESS OF DUAL DIAGNOSIS WORK THROUGH BETTER JOINT WORKING AND REGULAR COMMUNICATION

- Expanded the joint working protocol to include the Crisis Resolution and Home Treatment Team (CRT) and Early Intervention in Psychosis (EIP) Team
- Set up drop in surgeries where the CRT and EIP leads discuss clients on their case load who are using substances and may need/benefit from input /support from commissioned provider CGL
- Implemented the CAMHS/CGL joint working protocol.

Since the introduction of the joint working pathway / protocol, there has been a significant improvement in the number of service users with an identified mental health need accessing treatment.

A MORE TARGETED OFFER THROUGH IMPROVED AWARENESS OF ALCOHOL AND SUBSTANCE MISUSE ACROSS THE PARTNERSHIP

- Conducted a review of local and national data and good practice relating to prescription medication dependence in the borough
- Appointed a new primary care drug liaison worker

- Developed a substance misuse / harm reduction champions network, including supported living providers
- Delivered training & awareness sessions across settings, for example, with supported living providers, learning disability care providers and Whipps Cross Hospital maternity services
- Increased the number of pharmacies supplying naloxone.

IMPROVED ACCESSIBILITY TO AND AWARENESS OF SUPPORT FOR ALCOHOL AND SUBSTANCE MISUSE

- Introduced Drinkcoach for digital alcohol interventions
- Increased engagement with service users through moving to virtual support /hybrid working
- DWP Jobcentre team have been proactive in promoting CGL and Drinkcoach.
- Delivered awareness sessions, workshops, drop down days, assemblies etc. within schools

There has been a steady increase in alcohol referrals since this was first set as a priority back in 2017. We now have a lower-than-average unmet need for alcohol, whereas when this priority was set it was above average.

Targeted work with young people

Following concerns of rising drug use amongst pupils in one of the local schools, CGL addressed the issue with urgency, delivering a full day drug awareness workshop to 142 students. Feedback from young people about awareness sessions has been overwhelmingly positive.

There are also workshops and staff training across the Youth Offending Services and supported accommodation for young people. Many of the training sessions are done in partnership with colleagues specialising in serious youth violence and adolescent risk.

- Universal grant and Rough sleepers substance misuse grants secured, funding specific projects such as hospital drug liaison, primary care drug liaison, treatment support for Eastern European populations at risk of rough sleeping, trauma informed work, and complex women's worker among other projects.
- Alcohol included as one of the key lifestyle topics in 'Making Every Contact Count' training package
- Bespoke and targeted comms plan developed with focus on sharing messages among minority and disadvantaged populations

What's next for Alcohol & Substance Misuse in 2021/22?

- ❖ A focus on trauma and mental health/dual diagnosis pathways through some of the projects in the recent rough sleepers substance misuse grant.
- ❖ Act on the findings from the review of prescription medication dependence in the borough, commencing a more targeted approach such as focusing on prescription benzos within the few GPs where they will be based
- ❖ Secure new premises for the commissioned provider CGL
- ❖ Utilise some of the recovery funding (under universal grant) towards increasing options for skills and training opportunities for clients in recovery and liaising with Adult Learning Services to see what they can offer.
- ❖ Strengthen the partnership working with housing and homelessness leads through the new rough sleepers/substance misuse grant
- ❖ Implement new dedicated outreach post for linking in with anti-social behaviour teams
- ❖ Further explore data to better understand and address health inequalities

Healthy Living for All

Health & Wellbeing Priority

The Healthy Living (Healthy Weight) for All priority is largely based on the local healthy weight strategy.

The pandemic had a huge impact on many of the planned workstreams relating to healthy weight including the development of a new strategy. Much of the partnership effort was re-directed to ensure that those in most need such as those isolating, carers and those unable to afford to feed their families, were able to access sufficient food supplies.

This priority is built on:

- Working to tackle the obesogenic environment. We know that overweight and obesity is a product of the environment that people live in. Work to develop new cycle lanes and improve the public realm to encourage people to walk and cycle and make use of local amenities, while increasing access to food growing opportunities and developing healthier buildings and houses across the borough will mean more people are able to lead healthier lifestyles and maintain a healthy weight.
- Working with all people, including those that are currently a healthy weight to avoid the development of excess weight. This includes strengthening our Tier 1 offer including the Healthy Start scheme, encouraging physical activities, promoting a healthy food offer, including cooking skills. This will be linked to food poverty actions, particularly following the pandemic which has made a healthy lifestyle even less affordable for many residents than ever before.
- Working with those susceptible to excess weight problems due to their exposure to risk factors including obesogenic environment, by delivering effective weight management services in the community and in health settings. Providing brief, reliable advice to residents at the right moment can nudge people towards healthier behaviours.
- Improving our local insight into what the barriers are to healthier behaviours and what drives people to make unhealthy choices.

What difference has the Health & Wellbeing Board's Healthy Living for All priority made to residents in Waltham Forest?

HEALTHIER FOOD OFFERS IN THE BOROUGH

- Awarded over 20 new food businesses in the borough with the Healthier Catering Commitment, which means they have taken steps to improve their food offer, reducing fat, sugar and salt content.



- Delivered a high-profile Sugar Free September campaign,

What we achieved with Sugar Free September

- **488** WF newsletter publication clicks
- **577** Waltham Forest Sugar Free website views
- **914** impressions on Nextdoor
- **4786** impressions on Twitter
- **4321** impressions on Facebook.

HEALTHY LIVING IS EMBEDDED IN EARLY YEARS SERVICES

- Continued to deliver the Healthy Early Years London (HEYL) award scheme to support achievements in child health, wellbeing, and development in early years settings. Currently, 52 settings are registered, 34 have achieved 'First Steps', 12 have a Bronze award and one setting has a Silver award.

HEALTHY LIVING IS PART OF THE SCHOOL DAY FOR PRIMARY AGE CHILDREN

- Appointment of new dedicated Daily Mile Officer, with the aim of ensuring every school does the Daily Mile (or equivalent).
- Healthy Schools London (similar to the HEYL programme) is an awards scheme funded by the Mayor of London which supports and recognises achievements in child health, wellbeing, and development in educational settings. Currently, 69% schools are registered, and we have 39 Bronze, 21 Silver and 10 Gold awards.

IMPROVED WEIGHT MANAGEMENT SERVICES

- Successfully applied for Tier 2 Adult Weight Management funding from Public Health England (PHE), commissioning GLL to deliver a combination of virtual and face to face programmes to residents with high BMI.
- Successfully applied for funding from PHE for a new childhood obesity programme, including a new tier 2 service, Brief Intervention training for all agencies working with Children and Young People and an NCMP Nurse role who will follow up all families and refer to the service, with particular focus on Black African/Black Caribbean families.

What's next for Healthy Living for All in 2021/22?

- ❖ Review and relaunch of Healthy Living Strategy
- ❖ Implement the PHE funded Tier 2 Adult Weight Management programmes
- ❖ Implement the PHE funded childhood obesity programmes
- ❖ Re-launch school 'superzones'
- ❖ Harness post-lockdown opportunities

Other Health & Wellbeing Board business

CHILDREN'S HEALTH & WELLBEING

The Children's Health & Wellbeing Subcommittee 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.

Given the impact of the pandemic on children, alongside the broader moves toward service integration across the health and wellbeing sector, there continued to be a specific focus on children's health and wellbeing that ensured

- a lead on priority setting and action
- a system wide approach with governance over the broader children's system
- greater input into commissioning proposals at a formative stage
- blockages were addressed at the earliest opportunity
- an information sharing forum about children and families' health and wellbeing issues

What's next for Children's Health & Wellbeing in 2021/22?

Four areas of focus:

- ❖ Mental health & wellbeing
- ❖ Digital poverty
- ❖ Healthy living
- ❖ Long term conditions

It has been agreed that these will be underpinned by the following themes:

- ❖ Understanding and addressing health inequalities
- ❖ Vulnerable families and those with most complex needs
- ❖ Preparation for adulthood and transitions
- ❖ Voice and eyes of the child
- ❖ Skilled workforce to meet children's needs
- ❖ Ongoing impact of COVID19

INTEGRATED HEALTH AND SOCIAL CARE STRATEGY

A wide range of transformative work streams continue to be developed for the Integrated Care Strategy (ICS) within its vision for the population of Waltham Forest to have healthier lives by enabling them to start well, live well, stay well and age well, supporting each individual through to the end of their lives.

These 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 continues to weave in the priorities for children and young people, learning disabilities and mental health into, and alongside, the strategic aims.

What's next for Integrated Care Systems in 2021/22?

- ❖ Delivering a range of priorities that; ensure that there is more-joined up care and support; provide better wellbeing and GP services that prevent people from becoming unwell or moving towards crisis in the first place – or turn it around at an early stage; provide more care and support in places that people say they prefer; reduce the number of unnecessary hospital and care home admissions; and keep people as healthy and living as good a life as possible

These will:

- ❖ Place addressing health inequalities at its centre.
- ❖ Ensure children's health needs are given renewed focus and direction.
- ❖ Align the work of the Whipps Cross Redevelopment Programme with the relevant workstreams of the Integrated Care Programme.
- ❖ Be accessible to front line staff and residents to facilitate engagement and co-production.

The impact of the pandemic on agencies

The work of the boards, including the Health & Wellbeing priorities is reliant on effectively working together as a partnership and in Waltham Forest, this is one of our greatest strengths.

During 2020 -21, with COVID-19 and lockdown restrictions in force, services / agencies adapted to ensure a continued focus on the Waltham Forest Strategic Partnership Priorities and that adults, children, and families in Waltham Forest continued to be kept safe and well as follows:

Barts Health NHS Trust (*Whipps Cross University Hospital*)

The co-location of adult and children teams with an interim head of service across teams has strengthened the Families at the Heart of Our Place approach. Social Care referrals continued to be monitored referrals along with attendance to the emergency department and Datix throughout the year to identify and effectively respond to need.

Other services continued to be delivered throughout the year such as the Alcohol Liaison Nurse and psychiatric liaison roles which maintained a physical presence within the hospital. This was also the case for the Ruby Team (vulnerable women's team in maternity) who continued to provide face to face appointments to pregnant women under their care.



LBWF Adults Social Care

Social Work services continued throughout the pandemic. Adjustments were put in place to enable staff to work from home where possible and for some activities to be carried out remotely. However, risk management approaches were applied so that where needed there was a physical presence to ensure the safety and wellbeing of our vulnerable residents.

LBWF Children's Social Care

(includes Youth & Family Resilience Service, comprising Behaviour and Children Missing Education and Youth Offending Services)

Children's Services maintained a high level of delivery throughout the pandemic and lots of critical activity that would usually be delivered face to face, switched seamlessly to a virtual approach. Child Protection conferences instantly switched to virtual meetings and whilst this came with challenges and was not suitable for all families and situations, there were many positives. For example, GPs have been attending conferences, something previously very rare, and teachers have been able to support children to feed in their views without missing school or feeling overwhelmed in very adult heavy meetings.

LBWF / CCG Integrated Commissioning

Our team lead the response to support the care markets during the pandemic. We worked closely with stakeholders from across the system to ensure that our most vulnerable residents were supported safely. We provided guidance to the markets in a number of formats including forums, briefings and bespoke advice as required. We particularly focused upon the markets where there was a lack of national guidance such as supported living and day opportunities. We specifically worked with public health and infection control colleagues to ensure that the market was able to put the right infection control procedures in place to reduce COVID transmission, we set up PPE distribution, supported scheme risk assessments and disseminated guidance. Our unique integrated roles allowed us to work as part of both health and care systems to protect the most vulnerable residents.

LBWF Early Help

The Early Help teams have continued to be at the forefront of the work to tackle violence and exploitation, contributing significant thought leadership and practical energy. Despite COVID and lockdown restrictions we have mobilised new projects and we have led on implementing new processes for keeping individuals and families safe. We have also harnessed the urgent need to tackle racial disparity with work underway internally to become an anti-racist division.

LBWF Housing

During 2020-21, Housing Services made several adaptations to ensure our residents and service users continued to remain safe and well during pandemic. This involved a significant shift from previous face-to-face and in-person support to greater use of digital and remote methods of contact, much of which freed up more time for staff to focus on adding value for our most vulnerable tenants.

For example, reports of ASB increased throughout the pandemic because of the restrictions and stay at home guidance. During this period, we continued to receive referrals via telephone and provided weekly support on high-risk cases which we continued to investigate in partnership with the council's ASB team and the Police. Partnership meetings and case reviews were held via MS Teams, whilst regular patrols continued to take place in line with social distancing guidance on estates with a high volume of cases, including successful closure orders being granted in partnership with the police.

At the height of lockdown our teams also assisted in delivering essential items, such as food packages and prescriptions, to vulnerable residents. This was based on our pre-existing knowledge and data, as well as working in partnership with colleagues across the council. Vulnerable and elderly residents also received welfare calls to proactively check on their safety.

LBWF Public Health

There has understandably been a need for Public Health to focus on dealing with the immediate problems relating to COVID. Despite this, the break with traditional ways of working and strengthened bonds across the system provided opportunities for introducing new and innovative service transformations during the pandemic. This included implementing new remote and digital services, a number of which have resulted in improved outcomes and efficiencies. Examples include substance misuse services – virtual one to one appointments, delivery/collection of medicines, postal test kits for blood born viruses, and Zoom group sessions were introduced to complement face to face support when needed.

North East London Foundation Trust (NELFT)

Despite the pandemic partners have embraced and utilised technology that has enabled them to continue its function to oversee and deliver services in Waltham Forest. During 2020-21 there has been positive joint-working and collaboration between partner agencies. An example of this is appropriate escalation, discussion, and collaborative working between NELFT, CCG and LBWF in relation to complex case management for a Continuing Health Care patient and concerns that relate to care and engagement from the parent. Each agency had utilised and promoted the current guidance available; adult threshold document, escalation process (high level risk reporting)/raising a safeguarding concern and provided expertise around mental capacity and the best interest process in line with the current Mental Capacity Act: Code of Practice.

NHS North East London Clinical Commissioning Group (*Tower Hamlets / Newham / Waltham Forest – TNW*)

The impact of COVID resulted in services transforming to offer predominantly virtual consultations across CAMHS, and minimising face to face appointments, which were still available where required, to provide a blended offer.

In addition to the change in service provision there was a noticeable increase in the acuity of presentation which placed increased pressure on the service to meet the needs of the patients, resulting in the services offering a more trauma informed approach and building this into the service delivery as part of the recovery planning for commissioned services. Adequate PPE was commissioned to ensure that designated safeguarding children doctors and community paediatricians continued face to face child protection medicals during the pandemic, ensuring that child protection enquiries and processes could proceed.

Communications were greatly improved with CAMHS providing advice and support to education colleagues, parents, and GPs to support children and young people with their mental health at home and in other settings. During phase one and two of the pandemic, NELFT CAMHS consultants delivered awareness sessions to GPs regarding CAMHS supported the upskilling of GPs to respond to the increased mental health crisis presentations during the pandemic.

Learning & improving practice in Waltham Forest

The Learning and Improving Practice Forum along with the One Panel work across Adults and Children's.

The remit of the One Panel includes domestic homicide reviews, safeguarding adult reviews and child safeguarding practice reviews. This arrangement has been in existence for many years and has worked well in bringing a wide range of expertise to look at specific cases.

The Learning & Improving Practice Forum drives forward the effective dissemination and sharing of learning across the partnership in a variety of ways as outlined below. All learning activities are "in-house" led, coordinated by the Strategic Partnership Unit, and delivered with support from practitioners and managers from across the partnership.

A decision was made in 2020 to pause on multi-agency audits and focus on the embedding of learning. As a partnership, it was agreed that the most common themes arising from reviews were lack of professional curiosity, multi-agency working, escalation, and Think Family and a plan was put in place to deliver a programme of awareness raising that could be monitored for impact. Whilst some of the awareness raising work took place for professional curiosity, it became necessary because of the demands of the pandemic to minimise the amount of communication being circulated across services and this affected the planned programme of work. This will be revisited in the coming year with a view to reviewing how we can most effectively measure the impact of learning and improving practice work.

TRAINING

Training is just one part of our creative approach to sharing learning and improving practice in Waltham Forest. It is delivered by multi-agency partners and is focussed on themes that arise from reviews and audits. We understand that practitioners have limited capacity to both attend and deliver full days of training, so we try to provide as much of a varied offer as possible and this includes our bitesize video guides and spotlights. In 2020/21 we distributed spotlights on: awareness / resources for Safeguarding Adults Week, ending Violence Against Women & Girls, Modern Slavery, Making Every Contact Count and supporting people with drug and alcohol abuse.

Additionally, recognising the incredible commitment of our community who came together to support each other we created bitesize video guides on [safeguarding awareness for volunteers](#) and [domestic abuse](#). This was shared widely, both locally and across safeguarding board networks nationally.



CROSS-CUTTING RESOURCES

With Adolescents Safeguarding & Resilience one of our overarching priorities, an [interactive resource pack on Safeguarding Adolescents](#) was created and shared amongst all agencies. The pack was demonstrated to all four boards and encouraged to be used in team meetings. Feedback indicated that practitioners found the tool useful.

The One Panel: statutory and local reviews

Referrals for statutory reviews are considered by the One Panel. This consists of senior officers from different agencies including health, children social care, adult social care, community safety and police. It receives referrals on cases that may meet the criteria for a statutory review.

For the period of this report, one Child Safeguarding Practice Review was carried out and details can be found in the [Waltham Forest Safeguarding Children Board annual report 2020/21](#). No safeguarding adult reviews, or domestic homicide reviews were carried out nor published, however one rapid review was carried out that is pertinent to the overarching priority Violence & Exploitation and significant progress was made in relation to a previous serious case review.

Serous Case Review for Child C

Child C was 14 years old and was Black British, of African Caribbean heritage. He had been living in Waltham Forest for 9 months before his murder on 8 January 2019. He was deliberately knocked off a moped and then stabbed repeatedly. One person has been convicted of his murder.

The [review for Child C](#), [board response](#) and [7 minute briefing](#) were published in May 2020. As detailed on [page 8](#), significant changes to practice have been made since this tragic loss and work continues now to gather evidence of the impact these changes have made.

Rapid Review for Child E

Child E was 17 years old, from a Gambian family, brought up in Spain and living with his older brothers in Waltham Forest. He was stabbed outside his family home in October 2020 and very sadly died. He had significant interactions with the Police and was awaiting court dates related to alleged drug offences. This led to the Youth and Family Resilience Service (YFRS) reaching out to him offering support, as a voluntary intervention, as they believed he was being criminally exploited. Child E and his brothers did not feel this was the situation.



Whilst this was a voluntary intervention, which means there was no requirement for Child E to engage or the YFRS to offer a service, the YFRS officer approached it in the same way as a statutory case due to her concerns about his exploitation. The YFRS made substantial attempts at engaging with Child E and his brothers.

Much of the work to build on the learning from Child E has commenced however measure of impact is yet to be fully established. A [7 minute briefing](#) was produced and disseminated at the time and also subsequently at various points in the year that followed.

What's next for 2021/22?

The pandemic has had a significant impact on many of our residents as well as our workforce. COVID 19 has highlighted and exposed the challenges that many individuals are facing, including ill-health, poor quality housing, poverty, and inequality.

The adaptability of our workforce and our residents was an outstanding factor in our response to the pandemic and morale remains high. The longer-term impact continues to unfold and demand for services continues to rise. Across the partnership, reset plans are underway to absorb the even greater demand that is likely to take place as a result of increasing population growth combined with the economic and health implications of the pandemic.

Towards the end of 2020/21 the partnership came together to review the priorities via a high-level synthesis that supported cross-agency discussions for the agreed set of strategic priorities for 2021 – 2023.

As we began to start transitioning out of lockdown it was agreed that Better Mental Health for All and Violence & Exploitation would continue as overarching priorities. Modern Slavery is reinstated as a priority under Violence & Exploitation and will be led by the Safeguarding Adults Board.

In acknowledgement of the past year, priorities will be underpinned by three core themes:

- **Equality / Equity**
- **Life Course Approach**
- **COVID Recovery**



We are still learning about the ongoing impact of COVID-19 on the population's wider health; however, it is increasingly apparent that the outbreak and resulting restrictions have already affected residents' health and will continue to do so.

In addition to the overarching priorities the partnership agreed a renewed focus by the Health & Wellbeing Board on:

- ❖ support in response to risky behaviours like substance misuse which are expected to face increased demand upon the easing of restrictions
- ❖ on physical activity and diet after many people's lifestyles have been significantly disrupted
- ❖ support for the borough's children and young people, a group widely recognised as disproportionately impacted by the restrictions

Appendix 1: Attendance at Health & Wellbeing Board

During 2020/21, four Health & Wellbeing Board meetings took place.

■ Member attended	■ Deputy attended	■ Did not attend	■ Member resigned or role ended
--	---	---	---

Partner agency/member	Q1	Q2	Q3	Q4
Barts Health NHS Trust				
LBWF Council, Strategic Director Families Directorate				
LBWF Council, Housing Services				
LBWF Council, Public Health				
LBWF Council, Adults Social Care				
LBWF Council, Regeneration & Growth				
Lead Member for Health				
Lead Member for Children, Young People & Families				
Lead Member for Adult Services				
Councillor				
NELFT				
Healthwatch				
WF CCG representative 1				
WF CCG representative 2				
Total – 14	79% 11/14	79% 11/14	100% 14/14	86% 12/14

Appendix 2: Resource & Funding

SPU Income	£258,887
Clinical Commissioning Group (includes £5175 towards statutory review)	£40,175
North East London Foundation Trust	£10,000
Barts Health NHS Trust (includes £5175 towards statutory review)	£32,175
Police (£10,000 nationally agreed + includes £5175 towards statutory review)	£15,175
London Fire Brigade	£1000
HM Prisons & Probation Service (nationally agreed)	£1,000
London Borough of Waltham Forest	159,362

SPU Expenditure	£258,887
Strategic Partnership Unit Salaries	£209,254
Salaries for Chairs 20/21	£28,588
Running costs, bitesize, etc.	£3,670
Statutory reviews	£17,375