



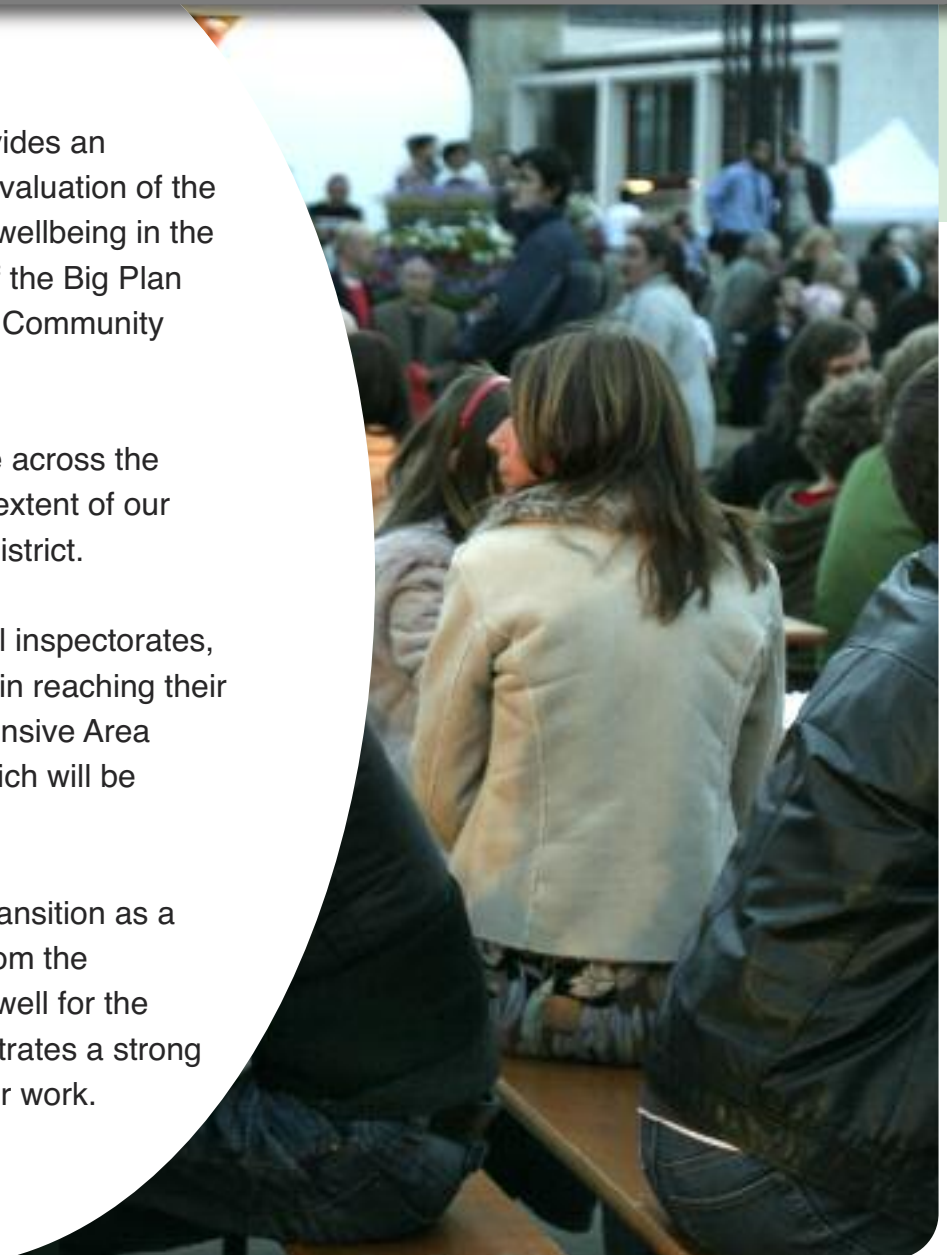
Executive Summary

This Executive Summary provides an overview of this our first self evaluation of the Bradford Partners' impact on wellbeing in the District through the delivery of the Big Plan 2008 – 2011, our Sustainable Community Strategy.

It has been produced to share across the Partnership and promote the extent of our work with the citizens of the District.

It will also support the national inspectorates, led by the Audit Commission, in reaching their judgements for the Comprehensive Area Assessment of the District which will be published in November 2009.

It demonstrates our smooth transition as a Local Strategic Partnership from the arrangements that served us well for the previous 8 years and demonstrates a strong foundation to and focus for our work.





- **Part one** provides an introduction to the District and the Bradford District Partnership. It sets out our vision and priorities and the key challenges facing the Bradford District.
- **Part two** is a summary of how the partnership itself is progressing overall by collectively providing community leadership and joint working to deliver our priorities. We show how we use and share robust local intelligence in response to local needs and future challenges, and how we involve and engage with the citizens of the District. We show how we are delivering what matters and effectively using our resources.
- **Part three** describes how we provide leadership in addressing our transformational priorities and delivery of our shared outcomes of sustainability, cohesion and inclusion.
- **Part four** demonstrates how the partners are delivering on the agreed priorities by partners both individually and by working together. It highlights key areas of progress against the 6 Big Plan themes.
- **Part five** describes our progress against the Local Area Agreement National Indicators which have been negotiated and agreed with central government.

The self evaluation is accompanied by a series of **Partnership Case Studies** which describe some examples of excellent practice across the District in support of our Big Plan themes.

Key Achievements

- We have transformed and strengthened our LSP through improved governance arrangements and collectively agreed a strong Sustainable Community Strategy
- We are providing leadership in the District through the BDP Board on a wide range of issues and have responded collectively and speedily to the economic downturn
- We have several newly established strategic delivery partnerships undertaking maturity assessments linked to our Partnership Improvement Programme work
- We have effective plans for each of the delivery partnerships focussing on outcomes that need improving. Our more established Children and Young People's Partnership is trialling and modelling both its high level governance and outcomes based accountability approach to help us examine options for the future
- We have strengthened relationships between elected members and strategic delivery partnerships leading to a higher degree of scrutiny and service change
- We have delivered a strong LAA focused on the issues that matter most and refreshed it this year. We have an emerging joint Local Performance Management Framework to link current LAA performance monitoring to wider Big Plan monitoring arrangements enhancing our data sharing ability for an improved analysis of progress



- All key public services have aligned their plans to the Big Plan and ensured their resources meet statutory requirements and the priorities of the District. Our increased neighbourhood based activity is building an improved understanding of the District, strengthening our service delivery and enhancing community engagement
- We have a strong record of community engagement exemplified by the awarding of Beacon Status to the Older People's Partnership
- We have successfully and appropriately allocated our Working Neighbourhood Funds following strong political scrutiny focussed on our key priorities
- We have undertaken a comprehensive Third Sector Review with a series of powerful recommendations to strengthen and consistently support our vibrant sector.

Next Steps

- We will deliver an effective Partnership Development Plan that further improves our ongoing BDP Board, individual strategic partnership arrangements and outcomes for people of the District by ensuring that our maturity assessments are robust
- Whilst we are making good progress we will also ensure we secure robust, shared, accessible and quality assured data down to local areas through our Observatory
- We will ensure that we deliver our Local Performance Management Framework and reporting is secured through strong data quality arrangements and analysis
- We will examine strategically and collectively how we can share decision making on resources and the targeting of those resources to areas of greatest need through the Total Place initiative.

Understanding the Challenges of the District



We conducted a comprehensive information and data analysis to assess the challenges we are facing over the next three, five, 10 and 20 years to secure the priorities of the Big Plan.

We have undertaken a comprehensive Joint Strategic Needs Assessment to identify the health and wellbeing needs of the local population and are strengthening this evidence base with the development of the Bradford Observatory.

Our District is a diverse place of geographic, social, health, educational, economic and political contrasts. The majority of our population live in urban areas and yet two thirds of the District is rural. We have a rich mix of ethnic groups with 23% of the population from BME groups compared to 13% nationally. 42% of residents live in areas that are in the 20% most deprived nationally and 5% live in areas amongst the 1% most deprived.

The District has an above-average proportion of children and young people. Nutrition-related problems, including obesity, failure to thrive and poor oral health are widespread amongst children and young people.

Life expectancy is just below the national average for both men and women; it is significantly lower for those from the most deprived areas. We have infant mortality rates which are higher than the national average. We have an increasing number of elderly residents, carers and people with a learning disability.

Educational attainment is significantly lower than the national average for 5 or more GCSEs at grade C or above. Economic activity rates are lower than the national average, average weekly earnings are below the national average and we have a high proportion of people without qualifications.

The District is also one in which no political party has overall control which demands consensual approaches.

Our Vision and Ambition

We recognised we needed an ambitious vision and strengthened arrangements able to deliver the outcomes needed for the citizens of the District. We determined that:

“By 2020 Bradford District will be a vibrant, prosperous, creative, peaceful, diverse, inclusive place where people are proud of their shared values and identity, and work together to secure this vision for future generations.”

Our aim is *“to make the District great again, by realising the potential of its people and overcoming the barriers that many of our communities face, so that by 2020 Bradford will be recognised as the positive face of modern Britain”.*



Our Transformational Priorities, Shared Outcomes and Theme Priorities

Understanding the needs of the District led to a properly focused Sustainable Community Strategy – The Big Plan - that set down our **Transformational Priorities**:

- **Regenerating the city and major towns** to create the opportunities and impetus for sustained economic growth
- **Improving education outcomes** to prepare people for an active and prosperous life
- **Improving skills** at all levels to meet the needs of business and build a knowledge economy.

We also expressed our commitment to shared outcomes to **make the District more sustainable** and our communities **more cohesive and inclusive**.



The ambitions, priorities and actions are gathered in six theme chapters of the Big Plan:

- **Prosperity and Regeneration** - to deliver the transformational priorities of regeneration and improving skills, to build on the District's cultural sector and improve housing and transport
- **Children and Young People** - including the transformational priority of improving education outcomes, and addressing the 5 Every Child Matters outcomes
- **Safer Communities** – building public confidence, trust and satisfaction, and increasing people's feeling of safety and security in their homes and neighbourhoods
- **Health and Wellbeing for All** - working together to improve public health, prevent illness and extend productive, independent life, especially for the most vulnerable
- **Improving the Environment** – clean, attractive neighbourhoods, reducing and managing waste sustainably, managing natural resources and reducing our impact on climate change
- **Strong and Cohesive Communities** – working with citizens to help them become actively involved and self-confident, to make their communities stronger.

Key Achievements and Next Steps

Progress on our Transformational Priorities

Regenerating the City Centre and Major Towns

Key Achievements

- Approximately £1 billion public and private investment has been delivered since 2000. We secured the largest investment into Yorkshire in 2007 to create 2,500 jobs at Prologis Park in the first phase alone, with 4,000 expected in total
- Business start-up and survival rates are improving faster than national and regional averages supported by our 'Local Enterprise Growth Initiative' (LEGI) Programme
- There has been very real project delivery in the city centre and beyond, including the completion of Eastbrook Hall and Gatehaus developments
- Airedale Masterplan established the Advanced Digital Institute, Leeds City College Keighley Campus is due for completion summer 2010, and town centre improvements in Bingley Market Square and Shipley are completed.
- In Manningham, the 1st phase of the Listers Mill residential conversion is complete and fully sold with the 2nd phase on site.

Next Steps

- We will develop the Local Development Framework to provide the framework for delivering the spatial planning strategy for the area
- We will reshape the current version of the Economic Strategy delivery plan aligning the exercise with the development of statutory economic assessment duties
- We will hold our first annual regeneration conference in 2009 to draw together a larger and wider audience to fulfil our goals of mutual dependency and transparency
- We will continue to work proactively to access



vital funding sources for infrastructure and regeneration programmes, through a range of external programmes

- The Council, supported by partners, will take the lead role on regenerating the city centre moving from first stage planning to delivery of key developments and projects
- We will prioritise delivery of an iconic landmark through Bradford City Park and new city centre foyer, to be a key destination for cultural, leisure and business purposes
- We will increase the supply of affordable housing to meet demand
- We will develop our strategic transport improvements following the successful endorsement of the Connect Airedale scheme and allocation of pump priming monies.

Improving Education Outcomes

Key Achievements

- Improvements in the percentage of pupils gaining five or more A* to C grades at GCSE and results at Key Stage 2 are both closing the gap with the national average

- Last year there was a 57% reduction in days lost through fixed term exclusion
- The number of young people leaving care with five or more GCSE A* to C grades has risen to 11.1%. and is above the average nationally and for similar councils
- The proportion of teenage mothers aged 16 to 19 and the proportion of care leavers who are in employment, education or training is above the national average
- The proportion of young people, including those with learning difficulties and/or disabilities, in work-based learning improved significantly last year
- The proportion of young people completing apprenticeships has more than doubled since 2004, increasing at a rate faster than the national trend.

Next Steps

- We will deliver BSF phases 2 and 3, the Primary Capital Programme and review the current Education contract to contribute to our goals for education
- We will secure responsibility for the funding of post-16 learning, for information advice and guidance to every young person, for ensuring every young person participates in education or training up to the age of 18, and for every young person to access a Diploma course
- We will secure young people a range of options for GCSE and A levels, Diplomas and other vocational qualifications, apprenticeships including Young Apprenticeships and the Foundation Learning Tier for young people to reach GNVQ level 2 standard
- We will establish in each constituency a partnership of children and young people's services aligned to Local Achievement Partnerships (LAPS) to bring schools and all partners together to drive improved outcomes to transform education in the District.

Improving skills at all levels

Key Achievements

- We have secured arrangements for the transfer of funding for the 14-19 agenda
- The Bsomeone marketing campaign has had a successful first wave launch, focusing on parents supporting their children with basic skills

- We have adopted a skills plan as a forerunner to an in-depth Work and Skills plan and allocated £4.8m worth of Working Neighbourhoods Fund for a Skills package
- The Local Impact Team (including Jobs@ and Links2) have created 1500 jobs
- The Council's Department of Regeneration has created an Academy to provide a comprehensive programme to upgrade the skills of staff in the Department
- We are the skills lead for the Leeds City Region and have been awarded forerunner status with our partners.

Next Steps

- We will ensure work on the transfer of funding for the 14-19 agenda from the LSC to the Local Authority has a smooth transition of responsibilities through its project board
- We will develop a Work and Skills Plan through the Education and Skills Board, aligned to the 14-19 strategy, to provide progression routes for young people with a seamless offer to learners and employers across the District
- We will continue to support and develop the ESB to stimulate the demand for skills within the District and increase the supply of skilled workers in the city region.

Progress on our shared outcomes

Sustainability

We have agreed we need to improve our strategic approach, and we are developing a strategic Sustainability Framework and Development Programme for 2009-2011. We are addressing social, economic and environmental sustainability within our Local Development Framework spatial planning processes so that all documents for the District will undergo rigorous independent Sustainability Appraisals and Strategic Environmental Assessment.

We are delivering on a range of outcomes to underpin future developments such as:

- The successful Tomorrow's Climate, Today's Challenge climate change campaign which communicates a realistic approach to tackling the key issues for behavioural change

- The Ravenscliffe re-development scheme is encouraging multi tenure developments incorporating affordable housing which will help to create sustainable communities
- All recorded crime has fallen by almost 20% between April 2003 and March 2008
- There is strong strategic alignment between the Council and NHS Bradford and Airedale, which is developing an integrated commissioning structure covering health, social care and housing related support
- Sustainable transport issues are embedded in the strategic approach to transport supporting our improving road and rail networks and investment in public transport.

Next Steps

- We will complete development of our Sustainability Framework and Development Programme 2009-11 and ensure that sustainability principles are fully integrated within and underpin our Partnership Delivery Plans
- We will deliver a partnership exchange event focussed on sustainability in the autumn.

Cohesion and Inclusion

We have a strong record of working to build community cohesion, support equality, celebrate diversity and tackle exclusion, as individual organisations, sectors, and in partnership. We have an equally strong emphasis on narrowing the gap, and on supporting disadvantaged and vulnerable groups.



A Community Cohesion and Inclusion Framework is being developed to set out our shared approach for achieving our cohesion and inclusion priorities across the District, underpinned by a number of core principles.

We are delivering on a range of outcomes to underpin future developments such as:

- Services are built around individuals for the Drug Intervention Programme (DIP), Integrated Offender Management (IOM) and Anti Social Behaviour programmes
- The Environmental Task Force is narrowing the gap between the most deprived wards and the rest of the District by focussing environmental improvements where they are most needed
- The Disabled People's Forum was developed to ensure that the needs of people with different disabilities are represented within the District and within the disabled people's organisations within the District.

Next Steps

- We will secure a shared Community Cohesion and Inclusion Framework through a series of debates across communities and the Partnership.

Progress on delivering the Big Plan themes

Key Achievements and Next Steps

Our key achievements and next steps in relation to the priorities and ambitions for prosperity and regeneration, children and young people, safer communities, health and well-being, the environment, and strong and cohesive communities are described in Part Four. The Strategic Delivery Partnerships' detailed improvement plans are contained within their delivery plans.

Published by City of Bradford Metropolitan District Council on behalf of the Bradford District Partnership June 2009

The information in this document can be made available in **LARGE PRINT** and other file formats. Please telephone 01274 432408 for further information