



2 Progress as a partnership

Part 2 gives a summary of how the local partnership is progressing overall. We show how partners are collectively providing community leadership, and are working together to deliver the key improvements and outcomes needed. We show how the partners use and share robust local intelligence to inform our response to local needs and future challenges, and seek to involve and engage with the citizens of the District. We also show how the partners are delivering what matters and effectively using resources to deliver the vision and priorities for the Bradford District.

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Bradford District has a long established history of partnership working. Our local strategic partnership (LSP) has evolved over the last 10 years from Bradford Congress, a partnership in advance of government thinking on LSPs, through Bradford Vision, focused on the delivery of the Local Neighbourhood Renewal strategy, to the relatively recently formed **Bradford District Partnership** (2008) driving the development and delivery of the Big Plan and LAA.

Leading the District through strengthened partnership working

In April 2007 the Council responded to the package of reform for local government and local places set out in the 2006 White Paper “Strong and Prosperous Communities” by agreeing two major courses of action:

- to commission a review of the Local Strategic Partnership and partnership arrangements for the District, with an emphasis on increased expectations around community leadership, and
- to agree a programme to develop a new sustainable community strategy, which would also deliver a new Local Area Agreement, with greater focus on partners working together to improve outcomes for the District’s people.

The District’s LSP Review comprised two elements: a **governance review** (focusing on the form, function and governance arrangements of partnership working for the District) and a **neighbourhood review** (locality planning and neighbourhood management arrangements).

Since the enactment of the Local Government Act 2000, the LSP for Bradford had operated under the banner of “Bradford Vision” as an independent company limited by guarantee. In its October 2007 final report, the Review concluded that Bradford Vision had served the District well as an initial LSP, but concluded that changes to the governance and support functions for the partnership were necessary, in order to meet the future requirements of an effective LSP.

New partnership arrangements

Bradford District Partnership was established as the new LSP, and took over from Bradford Vision in April 2008. It is a testament to Bradford’s partnership working that the transition was smooth and no significant gaps in delivery occurred as a result of it. The new partnership and locality planning arrangements are designed to build community leadership at strategic, district-wide and neighbourhood level.

The LSP structure aims to drive delivery of improved outcomes for people and place, through the Big Plan and LAA, with a clear sense of priorities and a

greater focus on performance management. It consists of a Board of key decision makers supported by a small Council team and the Partnership Delivery Team (a group of partner officers) co-ordinating operational delivery to address the Partnership's priorities.

We have reshaped the supporting delivery partnerships, and governance arrangements and responsibilities for securing agreed outcomes have been clarified, to ensure greater accountability to the BDP Board.

Six **Strategic Delivery Partnerships** (SDPs) mirror the thematic chapters within the Big Plan:

- Prosperity & Regeneration Strategic Partnership
- Children & Young People's Strategic Partnership
- Safer Communities Partnership
- Health & Wellbeing Partnership
- Environment Partnership
- Stronger Communities Partnership

Each SDP is delegated to oversee the delivery of their set of Big Plan priorities, actions and LAA targets which incorporate their contribution to the 3 transformational priorities and the 2 shared outcomes. All SDPs have representation from the voluntary and community sector and Neighbourhood Services.



Also included within the BDP family are a range of linked partnerships such as the Cultural Consortium, the Older People's Partnership and the Strategic Disability Partnership. These partnerships support delivery by working with and influencing all the SDPs. Evidence of this influence can be demonstrated by the Older People's Partnership gaining Beacon status this year for **Positive Engagement of Older People**.

Partnership arrangements are described on the **BDP Website**.

The new arrangements build on partnership working where it was already strong: for the Children and Young People's and Safer Communities Partnerships (each with a statutory basis) the required changes were minimal and have concentrated mainly on governance adjustments in the light of new legislation. Other new SDPs, such as Prosperity and Regeneration and the Stronger Communities Partnerships, which have seen a reshaping or merger of existing partnership components, are at an earlier stage of development. We recognise that there is currently a mixed picture of partnership maturity amongst the SDPs and are using the partnership maturity assessment tool (see Page 5 - Next Steps) to support their development within the new LSP structure.

Locality planning support arrangements have also been streamlined following the LSP Review, and levels of planning, from the very local to district-wide, have been aligned to deliver improved outcomes for the District and its citizens (see **Section 2.4**). The new arrangements aim to use neighbourhood management to improve the effectiveness and efficiency of services, and provide opportunities for greater citizen engagement in the shaping and delivery of services for their neighbourhood.

Providing Leadership through the Partnership

The BDP Board's primary role is to provide strategic direction and oversight to the delivery of the Big Plan and LAA and to provide a collective response to challenges facing the District. It is therefore vital that the BDP Board exercises leadership to ensure that individual partner-members deliver their contribution to the Big Plan.

Having now been in operation for a year, the BDP Board has clearly demonstrated a new way of working, as exemplified by the speedy response to the changing economic landscape and deciding collectively that all partners would sign up to the economic downturn Partners Pledge.

This is seen as a good model to develop practical actions in response to important emerging issues and promotes a shared responsibility amongst the District's key partners (it has been recognised as good practice within the region). The BDP Board is wishing to explore this further to encompass an equal commitment to skill development and apprenticeships.

Focus to date

Over the last year the Partnership's support and coordination arrangements have concentrated on developing a consistent approach to governance, planning and performance management as exemplified by the following work strands:

- LAA delivery planning and Strategic Delivery Planning
- Local performance management framework
- New system development such as the Bradford Observatory and the Covalent Performance Management System
- Working Neighbourhood Fund allocation process
- LAA 2009 refresh
- Development of the Partnership Maturity toolkit (see Page 5)
- Governance in Partnership action plan
- Communications across the partnership and with the public including events, partnership previews and a new BDP website
- Engagement of key partners, localities, communities and sectors
- Outcomes based accountability initiated by the Children and Young People's Partnership

Recognising the place shaping role of elected Members

The Big Plan recognises and is predicated upon the important roles that the Council's elected Members have to play, providing leadership in shaping policies and influencing the work of partners. We recognise that the emphasis given in the 2006 White Paper on place shaping implied a greater requirement for elected Members to lead the identification of priorities and areas for improvement for the District across all public sector activity, and this has been demonstrated through the Big Plan and LAA process.

The new partnership and locality planning arrangements are clear about the unique role of elected Members, and acknowledge that every councillor is a community leader in their ward. Councillors have important roles to play in representing the needs and views of their constituents, working with local people to help shape neighbourhoods and strengthen community life (See **Section 2.4**).

Working in a District in which no one political party has had overall control for a number of years has provided challenges as elsewhere for the political leadership in maintaining clear and shared priorities. Nonetheless, the involvement of all three main party leaders on the BDP Board and the increasing integration of partnership activities into the work programmes of Improvement Committees demonstrate cross-party commitment to partnership working and a deepening understanding of the vital role members play in holding partnerships to account.

Third Sector Review

In the 2007 LSP Review, it was clearly recognised that the Third Sector made a significant contribution to partnership arrangements, and to improving the wellbeing of the people of the District. However, it was also recognised that there were a number of issues to address including a fuller understanding of the sector, strategic engagement and commissioning arrangements.

It was therefore agreed that the Third Sector be the subject of a separate review, which was conducted in 2008. The Third Sector review considered the role and function of the sector, relationships with the sector, and resourcing of the sector. The Review report and implementation plan were approved by the Council's Executive on 16th December 2008 and a steering group is now in place to manage the delivery arrangements.

One of the recommendations agreed was that the General Compact should be threaded through the future relationship between the public and voluntary sector across all Partnership activity. A second generation Compact is in preparation and due to be considered by the Council Executive on 14 July.

Key Achievements

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

We have coordinated and delivered a consistent approach to the governance, planning and performance management approaches needed for our rationalised partnership arrangements. The new partnership arrangements are supporting improved decision making and commissioning, ensuring both are evidence-based and performance focussed.

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 strengthened the involvement of elected Members in partnership working and in the identification of District priorities through the Big Plan and LAA.

We have several newly established strategic delivery partnerships, and are putting in place a more consistent level of partnership support.

We have effective plans for each of the delivery partnerships reflecting their growing maturity in 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 which will help us examine options for the future.

We have strengthened the relationship between elected Members and the strategic delivery partnerships and this approach is leading to a higher degree of scrutiny and subsequent service change.

We have undertaken a comprehensive Third Sector Review with a series of powerful and challenging recommendations. Areas for improvement are already being addressed, including the preparation of a second generation Compact.

What are our next steps?

A maturity assessment of each Strategic Delivery Partnership has recently been carried out, as part of the BDP Partnership Improvement Programme. Using the Price Waterhouse Cooper ladders of maturity assessment tool (adapted to the needs of the Bradford Partnership), the partnerships have been assessed in terms of:

- Governance (and leadership)
- Performance and risk management
- Customer focus and community involvement
- Commissioning
- Resource & asset management



This work is ongoing and using the partnership maturity toolkit each individual SDP and the BDP as a whole will be able to plan their own and joint development priorities, as part of the wider partnership development.

We will deliver an effective Partnership Development Plan that further improves both our ongoing partnership arrangements and outcomes for people of the District by ensuring that our maturity assessments are robust and promptly enacted where improvement is needed.

Initial areas for development which have been identified through our maturity assessment work include:

For BDP:

- Implementing some joined up approaches to leadership and management development
- Further strengthening of elected Member involvement in partnership working
- Implementing the recommendations of the Third Sector Review

Other areas for development by the Partnership are identified under “What are our next steps?” in Sections 2.2, 2.3, 2.4 and 2.5.

For individual partnerships:

- Our Prosperity and Regeneration Partnership with powerful cross sector involvement, has responded positively to the economic downturn. New partnership structures that build on established and effective elements such as the Housing and Enterprise Partnerships are now largely in place, but will continue to be embedded.
- Our Children and Young People’s Partnership will deliver new high level governance arrangements in 2009 allowing greater accountability of services for the improvements in outcomes needed for Children and Young People. It will undertake an outcomes based accountability model for the delivery of locality based services and establish Learning Achievement Partnerships that have closer relationships between services and schools.



- Our Safer Communities Partnership is effective and jointly led by the Council and Police and is a good example of community leadership. Having reviewed structures and governance it must tackle specific areas such as acquisitive and violent crime.
- We will ensure the Health and Wellbeing Partnership’s robust arrangements produce a range of proxy indicators for its primary objective of reducing health inequalities and narrowing the gap between the worst and best health outcomes in the District.
- Our Environment Partnership will ensure its governance arrangements consistently monitor and collect data for its targets and strengthens its delivery, planning and performance management arrangements.
- Our Stronger Communities Partnership will improve its analysis of information on perceptions across the District through a widened and local Partnership Place Survey and use it in conjunction with wider partner information. We will ensure it strengthens its understanding of performance data and improve data sharing arrangements and will improve the monitoring of all Strong and Cohesive Communities delivery programmes to demonstrate the impact of commissioned services using the model developed through the new Community Funding Unit contracts.

This section provides an overview of how the local partners:

- Developed the evidence base underpinning the Big Plan and LAA, leading to the identification of our shared priorities
- Collect and share data and intelligence about the District and localities within it
- Are now strengthening our shared intelligence base through the Bradford Observatory.

Developing a sound evidence base for our District priorities

In preparing the ground for the Big Plan and LAA 2008-11, the Partnership conducted a comprehensive information and data analysis to assess the challenges we are facing over the next three, five, 10 and 20 years. Given this evidence base, analysed and agreed across 10 theme areas, the partners then identified what needed to be done collectively to tackle the big issues, agreed what outcomes needed to be secured, and decided how we would prioritise activities to maximise the impact of the District's resources.

The identification of detailed proposals for the SCS and LAA by the Partnership during the latter part of 2007 was therefore underpinned by the partners' shared knowledge around 10 thematic areas. It was also informed by listening to the voices of citizens, groups and organisations across the District.

The intelligence gathering which underpinned the Big Plan / LAA development process ensured the local partners were able to take an informed and robust stance on entering negotiations about local-national priorities with central government for the LAA.

District Data and information systems

Historically, the local partners have depended on a range of different data and information systems to provide us with our knowledge about the District. Work has been ongoing for a number of years to improve the support systems that help us gather, analyse and use the District's intelligence.

We have a range of established mechanisms at District, local and neighbourhood level, to gather and share intelligence which enables us to inform our plans. Our strong arrangements for area and neighbourhood engagement and planning (see **Section 2.4**) support this approach. In addition, we have well established systems to link our District intelligence to the sub-regional and regional levels.

Building on from the needs analysis work undertaken in 2007 for the Big Plan, a **Joint Strategic Needs Assessment** was carried out in 2008 by the Council and NHS Bradford and Airedale, to identify the health and wellbeing needs of the local population. Founded on the principle of bringing together the information and intelligence of individual agencies, the JSNA also identifies where gaps exist in data collection.

The work of evidence gathering to support development of the Big Plan during 2007 led to partners thinking about how to mainstream and extend the foundation work already in place and to break down organisational barriers to the creation of shared knowledge.

As a partnership we want to improve our intelligence. For some time there has been a growing recognition across the Partnership of the need for a better understanding of the complexities of our demographics, and of the differences between the communities and neighbourhoods that make up the District. This led to the decision in late 2007 to develop the Bradford Observatory.

Key Achievements

Our District evidence base is robust and is becoming better shared and coordinated across the partners. Our decision making is becoming more evidence based. Our local intelligence is improving.

The Council's Corporate Assessment 2008 said:
"The Council and its partners are targeting the right things as they have a good knowledge of Bradford"

We have given our commitment and resources to creating a shared intelligence resource which increases our understanding of needs within the District, through the Bradford Observatory.

The project has received strong support from the Partnership and has the potential to transform data sharing and data analysis across multiple sources and multiple geographies, providing an infrastructure to meet information needs across the Partnership, both operational and strategic. It has focused attention on finding a solution to meeting the data and information needs of all key stakeholders.

What are our next steps?

Our next steps are to continue to strengthen our shared intelligence capacity and quality through the full establishment and implementation of the Bradford Observatory.

Whilst we are making good progress we will ensure there is robust, shared, accessible, and quality assured data down to local areas through our collective approach to the Observatory.

We will ensure that the Observatory links effectively to the **Covalent Performance Management Database** to connect with performance monitoring and review and allow for performance data to be broken down by geographical area.

Over time we would like to see an increasing amount of qualitative information and intelligence incorporated within the Observatory to produce a rounder picture of diverse needs and interests. We would also like to see capacity developed for more work on projecting statistics and forecasting future scenarios.



This section covers:

- Our commitment to consultation and engagement
- How we consulted on the Big Plan priorities
- Our ongoing consultation and engagement activities, including with communities of interest and vulnerable groups, and how we aim to improve these

Our commitment to consultation and engagement

The Bradford partners are absolutely clear that, if we are to succeed in improving the quality of life for everyone, we must pay attention both to geographical communities - neighbourhoods, areas, villages and towns - and communities of identity - older people, people with disabilities, faith groups, LGBT groups, and so on.

“We will only make a big difference if we work closely with citizens, listening to their views, identifying their needs and wants and tailoring services to meet them”
(Big Plan, p4)

In the Big Plan, we signed up to the principle of involving people in decision making, whilst also recognising its importance to community cohesion across the District.

“The improvements we want to make in people’s quality of life depend on partners having a deep understanding of the needs and views of citizens, involving people in decision-making about neighbourhoods and services, and consulting on the quality and effectiveness of what we are doing”
(Big Plan, p71)

“Good local governance will enable citizens to work together to influence decisions, and is key to building strong cohesive communities. Local people, working with councillors and partners will be able to plan for their neighbourhoods, comment on how well services are delivering value and make sure their views and needs are understood”
(Big Plan, p62)

Consulting on the Big Plan priorities

During 2007, the process to develop our new sustainable community strategy involved a significant amount of consultation and engagement work, with voluntary, private and public sector partners, elected Members, community groups and the public in general.

The results of the public consultation process demonstrated widespread support for the priorities that were emerging through the year-long partnership process: **economy, skills, children, and crime and environmental issues at neighbourhood level** were the big issues people felt should be tackled.

Ongoing consultation and engagement

The Bradford District partners have a strong record of consultation and engagement with local communities, citizens and service users.

The Bradford District **Engaging Communities Consultation Guide 2007** was produced to assist managers in undertaking or commissioning consultation and serves as a good practice manual. It recognises five levels of participation: information, consultation, deciding together, acting together and supporting local initiatives, and gives guidance on how to choose the appropriate level.

The partners employ a range of ongoing consultation and engagement mechanisms, including surveys, regular public meetings and forums, specific consultation and engagement events and numerous public / patient / service user participation activities.

Coordinating our consultation activities

All partners agree that a coordinated approach to consultation and responding to issues raised through consultation will lead to more effective service provision. Arrangements already in place to better join up consultation activities include:

- The **Older People's Engagement Planning group** coordinates approaches to engaging older people by the Council, NHS Bradford and Airedale and the voluntary sector, thus avoiding duplication and minimising consultation fatigue.

- Officers from Council, Police, Fire & Rescue, and Probation services meet together to consider and respond to issues raised by the public covering **neighbourhood crime and reassurance**
- A joint **calendar of events** held by the Council and PCT has been produced
- A Partnership group planned and implemented the 2008/9 **Statutory Place survey**. Once published the survey will be used by partners to develop or adapt their services accordingly
- **West Yorkshire Consultation Network** provides the opportunity to coordinate on a wider West Yorkshire basis, with other Local Authorities, Police Force, Police Authority, Fire & Rescue Service and Passenger Transport Executive
- **The District Communications Group** coordinates communication with the public as appropriate. One result of this coordinated approach was the NHS community involvement insert in the Council's civic newsletter "Community Pride" in October 2008.

We will continue to strengthen the coordination of consultation activity across the Partnership, to ensure better use of resources by removing duplication, lessen frustration amongst the public, and secure high quality and meaningful consultation.

Consulting and engaging with communities of interest and vulnerable groups

The partners also have a good track record of targeted consultation and engagement with specific communities of interest, and vulnerable groups.

The District's **Consultation and Participation Guide** was recently updated to include detailed and stronger guidance about involving different communities of interest and vulnerable groups.

An "**All Welcome**" guide has been produced which gives guidance to ensure that public meetings are accessible to residents from all communities and with all disabilities.

Keeping the public informed

The partnership approach to communicating the outcomes of Bradford District Partnership consultation is

coordinated by the District Communications Group, which has representation from key public, private and third sector partners. Partners shape and agree communications, public relations and marketing activity to promote Bradford District Partnership's priorities, activities and outcomes.

One of the key vehicles for doing this is **Community Pride**, the Council's civic newspaper, which is increasingly used by the District Communications Group to inform citizens about partnership priorities and outcomes. NHS Bradford and Airedale send an annual patient prospectus, **Health Matters**, to each household in the District. The internal communication channels of key public sector partners are also used to inform staff, many of whom live in the District, about the work of Bradford District Partnership.

The District Communications Group has also promoted partnership branding and championed the production of accessible information. A number of the key public sector partners have adopted the 'Five Principles for Producing Better Communication for Disabled People'. Information that is accessible to disabled people is more accessible to everyone. Accessible information enables people to participate more fully in the life of their communities and their district.

The b someone, raising learning aspiration and achievement social marketing campaign, is one pioneering example of Bradford District partnership communications. Partners across the District commission and deliver a wide range of learning and skills development opportunities and activates. B someone aims to maximise the benefit of this mainstream spend by co-ordinating and branding activity into a recognisable campaign that raises awareness amongst residents and businesses about the importance of education and skills for them as individuals, and for the district as a whole.

Using the outcomes of consultation and engagement activities to improve service delivery

The local partners can show many examples of how they have used the outcomes of consultation and



engagement activities to improve service delivery. For example:

- Consultation with the **African Caribbean community** on concerns about the way in which stop and search is used by the police led to West Yorkshire Police establishing a task force, with a view to reducing disproportionality and perceived unequal treatment.
- Feedback from residents to NHS Bradford & Airedale said "Improve the quality of GP premises". In response, new health centres have opened in Manningham, Barkerend, Undercliffe, Thornbury and West Bowling, and plans are underway to develop new health services in Addingham, Haworth Road and Keighley.
- **West Yorkshire Fire & Rescue Service** are currently developing safety awareness talks tailored to the needs of the audience following feedback received through working with Older People's groups within the Bradford area. Focus groups looked at leaflets and publicity generated by the service to ensure that WYFRS safety messages are appropriate for the groups and communities they are aimed at.

Key Achievements

Consultation and engagement at District, local and project level is a notable strength within the Bradford Partnership.

The Council's Corporate Assessment 2008 noted:
"Ambitions now outlined in the Big Plan have been informed by effective consultation"
"There is a strong track record of engaging all communities across the District and the council is planning to improve these arrangements further. Neighbourhood Forums and Area Committees are grounded in seeking the views of communities which are taken forward in action for delivery, thus ensuring a good degree of accountability at a local level."

As a Partnership we have a strong record of community engagement in both geographical and communities and interest arenas exemplified by the awarding of Beacon Status to the Older People's Partnership.

What are our next steps?

We will continue to strengthen the coordination of consultation activity across the Partnership, to ensure better use of resources by removing duplication, lessen frustration amongst the public, and secure high quality and meaningful consultation.

We plan to implement a **Bradford District Partnership survey** in spring 2010, based on the Place survey with a much larger sample size to enable ward level analysis to monitor and evaluate elements of the Big Plan.

We will develop as part of the Observatory a **Research and Consultation Database** as a repository of past and current work as well as plans for the future work alongside tools for better future coordination of activity.



This section looks at:

- How the partnership translated priorities into actions through the Big Plan / LAA
- How delivery and locality plans are in place to ensure outcomes are achieved
- How the partnership manages its performance to deliver the outcomes required.

Translating our priorities into actions

The priorities and desired outcomes for the District are set out in The Big Plan and LAA 2008-11 (See **Section 1.2**). The Big Plan identifies a range of specific actions and interventions, which support the achievement of the thematic priorities, and contribute to the delivery of the desired outcomes.

These actions were identified through the Big Plan / LAA development process initially as Theme Proposals, in response to identified critical issues or challenges. An impact assessment ranking showed **economic regeneration, skills and workforce development, educational attainment for children & young people, and tackling crime and anti social behaviour** as being key to unlocking potential and helping to shift other big challenges.

The Local Area Agreement 2008-11 was signed between the BDP and central government in April 2008. It consists of 51 National Indicators which have specified targets to be achieved over the next 3 years. As a three-year LAA 1 pilot, we learnt from

our experience of not having too many priorities for improvement, and therefore too many targets negotiated with central government. We took the Local Government Public Involvement in Health Act at its word, and used the introduction of the national Local Performance Framework as a means to try and reduce bureaucracy and the reporting burden in the partnership arena.

Following agreement to the Big Plan and signing of the LAA in April 2008, **LAA delivery plans** were developed for the LAA by the partnerships to support the allocation of Working Neighbourhood Funding (WNF). These were in place by August 2008.

Delivery planning is now being expanded to cover each of the six Big Plan themes, under the leadership of the respective Strategic Delivery Partnership. Progress in development of the partnership delivery plans reflects the level of maturity of the individual partnerships, with the Children & Young People's Plan and Safer Communities Plan fully established. Delivery plans for the 4 other SDPs are still being finalised, and will be supported through the development of the Local Performance Management Framework (see below) and the Covalent performance management system.

Part 4 outlines progress to date against each Big Plan theme (delivery of actions and outcomes) and

what we need to do next. Progress following year 1 of the LAA is reported in **Part 5**. A recent refresh of the LAA for 2009 has recently been completed.

Reviewing the Big Plan and LAA

Our Partnership’s business planning cycle will include an annual review of the LAA, and will update the “story of place” through the Observatory and Covalent performance management system, to help partnerships identify the need for further joint work.

The Big Plan will be reviewed every three years. Our evaluation will look at the difference we’ve made so far to our long term priorities supported by continuous assessment through performance management of the LAA and Big Plan delivery plans. We will also evaluate whether there are further gaps to address, and specifically what preparations will be needed to start delivering on the medium term ambitions.

Joining up our plans at District and local level

Building on the District’s long-standing arrangements for area and locality based engagement and planning (e.g. through Area Committees, Area Coordination, and Neighbourhood Forums), the new delivery arrangements flowing from the LSP Neighbourhood Review mean that structures and resources are

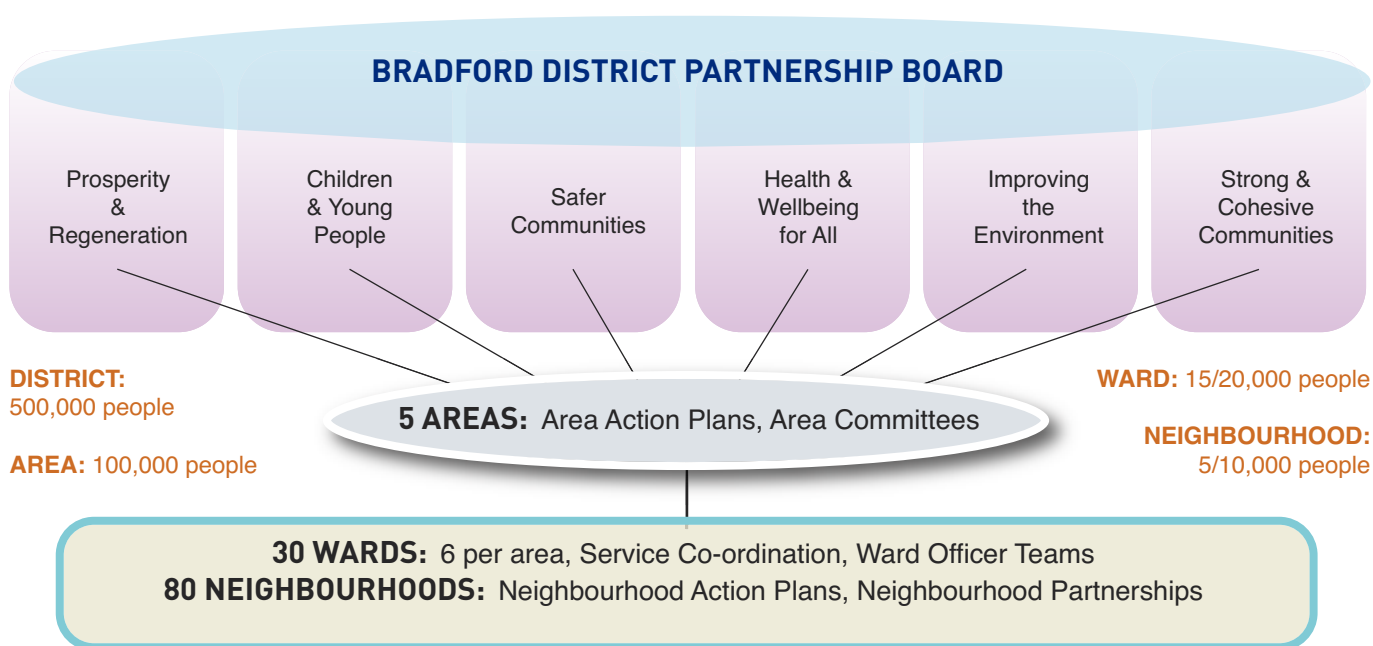
being developed to better connect residents, service providers and elected Members, to work together to identify and implement plans for their areas.

The diagram below illustrates how locality plans sit below but link into the thematic delivery plans within the District. Whilst locality plans retain this link to the Big Plan themes, neighbourhood partnerships, Area Committees and residents have an opportunity to influence priorities, as translated into the action plans for their locality.

The new arrangements acknowledge the unique role of elected Members, and that every councillor is a community leader in their ward. Ward councillors have important roles to play in representing the needs and views of their constituents, working with local people to help shape neighbourhoods and strengthen community life. Ward councillors contribute via Area Committees and through local neighbourhood input, along with parish, town and community council input.

Area Committee Action Plans are based on wide consultation and neighbourhood plans as well as available data. Each Area Committee has received resources of approximately £850,000 over 3 years to help address priorities identified in their Area Action Plan.

Figure 1: Partnership and locality planning in the Bradford District



Performance management

Following the review of LSP arrangements, officers from partner agencies, partnerships and Portfolio Holders took part in series of performance improvement workshops during 2008. This led to the development of a new Local Performance Management Framework, which is currently being revised to incorporate an Outcomes Based Accountability Framework (following a trial through the Children & Young People's Strategic Partnership). Our aim is to have this in place by September 2009 to ensure that our partnership delivery mechanisms are fully outcome focused.

We have improved our performance reporting arrangements at Partnership level through revised reports, improved data sharing and more timely and accurate performance data, using the Covalent Performance Management System (PMS).

Performance reporting arrangements include:

- LAA Overview - quarterly updates to the Council Performance Clinic, each SDP and LSP Board
- Partnership Previews – Quarterly updates from all SDPs to LSP Board
- Overall Partnerships Progress update - Quarterly update from the Board

Performance management arrangements for the Partnership as a whole, and the individual Strategic Delivery Partnerships form part of the wider maturity assessment.

Key Achievements

We have delivered a strong LAA focused on the issues that matter most to the District and refreshed it this year.

We have increased neighbourhood based activity which is building an improved understanding of the District and highlighting opportunities to further extend our approach.

We have an emerging joint Local Performance Management Framework to link our current LAA performance monitoring to the wider Big Plan monitoring enhancing our data sharing ability for an improved analysis of progress.

What are our next steps?

We will continue to develop our delivery plans for the ambitions and priorities of the Big Plan, through our Strategic Delivery Partnerships.

We will ensure that we deliver our Local Performance Management Framework, incorporating Outcomes Based Accountability. We will ensure that our performance reporting is robust, and supported through high data quality arrangements and analysis.

We will continue to learn from and share any new good practice, ensuring it reflects final partnership governance arrangements and linking it to the development of the new Covalent system and the Observatory.

In our annual business planning cycle, we will review the difference we have made so far to our long term priorities supported by continuous assessment through performance management of the LAA and Big Plan delivery plans.

In preparing for the future review of The Big Plan, we will evaluate whether there are further gaps to address, and specifically what preparations will be needed to start delivering on the medium term ambitions.





This section sets out:

- An overview of how partners are securing resources for our priorities at District and local level
- How NRF and WNF funding have been allocated to meet priorities of the District
- How our Strategic Commissioning arrangements are developing, and
- How we will be developing our knowledge and use of our collective resources through the Total Place pilot

Securing resources for our priorities at District and local level

Prosperity and Regeneration

Since 2000 approximately £1 billion of public and private regeneration investment has been delivered to support completed projects such as the A650 Bingley Bypass, South Bradford Transport Improvements, Connecting the City, Eastbrook Hall, Lister Mills, Victoria Mills, Bradford College Trinity Green Campus, University of Bradford (Atrium, IPI, Cancer Therapeutics Centre), Building Schools for the Future Phase 1 and the PCT LIFT programme.

We estimate the 'gross' level of private and public investment activity over the next five years of between £1.0 billion and £3.0 billion will be dependent on prevailing economic conditions and levels of public investment.

In 2006 we were successful in winning £21.4m of government funding to support 'Local Enterprise Growth Initiative' (LEGI) - a ten-year programme to encourage and support new businesses.

Children and Young People

Our Children's Trust is committed to using its resources through universal and targeted provision to address 'risks' in all areas of children and young people's lives. There are 5 Area Children & Young People's Partnerships across the District who have responsibility for the development and delivery of local action plans within the constituency areas and for jointly committing resources to facilitate further locality working. This approach is the Big Idea expressed in the Children and Young people's Plan for integration at the point of delivery and ensuring there is no duplication whilst aiding coordination. These significant resources cover Early Years and Childcare Services, Children's Centres, Family Centres, Play, Extended Schools, Parental Involvement and Integrated Youth Support Services. These resources have been further enhanced through greater school commitment within in each area through the Learning Achievement Partnerships and the refocusing of Education Bradford resources to mirror these arrangements.

NHS Bradford and Airedale have increased investment into childhood obesity. Investment has taken place in Phase 1 and 2 of the Building Schools for Future Programme. We have invested £8.5 million in Level 2 and Level 3 Apprenticeships.

We are currently commissioning for a new Connexions contract.

Safer Communities

We have linked the restructure and realignment of Policing resources from 3 Divisions to 2 in April 2008, accompanied by the launch of 12 Neighbourhood Policing Teams based upon District ward boundaries, and the introduction of the Policing Pledge alongside a range of Neighbourhood based services. We have jointly invested considerable resources in marketing and communications around crime outcomes and community safety, in addition to developing community engagement on crime and disorder issues.

A range of new jointly funded initiatives are in place to increase enforcement activities and increase community engagement through the delegation of casualty reduction budgets to local determination. This will forge initiatives to engage with hard to reach groups in dealing with road injuries suffered by pre-school children. Our Multi-Agency Risk Assessment Conferences (MARACs) have secured contributions from NHS Bradford and Airedale, and the Police to enable the coordination and administration within the Council's Adult Services for at least a further two years. Over £300,000 of Partnership funding has been committed in 2008/09 to develop a network of over 60 ANPR sites across the District which will contribute equally to crime and safety as well as to environment and transport priorities.

Health and Wellbeing

NHS Bradford and Airedale's resources contained within their **Commissioning Strategy and Strategic Plan (2008-13)** fully support the Partnership's priorities. The four key areas for change are: Health improvement, prevention and addressing health inequalities; commissioning primary care to improve quality, access and environment; Transforming urgent care; and Transforming Learning Disability and Mental Health services. The commissioning of services to improve maternal nutrition, breastfeeding rates, genetic education, access to antenatal and maternity care, and reduce smoking in pregnancy are supporting our approach to Infant Mortality.

Adult Services, the Communities Funding Unit and NHS Bradford and Airedale have carried out robust re-commissioning and performance development

processes for services from the VCS, specifying the health and wellbeing outcomes required.

Joint commissioning by NHS Bradford and Airedale and the Council's Adult Services of mental health services in relation to working age adults includes significant investment in VCS organisations in both the preventative arena but also increasingly in supporting people with severe and enduring mental health needs. The Joint Commissioning Plan for End of Life (EOL) Services is the framework for the delivery of integrated service improvements and outcomes in EOL care.

Environment

The success and principles of Streets Ahead working are being adopted by service providers in order to ensure that appropriate services are targeted to areas of needs and we have begun this process by securing funding and establishing a District Wide Neighbourhood Warden Scheme.

We have through the Council secured £62.1 million in Private Finance Initiative (PFI) credits to contribute to funding the extra cost of a long term treatment solution.

Strong and Cohesive Communities

In order to ensure the people of the District feel secure and at ease we have aligned resources across a number of projects including: the Council's Neighbourhood Service and the Police are developing Ward Officer Teams (WOTs) to co-ordinate service delivery particularly in the relation to the 'safer, cleaner, greener' agenda; the Police and Communities Acting Together events; West Yorkshire Probation Service's Community Payback Service; a Community Crime Fighters initiative: a "Sentencing Feedback" process; and an Intergenerational Strategy for the District.

Neighbourhoods

As a Partnership we have aligned Policing resources, the Council's Neighbourhood Services and Locality Services for Children and Young People alongside significant community based resources from NHS Bradford and Airedale which point to an increasing focus on and awareness of geographical areas where we can jointly make a difference with our resources across a number of outcome and priority areas.

Neighbourhood Renewal Fund and Working Neighbourhood Fund

Up to the end of March 2008 the Partnership was in receipt of NRF totalling £69 million and allocations were made against themes, with individual Partnerships allocating funding based on a project's links with NRF floor targets and neighbourhood action plans.

Following the late announcement of the WNF the partners agreed that the 2008/09 element of the Area Based Grant would be used in a transition period from NRF to WNF.

In November 2008 Council's Executive considered recommendations for the allocation of years two and three of WNF, based on gaps identified by the Strategic Delivery Partnerships through their Big Plan and LAA delivery planning process, comprising a package totalling £27.88 million, for skills, debt and financial advice, promoting enterprise through events and festivals and an integrated support programme for vulnerable people.

This was then subject to further strong scrutiny and revision by elected Members, with the final decisions on funding for projects being agreed by Executive in January 2009, thereby strengthening the Strategic Delivery Partnerships' planning arrangements.

Strategic Commissioning

It is clear that NHS Bradford and Airedale's approach to Commissioning is an example of notable strength and significance in the District. This approach is leading the way in the Partnership and is drawing in significant cooperation with other key public and third sector partners, in particular the Local Authority. This expertise will be signposting us to future activity. The World Class Commissioning Panel report noted the PCT's impressive:

".....strategic alignment with the local authority. The Bradford Public Health Observatory is an impressive and a concrete example of the evolving maturity of the relationship with the LA. The PCT recognises the interrelatedness between the strategic, but different roles, which the health service and the LA bring to the table in delivering the city's three ambitious transformational goals of education, skills and regeneration for the city. The panel was impressed by the PCT and LA partnering to adopt learning disabilities as a key priority."
4th December 2008.



Adult Services

An integrated commissioning structure has been agreed between the Council's Adult Services and NHS Bradford and Airedale, which has defined 9 areas of commissioning activity. It demonstrates how health, social care and Supporting People commissioners work together; has formal arrangements for the involvement of vulnerable people, carers, third sector, providers and clinicians; and has clear lines of reporting to senior management via an Integrated Commissioning Group (ICG). This new arrangement builds on the previous Joint Commissioning Executive arrangements. Adult Services are themselves making significant investment in new commissioning capacity, alongside additional in procurement and contract management. The commissioning function in learning disabilities has been returned to the Council from the Care Trust from April 2009.

Children and Young People

The District's services for children, young people and their parents/carers are, as far as possible, commissioned against the priorities and statutory obligations identified within the Children and Young People's Plan.

Commissioning is undertaken by those with relevant expertise supported by those with expertise in the nature of the services to be delivered. The Children's Trust has developed an agreed approach to Joint Commissioning. Within the Department of Services for Children and Young People, those with commissioning responsibilities are situated together within the Transformation Division. Those Commissioners work very closely with partners in NHS Bradford and Airedale. Decision making processes have been developed alongside the review of the Children's Trust arrangements and a Strategic Commissioning Group has been established.

The PCT are leading on a whole systems review of the Child Development Centre and Community Paediatric provision and have undertaken a self assessment matrix for the Children, Young People and Maternity Services NSF Standard 8. Both of these strands of work will provide "partnership commissioning" opportunities with valuable information to help with service improvement and redesign.

The Third Sector

An audit of funding allocations undertaken as part of the Third Sector Review revealed that in excess of £51.5 million is made available to groups through a mixture of contracts and grants. The overall financial turnover of the Third Sector in the District we have estimated to be in excess of £75 million. The difference between the amounts is that which is raised independently by 3rd Sector organisations (i.e. estimated in the region of £23.5 million).

The Third Sector review recommended that a clear framework (including standards) for commissioning be developed to ensure a coordinated and consistent approach is adopted throughout the Council and where appropriate by partners.

Key Achievements

All the key public services have aligned their plans to the Big Plan and are ensuring that their resources meet statutory requirements and the priorities of the District. Recent performance against use of resources and their contribution to partnership activity are contained in audit or inspection reports.

We are delivering significant projects in the District drawn from the dedicated resources of individual partners which have also been supported by a wide range of national and regional funding to the statutory sector. We continued to lever into the District significant funding focused on our regeneration priorities.

There is a growing confidence in the Partnership that we are using our resources to tackle areas of immediate priority and concern to the citizens of the District.

The new partnership arrangements are supporting an improved approach to strategic commissioning, ensuring it is evidence-based and performance focussed. NHS Bradford and Airedale is leading the way as a key partner through its World Class Commissioning activity.

The Voluntary and Community Sector also plays a strong role in securing external resources, and through its participation in the Third Sector review, has engaged with the process of strengthening commissioning arrangements.

We have successfully and appropriately allocated

our Working Neighbourhood Funds following strong political scrutiny focussed on our key priorities.

What are our next steps?

We are committed to exploring how we can enhance our ability to use these resources more effectively through a greater degree of co-operation and understanding of each others' commitments.

To ensure these ambitions are real we have committed ourselves to a higher degree of scrutiny through the Total Place programme; this will allow us to increase our understanding of the resources held by key public services and will aim to transform our services so that we can deliver the aspirations we all hold for the people of the District.

We will be exploring a shared approach to value for

money wider than the current arrangements for the key public bodies.

We will utilise the comprehensive expertise of NHS Bradford & Airedale to progress our approach to strategic commissioning.

We will continue to address the recommendations of the Third Sector Review in relation to resources and commissioning of the Voluntary and Community Sector.

Total Place Programme

In partnership with CLG, the RIEP and Local Government Association officers, the District's public services will be one of nine English regions taking part in a series of projects to explore how we can deliver public services more effectively in the District which can lead to significant efficiencies and service transformation.

We will choose the appropriate themes where we believe there is a significant opportunity for efficiencies and service development. It will include a high level analysis of total public spend within the District alongside a more detailed breakdown of spend within the chosen themes.

Multi-agency teams from within the District will explore the chosen theme(s) using the tools and learning from previous projects and elsewhere to identify efficiencies and potential service transformation. The results of the work will be then implemented locally in order to deliver the benefits identified.



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