

Report of the Deputy Chief Executive to the meeting of Corporate Improvement Committee to be held on 9th October 2007

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Subject:

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Review of Local Strategic Partnership arrangements

Summary statement:

The Council, in consultation with partners and other stakeholders, has undertaken a review of the Local Strategic Partnership arrangements for the District. Attention has been focused on ensuring that future arrangements would better support and drive improved outcomes for the District and its citizens

This report seeks the views of Corporate Improvement Committee on the report: Review of the District's Partnership arrangements, which will be presented to Council Executive on 9th October 2007

Jo Miller
Deputy Chief Executive

Portfolio:

Leader

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Improvement Area:

Corporate



2006-2007
Improving Rural Services
Empowering Communities



INVESTOR IN PEOPLE

Suzan Hemingway, Assistant Director Corporate Services (City Solicitor)



1. Summary

- 1.1. The Council, in consultation with partners and other stakeholders, has undertaken a review of the Local Strategic Partnership arrangements for the District. Attention has been focused on ensuring that future arrangements would better support and drive improved outcomes for the District and its citizens
- 1.2. This report seeks the views of Corporate Improvement Committee on the report: Review of the District's Partnership arrangements, which will be presented to Council Executive on 9th October 2007

2. Background

- 2.1. Executive received a report: The 2006 Local Government White Paper and Partnership Working, at its meeting on the 24th April 2007
- 2.2. The report considered the implications of the 2006 The Local Government White Paper, "Strong and Prosperous Communities", which sets out the package of reform for local government and local places being sought by Central Government. It identifies the primary role of local authorities as "place shapers" and the role of elected members collectively and individually as community leaders
- 2.3. The White Paper made explicit the Government's view of the role for the Council as the primary democratic body for the District, and as such a 'first amongst equals' partner within the Local Strategic Partnership, and further, creating expectations around;
 - public services improvement, District strategic planning (through the Sustainable Community Strategy) and Local Area Agreement development and delivery
 - stronger local partnerships - putting Local Area Agreements on a statutory footing with a wider scope as the Sustainable Community Strategy delivery plan together with a duty to cooperate between named partners
- 2.4. Executive commissioned a review of Local Strategic Partnership arrangements and partnership working across the District, with attention on improving outcomes for local people

3. Other considerations

- 3.1. The review of Bradford's Local Strategic Partnership arrangements was divided into two distinct but complementary and inter-related work-streams
 - A review of the Governance, form and function of local strategic partnership arrangements for the District – the Governance Review



Suzan Hemingway, Assistant Director Corporate Services (City Solicitor)



- A review of the District's Area and Locality Planning arrangements and the Neighbourhood Management arrangements for the District - the Neighbourhood Review
- 3.2. The Governance Review undertook research to identify existing guidance relating to best practice and the development of effective Local Strategic Partnership arrangements; examined existing Local Strategic Partnership structural arrangements both regionally and nationally; and consulted with a range of stakeholders
- 3.3. A great deal of information on the existing Local Strategic Partnership arrangements had been gathered prior to, and was instrumental in the commissioning of, Bradford's review. Previous assessments of the Council's work via the Annual Audit letter of the District Auditor, Solace Mock Inspection, Local Area Agreement mid year review and a specific report of the Audit Commission into partnership working highlighted areas of strength and weakness within the current arrangements
- 3.4. The Neighbourhood Review undertook an examination of best practice and the latest Government thinking around neighbourhood working and service delivery. Partners and service providers were consulted to gather evidence for the review. Views on opportunities for improved service delivery at a neighbourhood level and/or area level, opportunities for improved working and the barriers to service delivery or partnership working that needed to be overcome were also gathered
- 3.5. The main recommendations arising from the review are that the Local Strategic Partnership coordination and support functions be brought into the Council's management structure; and that the Council, with partners, develop streamlined planning and delivery arrangements based, where practical, at Ward level
- 3.6. This report seeks the views of Corporate Improvement Committee on the report: Review of the District's Partnership arrangements, (Appendix 1) that will be presented to Council Executive on 9th October 2007

4. Options

Not applicable

5. Financial and resource appraisal

Contained within the body of the report

6. Legal appraisal

Contained within the body of the report

7. Other implications

7.1 Equal Rights

No equal rights implications envisaged

7.2 Sustainability implications

Contained within the body of the report

7.3 Community safety implications

Contained within the body of the report

7.4 Human Rights Act

No Human Rights Act implications envisaged

7.5 Trade Union

Contained within the body of the report

8. Not for publication documents

None

9. Recommendations

That Corporate Improvement Committee considers and gives its views on the on the report: Review of the District's Partnership arrangements, to be presented to Council Executive on 9th October 2007

10. Appendices

11. Background documents

24th April 2007 Executive Report – “The 2006 Local government White Paper and Partnership Working”

Local Government White Paper 2006: Strong and Prosperous Communities

Appendix 1

Report of the Deputy Chief executive to the meeting of Executive to be held on 9th October 2007

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Subject:

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Review of the District's Partnership arrangements

Summary statement:

This report examines the findings of the review of Local Strategic Partnership arrangements in the Bradford District and makes recommendations on the future of Partnership Governance and delivery arrangements

The report concludes that the existing Local Strategic Partnership, Bradford Vision; a Limited Liability company, be replaced with modified co-ordination arrangements that sit within the Council's management structure

The report also identifies that opportunities exist for improved service delivery at Neighbourhood and Area level by developing Ward based partnership working and streamlined locality planning

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Improvement Area:

Corporate

1. Summary

- 1.1. This report examines the findings of the review of Local Strategic Partnership arrangements in the Bradford District and makes recommendations on the future of Partnership Governance and delivery arrangements
- 1.2. The report concludes that the existing Local Strategic Partnership, Bradford Vision; a Limited Liability company, be replaced with modified co-ordination arrangements that sit within the Council's management structure
- 1.3. The report also identifies that opportunities exist for improved service delivery at Neighbourhood and Area level by developing Ward based partnership working and streamlined locality planning

2. Background

- 2.1. Executive received a report: The 2006 Local Government White Paper and Partnership Working, at its meeting on the 24th April 2007. Executive subsequently commissioned a review of Local Strategic Partnership arrangements and partnership working across the District, with attention on improving outcomes for local people
- 2.2. The report highlighted the impact that the implementation of the 2006 Local Government White Paper, "Strong and Prosperous Communities" would have on Local Strategic Partnership arrangements and the increased expectations around community leadership and service delivery
- 2.3. The White Paper sets out the package of reform for local government and local places being sought by Central Government. It identifies the primary role of local authorities as "place shapers" and the role of elected members, collectively and individually as community leaders
- 2.4. The package of reform for local government and local places being sought by Central Government identifies;
 - enhanced expectations around public services improvement, District strategic planning (through the Sustainable Community Strategy) and Local Area Agreement development and delivery
 - an explicit role for the Council as the primary democratic body for the District and as such a 'first amongst equals' partner within the Local Strategic Partnership
 - the need for stronger local partnerships - putting Local Area Agreements on a statutory footing with a wider scope as the Sustainable Community Strategy delivery plan
 - the duty to cooperate between named partners
 - the creation and effective operation of the Health and Well-being Partnership
- 2.5. There is no 'one size fits all structure' for a Local Strategic Partnership, nor is there an acceptance that structures, once in place, should remain static in light of the ever changing environment in which it operates. Indeed, many Local Strategic Partnerships across the region are reviewing their structure in light of the Local Government White Paper

- 2.6. The review of Bradford's Local Strategic Partnership arrangements was divided into two distinct but complementary and inter-related work-streams
- A review of the Governance, form and function of local strategic partnership arrangements for the District – the Governance Review
 - A review of the District's Area and Locality Planning arrangements and the Neighbourhood Management arrangements for the District - the Neighbourhood Review
- 2.7. Those involved in the teams undertaking the reviews included Council Officers and representatives from Bradford Vision, Government Office Yorkshire and Humber, the Police, Health, the Voluntary and Community Sector and Bradford Trident
- 2.8. The Governance Review undertook research to identify existing guidance relating to best practice and the development of effective Local Strategic Partnership arrangements; examined existing Local Strategic Partnership structural arrangements both regionally and nationally; and consulted with a range of stakeholders
- 2.9. A great deal of information on the existing Local Strategic Partnership arrangements had been gathered prior to, and was instrumental in the commissioning of, Bradford's review. Previous assessments of the Council's work via the Annual Audit letter of the District Auditor, Solace Mock Inspection, Local Area Agreement mid year review and a specific report of the Audit Commission into partnership working highlighted areas of strength and weakness within the current arrangements
- 2.10. The Neighbourhood Review undertook an examination of best practice and the latest Government thinking around neighbourhood working and service delivery. Partners and service providers were consulted to gather evidence for the review. Views on opportunities for improved service delivery at a neighbourhood level and/or area level, opportunities for improved working and the barriers to service delivery or partnership working that needed to be overcome were also gathered
- 2.11. The Neighbourhood Review team employed a 'select committee' approach to the collection of evidence for this review. This was supported with fact finding visits to other local authorities and focused research into best practice models and guidance
- 2.12. The select committees were attended by key stakeholders from across the district; where discussions were held concerning current service provision at neighbourhood and area levels and options for improved future working were explored

3. The Governance Review

3.1. Where are we now?

- 3.2. Since the enactment of the Local Government Act 2000, the Local Strategic Partnership for Bradford has operated under the banner of "Bradford Vision." as an independent company limited by guarantee
- 3.3. Bradford Vision has, to date, primarily focussed on neighbourhood renewal through its neighbourhood action planning work and has been strong in this regard with a national reputation. Almost £13 million of Neighbourhood Renewal Fund per annum flows through Bradford Vision to enable the delivery of neighbourhood renewal objectives

and improved outcomes for local people. Bradford Vision's running costs, including neighbourhood action planning costs, amount to approximately £2 million per annum

- 3.4. Since Bradford became a pilot Local Area Agreement district, Vision has built on partnership working to better facilitate joined up working on cross-cutting and common issues to maximise impact in neighbourhoods and communities. This has resulted in some changes to Bradford Vision's governance arrangements, including the creation of the Community Strategy Delivery Group and 15 individual partnership groups, with various sub groups
- 3.5. The consequence of incremental and responsive change means that some of these arrangements lack clarity and were not designed, nor are they necessarily appropriate, to meet the future requirements of an effective district Local Strategic Partnership
- 3.6. Having a stand alone Local Strategic Partnership has had a number of benefits for the District:
- It has provided 'independent space' where partners can explore controversial or difficult issues that stand in the way of improved outcomes for people
 - It has been able to model innovative neighbourhood working and has been recognised nationally for its pioneering work on participatory resource allocation
 - It has provided a helpful and different environment where partners are able to undertake work which as individual partners they would find too risky
 - The communities of interest work has engaged some of the most marginalised groups who may otherwise not have voices heard and has also raised their profile
 - It has enabled the voluntary and community sector to have improved access to information and discussion and contribute to strategic planning
- 3.7. Whilst the reports identified in 2.9 highlighted the many strengths of partnership working, they also identified some weaknesses, which need to be addressed if the Council is to effectively carry out its primary role as community leader and place shaper. These include;
- Insufficient focus on value for money
 - Inconsistent financial accountability and partnership support
 - A plethora of partnership sub groups with a lack of clarity around governance and responsibility for outcomes
 - Lack of focus on delivery of improved outcomes for place and people, with funding decisions not always being evidence based and performance focussed
 - A clear need for wider member involvement, acknowledging the role of each and every Councillor as a community leader in their ward.
- 3.8. Bradford Vision has served the Council well as an initial Local Strategic Partnership vehicle, but the review of its future operation is timely in the context of governance, locality planning, community cohesion and delivering effective neighbourhood management
- 3.9. Local Strategic Partnerships are ultimately not simply a partnership between key provider organisations, but a link, through the local authority, to the democratic accountability of local public services to local people. The challenge is to create

working arrangements that are light, flexible and swift to act – and that are seen as sufficiently transparent and legitimate to win public support

3.10. Where do we need to be?

3.11. The District must have Local Strategic Partnership arrangements that are fit for purpose. However, it is not a simple case of out with the old and in with the new – it is vital that we incorporate the lessons we have learnt from what we have done so far; continue to build on what has been done well and apply it to future needs and requirements; address existing weaknesses; and take the steps necessary to create a structure and environment that will support effective partnership working within the scale of resources available

3.12. The Council has a variety of roles with regard to ensuring effective partnership working, as identified in the Local Government White Paper, focussed on the function of Community Leadership and the development and delivery of the District's Sustainable Community Strategy and Local Area Agreement. The key examples of these are;

- Statutory responsibility for the production and delivery of the Sustainable Community Strategy in consultation with the Local Strategic Partnership and its constituent partners
- Accountable Body for the Local Area Agreement
- Duty of promoting well being
- Democratically elected Community leadership
- As a delivery agency for some of the Sustainable Community Strategy and Local Area Agreement

3.13. Consultation with stakeholders, a summary of which is provided in Appendix 1 has identified a number of improvements to existing arrangements that need to be made if we are to improve the effectiveness of partnership arrangements and partnership working:

- Future Local Strategic Partnership co-ordination arrangements should sit within the Council's management structure and be focused on the delivery of improved outcomes for the District and its citizens through the Sustainable Community Strategy and Local Area Agreement
- The role, aims and objectives of individual partnerships should be clearly identified and the roles and responsibilities of elected members and officers from both the council and partners should be clearly articulated
- In the interests of efficiency and effectiveness partnership members cannot represent all interests. However, all partnerships can be required to ensure that those interests must be taken account of in the development and delivery of services
- Performance Management should be effective and streamlined, with clear reporting and feedback channels – without being overly bureaucratic and burdensome, but equally, needs to be prescriptive where necessary to ensure effectiveness and robustness
- Improved communication is critical particularly between partners and partnerships. Members should be made aware of activities going on within their ward and be engaged in them; Partnerships should share information between themselves more readily to enable better discussion and action across shared

interest and delivery areas; and the workings, engagement mechanisms and decision making should be clear, transparent and accountable

- 3.14. To make this work our ambition should be to have a clear, agreed and accountable partnership structures and mechanisms that support and develop effective partnership working including the overall management of the Sustainable Community Strategy and Local Area Agreement.
- 3.15. To do this we must ensure that the Structure, Processes and Culture of the Local Strategic Partnership are geared to achieve this, and proposals for future arrangements must seek to achieve improvements in these areas. Key considerations of these are provided in Appendix 2
- 3.16. In considering these future arrangements we also need to take account of the type of organisation we want the Local Strategic Partnership to be. A report commissioned in 2005 by the then Office of the Deputy Prime Minister and the Department for Transport, identified that Local Strategic Partnerships operate within 4 modes. The success of a Local Strategic Partnership, it concludes, is dependant on the balance between these modes of working and how well it operates within each mode.
- 3.17. The four different modes ('ideal types') of Local Strategic Partnership working identified each require different governance arrangements. None of the modes is inherently better than any other; each can have 'strong' versions that work well, and 'weak' versions that do not. Each mode raises different governance issues, and the right governance approach depends on the balance between the modes.
- 3.18. The four types are:
- **Advisory:** the Local Strategic Partnership acts as a consultation and discussion forum and often forms the basis for consensus building, but has no independent power to act. It draws its accountability and legitimacy entirely from member organisations, particularly the local authority
 - **Commissioning:** the Local Strategic Partnership has its own staff and authority, is able to implement decisions and commission projects, and therefore has to create its own forms of accountability and legitimacy
 - **Laboratory:** the prime focus is on generating new ideas and new ways of designing local services, drawing on the combined thinking of senior managers and community leaders
 - **Community empowerment:** attention is focused on creating strong networks within the community rather than on the key public agencies.

3.19. **Proposals for Moving forward**

- 3.20. The first step in the move towards improving the strategic partnership arrangements for the District requires a decision to be made on the future form and function of the Local Strategic Partnership as an entity, and its formal recognition as such. The options, appraisals and proposals for future structural arrangements are outlined in section 5 (Options) of this report
- 3.21. The Local Strategic Partnership operates on behalf of the District to bring together key partners and partnerships so as to provide a focused forum for debate on key priorities. In so doing the Local Strategic Partnership is a key support mechanism for

the Council in enabling it to fulfil its role of strategic leadership and assist in the delivery of its statutory obligation of well being across the district

- 3.22. However, regardless of which option Executive decides to take forward, there are a number of short, medium and long term actions that need to be considered in the context of driving the delivery of improved outcomes for the District and its Citizens, via the Sustainable Community Strategy, through the partnership arena
- 3.23. Short Term actions – to be completed by December 2007
- Formally establish and agree the Role and Purpose of the Local Strategic Partnership
 - Clarify the Role and purpose of the Council in partnership arrangements
 - Develop Terms of Reference for the Local Strategic Partnership
 - Plan the transition to ensure a smooth changeover from existing to new arrangements
 - Establish the primary Governance arrangements for the Sustainable Community Strategy and the Local Area Agreement
- 3.24. Medium Term Actions – Completed by March 2008
- Establish the Locality Planning and Neighbourhood Support Service Arrangements – These are covered in detail in section 4
 - Review the arrangements for Sustainability and Cohesion
- 3.25. Long Term Actions – Completed by September 2008
- Develop an Intelligence hub and Observatory for the district using a partnership steering group
 - Establish and implement a strategic resource allocation and commissioning process
 - Establish common performance management, finance, communication systems and methodologies for the Sustainable Community Strategy and Local Area Agreement
 - Draw up a partnership development plan which includes a capacity building programme

4. The Neighbourhood Review

- 4.1. The aim of neighbourhood working is to improve outcomes at a local level, e.g. lower crime and anti-social behaviour; improved 'liveability'; improved education results; improved perceptions of well-being/quality of life etc.
- 4.2. Effective neighbourhood working should provide structures and resources to link residents, services and elected members, to produce and implement plans for their local areas. These structures and plans must link with and inform Area, Strategic partnership and District level planning
- 4.3. Some service delivery is suited to organisation at a neighbourhood level to respond to local issues. Crime and environment services are particularly appropriate to this and often are able to address local priorities. Other services including children and young people and housing are also adaptable to it

- 4.4. People usually relate to their local 'patch' and are often keen to engage in helping make improvements and know what the local issues are. Identifying Neighbourhood priorities can help inform strategic decision making at area and district level
- 4.5. **Where are we now?**
- 4.6. Key organisations and services are planning or are already implementing change and looking to new ways of organising, connecting, improving and delivering services to the public
- 4.7. The Council's services, in partnership, are increasingly focusing on improved delivery at the local level. E.g. Street Scene provides adaptable cleansing operations and targeted clean-ups and Children and Young People planning for locality working
- 4.8. The West Yorkshire Police are currently implementing boundary changes following the decision to change the policing structure from 3 divisions to 2. Their restructure is also driving the change, moving resource from response services, to neighbourhood policing; and they are considering using wards as the basis for structuring and delivery. They see policing through neighbourhood partnership working arrangements as a positive development
- 4.9. Health has implemented structural change, reducing the number of Primary Care Trusts covering the district from four to one. The tPCT is looking towards organising their service delivery within the parliamentary/area committee boundaries. Within those boundaries they will be working with the planned GP alliances; groups of GP practices who will collaborate on commissioning health care services. Some of these will be provided by the tPCT itself, e.g. smoking cessation, alcohol advisory and dietary advice services
- 4.10. Bradford Community Housing Trust (BCHT), with partners, is developing a sustainable neighbourhoods approach looking at all the needs of people in neighbourhoods. Further structural review within BCHT has the opportunity to examine different operating models to ensure an enhanced impact on neighbourhoods
- 4.11. The third sector also plays an important role in supporting service delivery and development through commissioned work from the Council, Health, BCHT, etc.
- 4.12. However, while there is an increased focus on working at neighbourhood level by partners, there is, as yet, no clear joint agreement about how neighbourhood and area arrangements are to be supported
- 4.13. There are a variety of planning and delivery mechanisms, in addition to direct service delivery or commissioning, to provide support at area, ward and neighbourhood level. These planning and delivery arrangements are designed to meet particular geographical need, and include;
- 5 Area committees
 - 30 Neighbourhood Action Planning Partnerships
 - 15 Urban Villages
 - 5 Streets Ahead
 - 17 Parish Councils
 - 5 Regeneration partnerships (3 masterplans + Trident + Regen2000)
 - 10 X PACT (economic)

- 5 Neighbourhood Element areas
- 4.14. In addition other 'single theme' locality based work includes
- 13 X Environment Task Force
 - JAG (crime)
- 4.15. However, planning is not fully connected and coordinated at this time with the linkage between neighbourhood working and strategic district planning being particularly weak. Streamlining planning and plan development and aligning Neighbourhood planning, through Area planning to the Sustainable Community Strategy and Local Area Agreement will better enable the delivery of improved outcomes for the district and its citizens
- 4.16. Improving the coordination of service delivery at the neighbourhood level is a primary concern of all partners. However, the need for balance is clearly recognised, as some provision is better coordinated and delivered from an area or district level, e.g. Special Needs provision within Education
- 4.17. While there is the move towards neighbourhood working, with Wards as the 'basic unit' for planning and delivery purposes, it has also been recognised that, with the best intent, not all boundaries can be precisely coterminous for operational or geographical reasons. Similarly, where boundaries are the same, future arrangements may impact on this. It is clear that considerations about working at neighbourhood level must consider and work towards addressing the difficulties of cross authority boundary working.
- 4.18. **Moving forward**
- 4.19. A summary of the main issues raised during the review and the partners and services that were consulted is provided in Appendix 3. The issues raised and proposals for moving forward are considered in the themes of;
- Scale and Boundaries
 - Governance arrangements – Ward and Area level
 - Community Engagement
 - Services
 - Plans and Planning
 - Resources to Deliver
 - Support
 - Implementation
- 4.20. **Scale and boundaries** - There are clear indications that neighbourhood working organised at Ward level would bring significant improvements to the delivery of services to citizens; enable improvements in the efficiency and effectiveness of delivery; and provide opportunities for greater citizen engagement in the shaping and delivery of services for their neighbourhood. The principle of moving towards Ward based working where possible is well supported by members and key service providers
- 4.21. **Governance: Ward arrangements** - To better co-ordinate and lead improvements, Ward Partnership arrangements should be developed, along with governance 'standards' which where appropriate Ward Partnerships must meet (to include

constitution, terms of reference and code of conduct based on existing models including Accountable Body Guidance)

- 4.22. **Governance: Area arrangements** - There needs to be a clear linkage to, and integration with, Area governance arrangements. Each Area Committee should develop partnership arrangements with key service providers to advise area committees and enable implementation of Area Plans
- 4.23. **Community Engagement** - Continue to use area and neighbourhood based working as the primary mechanism for engaging with the people of Bradford, working closely with statutory, voluntary and community sector partners to ensure co-ordination, streamlining and sharing of resources with regard to engagement activities
- 4.24. **Services** – There should be an agreed minimum standard of service provision, resourced to achieve at least minimum outcomes, for all neighbourhoods. Services will need to be responsive to neighbourhood issues raised by Partnerships and Councillors
- 4.25. **Plans and planning** – Plans to be developed on a Ward basis to fit with the Area/SP/District plans and planning cycle. It will be a requirement of each partnership to ensure the engagement of local communities in the planning process using a variety of means such as but not exclusively neighbourhood forums. Performance Management to be based on outcomes with data provided through new centrally controlled system and linked to Local Area Agreement targets
- 4.26. **Resources to deliver plans** - Resource levels must be reviewed in the light of Neighbourhood Renewal fund and Local Area Agreement settlements and should particularly consider the needs of less successful neighbourhoods. The overall resource allocation process should be as simple as possible; with minimal bureaucracy and differentiate between decision making processes and the management and accounting for funds; and be directed by Neighbourhood and Area plans to secure improvement in identified outcomes and contribute to narrowing the gap between the least and most deprived neighbourhoods
- 4.27. **Support** - Support should move from a co-ordination role to a 'management' role, bringing together BMDC and Bradford Vision neighbourhood support functions under the new AD Neighbourhood Services. Focus should be on securing outcomes for local people by a more efficient, streamlined service which allows for 'plurality' of support (e.g. BCHT, Area Regeneration Partnerships). Consideration should be given to co-located 'neighbourhood teams' with a presumption of co-location wherever practical
- 4.28. **Implementation** - Implementation needs to take place on a 'phased roll-out' basis building on existing work and taking opportunities to improve co-ordination and streamlining of activities wherever possible
- 4.29. When they are agreed, detailed work on implementation needs to take place. Key changes should be in place by April 2008 but arrangements will be subject to further and continued development over time in consultation with partners

5. Options

- 5.1. There are 4 principle options considered for the revised Governance and Structural arrangements for a future Local Strategic Partnership for the Bradford District. An options appraisal for each structure is provided in Appendix 4 and graphical representations of each structural option is provided in Appendix 5
- 5.2. Option 1 – Arrangements continue as are currently configured. This option does not address the weaknesses within the current arrangements as highlighted by previous assessment of the Council's work; the Annual Audit letter of the District Auditor; the Solace Mock Inspection; Local Area Agreement mid year review; and a specific report of the Audit Commission into partnership working
- 5.3. Option 2 – This arrangement modifies slightly the current arrangement, but with the Local Strategic Partnership, co-ordinated within the Council's management structure. While this addresses some of the weaknesses identified, and provides opportunities for efficiency savings, it does not address some of the fundamental concerns about complexity, manageability, affordability, communication and focus on delivering improved outcomes for the District and its Citizens through the Sustainable Community Strategy and the Local Area Agreement
- 5.4. Option 3 – This considers a revised structure as an external Limited Liability company. The restructure does address the issues of reduced complexity and, therefore, manageability, communication and affordability. It is more clearly focused, structurally, on improving outcomes for the District and its Citizens through the Sustainable Community Strategy and the Local Area Agreement. However, it does not address the issues of duplication, overlap and non aligned work and planning carried out by the Local Strategic Partnership and the Council, particularly at the neighbourhood level. Nor does it address the issues constraining the Council's ability to fulfil its democratic role as Place Shaper and Place Leader
- 5.5. Option 4 – This option is similar to option 3 but places the Local Strategic Partnership co-ordination within the Council's management structure. This option underpins the Council's democratic roles of Place Shaper and Place Leader. It also provides scope for efficiency savings through better aligned neighbourhood planning neighbourhood working arrangements and through the reduced operational overheads of a Limited Liability company
- 5.6. The outcome of the Local Strategic Partnership review will impact on neighbourhoods and neighbourhood service delivery. It is timely to move towards implementing improvements that will better align neighbourhood planning and service delivery through to the outcomes and aspirations of the Sustainable Community Strategy. To this end, moving to Area and Ward based planning and service delivery presents itself as the optimal way forward

6. Financial and resource appraisal

- 6.1. The move to new structural arrangements will provide opportunities to reduce duplication and costs

- 6.2. It must be emphasised that current Local Strategic partnership costs are primarily supported through the Neighbourhood Renewal Fund (NRF). NRF is not a mainstream budget and currently has to be used to narrow the gap in deprived areas. The level of NRF funding in future years is not known and guidance is still awaited as to how NRF money should be spent in the future. As such any new structures proposed should recognise that the level of external funding to support those structures may be limited
- 6.3. Any proposed new structures need to be fully costed up and the funding streams identified to support those costs
- 6.4. Appendix 6 provides a summary of key identified funding arrangements at this time. However, this should be used as a guide only as establishing accurate costings for organisational support and neighbourhood working has been difficult and more work needs to be done in this area

7. Legal appraisal

- 7.1 Members will be aware that a company limited by guarantee is a separate legal entity and, as such, Directors appointed to that company have obligations under company law. Specifically when Directors are considering issues at Board meetings they are legally obliged to vote in accordance with what is in the best interests of the company. This can create difficulties where Directors are appointed as representatives of third parties and find themselves conflicted in terms of what they reasonably believe to be in the best interests of the company and what they understand to be the position of the organisation they are representing. The recommendation to move away from a company structure will assist members of the LSP who find themselves in this position in terms of allowing them to represent more robustly the views of their organisations in terms of the decisions to be taken by the LSP.
- 7.2 All the proposed options will require some legal input to support their delivery and ensure effective and appropriate governance arrangements are in place. Any amendments to the LSP arrangements will also need to be considered in the context of the Council's own Constitution. Assistant Director Corporate Services (City Solicitor) will work closely with Assistant Director Partnerships to ensure this is achieved."

8. Other implications

8.1. Equal Rights

The Government's Regulatory Impact Assessment includes the Race Equality Impact Assessment (REIA) for the White Paper.

8.2. Sustainability implications

Bradford Council is expected under the Local Government Act 2000 to promote and improve the economic, social and environmental well-being of Bradford District. It is expected to do this in an integrated way and with due regard to sustainability and sustainable development. Sustainable Development is an overarching corporate priority for Bradford Council (Corporate Plan 2007-10) and is central to the District's 2020 Vision and Sustainable Community Strategy

Ensuring good governance and sound public management is a pre-condition for sustainable development and this Local Strategic Partnership Review and related

proposals make evidence-based and transparent proposals for improvement for arrangements for the District, partnerships and neighbourhoods from the Council's perspective. As such they can be seen as a necessary foundation for considering and progressing sustainability in, through and beyond the District

8.3. Community safety implications

Bradford Council and the Safer Communities Partnership/ Crime and Disorder Reduction Partnership are currently reviewing partnership structures across the district to develop more integrated working arrangements - in line with the requirements of the new National Standards for Crime and Disorder Reduction Partnerships, the introduction of the Audit and Performance Assessment for Community Safety Performance Management systems and the implications of the wider Crime and Disorder Reduction Partnership Reform Agenda. At a district-wide level, the partnership aspires to create co-located teams of officers leading on policy/strategy, performance/analysis and offender management

The review of Divisions and neighbourhood policing arrangements across the district will create ward-based policing teams and approximately 10 neighbourhood policing areas across the district - each co-terminus with a number of council wards. These policing changes, coupled with the neighbourhood management and community call for action proposals set out in both the 2006 Local Government White Paper and Police and Justice Act (2006), provide a platform for the development of more effective and aligned joint working arrangements between police, council and other partner agencies at the neighbourhood, area, divisional and district level

8.4. Human Rights Act

There are no direct Trade Union implications from this report

8.5. Trade Union

There are no direct Trade Union implications from this report. Any future restructuring proposals affecting Council employees as a result of the implementation of recommendations contained within this report will be undertaken in accordance with existing Council procedures and protocols

9. Not for publication documents

None

10. Recommendations

- 1) The Deputy Chief Executive be delegated authority to establish a Local Strategic Partnership, co-ordinated within the Council's management structure, in accordance with the proposals outlined in option 4, with authority to effect detailed change to ensure the effective and coherent organisational and partnership arrangements necessary to secure improved outcomes through the delivery of the Sustainable Community Strategy
- 2) The Strategic Director Environment and Neighbourhoods be delegated authority to progress the development of Ward and Area based partnership working and delivery, in conjunction with Area Committees, Ward Members and partners

- 3) That Corporate Improvement Committee be invited to continue to consider progress in developing effective partnership arrangements within the district as a means of supporting the delivery of the Sustainable Community Strategy.
- 4) That the Strategic Director Corporate Services ensures Legal and Constitutional probity is maintained and provides support for the transition process
- 5) The Council thanks the Officers, Staff and members of Bradford Vision for their valuable contribution towards the development of partnership working
- 6) The Council makes recommendation to Bradford Vision Board that it considers the implications and impact of this report, and subsequent Executive decision, and asks for its continued support through this transition process

11. Appendices

Appendix 1 – Governance Review: Consultation Summary

Appendix 2 – Local strategic Partnership Development considerations:
Structure, Process and Culture

Appendix 3 – Neighbourhood Review: Consultation summary - key considerations

Appendix 4 – Option appraisal for Local Strategic Partnership governance structures

Appendix 5 – Local Strategic Partnership:
Diagrams of Structure and Governance options

Appendix 6 – Finance estimates

12. Background documents

24th April Executive Report: The 2006 Local Government White Paper and Partnership Working

Local Government White Paper 2006

Full Regulatory Impact Assessment (RIA) for the Local Government White Paper, includes the Race Equality Impact Assessment (REIA) for the White Paper.

Local Government and Public Involvement in Health Bill 2006

Developing the Future Arrangements for Local Area Agreements DCLG Feb 2007

Evaluation of Local Strategic Partnerships: a 2004 ODPM and DfT sponsored research programme

Governance Review: Consultation Summary

This note summarises key messages arising from the consultation exercises undertaken

Executive arrangements

There is a fairly consistent message that eligibility for the membership of any new strategic arrangements for the district is clearly defined. Membership criteria should ensure that it is manageable in terms of size and is made up of 'the right people'; individuals who control significant budgets and/or who are hugely influential in delivering improved outcomes for the district (through the Sustainable Community Strategy). Membership should not include tokenistic appointments to demonstrate 'representation'. However, engagement and contribution from those not represented within the new strategic arrangement should be sought at the appropriate level and clearly recognised within the appropriate structural and partnership arenas.

Partnership arrangements

Again, there is general consensus around the issue of 'appropriate' membership to each of a partnership. It is felt that guidance or operating protocols are needed to support the partnerships. It is felt that the guidance should address;

- the role, aims and objectives of individual partnerships should be clearly identified within the context of delivering improved outcomes for the district and its citizens through the SCS
- the size and composition of partnerships –
 - some are considered too large to operate effectively
 - members attend that are not in a position to make decisions or commitments
 - some services/partners are not represented adequately
 - how and when to review membership to ensure that the partnership is 'fit for purpose'
- communication between partnerships – improving synergy and reducing waste and duplication
- better 'management' of the partnership arena – and task groups
- clear lines of responsibility and reporting
- effective, though not burdensome, performance management and planning arrangements

Any guidance produced should be consistent with enabling partnership working and the development of the partnership environment and ethos and therefore should be subject to regular review.

Roles and Responsibilities

There is general consensus that the roles and responsibilities of elected members and officers from both the council and partners should be clearly articulated. This should align with items already discussed around executive and partnership arrangements. There is the expectation that 'this is what working in partnership means' will be more openly defined; and is a training, development and capacity building issue that will be picked up through the Capacity Building Plan.

This is a partnership arena and as such, partners should be supported in taking a lead. The chair of a partnership should not automatically fall to a council officer or elected member unless they are best placed and it is entirely appropriate that it should be so. Rather, partners should chair partnership wherever possible.

Management and monitoring

There is an expectation that 'partnership working' as a process should be better managed and aligned to the outcomes sought through the SCS and the LAA, while not detracting from the delivery and development work that they need to undertake.

Performance management should be effective and streamlined, with clear reporting and feedback channels – without being overly bureaucratic and burdensome, but equally, needs to be prescriptive where necessary to ensure effectiveness and robustness.

There needs to be some criteria by which the work, and workings, of partnerships can be judged; to ensure continued effectiveness, clarity of purpose and the delivery of outcomes. This should provide partnerships with improvement and development opportunities coupled with some form of redress where working arrangements are not adequate to meet the needs of the partnership arena or deliver agreed targets and outcomes.

Consideration should be given to the role and management of task teams and their relationship to partnerships. There should be a distinction between a partnership and a task team that has an ongoing remit in support of partnerships; and task teams that are effectively task and finish.

Communication

There needs to be better communication across the piece.

Members should be made aware of activities going on within their ward and be consulted/engaged to the degree appropriate.

Partnerships should share information between themselves more readily to enable better discussion and action across shared interest and delivery areas.

Better sharing of consistent and robust information and data across the district is required, linked to effective performance management and the determinants of future need and response.

The workings, engagement mechanisms and decision making of all the arrangements should be clear and transparent

Consultation undertaken as part of the Governance Review

- Corporate Management Team
- Corporate Improvement Committee
- Strategic Partnership Chairs
- Bradford Vision Board
- Bradford Vision Staff
- Elected members through opinion survey – 13 completed responses

Local strategic Partnership Development considerations: Structure, Process and Culture

a) Structure

- affordable - the Local Strategic Partnership structure and supporting arrangements must be efficient and affordable in an environment of uncertain future funding It must demonstrate effective governance arrangements with appropriate accountability through the Council and ultimately to the local community
- able to undertake the role and function of an Local Strategic Partnership as set down in central government guidance in the delivery of neighbourhood, area, district regional and national priorities
- engage all the key partners required in order to fulfil its function as the overarching partnership of the District required to drive the delivery of Bradford's new Sustainable Community Strategy; deliver the Local Area Agreement and action plan with a clear focus on performance
- ensure that all individual partners/partnerships are informed, skilled and resourced to deliver their best contribution
- oversees the development of a sound understanding of the needs/wants/resources of the District through the establishment of a collective intelligence source and research observatory for the District
- ensures that each thematic strategic partnership has an appropriate recognised co-ordinating resource
- represents the district in regional, national and international arenas including negotiating with central government establishes a clear separate resource ensuring that the Council is fulfilling its Accountable Body Function
- facilitates appropriate thematic strategic partnerships to sanction, manage and direct their thematic strategy and therefore their contribution to Sustainable Community Strategy and Local Area Agreement

b) Processes

- ensure that any role it has to play in allocating and distributing funds needs to be clearly administered in line with Accountable Body conditions and guidance and has streamlined financial accounting and performance management arrangements in place
- deliver appropriate local services in the most cost effective way
- deliver improved outcomes as determined by the Sustainable Community Strategy for people living and working in the district
- strategically commissions the work required to deliver the priorities identified with the Sustainable Community Strategy and Local Area Agreement
- ensure that all individual partners/partnerships are clear about their role and responsibilities and held accountable for such
- delivers effective shared performance management that informs ongoing decision making on key priorities
- delivers strong financial management arrangements that meet requirements but do not place additional bureaucratic burdens on the partnership or others

- sets out and analyses the impact of the wider context for the District, Regionally and Nationally

c) Culture

- builds upon the existing strength of partnership working and develop more mature partnership relationships to move to an Local Strategic Partnership which is the “partnership of partnerships”
- ensures that individual partners contributions are supported, jointly agreed and held accountable for through the development of clear memorandums of agreement
- establishes a high level of political engagement in community leadership and partnership working
- respond to new initiatives relating to partnership working positively whilst supporting the districts best interests
- maintain the independence and robustness of partners, reduce duplication, and enable partners to share priorities for action effectively
- act and be seen as an integral part of local democracy not an alternative

Neighbourhood Review: Consultation summary - key considerations

Contributors to the review:

- Neighbourhood Support Service
- Street Cleansing
- Highways
- Regeneration
- Economic Development
- Leisure, Recreation, Sport and Tourism
- Customer Services
- Environmental Health
- Waste & Street Scene
- Environmental Health
- Childrens Services (Children and Young People Partnership)

- BCHT (Housing Partnership)
- Bradford Trident
- Bradford Vision
- CNet
- Keighley VCS
- Neighbourhood Improvement Strategic Partnership
- Police
- Public Health and Strategic Health Improvement Partnership
- Royds Community Association

- Neighbourhood Improvement Strategic Partnership membership at a specially convened event
- Area Chairs at a specially convened Area Chairs meeting

Proposals for moving forward - Issues and principles

These require further refinement and consultation. When they are agreed, detailed work on implementation needs to take place. Key changes should be in place by April 2008 but arrangements will be subject to further and continued development over time in consultation with partners

Scale/boundaries

- Move towards ward sized 'patches' of around 15,000 population
- Rationalise current arrangements by aligning existing neighbourhood work with Wards as far as possible
- Provide tailored support for partnership working below ward sized patches where need is identified
- Be clear on neighbourhood linkages to Areas
- Use the Neighbourhood Review to align boundaries with service providers as far as possible – police and children and young people's services provide current opportunities

Governance

Neighbourhood arrangements

- Develop Ward Partnerships:
- Develop governance 'standards' which Ward Partnerships must meet (to include constitution, terms of reference and code of conduct based on existing models including Accountable Body Guidance)
- Recognise community leadership role of BMDC ward councillors and support their close participation
- Use the Ward Partnership as the basis for support to ward councillors as community champions (including 'calls for action')
- Involve active local residents as appropriate (e.g. through tenants' associations, voluntary organisations, local forums)
- Involve Parish Councils where they exist within partnership boundaries
- Involve service providers – clearly identified, agreed and at right level of seniority
- Involve community/voluntary and private sector partners from the neighbourhood

Area arrangements

- Area Partnerships to be developed:
- Each Area Committee to develop partnership arrangements with key service providers to advise area committees and enable implementation of Area Plans
- Area Partnerships to develop over time and to have clarity on remit, powers, membership etc.
- Area Partnerships to also include Chairs of Neighbourhood Partnerships (who may well be BMDC Councillors)
- Membership of NISP and Area/Neighbourhood representation at LSP level (currently through NISP) to be reviewed. The Area Chairs meeting could effectively become the NISP Executive with periodic whole District meetings of Neighbourhood representatives

Community Engagement

- Continue to use area and neighbourhood based working as the primary mechanism for engaging with the people of Bradford
- Work closely alongside statutory, voluntary and community sector partners to ensure co-ordination, streamlining and sharing of resources with regard to engagement activities
- Ensure robust arrangements in place to inform, consult and involve local people at all levels of planning using a 'toolkit' of possible methods
- Maintain support for Neighbourhood Forums as periodic open access forums reactive to local concerns but review their frequency and role in the planning process

Services

- Services should be designed and resourced to achieve at least minimum outcomes for all neighbourhoods with targeted support available as necessary
- Successful neighbourhoods will be those that achieve or exceed the minimum level for all key indicators
- Agreed District wide standards of service, with a universal lower threshold, could be enshrined in Neighbourhood Agreements
- The principle of subsidiarity should be used when organising service delivery with decisions being taken at the level closest to neighbourhoods, within clear guidelines, having taken into account issues of policy and economies of scale

- There is good scope for arranging Policing services to fit with Neighbourhood Partnerships (at around Ward level)
- Service providers to consider neighbourhood delivery when commissioning services
- 'Frontline workers' must be empowered to be responsive to local circumstances and neighbourhood issues raised by Partnerships and Councillors

Plans and Planning

- Examine the feasibility of developing Ward Plans, periodically updated to fit with the Area/SP/District planning cycle. Updates must not be unnecessarily burdensome or deflect from implementation of activity
- Plans must address social, economic and physical needs in line with SCS themes and be of a consistent format across the District
- Plans must be evidence based and outcome focussed
- Performance Management should be target based and have a universal 'basket' of key indicators which are monitored by partnerships on a regular basis
- Plans should consider asset development and work towards community/service hubs wherever possible
- Plans should consider how services move from 'cure to prevention'
- Partnerships should review the role of Neighbourhood Forums in supporting the formulation and delivery of ward plans

Resources to deliver plans

- Resource levels must be reviewed in the light of NRF/LAA settlements and should particularly consider the needs of less successful neighbourhoods
- The overall resource allocation process should be as simple as possible, with minimal bureaucracy and differentiate between decision making processes and the management and accounting for funds
- Each neighbourhood should have decision making power over some annual funding to be used to implement its plan (this could include consolidation of 'small grants' to neighbourhood level)
- Consideration should be given to employing Wardens and a 'Clean Team' (reporting to Neighbourhood Manager) in all neighbourhoods where need is clear and resources allow
- Initiate a 'Wardens Review' to look further at harmonising JD, working with police/environment services, uniforms, salaries
- Ward Partnerships to consider how to implement 'participatory budgeting'
- Sustainability and continuity of services is key

Support

- Support should move from a co-ordination role to a 'management' role.
- Bring together BMDC and Bradford Vision support services under the new Assistant Director, Neighbourhood Services to provide a more efficient, streamlined service
- Allow 'plurality' of support (e.g. BCHT, Trident) where appropriate but be clear on scope and areas of responsibility
- Performance management to be based on outcomes with data provided through new centrally controlled system and linked to LAA targets
- Each Neighbourhood Partnership must have a named Neighbourhood Manager (who may be responsible for more than one neighbourhood)

- Further work and training is necessary to develop the role, skill sets and competencies of Neighbourhood Managers
- Consideration should be given to co-located 'neighbourhood teams' with a presumption of co-location wherever practical. Neighbourhood Manager, wardens and environment team at the core (+ Parish Clerks where appropriate). Police, children and young people locality co-ordination, housing management to be added where possible
- Training is necessary for 'neighbourhood teams' to instil a 'can do' culture and customer service focus (links to BMDC Customer Service team)
- Further work should be undertaken to examine issues raised around 'communities of interest' which cut across neighbourhoods and how Bradford District works in this sphere to ensure community cohesion

Implementation

- Implementation needs to take place on a 'phased roll-out' basis building on existing work and taking opportunities to improve co-ordination and streamlining of activities wherever possible
- Care needs to be taken to maintain capacity to deliver during the transitional phase
- Resource levels will need to be carefully planned to support new ways of working and ensure improved delivery

Option appraisal for Local Strategic Partnership governance structures

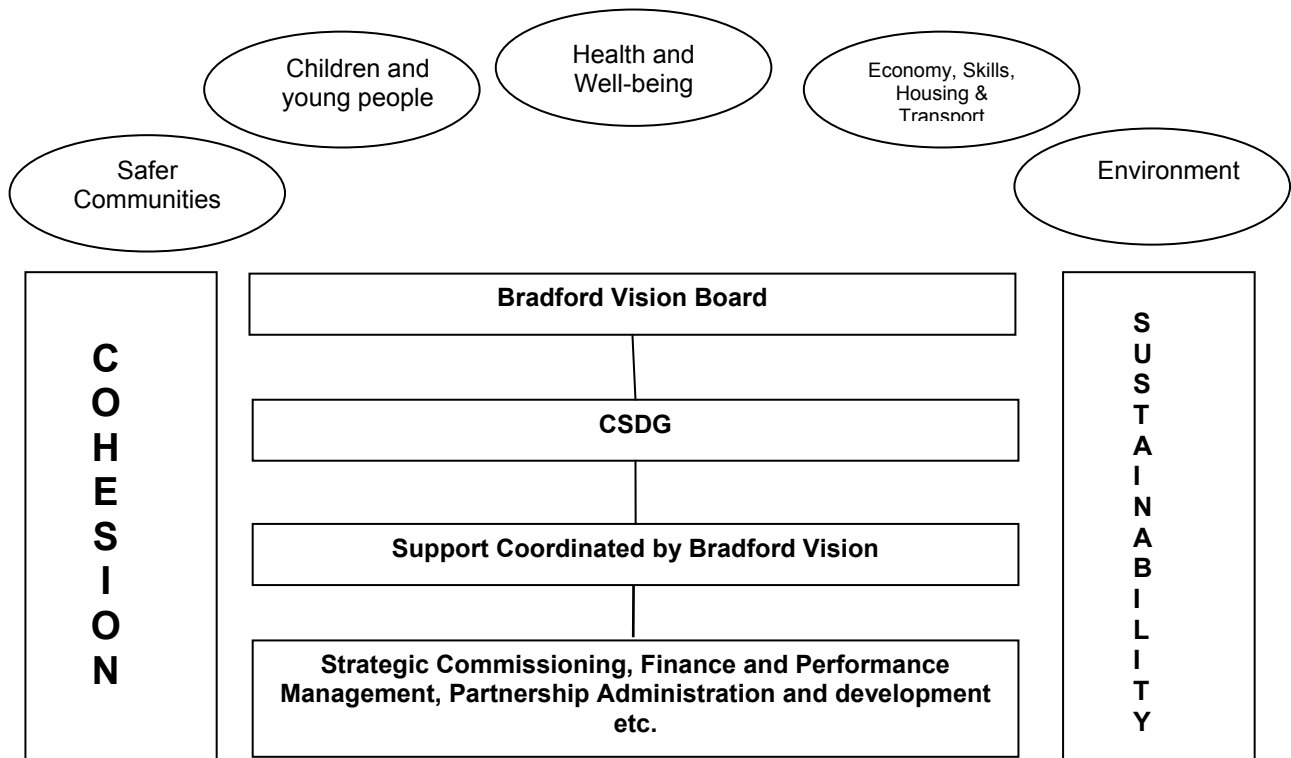
Option	Advantages	Disadvantages	Implementation Considerations
<p style="text-align: center;">1</p> <p>Continue with existing structure</p>	<ul style="list-style-type: none"> • No change - Transitional loss minimised • Perceived independence from any individual partner • Existing structure understood and recognised • Current involvement of partners is understood • Focused, recognised, attention on neighbourhood working 	<ul style="list-style-type: none"> • Funding uncertain to maintain current levels of cost • Additional cost of supporting a private company may be unnecessary • Difficult for the Council to demonstrate its community Leadership role in this arrangement • Too cumbersome and complex for arrangements and decisions to be easily understood • Linked to old role of Local Strategic Partnership not new expectations • Alignments to Sustainable Community Strategy and Local Area Agreement are complex • Would still need to change Strategic Partnership structure in response to impending statutory requirement • Lack of consistency across, and clarity about, the ‘Strategic’ role of Strategic Partnerships • Arrangements, inc. memberships, developed organically rather than managed • Board members may be compromised in conflict between Ltd Company interests and the body they represent • Neighbourhood working and planning not always aligned or connected to other mainstream planning arrangements across the District 	<ul style="list-style-type: none"> • How to gear existing arrangements to meet new expectations • How to fund it • Development of new statutory partnership and its impact on existing Strategic Partnerships • How to increase clarity and communication around decision making and delivery outcomes • Establish justification and democratic legitimacy for existing arrangements • How to improve the management of complex partnership arrangements including memberships • How to ensure Local Strategic Partnership Board members are not compromised due to conflict between Ltd Company interests and those of the body they represent • How to ensure alignment and connection to other neighbourhood and area planning arrangements and resources are used effectively

<p style="text-align: center;">2</p> <p>Light touch change to existing structure Co-ordinated within the Council</p>	<ul style="list-style-type: none"> • Adaptation rather than re-design • Perceived independence from any individual partner if Ltd Company arrangements remain • Less effort required to make changes • Improved alignment to Sustainable Community Strategy/ Local Area Agreement • Focused, recognised, attention on neighbourhood working 	<ul style="list-style-type: none"> • Does not necessarily lead to greater efficiency through simplification • Costs of supporting a private company may be unnecessary • Alignments to Sustainable Community Strategy and Local Area Agreement are complex • Difficult for the Council to demonstrate its community Leadership role in this arrangement • Too cumbersome and complex for arrangements and decisions to be easily understood • Does not immediately appear to be less expensive to run • Remains linked to old role of Local Strategic Partnership not new expectations • Would still need to change Strategic Partnership structure in response to impending statutory requirement • Lack of consistency across, and clarity about, the ‘Strategic’ role of Strategic Partnerships • Arrangements, inc. memberships, developed organically rather than managed • Neighbourhood working and planning not always aligned or connected to other mainstream planning arrangements across the District 	<ul style="list-style-type: none"> • How to fund it • Development of new statutory partnership and its impact on existing Strategic Partnerships • How to gear existing arrangements to meet new expectations • How to increase clarity and communication around decision making and delivery outcomes • How to implement differential change without losing clarity – transfer of responsibilities • Establish justification and democratic legitimacy for revised arrangements • How to improve the management of complex partnership arrangements including memberships • How to ensure alignment and connection to other neighbourhood and area planning arrangements and resources are used effectively • Requires planned transition
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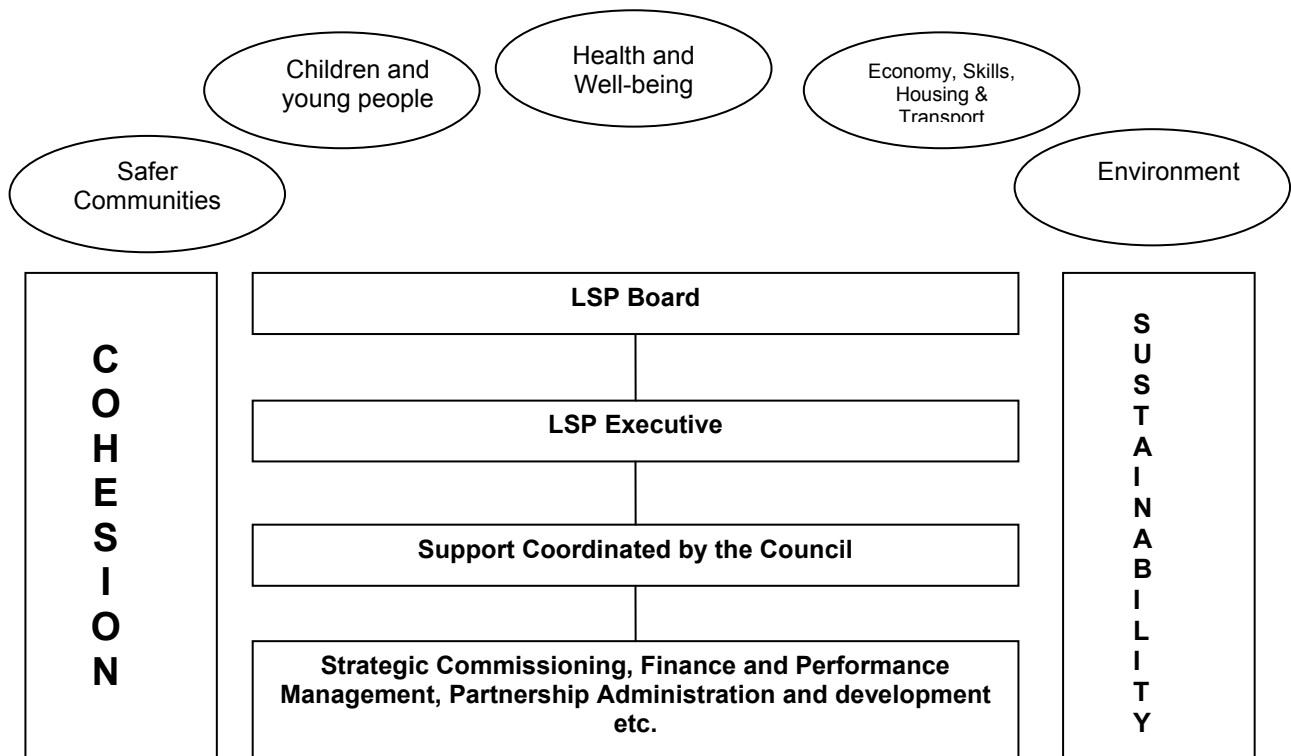
<p style="text-align: center;">3</p> <p style="text-align: center;">Complete restructure and continue as a Ltd. Company</p>	<ul style="list-style-type: none"> • Perceived independence from any individual partner if Ltd Company arrangements remain • Greater alignment to Sustainable Community Strategy and Local Area Agreement priorities • Fewer strategic partnerships to service and co-ordinate • Costs are likely to be less as the arrangements are less complex • Increase clarity and communication around decision making and delivery outcomes • Better coordinated partnership support 	<ul style="list-style-type: none"> • Costs of supporting a private company may be unnecessary • Difficult for the Council to demonstrate its community Leadership role in this arrangement • Board member's may be compromised in conflict between Ltd Company interests and the body they represent • Neighbourhood working and planning not always aligned or connected to other mainstream planning arrangements across the District • May require amendments to Bradford Vision's memorandum and articles of association reflect new expectations and focus of activity • Memberships needs to be managed to ensure appropriate and not tokenistic representation • Needs to more formally recognise the role, place and management of sub groups and task and finish groups 	<ul style="list-style-type: none"> • How fund it • How to ensure Local Strategic Partnership board members are not compromised due to conflict between Ltd Company interests and those of the body they represent • How to ensure alignment and connection to other neighbourhood and area planning arrangements and resources are used effectively • Establish justification and democratic legitimacy for new arrangements • Requires a Transition Plan • Requires effective communication strategy and management • Recognise the critical role of partners not formally represented at strategic level • How to manage subgroups and task and finish groups to ensure clarity of purpose and resource efficiency
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<p style="text-align: center;">4</p> <p style="text-align: center;">Complete restructure and directly supported by the Council</p>	<ul style="list-style-type: none"> • Greater alignment to Sustainable Community Strategy and Local Area Agreement priorities • Fewer strategic partnerships to service and co-ordinate • Costs are likely to be less as the arrangements are less complex • Increase clarity and communication around decision making and delivery outcomes • Board members not compromised due to conflict between Ltd Company interests and those of the body they represent • Council better able to demonstrate its community Leadership role • Efficiency savings through more co-ordinated support and ancillary functions 	<ul style="list-style-type: none"> • Requires trust within the partnership arena that one agency e.g. the Council will administer the arrangements • Memberships needs to be managed to ensure appropriate and not tokenistic representation • Needs to more formally recognise the role, place and management of sub groups and task and finish groups 	<ul style="list-style-type: none"> • How to fund it • Requires a Transition Plan • How to manage subgroups and task and finish groups to ensure clarity of purpose and resource efficiency • Requires effective communication strategy and management • Recognise the critical role of partners not formally represented at strategic level • How to manage subgroups and task and finish groups to ensure clarity of purpose and resource efficiency
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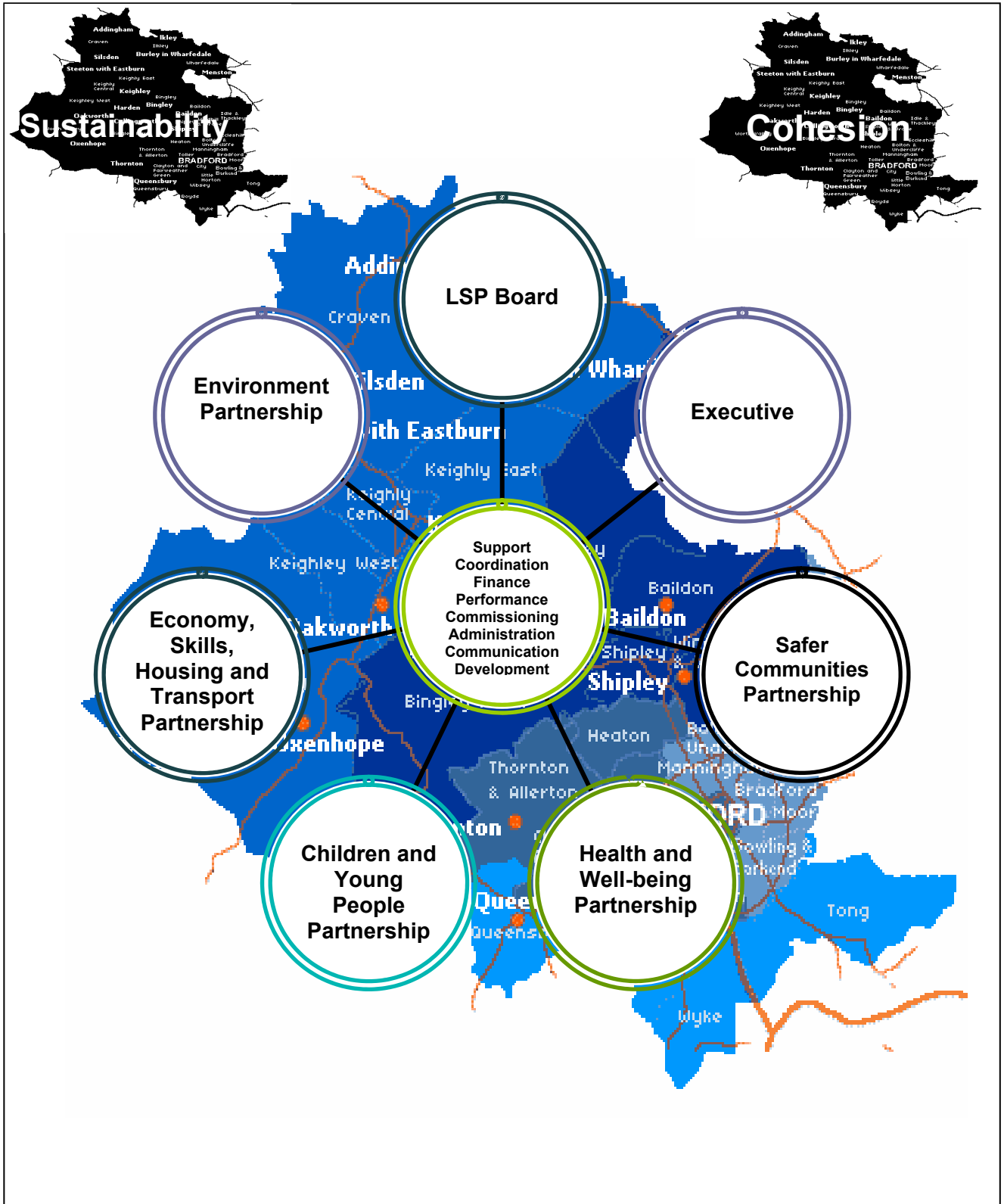
Option 3 – Significantly revised structure managed by Ltd. Company



Option 4 - Significantly revised structure and within the Council’s Management structure



**Non – Hierarchical representation of new arrangements (option 3 & 4)
Emphasis on support and enablement not command and control**



Finance Estimates

1.0 Bradford Vision

1.1 The existing costs for Bradford Vision are currently £2.2m, the bulk of which is financed from NRF.

Costs	2007/08 Forecast
Staffing *	£1.5m
Small Grants – NAP/COI etc	£0.5m
Overheads	£0.2m
Total	£2.2m
* Neighbourhood Renewal Team	£0.75m
Income	
NRF	£1.9m
Partnership Subscriptions	£0.1m
Financed from funds b/fwd Ø	£0.2m

1.2 £750k of the staffing costs are in relation to the support of the LSP function including performance monitoring.

1.3 There will also be costs associated with the dissolution of Bradford Vision Limited, which will include redundancy payments and pension liabilities. The final liabilities depend upon the final structures agreed as a result of the LSP review.

2.0 Neighbourhood Support Service

2.1 The Neighbourhood Support Service currently supports the Area Committees.

Costs	2007/08 Forecast
Staffing	£1.6m
Small Grants	£0.1m
Overheads	£0.2m
Total	£1.9m
Income	
Council base budget	£1.6m
NRF	£0.1m
Predicted deficit	£0.2m

2.2 In addition the Neighbourhood Element is also managed through the Neighbourhood Support Service.

Costs	2007/08 Forecast
Staffing – Neighbourhood Managers	£0.19m
Staffing – Neighbourhood Wardens	£0.14m
Staffing – Other	£0.14m
Grants	£0.9m
CNet	£0.2m
Overheads	£0.2m
Total	£1.77m
Income	
LAA - Neighbourhood Element	£1.77m

2.3 There are other funding streams that will be distributed via the Neighbourhood Support Service which will need to be supported i.e. extra £3m to be distributed amongst the wards (£100k each).

3.0 Partnership Working

3.1 Currently there are a wide range of officers that attend partnership meetings and support the partnership activities. In most cases the officers would still be gainfully employed by the Council and Partner organisations even if the partnerships did not exist.

3.2 There are some officers however who are employed to specifically support certain partnership activities such as performance monitoring or developing policy.

Estimated Costs of Council Staff	
Base budget	£244k
NRF	£460k
LAA pooled funds	25k
Total	£729k