



Agenda for a meeting of the Bradford East Area Committee to be held on Thursday, 5 September 2019 at 6.00 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	LIBERAL DEMOCRAT
Choudhry H Khan Iqbal Salam	R Sunderland Knox R Ahmed Humphreys Stubbs

Alternates:

LABOUR	LIBERAL DEMOCRAT
Jamil I Khan Mir Shafiq	Griffiths Reid J Sunderland Ward

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

Decisions on items marked * are not Executive functions and may not be called in under Paragraph 8.7 of Part 3E of the Constitution.

From:

To:

Parveen Akhtar

City Solicitor

Agenda Contact: Fatima Butt/Tracey Sugden

Phone: 01274 432227/434287

E-Mail: fatima.butt@bradford.gov.uk

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) *Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) *Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) *Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) *Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 11 July 2019 be signed as a correct record (previously circulated).

(Fatima Butt/Tracey Sugden – 01274 432227/434287)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Fatima Butt/Tracey Sugden - 01274 432227/434287)

5. PUBLIC QUESTION TIME

(Access to Information Procedure Rules – Part 3B of the Constitution)

To hear questions from electors within the District on any matter this is the responsibility of the Committee.

Questions must be received in writing by the City Solicitor in Room 112, City Hall, Bradford, BD1 1HY, by mid-day on Tuesday 3 September 2019.

(Fatima Butt/Tracey Sugden – 01274 432227/434287)

B. BUSINESS ITEMS

6. NHS BRADFORD DISTRICT AND CRAVEN CLINICAL COMMISSIONING GROUPS COMMUNITY PARTNERSHIPS UPDATE

1 - 10

The Director of Strategic Partnerships, NHS Bradford District and Craven Clinical Commissioning Groups will present a report (**Document “E”**) which provides an update on the community partnerships now established across Bradford District.

The report will share information regarding a number of areas highlighting key work activity, challenges and solutions.

Recommended -

The Committee is invited to accept the update.

(Health and Social Care Overview and Scrutiny Committee)

(Clare Smart – 01274 237711)

7. **STRONGER COMMUNITIES STRATEGY AND DELIVERY PLAN** 11 - 44

Previous Reference: Minute 53 (2018/19)

The Strategic Director, Place will present a report (**Document “F”**) which outlines progress made on the Stronger Communities Delivery Plan, produced by the Bradford Stronger Communities Partnership.

Recommended –

The Committee is asked to note the progress of the Bradford Stronger Communities Delivery Plan.

(Corporate Overview and Scrutiny Committee)

(Zahra Niazi – 01274 436082)

8. **BETTER START BRADFORD PROGRAMME UPDATE** 45 - 52

The Committee is asked to consider **Document “G”** which provides an update on the implementation of the Better Start Bradford Programme, outcomes, impact and the implications for the District.

Recommended –

That the Area Committee notes the report and Ward Councillors receive regular updates.

(Children’s Services/Health and Social Care Overview and Scrutiny Committee)

(Ishaq Shafiq – 01274 431066)

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER



Report of to the meeting of The Bradford East Area Committee to be held on 5th September 2019

E

Subject:

NHS Bradford district and Craven Clinical Commissioning Groups

Community Partnerships Update

Summary statement:

This report offers an update on the community partnerships now established across Bradford district. The report will share information regarding a number of areas highlighting key work activity, challenges and solutions.

Executive Lead: Ali Jan Haider
Director of Strategic Partnerships
NHS Bradford district and Craven CCGs

Report Contact: Clare Smart
Deputy Director
Phone: 01274 237711
E-mail: clare.smart@bradford.nhs.uk

1. INTRODUCTION

The report is made in response to a request for an update on the development of Community Partnerships. The purpose of this report is to provide members of the Bradford East Area Committee a progress update in relation to Community Partnerships (CPs). The report will share information regarding a number of areas highlighting key work activity, challenges and solutions.

2. BACKGROUND

Building the Community Partnerships model across Bradford district and Craven commenced in the summer of 2017. This model was introduced as a means to support the commissioning and delivery of local care, support and wellbeing services.

The aim of developing Community Partnerships was to bring together a range of health, social care and third sector providers to work in collaboration in a unified leadership team. This team would then be responsible for identifying its local population's health, care and support needs. These teams have led on the development, design, implementation and evaluation of service improvement initiatives. Such initiatives aim to secure the most efficient and effective use of existing and future resource which will support people to receive care, support and wellbeing services closer to home and enable them to remain happy, healthy at home.

Community Partnerships (CPs) are Bradford district and Craven's way of delivering integrated community health, care and wellbeing services, through locally led partnerships, covering communities of approximately 30-60,000 people. Within Bradford there are 11 CPs covering three localities of north, central and south.

CPs have been created to give community-based staff and local people the opportunity to say what is important to them based on local information, to ensure that future health, care and wellbeing services meet their needs. Community Partnerships are increasingly being recognised as key building blocks of our integrated health and care system. We have committed to the CP model in our Strategic Partnering Agreement (SPA).

Each CP has a community leadership team who are working together to share their knowledge, ideas and expertise to support each other in understanding their roles and how they can work better together to improve the lives and experiences of people in the local community. This new way of working enables CPs to involve and empower their local teams of around 100-150 staff to design, develop and set up

new ways of delivering health, care and wellbeing services which they lead on. It provides opportunities for community staff to work in different ways with other organisations. We will seek to address some long-standing health and care challenges and aim to deliver better care and support that people working and living in our communities have told us they want.

The CP leadership teams include people from a variety of health, social care and third sector organisations and include staff from GP practices, community nursing, mental health services, community pharmacy, care homes, home care, voluntary organisations, social workers, the council ward officers, local Councillors and hospital staff.

3. COMMUNITY PARTNERSHIPS PRIORITIES AND PLANS

It is recognised that the development of the CPs has been varied across our footprint. Some have developed and are maturing at pace, while for others it has taken longer for relationships to develop. This has meant that some have started to implement the plans they have developed for their communities whilst others are still working together to understand what they hope to do to support their communities.

There are some ongoing challenges in relation to the system expectations of CPs and the level of maturity across the CPs to adopt and deliver system initiatives and projects. There are also varying levels of understanding across some parts of the system in relation to the role of CPs and the newly formed Primary Care Networks (PCNs) with the names being frequently used interchangeably. This is resulting in mixed messages across our system which could pose challenges and have a negative impact on staff working within the CPs. This has the potential to have a negative impact on levels of future engagement within implementing this model. It is therefore essential to take every opportunity to share messages about the role of CPs and the ongoing system wide commitment to this model whilst also recognising the valuable role of the PCNs.

As a result of the CP model being built from the 'bottom up' it has the potential to pose challenges in relation to duplication and inefficiency. Some CPs may develop projects that are not directly aligned to the Bradford district and Craven strategic priorities.

Public Health and Embed colleagues produced Health and Wellbeing profiles for each CP community. The adult's profiles were shared with CP leadership teams in September 2018 and the children's profiles were shared in January 2019. These are currently being refreshed to reflect the new CP geography.

3. INTRODUCTION OF PRIMARY CARE NETWORKS (PCNS)

PCNs are set out by NHS England (NHSE) as a Directed Enhanced Service (DES) as part of the changes to the GP contract for 2019/20 and were originally outlined within the Five-year framework for GP contract reform published on the 31st January 2019. As the framework is a Direct Enhanced Service, all GP practices have a contractual right to sign up to the DES which commenced in July 2019.

The DES sets out a new way of working for practices. Individual practices sign up to the DES but the majority of the funding that is allocated to the DES does not go to the individual practices, but to their PCN as a whole. The DES contains a number of requirements that the PCNs will have to deliver.

The introduction of the DES and requirement for GP practices to form PCNs did pose some challenges, concerns, and a level of uncertainty across Bradford. In some cases this is still impacting on members of CPs and wider system partners. Six out of ten of the original CPs have had varying degrees of change to their geographical footprint which has impacted (albeit hopefully, temporarily) on relationships and their ability to deliver projects.

A system wide engagement event was held on the 24th of July to provide an opportunity for CP leaders and wider staff to receive information regarding the key differences between CPs and PCNs and provide time for questions and answers to attempt to address misunderstandings and/or concerns.

4. COMMUNITY PARTNERSHIPS INVESTMENT

The CPs have been supported with both recurrent (R) and non-recurrent (NR) investment.

Non-recurrent investment

At the inception implementing the CP model, each CP identified a lead GP practice which would be responsible for holding and administering the finances on behalf of the CP. All of the NR investment that was agreed to be paid directly to the CPs was sent to the nominated GP practice.

The organisational development NR funding has been utilised to support with running events, workshops, development sessions and the development of an IT web portal through Bradford University. The IT web portal was suggested by CP leaders to increase efficiency and support collaborative working. However the IT Web Portal project is currently on hold as a result of the introduction of PCNs and an alternative CP will need to be identified to support this pilot.

The majority of the NHSE Maturity Model NR funding has been committed to be utilised to fund the CP Project Manager and Project Administration roles with any remaining funds being added to the organisational development pot to support with CP leadership development.

Recurrent investment

In 2018/19 and annually thereafter each CP has the opportunity to receive some recurrent investment approx. £1.85 per head of population to deliver small-scale projects which will enhance local community service provision to support people to be happy, healthy at home.

5. COMMUNICATION AND ENGAGEMENT

A range of communication and engagement activities have taken place to support in sharing key messages and engaging with a wide range of partners from across the system.

News bulletin

A news bulletin is produced on a bi-monthly basis and this is circulated to the CP leadership team members. This contains updates in relation to a number of key areas, for example system wide service improvement initiatives, sharing best practice examples from other CPs and updates around funding.

Community Partnership Working Group

The Community Partnership Working Group (CPWG) initially met fortnightly for the first 12 months and now continues to meet on a monthly basis. This is a well-attended meeting with wide ranging representatives from across the system. The group has responsibility for overseeing the implementation of the CP project plan, identification of solutions to mitigate and manage risks effectively, the sharing of system challenges and the identification of collaborative solutions to drive forward effective change across the system.

A number of organisations facilitate regular meetings between their leadership team members to share updates and increase opportunities for collaborative working. For example CP representatives from Bradford teaching Hospitals NHS Foundation Trust meet as a team with the Head of Therapies on a monthly basis. The Bradford Voluntary and Community Sector Alliance facilitate monthly meetings with all VCS anchor organisation CP leads.

Bradford Provider Alliance

The Bradford Provider Alliance communication and engagement provider group had agreed to undertake some work activity on behalf of the CPWG to develop a

generic brand for the Bradford CPs, a suite of templates, a leaflet, short film and some case studies that could be shared across all CPs. A logo, templates and a leaflet was developed in February 2019 but unfortunately had to be put on hold due to introduction of PCNs and the potential changes that would occur as a result of this. This work is now being delivered collaboratively across the Bradford district and Craven area and the previous material that was produced has been shared with members of this group.

Local community involvement and engagement

A number of discussions have been held previously in relation to CPs and the requirement for them to engage local people within the CP work activity.

When the CPs were formed, members of the CPWG were reluctant to insist that the CP leadership teams had to have public representation on them and felt it was preferable to leave it up to the individual CPs to decide how and when to engage with local people in the community. That said, the importance of working with people within local communities to co-produce, co-design and work in collaboration has been promoted widely across the CPs from the outset.

As the model of CPs has continued to be implemented it has become increasingly evident that there appears to be a lack of community engagement and involvement within some CPs and a lot of the projects/initiatives have been developed and designed by the CP leadership teams.

In December 2018 the CCGs' communication and engagement team were aligned to CPs to try and increase opportunities for CP leadership teams to communicate, engage and involve local people within their work.

At this time only 3 out of the 11 CPs have public representatives as part of the leadership team. Some CPs have held events where they have engaged with wider communities. It is recognised that it is not necessarily the most effective method of engaging the wider community by having a designated 'public representative' on the leadership team – but it is a start in this process.

Healthwatch Bradford and district attended the CP engagement event in July and made an offer to CPs in relation to improving engagement with people in local communities. This project is designed to support CPs to not only engage but to co-design and co-produce alongside the people living in the community. Healthwatch has appointed a Project Manager who is linking in with the CPs and the project management team to explore the best method of taking this forward.

There is an ongoing piece of work to attempt to improve communication and engagement with Elected Members as it is recognised that these individuals

provide a bridge between the community and the council and have an excellent understanding of the needs of the communities they have been elected to serve.

6. ORGANISATION DEVELOPMENT

Following the introduction of the CP model within Bradford, a series of events and workshops have been held to support implementation and provide opportunities for people to work effectively together. The CPWG has developed a number of documents to support CPs – for example: Principles for balancing local community needs within the broader system and Information around the commissioning process for community partnerships. There is an organisational development programme being developed to support the CP leadership teams.

7. GOVERNANCE

All of the 10 CPs developed either a set of working principles or terms of reference at inception. In the majority of cases these have not been reviewed or revisited. It is evident from the feedback shared at the last CPs chairs development session that there are challenges and CPs need support in relation to adopting more robust governance arrangements in particular around managing conflicts of interests effectively, accountability, decision making, monitoring and evaluation processes. It is envisaged that the training sessions that are going to be delivered will support CPs to refresh any key documentation and establish more robust systems and processes. It is anticipated that, with the support of the CPWG and CP project managers, it may be possible to agree some standard governance arrangements that could be adopted across all CPs.

8. RECOMMENDATIONS

The Committee are invited to accept this update.

9. APPENDICES

Appendix A – Summary of projects in Community Partnerships in the Bradford East area.

Appendix A – Brief summary of CP projects covered by the Bradford East Area □ highlights the Bradford East Ward Areas

Community Partnership	GP Practices included	Population percentages by Ward Area <i>Ward Officer rep</i>	Achievements Priorities/projects
North 2a Five Lane CP	<ul style="list-style-type: none"> • Ashcroft • Farrow • Moorside • Rockwell & Wrose (2 sites) 	<p>Eccleshill 34.8%</p> <p>Idle and Thackley 29.1%</p> <p>Bolton & Undercliffe 20.5%</p> <p>Windhill & Wrose 10.1%</p> <p>Other 5.5%</p> <p>Ward Officer: Alice Bentley</p>	<ul style="list-style-type: none"> • Leadership away day held to build relationships and gain a better understanding of all organisations represented on the CP leadership team • An excellent engagement event was held with people from the home care sector to agree some areas of focus to improve integrated system working • Winter initiative delivered for people with COPD • Enhanced assessment and support for people with severe frailty • A variety of self care initiatives have been delivered across the CP area • Embarking on some work to identify how best to engage with the population and get representation on the CP leadership team.
Central 5	<ul style="list-style-type: none"> • Avicenna • Bevan • Bradford Moor • Dr Akbar • Dr Hamdani • Dr Akbars @ HSB • Moor Park • Primrose • Peel Park • Thornbury • Valley View 	<p>Bradford Moor – 38.7%</p> <p>Bolton & Undercliffe 18.6%</p> <p>Bowling & Barkerend 16.1%</p> <p>Other 26.6%</p> <p>Ward Officer: Ishaq Shafiq</p>	<ul style="list-style-type: none"> • The Chair of this CP is a Community Pharmacist who is very committed to engaging in this new ways of work • A team building away day was held to enable the team to get to know each other better and review the CP health and wellbeing profile for adults to agree priority areas and projects. Following the away day all members of the CP leadership team were invited to bring project ideas for consideration after the away day. • The leadership team have defined a number of population cohorts that they would like to focus on and started with people with respiratory conditions • A lifestyle coaching pilot project is being delivered by VCS aimed at people with COPD. • A Community Pharmacy pilot project is commencing soon for people with respiratory conditions • A community respiratory physiotherapy pilot project being explored.

<p>Central 6 Bradford Central Care Collaboration</p>	<ul style="list-style-type: none"> Bradford Student Health Grange (2 sites) Little Horton Lane Dr Gilkar Little Horton Lane Dr Mall Park Grange Parkside Woodroyd* 	<p>Little Horton 34.8% City 34.5% Other 30.7%</p> <p>Ward Officer: Sheila Brett</p>	<ul style="list-style-type: none"> The CP held a recent away day to try to understand each other's roles, build relationships, review health and wellbeing profiles and agree priority areas for projects The leadership team is large and seems very inclusive They have recently appointed a deputy chair who is from the VCS anchor representative The have two clear project areas with population cohorts defined Children – improving health and wellbeing through exercise, targeted support and work with schools Adults – Improving resilience project A number of small scale projects commissioned to increase uptake of activities for example park runs and school striders.
<p>South 7 Bradford South Network</p>	<ul style="list-style-type: none"> Horton Bank Top Horton Park (2 sites) Parklands (2 sites) The Ridge (3 sites) Wibsey and Queensbury (2 sites) 	<p>Royds 19.3% Great Horton 17.0% City 15.7% Queensbury 14.4% Wibsey 12.6% Little Horton 10.6% Other 10.4%</p> <p>Ward Officer: Mohammed Taj</p>	<ul style="list-style-type: none"> Held a really successful engagement event with people from the community to understand what is important to them and what the CP should prioritise Community physiotherapy project for people with muscular skeletal problems Nutrition project to support people living in Care Homes Single point of access social prescribing model Developing a whiplash pathway Focus on social isolation and loneliness Planning a Care Home workshop and another community engagement event Keen to work with Healthwatch on the co-production project.
<p>South 9 BD4 CP</p>	<ul style="list-style-type: none"> Bowling Highfield Medical Centre (2 sites) Low Moor Rooley Lane Tong 	<p>Tong 65.0% Bowling & Barkerend 16.2% Other 18.8%</p> <p>Ward Officer: Rada Mijailovic</p>	<ul style="list-style-type: none"> A number of great projects are being delivered Recovery College pilot which is attracting lots of national and local interest They have aligned GP practices to their local Care Homes Intergenerational work with Care Homes Progressing another Care Home project to reduce Accident & Emergency attendance and non-elective admissions

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Report of the Director of Place to the meeting of Bradford East Area Committee to be held on 5 September 2019

F

Subject:

Stronger Communities Strategy and Delivery Plan

Summary statement:

Bradford East Area Committee is asked to note the progress made on the Stronger Communities Delivery Plan, produced by the Bradford Stronger Communities Partnership.

Steve Hartley
Strategic Director
Department of Place

Report Contact: Zahra Niazi
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Portfolio:

Neighbourhoods & Community Safety

Bradford East Area Committee

1. SUMMARY

Bradford East Area Committee is asked to note the progress on the 'Stronger Communities Together Delivery Plan'.

2. BACKGROUND

2.1 At the Bradford East Area Committee meeting on 20 February 2019 it was resolved that;

- a. *That the work carried out in the development of the Bradford Stronger Communities Strategy and Delivery Plan by the Stronger Communities Partnership be noted.*
- b. *That the comments/issues raised by members of this Committee be submitted to the Stronger Communities Partnership Board.*
- c. *That a progress report on the delivery plan be submitted to this Committee in September 2019.*

3. OTHER CONSIDERATIONS

3.1 The Stronger Communities Partnership Board formed on the 24 June 2019 with a full membership. On 26 March 2019 the Interim Steering Group met and the comments and issues raised by the Committee following on from the papers submitted for the constituency were noted and discussed.

3.2 Along side the delivery of projects, which have been included as **Appendix A** Bradford Council became an Intercultural City member in November 2018. Intercultural Cities (ICC) is the Council of Europe's flagship programme. Bradford is one of seven cities in the UK and one of 136 cities internationally. More about Intercultural Cities can be found here; <https://www.coe.int/en/web/interculturalcities/about>. As part of the membership the programme gathered examples, information and data across a wide range of sectors to support a picture of our diversity and how we currently engage and involve all communities in our District. The Index Questionnaire was populated and a report has been produced.

3.3 On the 12 September we will be hosting a conference which will provide a platform for the ICC to share their recommendations. It will also provide an opportunity for key senior strategic thinkers to discuss what this means in their sector, help shape and improve our intercultural offer and respond to the challenges that our diversity brings. The conference will be used to have cross-sector dialogue, stimulate ideas and collectively plan to deliver better for our communities.

3.4 We are also working with residents to develop a list of Values for the District. The draft documentation has been circulated to Councillors for support and comment. These values will underpin our vision and sit behind our new name; **Bradford For Everyone, Appendix C**. We will launch this campaign once these have been finalised, where everyone can sign up to them. The Values will be incorporated into our 2040 Bradford District Plan and support the bid for City of Culture. The District Values will open for public consultation from September.

- 3.5 We also launched our the first round of Innovation Fund on the 28 May. We offered individual awards up to £5,000 through the Participatory Budgeting which took place on the 17 July. This is where community members had a say on where to spend the budget. The total amount available for the first round was £50,000.
- 3.6 The majority of those who attended felt that the process was '*democratic and transparent*'. 13 projects were funded using this process. Please see **Appendix B** for a list of the projects or visit <https://bdp.bradford.gov.uk/about-us/stronger-communities-partnership/>.
- 3.7 The second round of the Fund will open at the end of September. The maximum grant value is £15,000. The total budget for this round is £75,000. Participatory budgeting is not being used due to the small number of organisations that can be funded in this round. The last round will open in January 2020 which will be grants payable up to £5,000.
- 3.8 The Innovation Fund aims to fund activities across all areas of Bradford District to facilitate our programme outcomes. The Fund offers opportunity to respond to emerging needs and tensions, scale up smaller projects and test new ideas. All project activities are intended to engage all communities with primarily focus on those in poorer deprived communities including White British, women, young people or new communities.
- 3.9 The Anti-Rumour and Critical Thinking strategy aims to raise awareness about the importance of countering diversity-related prejudices and rumours that hamper positive interaction and social cohesion and that lay the foundations of discriminatory and racists attitudes. A briefing report has been sent to all political leaders to share with Councillors seeking their support and endorsement. We will be developing the strategy with partners over Hate Crime Week which takes place between 12-19 October 2019.
- 3.10 By January 2021 through the appointment of the above post, other commissioned areas of work and evaluation we will know;
- The scale of Community Readiness in our District. This will determine how ready some of our communities are in engaging in interventions.
 - The values and beliefs people in our District think are important
 - The patterns, determinants and effects of segregation in the District.
 - The extent of hate crime as we know this is still under reported
 - What has worked in delivery, including before and after evaluation to see changes in people's perceptions, attitudes and skills.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Year 1 funding was announced October 2018 of £1.1m. Year 2 funding was announced at the end of March 2019. We received £1.65m, £250k has been ring fenced by MHCLG to be paid directly to Department, work and Pensions (DWP). The total funding for this programme is £2.75m. £2.1m is set for programme delivery. The Programme started officially from 1 April 2019 and will end in 31 March 2021.
- 4.2 In addition to funding from MHCLG we have provided match funding to a number of

other programmes to support delivery of our strategy and delivery plan. Successful have been made to;

- Creative People and Places (CPP), which is a £3.65m programme for Bradford District funded from the Arts Council for the 4 years of the 10 year programme. The programme aims to deliver a step change in cultural engagement and participation and for Bradford's art, arts organisations and audiences to be representative of its rich diversity. We have established a strategic partnership to maximise our delivery through match funding of £118,167. This means we will be able to increase the number of people we work with by working alongside the CPP programme to co-deliver our People Library and configuring local events and festivals so they are more reflective of the diversity in our District. We will begin to put some early foundations for delivery over October- December 2019 with anticipation that the programme will begin early next year. The project will deliver in the wards of Manningham, Bradford Moor, Tong, City, Keighley West and Keighley Central, aiming to generate up to 100,000 new attendances at new arts and cultural events.
- In August 2019 Bradford Council was successful in receiving match funding from the European Social Investment Fund (ESIF). This allows us to extend the posts under our ESOL Coordination Hub from 18 months to 3 years. The Hub will concentrate on collecting data of the 24,000 potential learners who cannot speak English or speak English well. The Hub will map current ESOL provision in order to match need against service delivery. This information will also be used to help create a case for further funding for ESOL provision. The Hub will look to assess those living within our District to understand what the current barriers are to learning and progressing in ESOL.
- In December 2017 Bradford was selected to become a local delivery pilot for Sport England; one of 12 places nationally tasked to try and better understand what helps people to be active in communities across the country. The Bradford pilot is focused on improving the health and social outcomes of children aged 5 – 14 and their families. The programme will work in Allerton, Fairweather Green, Toller, Heaton, Manningham, City, Bolton, Undercliffe, Windhill and Eccleshill and with organisations to increase opportunities for children to be active with the aim of supporting children and families to enjoy being active for life. Priority 3 for the LDP is; Safe, clean and active communities (reduced crime, improved social mixing and inclusivity). This has been a result of number of conversations to join up our Priority 2 and 3 – 'Getting Along' and 'Getting Involved' but primarily to deliver sport related activities as a way to bring communities together. The programme will be offering grants of up to £3,000 and up to £50,000 to help facilitate community activity. We will be working with the team to look at additional ways to join up our activities.

4.3 A portion of this funding has been allocated against project support and evaluation. An internal Council team, supported by specialist support, commissioned by MHCLG will help ensure that local interventions are delivered and monitored so that

lessons can be learnt from the work that has taken place.

4.4 We have recruited to all five posts within the Programme Team. Our three Project Support Officers work thematically and support People Together members, which are a resident sub-group to our Stronger Communities Partnership Board. Our Evaluation and Project Improvement Officer is responsible for local evaluation and our Programme Administrator is responsible for finance, data and governance.

4.5 As part of the programme the University of Bradford will recruit a Social Integration Research Fellow. The post will sit under the Head of Research and will be supported by the Professor of Diversity. We envisage this post to be recruited by November 2019. They will lead on research identified within the strategy.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 A formal governance structure has been established. The Stronger Communities Partnership will support and oversee the delivery of the strategy. MHCLG has stated an expectation that the local partnership will have an independent Chair. Bishop Toby Haworth has been appointed as Chair through a fair recruitment and selection process.

5.2 People Together is a local resident sub-committee to the Board. Recruitment for People Together has closed. However we will be looking to recruit to our People Together Network from October 2019.

5.3 The Partner Forum was launched on the 20 March. This runs quarterly. The Partner Forum is the vehicle we use to share our learning, build partnership working and support organisations with applications to our Innovation Fund. There is also a Delivery Sub-Group which is made up of our delivery partners which will run from October.

6. LEGAL APPRAISAL

6.1 There are no legal issues arising from the contents of this report.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 There are no additional equality and diversity issues arising.

7.2 SUSTAINABILITY IMPLICATIONS

The evaluation from our delivery plan and our research will inform future investment and service delivery.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emission impacts apparent.

7.4 COMMUNITY SAFETY IMPLICATIONS

7.4.1 There are no additional community safety issues arising from the contents of this report.

7.5 HUMAN RIGHTS ACT

7.5.1 There are no additional human rights issues arising from the contents of this report.

7.6 TRADE UNION

Aspects of the strategy will focus on change in policy and approach, for example in relation to selection and recruitment practice. There are two projects where this applies;

- Inclusive Employers
- Workforce training both of which can be seen in **Appendix A**.

Consultation will take place with trade unions as appropriate.

7.7 WARD IMPLICATIONS

To be successful, work to build stronger and more integrated communities will need to take place in all wards and communities across the district. Whilst the delivery plan will focus on particular areas within the district, the work funded by MHCLG is about learning what works and what does not work and what is 'scalable'. The 'Stronger Communities strategy' identifies work that is planned over the next five years, but needs to be seen within the context of a wider and more long term strategy.

7.8 The activities outlined in this report contribute to priorities within the Bradford East Area Ward Plans.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

There are no corporate parenting implications apparent.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no issues arising from the privacy impact assessments.

8. NOT FOR PUBLICATION DOCUMENTS

There are no 'Not for Publication Documents'

9. OPTIONS

9.1 Bradford East Area Committee may determine to seek regular updates on the delivery plan and impact measures applied to certain interventions that are proposed.

10. RECOMMENDATIONS

Bradford East Area Committee is asked to note the progress of the Bradford Stronger Communities Delivery Plan.

11. APPENDICES

11.1 Appendix A

Bradford Stronger Communities Progress Delivery Plan.

Copy of the Delivery Plan and progress made against each project relevant to Bradford East. This includes any District wide initiatives.

Appendix B

Innovation Fund – Round One

A list of projects funded in the first round of the Innovation Fund.

Appendix C

Bradford for Everyone slide pack

Copy of the new logo and potential campaign.

12. BACKGROUND INFORMATION

12.1 Stronger Communities Together Strategy published in March 2019.

12.2 “It’s Your Place – Tell Us What You Think” Report of the Social Kinetic, produced 14th August 2018.

12.3 Report and minutes of Bradford East Area Committee, 20 February 2019.

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APPENDIX A

**BRADFORD EAST AREA COMMITTEE
DELIVERY PLAN PROGRESS**

PREPARED FOR 5 SEPTEMBER 2019

ID	Project	Summary	Provider	Project length	Start Date	Progress
1	Innovation Fund	The Innovation Fund will be used to research new and emerging trends; it will also be used to address gaps and pilot new ideas. Project Proposals will emerge through our learning and collaborative networks and groups, market place events (Partner Forum) which will encourage proposals from the VCS and from what is already working and what isn't, decision making will be made through Participatory budgeting.	Grant funding	6- 12 months	28 May 2019	Round One completed. Round 2 to launch at the end of September 2019. Please see Appendix B for a list of projects funded for Round One.
2	Bradford United	Young people aged 11 to 24 years will be linked through Youth Clubs across the District, enabling them to build bridges across areas they wouldn't normally go or people they would interact with. The interaction will involve two Youth Clubs to link together over a period of 6 months where young people will develop their leadership skills, engage in team building opportunities, increase exposure of arts and religious and cultural places of significance and importance. It will provide a safe space for open dialogue and conflict resolution. Young people will engage in a social action project which may range from supporting older people, the homeless or with those with disabilities	Youth Service	18 months	1 June 2019	Project in set up phase from 1 June, engagement and recruitment activities are being undertaken with delivery starting from 1 September.
3	Inclusive Employers	Increase social mobility and diversity in the workforce working with Bradford Council and Northern Gas Network using an Employee Value Proposition from Grant Thornton. The project will include an Employer's Network to disseminate learning and change of culture and practices from the two participating organisations.	Grant Thornton	15 months	27 September 2019	The logic model and Evaluation Plan has been agreed. Contracts have been negotiated. The Project Outline is being finalised and will be signed off at the beginning of September.
4	English Language Coordination Hub	The Hub will concentrate on collecting data of the 24,000 potential learners who cannot speak English or speak English well. The Hub will map current ESOL provision in order to match need against service delivery. This information will also be used to help create a case for further funding for ESOL provision. The Hub will look to assess all those living within our District to understand what the current barriers are to learning and progressing in ESOL.	Skills House	3 years	24 June 2019	Naheed Hussain has started her role on the 24 June. She is based within Skills House. We have drafted the English Language Assessor role which will be advertised soon.

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5	Festivals	To involve more residents in the organisation of local festivals and events. Preferably if they are existing or which addresses a gap. 1) Using volunteers we want to run more 'buddying' of people who would not normally attend these events to provide new opportunities for social mixing 2) Where gaps exist we want to invest in events and programming to extend the 'offer' that is available, making sure that this is better tailored to suit the demographics of the wider district. 3) Alongside these events we will continue our work for much more scaled up version of our Great Get Togethers.	Various	1- 3 months	September 2019	Most of the funding is being match funded through existing resources. <ul style="list-style-type: none"> • 5 Great Get Togethers agreed led by People Together by constituency – end of September 2019. • Hope not Hate in August 2020 • Refugee Week July 2020 • Extending the Iconic Places of Worship Tour in July 2020 • Explore tool to measure activities across festivals and events.
6	Creative People and Places	Creative People and Places (CPP) aims to deliver a step change in cultural engagement and participation and for Bradford's art, arts organisations and audiences to be representative of its rich diversity. The programme will be delivered in the wards of Manningham, Bradford Moor, Tong, City, Keighley West and Keighley Central.	LEAP	12 months	1 January 2020	LEAP has been successful in receiving Arts Council funding. Stronger Communities has provided match funding of £118,167.
7	Graduate Employment Scheme	Improve employment for graduates, especially women from a BAME background and work with local partners to identify those communities where people are furthest from the job market and to engage those communities to support more people into work.	DWP	10 months	1 May 2019	DWP have awarded the contract to Aspire-I Gen and the project is now in delivery with their first cohort. This is directly being monitored by MHCLG.
8	Street Life- Bradford as One	The project will increase social mixing across three target areas (Bradford Moor, Little Horton and Keighley Central) widening exposure and opportunities to; <ul style="list-style-type: none"> • Build friendships and networks. • Provide safe shared spaces where difficult conversations can be held, and conflicts can be resolved. • Create active and intense social mixing activities/ initiatives • Create a space where local people foster sustainable bonds 	Thornbury Centre	15 months	1 June 2019	Project in set up phase from 1 June, engagement and recruitment activities are being undertaken with delivery starting from 1 September.
9	People Library	An online hub of Bradford 'books' will be launched which will aim to showcase a collection of human 'books'. People will be able to browse profiles online, watch a video as well as 'borrow' a person for an event or meeting or meet at a People Library event. The project will enable us	LEAP/ Future Leaders (BDMC)	12 months	1 September 2019	Project is being introduced to the new cohort of Future Leaders in September 2019. The 30 Future Leaders will support with the identification of people, capture the

APPENDIX A

		to share positive narratives of a diverse range of local residents. The 'Library' will highlight shared experiences, interests and characteristics as well as highlight similarities and celebrate differences. The People Library events will be used to increase 'contact' between different communities as well as showcase role modelling. For those involved in the project, participants will develop social media and digital skills whilst creating opportunities for social mixing within the group.				stories and plan the launch of People Library. This will also be delivered through LEAP who will support with film production and story telling through photography and blogs.
10	Difficult Conversations	A project to help facilitate difficult and honest conversations across the District. The project will establish 10 sets of conversations across the District reaching 300 people. Areas and communities will be selected through a community readiness assessment. This will identify where communities are furthest away from integration. Discussions once communities are engaged will focus on personal perceptions, stereotypes, prejudices and misconceptions. Following on from this, communities will be encouraged to share their own learning with others by becoming local champions. They will be supported to run events and other activities through grant funding.	To be commissioned	15 months	Not yet started	To be released on Yor Tender in September 2019. Projects have been phased over in three tranches.
11	Roma Strategy	Develop a strategy and delivery plan that crosses the four large public sector institutions (Council, Health, Police, Fire & Rescue Service). Bringing in specialist external support to work alongside VCS groups that support Roma communities.	To be commissioned	12 months	Not yet started	To be released on Yor Tender in September 2019. Projects have been phased over in three tranches.
12	Linking Network	Linking Network supports schools to develop a positive, cohesive ethos by helping children and young people in primary and secondary schools to explore identity and celebrate diversity by linking two classes from different schools together over an academic year. The project will also run a parent linking programme and set up a digital strategy for linking schools to continue.	Linking Network	3 years and 1 month	1 Feb 2019	6 secondary schools are participating; Carlton Bolling College, Feversham College, Bradford Academy, Hanson Bradford Forster Academy and Immanuel with 26 classes linked. 29 primary schools are participating with 29 links and 1 special school.
13	Sector Based Academy-Catering	Sector based skills such as Catering, Digital Skills and other skill gaps development for women. The catering sector based programme will be run in collaboration between the Jobcentre, Thornbury Centre, KAWAC, Colleges, and local employers.	DWP	13 months	1 Feb 2019	The project is delivering. This is directly being monitored by MHCLG.

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14	Social Coin	Social Coin is an app which enables people to earn virtual currency for undertaking social value activities, such as volunteering at a litter pick, visiting a library or attending a festival or an event for the first time. Participants can then use these for discounts on goods and services. Those earning coins can also opt to donate their coins to other people and organisations. The app records activity undertaken to earn the coin, how it is spent and produces data reports for the programme, individuals and organisations that are participating in the scheme. This has already been trailed in Hull on a small scale.	Valued Squared	12 months	1 November 2019	The project is going through IT procurement who are carrying out due diligence regarding data storage.
15	Hate Crime Strategy	Hate Crime Alliance will be delivering an online counter narrative project, an educational peer led project in schools and promotion of the hate crime reporting centres and ensuring these are resourced adequately. It will also focus on the anti-rumour and critical thinking, research on the extent on hate crime and coordinate data more efficiently across police and education for instance.	Hate Crime Alliance	15 months	Not yet started	These projects are still being developed.
16	Workforce Training	We will deliver a range of inclusion, equality and diversity awareness raising programmes. The programmes will enable those employed in the public, voluntary, faith or private sector to challenge and address negative perceptions, stereotypes or prejudices that are knowingly or unknowingly held about others. The training will be delivered to employees at all levels; from front line staff who -have regular contact with local communities - to senior decision makers and leaders who's possession of any conscious or unconscious bias or prejudices could negatively affect recruitment or employment practices.	Contracts being negotiated with providers	12 months	1 September 2019	Phase 1 of this project has now started. A scoping exercise is being undertaken to identify a local GP, Academy Trust, VCS organisations. Upon agreement a survey will be conducted with a cross selection of the workforce to access current values and influences. This will then be analysed to produce a training plan for each participating organisation which will include unconscious bias training and cultural competency.

Stronger Communities Together: Innovation Fund, Round 1

Funded Projects – Awarded via Participatory Budgeting in July 2019

PROJECT	PROJECT/ORGANISATION	AREA	PRIORITY	AWARD
<p>“Game On!” will enable young people from different backgrounds to build new friendships as they make a game together. Recruitment would be via schools, schools pastoral staff, local groups, partner organisations and via social media adverts. Sessions would be for 1.5 hours per week over seven weeks. They will run 10 courses with seven young people per course and the sessions will be held at SHINE Community Centre in West Bowling - but they can be mobile and use other venues if needed by the demand of a community.</p>	<p>Game On, Impact Gamers C.I.C.</p>	Bradford South	Getting Along, Working with white working class young people and schools.	£4,975
<p>The nature of Shine Words is a game that puts an emphasis on having fun with others. This will be particularly effective in multi-ethnic spaces such as schools and community groups. The aim is to create a card game and app; a multilingual resource to help new communities integrate quicker and more confidently. The app and card game will have 100 key words that help when you arrive in a new country. In addition to English, there are fun illustrations and eight other languages. The app will not be limited to the number of languages that it can display. It has the added advantage of having audio. The aim of Shine Words is to support new communities as they arrive in Bradford, supplying them with an immediately accessible method of explaining themselves and connecting with the local area.</p>	<p>Shine Words, Shine West Bowling</p>	Bradford South	Getting Along, Working with new communities	£4,900
<p>This The Art of Conversations aims to bridge gaps and inequalities experienced by new communities and the difficulties perceived integrating into British society and culture. This will involve building relationships between men, women and other communities, to build on positive dynamics in the community and increase understanding between communities, breaking down stereotypes and increase</p>	<p>The Art of Conversations, BIASAN</p>	Across the District	Getting Along, Working with new and emerging communities	£4,990

<p>the positive impacts made by local volunteers. The project will look at issues raised and what action can be taken to make and enhance change. The process will involve setting up community gatherings in social hubs such as in cafes and café-bars in Bradford. This will involve engaging groups across Bradford, from BD1 to BD18. This process will incorporate awareness-raising sessions, engaging cross collaboration between communities and discussion which will take place informally leading to new connections and building on communication, leading onto social action and local empowerment.</p>				
<p>Open Technology Maker Space take old technology, donated via companies or individuals, and refurbishes it for donation to Asylum Seekers and Refugees to help them study, progress their case and to build their life in the UK. Beyond providing technology to people who otherwise would not have access to it, they aim to provide a platform for the teaching of everything from basic digital skills right up to web design, coding and computer maintenance. The use of technology is now a requirement for job seekers, and success at work. They are going to provide 24 drop-in sessions over 6 months, at workshops, where they will provide people with open source technology that they can learn about and keep. They will facilitate teaching, and develop peer-to-peer learning. These sessions will facilitate the development and growth of tech skills and confidence with some of the most socially excluded groups of Bradford. With their work everyone is a volunteer: tech professionals /hobbyists and migrants alike. They all share our various knowledge and understandings with people they might not usually socialise, and to learn from one another and create mutually challenging and enriching relations.</p>	<p>Open Technology Maker Space, Solidaritech CIC</p>	<p>Across Bradford District.</p>	<p>Getting On, Working with migrant communities</p>	<p>£4,980</p>
<p>Global Bradford is seeking to achieve solidarity and mutual understanding between all migrants regardless of where they are from and regardless of status, as well as debunk myths about migrants to the wider community and celebrate diversity of cultures. The project proposes inviting 'leaders' of varied communities to join us and agree on a project to deliver a one-off event</p>	<p>Global Bradford, Dominica Association</p>	<p>Across Bradford District</p>	<p>Getting Along, Working with Afro-Caribbean and migrant</p>	<p>£1,550</p>

providing a snapshot of our diversity of cultures and debunk some myths, whilst planning a longer project from September 2019 to August 2020 working with communities, organisations and young people to be proud of their heritage and bring solidarity. The event will showcase sharing of stories of migration and poetry, performers of varied communities such as people from the Windrush – Jamaican and Dominican; EU27; Asian communities and African Communities.			communities	
In the Stepping Stones project mums from a range of ethnic backgrounds will develop English language skills, will receive health and parenting information which will increase their levels of confidence and assertiveness, they will also be familiarised with language rich activities benefiting the child e.g. storytelling, book reading and rhymes.	Stepping Stones, The Good Sheppard Centre	Keighley and Shipley area.	Getting Along, Working with migrant mothers from the	£2,140
Faith in our Communities will promote dialogue and understanding between the leaders and congregations of places of worship and LGBT communities. Whilst some places of worship are liberal in their attitudes to sexuality and gender identity, many are confused and some are hostile. Issues over Relationship and Sex education have led to some parents feeling that their parental rights and their faith is being disrespected. LGBT communities point to the rise in hate crime and recent attacks and want to be acknowledged as equal members of society. We seek to dispel myths and promote acceptance, without asking anyone to change their religion or beliefs.	Faith in our Communities, Equity Partnership	Across Bradford District.	Getting Along and Feeling Safe, Working with the LGBT and Faith Organisations	£4,519
The Great Horton neighbourhood has a significant population of recently arrived Roma families, largely from Slovakia. The key integration focus of Great Horton Ambassadors is to improve relations between the Roma and non-Roma communities in Great Horton. The project will address marginalisation and low aspirations through collaborative involvement in locally based social action projects.	Great Horton Ambassadors, The Youth Association	Bradford South, Great Horton	Getting Involved, Working with Roma and wider communities	£4,899
The project Community, Create, Celebrate! specifically aims to run three 8-week	Community, Create,	Bradford South,	Getting Involved,	£4,680

<p>courses to pass on new skills and bring people together. The work undertaken in the eight-week courses will be showcased at a large-scale community gathering which will also offer food and music from different cultures. This proposed project will look at bringing diverse communities together through the sharing of cultural knowledge to build integration and understanding between people from different backgrounds. This will enable people to be more involved in their own community through opening up dialogue in a non-threatening environment. This project will encourage the whole community to come together to share cultural knowledge as Ravenscliffe is traditionally a white, working class community which has seen an increase of residents from different backgrounds in the past five years. This project proposes to explore different cultures in a fun and engaging way, that will work with families from different cultures to create costumes, food and dance to culminate in a large community cohesion celebration event at the end of the project.</p>	<p>Celebrate!, Ravenscliffe Community Association</p>	<p>Ravenscliffe.</p>	<p>Working with people from different cultures in Ravenscliffe.</p>	
<p>There is a huge need for “Dads and Kids” work to reach out to Dads from new Communities, as other organisations and partner agencies have highlighted. BD5 Dads&Kids aim to run family fun days targeting new communities in partnership with organisations that we work with (Redcross Refugee Action, Bevan wellbeing). These Organisations have expressed the need for Dads and male carers to engage in localised activities, to combat isolation and build local Networks. This project aims to bring them to normality to life in the UK. They aim to deliver a range of programmes that will educate and give an insight into life as a parent on the UK.</p>	<p>BD5 Dads&Kids, BD5 Dads&Kids</p>	<p>BD5 area</p>	<p>Getting Along, Working with Dads from new communities</p>	<p>£3,500</p>
<p>Bradford Fringe Festival is a festival that not only helps highlight Bradford in a positive light; it is filled with locally and nationally recognised talent; a festival that also gives back to Bradford and the communities that support it's development. The Bradford Fringe Festival will help to promote greater interaction, dialogue and understanding between people from different backgrounds through programming and supporting cross-community</p>	<p>Bradford Fringe Festival, Bloomin Buds Theatre Company</p>	<p>Across Bradford District</p>	<p>Feeling Safe, Getting Along, Working withal communities</p>	<p>£5,000</p>

<p>collaborations. The project will identify future leaders within the youth community and give them opportunity to develop, learn new skills and interact with people from across the city. The project will entice future participation and strengthen community bonds.</p>				
<p>The Sharakat Project - Talking for Change will provide a safe space for people from different backgrounds and cultures to meet, to develop friendships and understanding. Learning about each other's differences but also finding that they have 'more in common'. The group will encourage everyone to take a part, building confidence amongst a group with low confidence and a mix of languages. They will host a series of community discussions around difficult issues and community problems, helping the group to work through possible solutions and ideas.</p>	<p>The Sharakat Project - Talking for Change St Paul's Church, Manningham</p>	<p>Bradford West, Manningham</p>	<p>Getting Along, Working with all communities</p>	<p>£2,802</p>
<p>Piloting Community Cohesion Team will deliver projects that aim to develop children and young people through activities such as health, out of school activities; sporting opportunities and tackling loneliness. This project aims to promote greater interaction, dialogue and understanding between people of different backgrounds, so they are able to participate in mainstream society, thereby enhancing their social, educational & economic attainment. They will deliver an accredited traineeship programme linked to volunteering/work placements in some of Bradford's most disadvantaged wards. The pilot project intends to recruit and train (14 plus) people from a range of disadvantaged backgrounds (BME, women, refugees and white working class communities). They will be offered participatory training, which will develop their skills in role modelling; leadership; mentoring; team building; and cascading training.</p>	<p>Piloting Community Cohesion Team, BYDP</p>	<p>Across Bradford District.</p>	<p>Getting Along, Feeling Safe, Working with people from migrant and settled communities.</p>	<p>£1,065* Passed funding threshold. Topped up to £2500 to make viable.</p>

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Our vision was to create a logo and a brand which resonates with the people it serves, which is attractive enough to wear, informal and engaging in its feel and which didn't fall into the usual cliches of white roses or linked people or hands.

Bradford for everyone is modern. It draws its inspiration from the threads which connect people and the threads which make up Bradford's heritage and which formed the reason for so many in successive generations to be drawn to its warmth. From the first people who moved from country to the towns through to more recent settler, textiles drew them, and we build on the threads of this vibrant community.

Our threads form a heart shape, a letter B, a colourful informal modern and simple logo which works across all mediums.



Bradford
everyone

BRADFORD DISTRICT



Bradford
everyone

BRADFORD DISTRICT



Bradford
everyone

BRADFORD DISTRICT

Bradford for Everyone Logo Design - White Out





Bradford
business

BRADFORD DISTRICT



Bradford
culture

BRADFORD DISTRICT



Bradford for Everyone - A brand that truly reflects the people of Bradford and the surrounding area.

Billboard - Bus Stop



Bradford for Everyone - A brand that truly reflects the people of Bradford and the surrounding area.

Hoodie - Print wrap around.



Bradford for Everyone - A brand that truly reflects the people of Bradford and the surrounding area.

Long Sleeved T Shirt



Bradford for Everyone - A brand that truly reflects the people of Bradford and the surrounding area.

Brochure Front Example



Bradford for Everyone - A brand that truly reflects the people of Bradford and the surrounding area.

Brochure Spread Example



Bradford for Everyone - A brand that truly reflects the people of Bradford and the surrounding area.

Airport Advertising Example



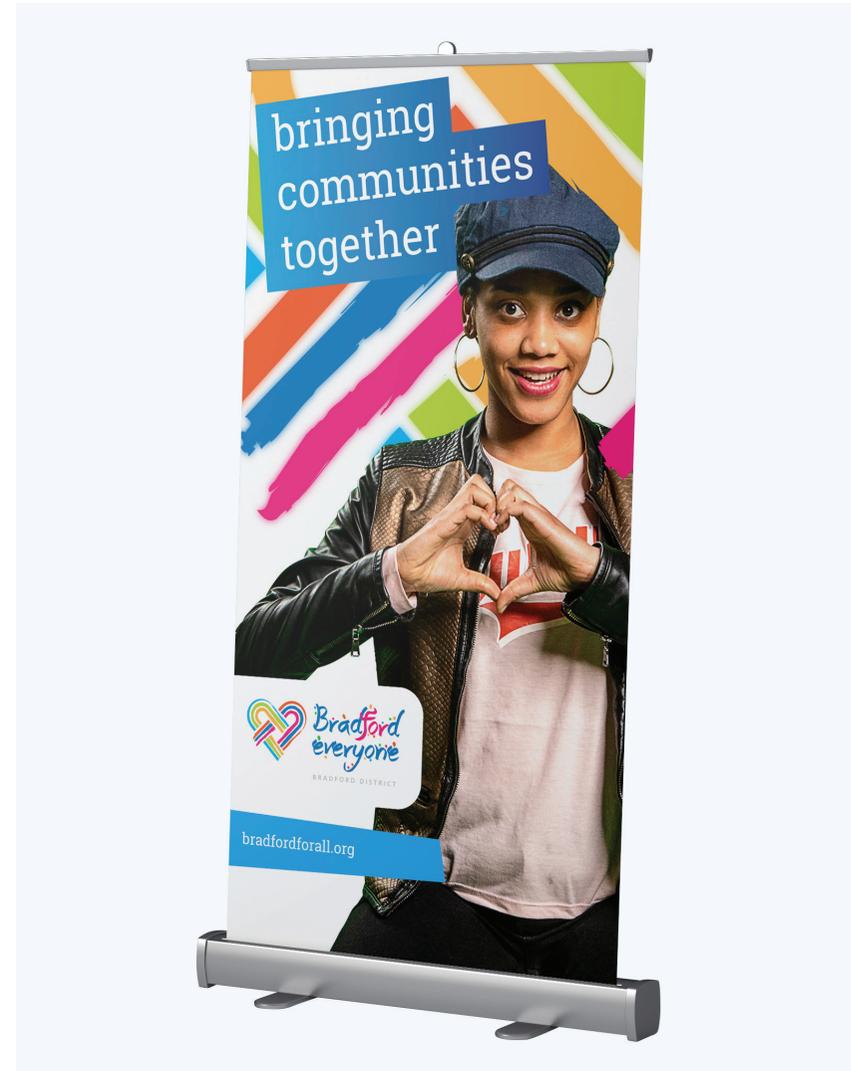
Bradford for Everyone - A brand that truly reflects the people of Bradford and the surrounding area.

Lanyard



Bradford for Everyone - A brand that truly reflects the people of Bradford and the surrounding area.

Pop Up Banners x 2





Report of Strategic Director, Place to the meeting of Bradford East to be held on 5 September 2019

G

Subject: Better Start Bradford Programme Update

Summary statement:

An update on the implementation of the Better Start Bradford programme, outcomes, impact and the implications for the district

Steve Hartley
Strategic Director, Place

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Portfolio:

Children and Families

Overview & Scrutiny Area:

Children's Services/Health and Social Care

1. Summary

1.1 Better Start Bradford (BSB) is an opportunity for Bradford to test out and add to the evidence base of 'what works' in improving child health and development outcomes in the early years, improving maternal and child health and school readiness.

1.2 It also provides an opportunity to test innovative approaches to changing the way our systems work together as we are using the Better Start Bradford partnership programme as a vehicle for reform across the district in early years and child health

1.3 This report outlines the background to the programme, the key principles of the approach and reports on the implementation stage and the key aspects of evaluation and learning across the district.

2. Background

2.1 The Better Start Bradford programme is the result of a successful £49 million National Lottery Community Fund bid led by Bradford Trident, for a 10 year early intervention and prevention programme. We are currently in year 5.

2.2 Bradford was one of only five areas nationally to be awarded funding from the National Lottery Community Fund's *A Better Start* programme, following intensive partnership work between Bradford Trident, Children's Services and Public Health in the Council, the Police, Clinical Commissioning Groups (CCGs), NHS providers, Voluntary and Community Sector organisations, elected members and local families.

2.3 Better Start Bradford is a 'test and learn' programme which is being used as a vehicle for reform across the district in early years. 'Test and learn' means that we have a heavy focus on evaluation and will leave a legacy of learning what successfully improves outcomes for children in Bradford.

2.4 The Better Start Bradford programme is being delivered in 3 disadvantaged wards (Bowling and Barkerend, Bradford Moor and Little Horton) but aims to embed what works across the district.

2.5 Focussed on improving maternal and child health and school readiness, the programme's primary outcomes are to improve communication and language development, social and emotional development and nutrition in children aged 0-3 years. It is anticipated that it will affect a change to our systems so that families benefit from smarter, seamless services which recognise and address needs at an earlier stage, with a workforce providing responsive, consistent support.

2.6 During pregnancy a woman's mental and physical health, behaviour, relationships and environment all influence the developing foetus and can have a significant impact on the baby's wellbeing and long term outcomes. Pre-conception, pregnancy and the early years are an ideal opportunity to target interventions as this is when extensive brain development occurs and any new experience, both positive and negative, can have short and long term impacts. Therefore the programme is entirely focused on families during pregnancy and the first 3 years of a child's life.

2.7 From a cost benefit approach the best time to invest in evidence based prevention and early intervention is in the first 3 years of life, as it is this time when improvement in outcomes is highest. The increasingly robust national and international evidence base support effective interventions at a very early stage; pre-conception, pregnancy and first three years of life.

3. Key principles of the BSB approach

3.1 *Know what you want to change:* A clear focus on outcomes for children, with a framework detailing the measures to be used to measure change against short, medium and long term outcomes.

3.2 *Use what works and create local evidence:* Early intervention and prevention interventions rooted in the best available evidence and science, alongside detailed evaluation of their implementation and effectiveness, led by Born in Bradford.

3.3 *Joint Accountability:* A Partnership Board made up of communities and local public services. The Partnership Board includes representation from the Director of Children's Services, the Director of Public Health and local parents who jointly oversee the programme and the budget. Joint accountability is also demonstrated through public sector organisations contributing leverage funding alongside the National Lottery Community Fund grant.

3.4 *Cost benefit analysis:* The London School of Economics is working with Better Start Bradford to develop a tool to identify unit costs and potential savings from successful interventions. This will inform future commissioning plans for the district and is currently being tested before full integration into the programme.

3.5 *Community involvement:* A focus on working with our communities as an equal partner in planning and delivering projects, and in ensuring that our key messages are embedded into families and parenting so that we can achieve a real sustainable change in outcomes for children.

3.6 *Improve how systems work together:* A focus on strengthening integration will provide more consistent support for families by implementing common pathways, a joint training programme and a shared data system.

4. Better Start Bradford Delivery Update

4.1 The first four years of the programme were designated as the implementation phase, enabling Better Start Bradford to ensure that it became well established with strong partnership commitment, community and workforce engagement and involvement and a unique partnership to create a monitoring and evaluation platform with Born in Bradford.

4.2 The following projects are now being delivered:

For pregnant women and their partners

- **Baby Steps** – 26-30 weeks of pregnancy, support into parenthood, 10-week sessions

- **Bradford Doulas** - support six weeks before birth, during labour and six weeks after birth
- **Personalised Midwifery Care** - enhanced service ensuring quality continuity of carer
- **Born in Bradford's Better Start (BiBBS)** - research study
- **Welcome to the World** – A friendly, local antenatal course for pregnant mums, dads and carers

For pregnant women or families with children under one

- **Baby Buddy App** - free mobile phone app with advice/guidance for parents-to-be and parents
- **Breastfeeding Support** - support for families with a baby up to six months old, who are breastfeeding/mixing bottle and breastfeeding
- **ESOL for Pregnancy** - English classes for pregnant women
- **HAPPY (Healthy and Active Parenting Programme for Early Years)** - pregnant women with a BMI greater than 25
- **Perinatal Support Service** - emotional support for parents struggling with their emotional health during pregnancy/first year after birth

For families with children under four

- **Better Start Imagine** - providing free books to children under four and activities for families
- **Cooking for a Better Start** - six-week cooking sessions helping families cook low-cost, healthy food
- **Forest School Play Project** - nature-based play programme
- **HENRY** - eight-week course/one-to-one sessions for families with under 5's to develop healthy lifestyles
- **Home-Start Better Start** - practical help at home for families with children and during pregnancy
- **I CAN Early Talk** - supporting early years' practitioners to improve speech, language and communication for children aged 0-3
- **Incredible Years Toddler Basic** - for parents with a child aged between 12-36 months. Improves parent-infant relationships and attachment by using positive parenting strategies
- **Little Minds Matter** - supporting expectant parents and those with a baby up to the age of 2, and practitioners by offering regular training opportunities and consultation on infant mental health.
- **Pre-Schoolers in the Playground (PiP)** - 10-week project provides opportunities for parents and children to get active in school playgrounds
- **Talking Together** – providing language assessments for all two-year-olds in the Better Start Bradford area and in-home support if needed.

4.3 In addition the following initiatives are being supported by the Better Start Bradford programme:

- **Neighbourhoods Project**

Increasing community knowledge of key messages and engagement with Better Start Bradford projects

- **Better Place**

Creating safer and healthier places for families in the Better Start Bradford area

- **Parents in the Lead Activities Fund**

For parents to apply for up to £2,500 to run activities for babies or children under four

4.4



- Major campaign for 2019/2020 across all five A Better Start sites to improve parents understanding of key messages relating to babies brain development.
- Shows parents and carers how even the smallest interaction can help their baby's development, such as sharing a story together and using loving words.
- Eight short videos at: betterstartbradford.org.uk/biglittlemoments These have been shown on the big screen in City Park since May and will be on 11 BT ad sites across the city centre during August 2019 and January 2020
- Additional campaign materials include: a booklet, flash cards, wallchart and stickers and special inflatable characters

5. System Change

5.1 Better Start Bradford is working with partners in a number of areas that will contribute significantly to system wide change these include:

- ACEs (Adverse Childhood Experiences)

Leading development of ACEs, trauma and resilience strategy. Facilitated screenings of 'Resilience' documentary, raising community awareness and working with Sharing Voices to establish a community steering group.

- MECSH (Maternal Early Childhood Sustained Home Visiting)

Pilot of MECSH model in Bradford East providing additional support to parents at risk of poor outcomes. Additional resource is being invested into the Health Visiting team to facilitate this. If successful we will explore how this could be rolled out across the district.

- CCG Reducing Inequalities in City (RIC)

Potential of a number of Better Start Bradford projects being extended across the whole of the City CCG area.

- Data sharing and systems

A pilot shared child record is being rolled out in some of the Better Start Bradford projects which will develop learning to identify whether this can be extended across other statutory and community partners.

6. Evaluation, Learning and Development

6.1 A comprehensive evaluation of the implementation of the projects is being undertaken by the Better Start Bradford Innovation Hub. Impact evaluations will be carried out on a number of individual projects alongside an overarching evaluation of the impact the intervention and investment have had on the children in the Better Start area.

6.2 In addition the National Lottery Community Fund are working with a consortium led by Warwick University to evaluate the programme as a whole.

6.3 Learning Together is the training and development programme for everyone working with pregnant women and young families in the Better Start Bradford area offering a range of expert sessions, workshops and events bringing leading professionals to Bradford to lead discussions in the latest thinking in the field.

6.4 2019 -20 has been identified as our Year of Learning, Nurturing Knowledge. Reflecting on what we have learned to date, supporting the development of an integrated early years workforce and celebrating young children and their families.

6.5 The second Baby Week Bradford takes place across the district from 4-10 November 2019. Over 40 events have been submitted including baby raves, family walks, a 'dads matter' event, and infant mental health awareness training for healthcare professionals.

7. Financial & Resource Appraisal

The principles underpinning Better Start Bradford are joint accountability and investing in prevention and early intervention. Together with the cost benefit tool it is hoped that this approach will be strengthened with further investment from services and social finance once improvement in outcomes is demonstrated.

8. Legal Appraisal

There has been close scrutiny of the governance structures and the management of shared resources by partners' legal teams and a Partnership Agreement is in place.

9. Other Implications

9.1 Equality & Diversity

No implications

9.2 Sustainability Implications

The sustainable delivery of local services and strengthening of capacity in the community to support behaviour change is core to the Better Start Bradford strategy.

9.3 Greenhouse gas emissions impacts

Notable areas which have opportunity to address greenhouse gas emissions (carbon footprint) include good lifestyle habits, redesigning services and integrated working all of

which are addressed through the Better Start Bradford programme. The Better Place capital investment will directly impact this area.

9.4 Community Safety Implications

No Implications

9.5 Human rights act

No implications

9.6 Trade Union

No implications

9.7 Ward Implications

Ward Officers in the Better Start Bradford area are involved in a range of engagement activities supporting the delivery of the programme

9.8 Area Committee Action Plan Implications

10. Not for publication documents

None

11. Options

The paper does not provide options

12. Recommendations

12.1 That the Area Committee notes the report and Ward Councillors receive regular updates.

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