

# **BRADFORD DISTRICT PARTNERSHIP**



## **ANNUAL REPORT**

**2015 - 2016**

**(AUGUST 2016)**

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# 1. Chair's foreword

This Annual Report highlights the achievements and ambitions of the Bradford District Partnership (BDP) during 2015-16 and provides a brief overview of the key challenges for the coming year.

The last 12 months have seen the partnership go through a major rationalisation of our governance arrangements, which will ensure that we are better able to support the delivery of our shared outcomes. During this time we have also agreed Bradford's District Plan 2016-20, which gives us the shared platform to build our common action to deliver our ambitions for the District.

The development of the District Plan demonstrates the strong commitment across key organisations to collaborate and work more closely together to make the most of all the resources available to the District and to improve the quality of life for our residents.

I'm also proud that despite the challenges that we have had to face, the Council and our partners within BDP have continued to prioritise and invest in the wellbeing of our residents, while maintaining high quality front-line services, which demonstrates the commitment of all our partners to our residents and service users.

The year ahead provides us with a great opportunity to build on the good work done over the last few years, while also focusing on the areas that need further enhancement. The District Plan will provide us with the framework to address these through collaboration and partnership working.

I am confident that the BDP will continue to play a key role in delivering our shared outcomes, informing policy development and facilitating joined-up working and delivery of services.

**Cllr Susan Hinchcliffe**

**Chair of Bradford District Partnership**

**Leader of City of Bradford Metropolitan District Council**

## 2. Bradford District Partnership (BDP)

### 2.1 Role and purpose

The Bradford District Partnership (BDP) brings representatives of the public, private, voluntary and community sectors together to work to improve the quality of life for all who live in, work in and visit Bradford District. The BDP acts as the strategic body which enables partners to come together to focus on current issues and future challenges, and to coordinate, facilitate and challenge delivery.

### 2.2 Delivery outcomes

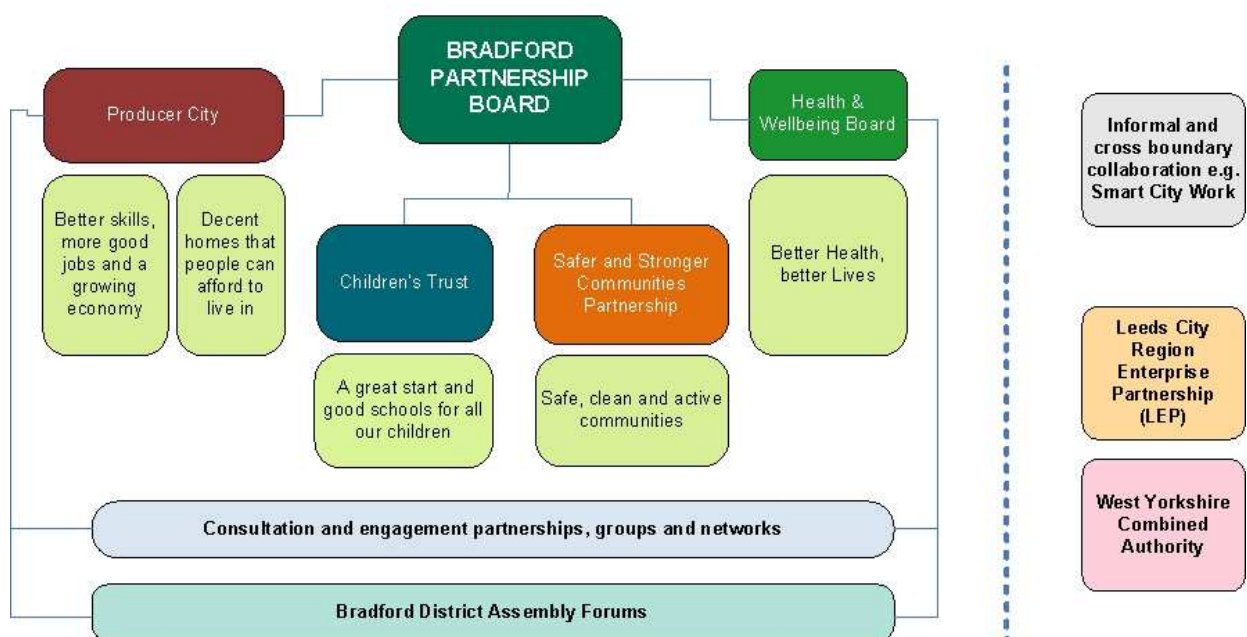
The BDP's main purpose is to harness the collective resources of the District to drive delivery of the outcomes outlined within the District Plan 2016-20. The plan sets out Bradford District's vision and priorities for action. It also provides a performance framework for accountability, while at the same time highlighting the coordinated effort needed across organisations to deliver our shared outcomes:

- Better skills, more good jobs and a growing economy
- A great start and good schools for all our children
- Better health, better lives
- Safe, clean and active communities
- Decent homes that people can afford to live in

### 2.3 Governance arrangements

The BDP Board provides strategic direction and oversight of the delivery of the District Plan through the Strategic Delivery Partnerships (SDPs). The governance framework for the BDP is outlined in the diagram below. For further information on our governance arrangements please see the BDP Governance Handbook which can be found [here](#)

#### BRADFORD DISTRICT PARTNERSHIP (BDP) – GOVERNANCE ARRANGEMENTS



## 3. Progress 2015–2016

### 3.1 Overview

The **Bradford District Plan 2016-2020** has been developed collaboratively with partners within the BDP. The Plan sets out how all members of the BDP can do things differently, help communities to do more for themselves, work better across organisations and act proactively rather than just respond to issues. It aims to draw on the resources and activity of local people, communities, businesses and organisations across the District. For each outcome, the Plan sets out the District's ambition, describes where we are now and highlights key actions which will help us progress, as well as identifying targets that will help us measure our success.

The **BDP governance review** undertaken during 2015-16 led to major rationalisation of partnership structures and support arrangements to ensure that the partnerships were structured to respond to the policy, political and fiscal challenges facing partners, while enabling partners to maximise their efforts to explore new ways of delivering services to meet the needs of our residents. The approval of the District Plan also led to the agreement that the SDPs oversee delivery of the outcomes of the BDP, as identified in the District Plan 2016-20. As part of this role they are also encouraged to work with other SDPs on areas of mutual interest to increase efficiency and avoid duplication. The table below outlines the partnerships and the District Plan outcomes they are directly responsible for:

SDP	DISTRICT PLAN OUTCOME
Producer City	Better skills, more good jobs and a growing economy
	Decent homes that people can afford to live in
Health and Wellbeing Board	Better health, better lives
Children's Trust	A great start and good schools for all our children
Safer and Stronger Communities Partnership	Safe, clean and active communities

Over the last 12 months the Board has focused on the impact of changes to public finance on public services and particularly on identifying alternative ways and forms of delivery to support the District's ambitions while improving outcomes for residents. These include:


- The Board commissioned work to explore how public and voluntary sector agencies could improve collaborative working at a neighbourhood level. This has led to the development of a **Neighbourhood Working Pilot** in Keighley to support people suffering with lower-level mental health issues. The support structure will aim to signpost service users to the most appropriate help available, based on their individual needs. The key outcomes of the approach will be to: remove duplication, streamline activity and increase user experience, while focusing on a preventative approach that reduces the need for longer-term support arrangements.
- Research has been commissioned to explore the impact of **high-cost individuals** on public and voluntary sector agencies. The research will aim to determine whether there is a common cohort of service users across the public sector and to see if we could streamline/improve support to these individuals/families. The approach undertaken on

the research activity will build on the partnership approach used in the multi-agency Troubled Family Support Programme. Initial findings from the research will be shared with partners in September 2016.


- The partnership has continued to coordinate multi-agency activity to support vulnerable residents across the District as the **welfare reform programme** is implemented in the District. Key actions have specifically focused on support provision around financial literacy, budgetary management and advice provision, while also overseeing supporting activity in relation to food and fuel poverty.
- The approval of the updated **Bradford District Voluntary and Community Sector (VCS) Compact**. The Compact sets the tone of the relationship between the voluntary and community sector, the Council and other statutory partners through a series of undertakings. The main aim is to help improve communication and understanding between the public and VCS. The work was undertaken to update the document to ensure it reflected the changes that have taken place within the public sector over the past five years and the changes that we know will be taking place in the future.

## 3.2 Progress against District Plan outcomes

The section below includes a summary of progress and key developments against each of the District Plan outcomes, while the detail progress update is captured within the District Plan outcome reports which are published alongside this report. The Annual Report and the District Plan outcome reports are published on the Bradford District Partnership website <https://bdp.bradford.gov.uk/>.

	Better skills, more good jobs and a growing economy
Key achievements over the last 12 months	<ul style="list-style-type: none"> <li>• Meyer Berman and Westfield Shopping Developments in partnership with the Council opened the Broadway Shopping Centre last November.</li> <li>• Increase in investment confidence in the city centre, leading to further investment in developing the adjacent Xchange buildings for new restaurants, retail and a cinema, all close to Broadway.</li> <li>• The Council alongside a wide range of business, retail and commercial partners in Keighley (Keighley BID - Business Improvement District) ballot was successful, bringing in new funding for activities and improvements in the town centre. The model will be used to develop a similar BID for Bradford city centre now Broadway is open.</li> <li>• Given the importance of digital and technological industries a multi-agency partnership including University Of Bradford, British Telecom and Bradford Council have worked in partnership with the University and BT to set up the DHEZ (Digital Health Enterprise Zone) to develop technologies to support a healthy growing (both younger and older) population.</li> </ul>
Key challenges over the next 12 months	<ul style="list-style-type: none"> <li>• The key challenge facing partners in the delivery of this outcome will be to tackle the impact of Brexit and continued austerity. At present the business community within the District have expressed mixed views on the potential impact, some have expressed concerns, while others have been positive in terms of the potential to export to new markets, e.g. the District has a large manufacturing base and significant export markets, with a weaker sterling making trade with UK exporters more attractive.</li> <li>• The partnership's response to the new landscape is to build on our strengths and to use this as an opportunity. We will continue to market Bradford District as an attractive place for investors and to support that we are collaborating with Leeds City Region LEP to identify areas of competitive advantage that could be used to promote</li> </ul>

	economic growth.
Key areas of focus over the next 12 months	<ul style="list-style-type: none"> <li>• High Speed Rail 3 (HS3) and Bradford as a HS3 Hub station - lobbying hard to ensure Bradford Interchange is part of the HS3/TransNorth network so that the economic potential of the Leeds – Bradford Corridor can be realised.</li> <li>• Leeds Bradford Airport Link – require a rail link between Bradford city centre and the airport. While providing a tram-train link from Airedale/Wharfedale will be challenging, it also provides opportunities to develop a light-rail network across the Bradford District.</li> <li>• Continue to prioritise the development of the city centre No 1 City Park (former police station site).</li> <li>• New leisure vVenues - supporting Bradford Live to progress their project to convert the Odeon into a large modern music venue, which if successful could bring a whole new dimension to the visitor economy.</li> <li>• Public Sector Hubs - continue to work with the private and public sector to develop the Jacob's Well site and the Keighley site for public sector hub developments.</li> </ul>
Good things happening here	<ul style="list-style-type: none"> <li>• The new Shipley Library and Council Hub was officially opened by the Lord Mayor on 21 May 2016. Shipley Library is one of the busiest libraries in the District attracting around 284,000 visitors each year. The 'Invest to Save' project included a reconfiguration of the building which enabled shared occupation with Children's Services and Customer Services, providing better combined facilities and one place in Shipley for the citizens in the District to access Council services.</li> <li>• Ad:Venture (definition: towards a venture) is a £13.76m programme offering wrap-around support for eligible pre-start, young and new firms with growth potential in the Leeds City Region, particularly in key priority sectors. The programme will provide multi-level support, appropriate to the age, stage, readiness and ambition of participants. Participants will also be helped to source finance to support their business growth plans.</li> </ul>

	<b>A great start and good schools for all our children</b>
Key achievements over the last 12 months	<ul style="list-style-type: none"> <li>• All of Bradford's seven nursery schools are now judged by Ofsted to be good or outstanding.</li> <li>• Bradford schools continue to be below the national average for permanent exclusions and fixed-term exclusions.</li> <li>• Over 85% of newly qualified teachers are retained in Bradford schools beyond their induction year.</li> <li>• The Education Covenant has received significant publicity during its development (over 100 responses to the consultation) and implementation (116 delegates from schools, businesses and communities at a recent Public Forum for Education event). The pledges from the Council, parents, children and young people, schools, businesses and employers, and communities are beginning to have a positive impact on attitudes towards education.</li> <li>• The timely identification of children, who are underachieving in the Early Years, or at risk of underachieving, has been improved.</li> <li>• Bradford has recorded the lowest NEET rate at 3.5%, which is below the England</li> </ul>




	<p>average. The rate of reduction has been the fifth most improved in England.</p> <ul style="list-style-type: none"> <li>82.6% of childminder inspections achieved good or outstanding in their most recent inspection (at 31-03-16). Bradford's performance is in line with the most recent published England average of 83% and Y&amp;H average of 83%.</li> <li>86.7% of childcare on non-domestic premises inspections achieved good or outstanding in their most recent inspection (at 31-03-16). Bradford's performance is below the England average 90% and the Y&amp;H average of 93%.</li> <li>94% of three and four-year-olds are taking up an Early Education place which is slightly lower than the England figure of 95% and below the Y&amp;H figure of 97%.</li> <li>69% of Children's Centre inspections achieved Good or Outstanding in their most recent inspection up until 31/08/15. This is equal to the regional figure of 70% and above the national figure of 66%.</li> </ul>
Key challenges over the next 12 months	<ul style="list-style-type: none"> <li>Maintaining strong and effective school-to-school partnership working in a context where increasing numbers of schools are forming and joining Multi-Academy Trusts.</li> <li>Accelerating the improvement in schools' standards and progress so that all pupils achieve their potential.</li> <li>The implementation of the new curriculum and testing arrangements in schools to ensure standards and progress can improve.</li> <li>Ensuring that Early Years children are ready for school.</li> </ul>
Key areas of focus over the next 12 months	To ensure that Bradford's school community maintains itself as a self-improving system in the context of increasing numbers of schools becoming academies, with the role of the Council becoming focused on ensuring every child has a school place, that the needs of vulnerable children are met, and acting as a 'champion' for families and children.
Good things happening here	<ul style="list-style-type: none"> <li>17 additional primary schools have achieved a good judgement in their Ofsted inspections during 2015/16 and four schools received an outstanding judgement. This shows that the quality of provision and the outcomes achieved by children are improving.</li> <li>Schools are being proactive in making decisions about their future governance arrangements in the light of the Government's recent White Paper. In July 2015 there were 33 academies and seven free schools. This has increased to 44 academies and seven free schools in July 2016, leaving 162 local authority maintained schools.</li> </ul>


	Better health, better lives
Key achievements over the last 12 months	<ul style="list-style-type: none"> <li>Securing a partnership commitment to a significant expansion of the jointly operated Better Care Fund. The proposal is with NHS England and if agreed will come into operation in 2016-17. This development brings more of the overall budget for Health, Social Care and Wellbeing into a shared fund that is operated jointly between the local authority and the clinical commissioning groups.</li> <li>Providing support and direction to the joint Learning Disability Transforming Care Plan which has reported to the Board in late 2015-16 and has now been submitted to NHS England.</li> <li>Mandating and shaping the development of a Joint Strategy for Mental Health for the</li> </ul>



	<p>District, agreeing the governance of the strategy which is now in development and makes its first progress report to the Board in July 2016.</p> <ul style="list-style-type: none"> <li>Contributed to the development of a Sustainability and Transformation Plan for Bradford and Craven (development continues into 2016-17).</li> </ul>
Key challenges over the next 12 months	<ul style="list-style-type: none"> <li>Health inequalities remain a continuing challenge for the District, particularly those that are related to deprivation where it has proved difficult to make progress in disadvantaged sections of the population, for example on smoking prevalence, excess weight, healthy eating and physical activity.</li> <li>Funding uncertainties for the Health and Wellbeing sector remain a perennial challenge for the whole public sector but with a greater than anticipated degree of uncertainty for 2016-17.</li> </ul>
Key areas of focus over the next 12 months	<ul style="list-style-type: none"> <li>The development and implementation of joint plans and strategies for Learning Disability and Mental Health.</li> <li>Streamlining the strategies for Health and Wellbeing – updating and bringing together the Joint Health and Wellbeing Strategy with the Five-Year Forward View for the Health Economy in Bradford and Airedale into a single high-level strategy to guide the developing Sustainability and Transformation Plan.</li> <li>The development of an Accountable Care System approach. This approach formalises the sharing of responsibility for delivering good health and wellbeing outcomes across the population between health and wellbeing partners and organisations.</li> </ul>
Good things happening here	<p>The Bradford Healthy Hearts (BHH) Programme aims to reduce the risk of heart attack and stroke to address the fact that Bradford has one of the worst death rates from heart disease in England. Through three programmes, clinicians working with the BHH programme have:</p> <ul style="list-style-type: none"> <li>Used the QRISK2 assessment (a calculator to work out the risk of heart attack and stroke) to identify people with more than a 10% risk of having a stroke. More than 6,000 patients to date have started statin medication to reduce their cholesterol levels.</li> <li>Worked to prevent strokes for people with atrial fibrillation (an abnormal heart rhythm that increases the risk of stroke). This programme has assisted almost 1,000 people to start oral anticoagulation (blood thinning) therapy to reduce the risk of stroke.</li> <li>Started, in February 2016, a programme to improve blood pressure control for 38,000 patients with high blood pressure, around 13,000 of whom are currently above target.</li> </ul> <p>Based on assumption from clinical trials, BHH has potentially prevented or postponed over 100 CVD events by encouraging patients to understand how to reduce their blood pressure and cholesterol levels along with commencing therapies to help them do this. A website has also been developed and patients have reported positively about how they have been able to take responsibility for their condition and the medication they take. The BHH team has been honoured to win a number of national awards.</p>

	<b>Safe, clean and active communities</b>
Key achievements	<ul style="list-style-type: none"> <li>Victim Support has developed two victim hubs which are now operating from Britannia House in Bradford City Centre. This is a front door approach which</li> </ul>

over the last 12 months	<p>provides a free confidential victim-centred service which is open to anyone affected by crime, regardless whether or not they have reported the crime to the police. This helps to ensure that no needs are left unanswered and no victims are left without support.</p> <ul style="list-style-type: none"> <li>• All operational fire crews across the District have completed the Dementia Friends course. This enables the Service to better support vulnerable people who are affected by dementia.</li> <li>• Work in the community has been beneficial for the safety of the District and its people when tension has been heightened through external factors, e.g. protests initiated by the English Defence League or when speakers of concern have spoken at events. The positive relationships developed across communities have enabled bespoke policing interventions whilst reassuring the general public at large.</li> <li>• Worked with partners in the VCS to encourage, promote and support active communities and volunteering through the development of the People Can campaign, associated supporting resources and interactive website.</li> </ul>
Key challenges over the next 12 months	<ul style="list-style-type: none"> <li>• Ensuring that the voices of our different communities can be heard and that people have opportunities to influence decisions affecting their communities. While also ensuring that people continue to be involved in delivering solutions.</li> <li>• Reductions in available funds within the public sector to support essential work means that new approaches and partnerships need to be developed which make best use of all available resources to deliver what is required.</li> </ul>
Key areas of focus over the next 12 months	<ul style="list-style-type: none"> <li>• The focus of activities will be around the following three priorities: safeguarding the most vulnerable people, reducing crime, anti-social behaviour and re-offending, and building stronger communities.</li> <li>• Continue to involve people in addressing solutions to existing and emerging issues, through: days of action, the People Can campaign, co-production of services, seeking and reacting to ideas generated from different groups and individuals.</li> </ul>
Good things happening here	<p>The Aire Debris Removal Initiative (AireDRI) is led by Matt Holloway who set up a facebook page and rallied a team of local volunteers to clean up a stretch of river bank at Hirst Wood, close to the UNESCO World Heritage Site of Saltaire. The initiative to clear debris was established in less than a month after record amounts of rain caused devastating flooding across the North of England, including on the River Aire in the Bradford District.</p>

 <b>Decent homes that people can afford to live in</b>	
Key achievements over the last 12 months	<ul style="list-style-type: none"> <li>• The Council and other Registered Social Landlords (RSLs) have started delivering the 2015/18 Affordable Homes Programme with the support of the HCA. This will deliver around 750 affordable homes, of which the Council is delivering 176.</li> <li>• Made available 44 units of specialist housing for people with learning difficulties with input from a wide range of partner organisations.</li> <li>• Private sector partners and the Council, delivered 98 'hard to treat' solid wall insulation measures to households living in deprived areas within the District as part of the two-year Leeds City Region Green Deal Communities scheme (that delivered a total of 197 measures in Bradford).</li> </ul>

Key challenges over the next 12 months	<ul style="list-style-type: none"> <li>• Sustaining the continued growth in the number of additional homes provided in the District. The willingness of developers to build new homes is closely linked to their confidence in favourable market conditions and there are already some concerns due to increasing construction costs.</li> <li>• Recent Government policy and legislation will increasingly impact on the affordable housing and supported housing sectors, leading to uncertainties in future delivery and availability of decent affordable homes, particularly for vulnerable people. This will be a particular challenge for the under-35s, larger families and those with support needs and may have a knock-on impact on rates of homelessness, e.g. Welfare Reform and removal of HCA funding for homes to rent.</li> </ul>
Key areas of focus over the next 12 months	<ul style="list-style-type: none"> <li>• Consolidating the new single gateway to housing-related support, and embedding new contracts for provision of homelessness and specialist support services, including completion and delivery of the Council's new homeless accommodation at Clergy House and Jermyn Court.</li> <li>• Continuing to tackle long-term empty homes across the District which increases the supply of homes for people to live in and improves neighbourhoods by removing potential blights.</li> <li>• Tackling poor quality housing through actively enforcing housing standards and also supporting vulnerable homeowners to carry out repairs on their properties, for instance through the provision of Home Appreciation Loans.</li> <li>• Increasing the supply of affordable homes for sale and rent through delivery of the 2015/18 Affordable Homes Programme.</li> </ul>
Good things happening here	Bradford Youthbuild Trust and the Council's Empty Homes Team have worked together to renovate a cluster of four long term empty properties in a deteriorating street of 10 properties. The Council acquired these properties through a mix of Compulsory Purchase and Voluntary Acquisition, and Youthbuild are now using their renovation as a training facility for young people learning construction trades. This will transform the street and also provide four additional properties for affordable rent.

## 4. Further information and contact

### 4.1 BDP website

The BDP website <https://bdp.bradford.gov.uk/> provides further details on the work of the BDP. The website is currently in beta form and will be updated over the next few months to ensure it provides information, which:

- Promotes activity being delivered by partners for the delivery of the District Plan 2016 – 20 and showcase case studies of good practice;
- Promotes and signposts how individuals, communities and partners can get involved in the delivery of District Plan outcomes;
- Promotes good news and events;
- Provides access to partnership paperwork and performance reports;
- Provides a description of partnership governance structures, terms of reference and key contact details; and

- Provides access to key partnership documents such as the BDP Governance Handbook, The District Plan, and the Voluntary and Community Sector Compact.

## 4.2 Contact

For further information in relation to the work of the BDP, please contact Imran Rathore on 01274 431730 or [Imran.rathore@bradford.gov.uk](mailto:Imran.rathore@bradford.gov.uk).