

Report of the Director of Place to the meeting of Corporate Overview & Scrutiny Committee to be held on 23 January 2020

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Subject:

Stronger Communities Strategy and Delivery Plan

Summary statement:

Corporate Overview & Scrutiny Committee is asked to note the progress of the Stronger Communities Strategy and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

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Portfolio:

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Overview & Scrutiny Area:

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1. SUMMARY

Corporate Overview & Scrutiny Committee is asked to note the progress of the Stronger Communities Strategy and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

2. BACKGROUND

2.1 A report on the Stronger Communities Strategy was presented to Corporate Overview and Scrutiny on the 13 December 2018. It was resolved that;

(1) Document “X” be welcomed and the good work that is being undertaken be acknowledged.

(2) That this Committee requests that progress against the Stronger Communities Strategy Delivery Plan is provided in twelve months time.

(3) That the progress report include focus on the outcomes of projects being delivered as part of this programme.

(4) That the report highlights the positive outcomes from “Test and Learn” so that work which has not been successful is not repeated.

2.2 Implementation of the Stronger Communities Together Strategy is overseen by the independent Stronger Communities Partnership Board which is chaired by the Bishop of Bradford, Toby Howarth. The Deputy Chair is Adrienne Reid, Deputy Chief Executive of Incommunities. The Board formally adopted its responsibilities from June 2019. This Board is one of five strategic partnerships that contribute to the Bradford District Plan 2020.

2.3 The Strategy comprises of four pillars of; Getting On, Getting Along, Getting Involved and Feeling Safe which builds on our existing strategic priorities across the District, incorporating good practice as well as innovative ideas to test and learn from what works and what does not in improving and removing barriers to cohesion and integration.

2.4 The strategy incorporates the Stronger Communities existing areas of work such as Voluntary and Community Sector (VCS) infrastructure support, Community Building Grant (applied through Area Committees), People Can, and Transformation Fund. It also includes events such as Remembrance Days and Great Get Togethers and the Controlling Migration Fund. The Integrated Communities Programme, which runs under *Bradford for Everyone* and is funded by the Ministry of Housing, Communities and Local Government (MHCLG) following on from Bradford’s designation as one of five ‘Integrated Communities Pilot Areas’ also formulates part of the strategy. The delivery of the programme runs from March 2019 to March 2021 and will approximately engage with 38,292 residents from all ages and backgrounds across 20 wards through the delivery of 19 projects. 16 of these are now in delivery. The programme also funds 13 projects from round one of the Innovation Fund, which is the grants programme for smaller grass roots organisations. The strategy provides a framework that makes provision for wider

work that is taking place in the District in partnership with VCS organisations and communities that does not fall within the governance of the partnership, but supports organisations for example with applications for funding to external bodies. Please see **Appendix A** Bradford Stronger Communities Together Delivery Plan.

2.5 The Stronger Communities Delivery Plan includes a combination of newly funded projects through the Integrated Communities programme and existing activities and programmes overseen by the Stronger Communities Delivery Coordinator. The Plan is delivered by a team of officers, a number of whom have been appointed in the last 12 months. These additional posts compliment the existing Stronger Communities team and provide support for robust project management methodology – e.g. developing in each project a theory of change, which outlines why a particular change will happen in a particular context. An Evaluation and Project Improvement Officer has been dedicated to formulating tools to measure change and outcomes which will enable all areas under Stronger Communities to measure impact more effectively. Please see **Appendix B** for our Governance and Team structure.

2.6 The strategy defines what makes stronger, happier and well integrated communities as “... *a place where everyone feels that they belong, are understood, feel safe and are able to fully participate in the opportunities the District offers.*”

2.7 The examples provided under each strategy outcome below are used to demonstrate some of the emerging positive project outcomes being achieved. A detailed report for each project is taken to the Partnership for discussion at 9, 12 or 15 months of delivery where it is discussed based on its findings. This ensures projects that do not work, are not repeated in the Stronger Communities Delivery Plan.

2.8 **Pillar One: Getting On**

The outcome for this pillar is to ensure that ‘*all residents in our District improve their quality of life, feel happier about the future, be able to fully participate and be better equipped to engage in the economy.*’

2.8.1 The Integrated Communities Programme funds a number of projects in this stream. The projects in this stream aim to:

- *Improve opportunities for those furthest away from the labour market enabling them to engage in the economy.* The projects contributing to this outcome are Inclusive Employers, which aims to change recruitment practices such as recruitment on potential and increasing opportunities for progression. The Graduate Programme which is part of the wider Office for Students (OfS) University of Bradford (UoB) graduate project support Bradford district BAME graduates into employment as well as the Sector Based Academy into Catering which aims to work with BAME women particularly over 45 into employment. Overall the projects in this stream have engaged with 156 participants where 54 have completed an accreditation, 21 have gone onto employment, and where more than 91% have improved their self-confidence and see employment as a possible and positive destination. Participants engaged in these projects were likely to have never been employed, had low levels of English, low self-confidence

and poor peer or family support structures. Participants were likely to face a longer distance of travel and therefore required intensive and other levels of support. Early rapid evaluation shows that if end to end support is provided where needs can be addressed and support can be continued, participants were more likely to remain in employment 6 months after the completion of the programme.

- *Provide opportunities for anyone who wants to learn to speak, read and write English so that they can fully participate in education, employment or life in the Bradford District.* The projects contributing to this outcome are the Sector Based Academy as above. As well as the English Language Coordination Hub this aims to map learner needs and barriers to ESOL against provision. Over 162 learner need assessments have carried out, with more than 74% accessing Information Advice and Guidance (IAG) services who wouldn't have otherwise. Similarly 74% of these participants demonstrated an increase in perception on employment and education as a positive destination.
- *Improve coordination between partners and services so people have a fair chance.* Projects contributing to this outcome include the Roma Strategy - which aims to coordinate services between CCG, Health, Police, Fire and Rescue and Bradford Council with the goal of improving engagement with, and understanding of, the District's Roma community. This project is in its infancy. A second strand of work contributing to this outcome is the 'Place Based' Approach to Refugee and Asylum Seekers. A report has been compiled by the Council, which asks for;
 - An increase from 28 to 56 days transition period of when a positive decision is reached (Refugee status granted) and asylum accommodation is to be vacated on receipt of recourse to Public Funds.
 - Support Lift the Ban for Asylum Seekers accessing education and employment (a cost benefit to the District should be calculated).
 - Support Refugee Action and partner's Early intervention initiative and Welcome to Bradford website which was launched in 2019 <https://www.bradford.gov.uk/your-community/welcome-to-bradford/welcome-to-bradford/> to prevent asylum seekers falling into destitution.

2.8.2 The Controlling Migration Fund (CMF) – Changing Places programme has been funded by MHCLG from 2017 to 2020 under the following themes: Cohesion, Health and English Language. This fund has allowed us to support projects with larger deliverers to small locally focussed community initiatives. We are currently using an external assessor to evaluate the impact and outcomes of these projects, with a report due in March 2020. Please see **Appendix C** for Controlling Migration Fund project briefs, case studies and outcomes.

2.9 **Pillar Two: Getting Along**

The outcome for this pillar is to ensure that *'all residents will have an increased understanding and respect for other people's views and cultures, and will also understand the rights and responsibilities of living in the District and the UK.'*

2.9.1 The Integrated Communities Programme funds a number of projects in this stream.

The projects in this stream aim to;

- *Increase social contact between people of different backgrounds including school age children providing opportunities for open dialogue and to learn from each other.* The projects contributing to this outcome are *Community Conversations* which enables adults living in either the same area or across wards to engage in open dialogue with people who are different from themselves. *Bradford United* offers young people the chance to learn about other cultures through linking with another youth club, young people also gain an accreditation and carry out a social action project. As well as *The Linking Network* which aims to provide a linking experience between two classes in two schools over an academic year. Overall the projects in this stream have engaged with 7,800 participants. Pupils involved in Linking Network have been matched based on ethnicity as well as socio-economic differences and across urban and rural areas. 96% of all teachers involved felt this project fostered greater self-understanding, critical thinking, empathy, mutual respect and intercultural and interfaith dialogue and understanding.

2.9.2 The Stronger Communities Delivery Coordinator has worked in partnership with Bradford Hate Crime Alliance and the Bradford Council of Mosques to produce an Islamophobia definition which was adopted by full Council on 17 July 2019. This initiative followed from a survey on Islamophobia undertaken by Jed Din former Director of Bradford Hate Crime Alliance in 2017. This work involved extensive consultation with academics, imams and faith groups. This definition has been advanced as good policy guidance for partner agencies on our Health and Wellbeing Board. It will also be promoted with a conference on Islamophobia to be held on 5 March 2020.

2.10 Pillar Three: Getting Involved

The outcome in this pillar is to ensure that *'residents from all backgrounds will connect with others, participate in civic life and get involved in their own communities.'*

2.10.1 The Integrated Communities Programme funds a number of projects in this stream. The projects in this stream aim to:

- *Increase social mixing across the District, widening exposure and opportunities in building friendships and networks.* The projects contributing to this outcome are principally Festivals and Events such as our Great Togethers and Iconic Places of Worship Tours which are being scaled up through this funding. For example over 800 people have been involved in volunteering in the Get Togethers in 2019 and over 80 events were delivered across the district.
- *Provide safe spaces where difficult conversations can be held, and conflicts can be resolved.* The projects contributing to this outcome is *Community Conversations* as described in Pillar Two. *Bfd As One* aims to bring people from all backgrounds together to break down barriers between different groups. Residents are given £500 to lead on a social action project which they all care about. Overall in this stream, over 400 people have been engaged with 130 participating in conversations with people from different backgrounds. The rapid evaluation shows that overall 92% of participants said they would recommend the service to someone else. Activities which

involve mixing and interacting with others with a common purpose helps people to accept difference, trust and sense of commonality. This is particularly evident in *People Together*, which is the resident sub-group to the Partnership Board but which is also delivered as a project. Participants engaged have shown their networks and friendships have become more diverse as a result of their engagement and their knowledge of other people of different backgrounds has increased. The project is seen as exemplar for community engagement and participation among other integration areas. The group is expanding its reach to a further 250 residents who will form the foundations of the *Bradford For Everyone Network*. Interested residents can sign up here <https://app.upshot.org.uk/signup/7fa89969/>.

2.10.2 The *People Can* campaign highlights what people are already doing in their neighbourhood and encourages others to get involved to make a difference. We provide 'How to' guides for people to adopt green spaces, undertake community clean ups and resources to enable them to become active citizens. Another valuable tool brought in to support local service providers is the 'Local Insight' database which provides statistics and information on services selected by customisable areas. Through People Can, 2636 people engaged in informal volunteering by March 2019, this number increased to 3436 with 800 more people volunteered through our 'Great Big Get Together' by September 2019. The Facebook total post reach is just under 100k with 100 new followers in the last nine months. For Twitter there is a total reach of 288.7k for the last nine months of the year with 272 new followers. The People Can Coordinator has also used a 'social value indicator' which provides a monetary value of volunteering undertaken to different levels and abilities. This calculator has been used to give us figures of in-kind financial contribution by volunteers engaged in the Big Spring Clean ups of £824,364 across the district and 1,836 volunteers involved in the various projects under the Controlling Migration Fund. Another achievement this year has been the tremendous success of the Community Stars awards with a record 18,000 plus votes being cast through the T&A and new partners coming forward to sponsor awards. The Integrated Communities Programme funds the Community Champions Award.

2.10.3 There are three key funding streams that support the VCS organisations providing valuable local services – VCS Infrastructure Support grant, Community Building Grant and the VCS Transformation Fund. These funds provide voice and influence, support and development, training, volunteering and Voluntary Sector Support Officers. The Infrastructure Support grant is currently under review and will be 'aligned' and combined with investments made in similar work by the CCG and 'other' Council departments to provide a comprehensive offer to the VCS in line with emerging needs.

2.11 **Pillar Four Feeling Safe**

The outcome in this pillar is to ensure that *'all residents will say they feel satisfied with their neighbourhood and feel safer across our District.'*

2.11.1 The Integrated Communities Programme funds a number of projects in this stream. The projects in this stream aim to:

- *Reduce negative views and stereotypes that some of the District's residents hold about people who are different from themselves. As well equip people with the skills to resolve conflict.* The projects contributing to this outcome are *Community Conversations* as described in Pillar Two and the *Anti-Rumour Strategy*, Critical thinking workshops and Campaigns. Including *Creating a Diverse, Equal and Inclusive Workforce* which aims to train frontline staff and those in leadership positions across the VCS, BDCFT, Bradford Council and schools on unconscious bias and cultural competency. The project uses an online algorithm which draws on 92 different personality traits designed to explore their values and their network and influences. This cultural footprint will inform a tailored training plan per organisation and sector. Projects in this pillar are still within the first three months of delivery. However, as part of moving towards our vision - as articulated in our strategy '*of a place where everyone feels that they belong, are understood, feel safe and are able to fully participate in the opportunities the District offers*' - we consulted with over 250 residents, where 97% of participants said it was important as a district to have a set of shared values. This provides the basis of any of the outcomes that could potentially achieved in this pillar over the next three months.

2.11.2 The team has been active in supporting and engaging in production of the Islamophobia definition, Hate Crime Week schedule of activities in October and supporting the Equalities and Community Relationship Strategy Group which meet quarterly. The Partnership has excellent working partnerships with external agencies such as Bradford Hate Crime Alliance, West Yorkshire Police Community Engagement Team and faith representatives. This enables us to collaborate on a range of initiatives that support community cohesion and tackle community tensions when they arise.

2.11.3 We have commissioned 13 VCS organisations in Bradford to Support EU Settlement Scheme Applications with £180,000 of support from the Home Office. This cluster arrangement and co-design of delivery of this programme has been acknowledged as a good example of a Local Authority supporting communities. Other Local Authorities have absorbed these additional Home Office funds into their operational costs. Overall, 11,000 applications have been processed in Bradford with as many as three times this number still to be processed. Your Views Survey shows that Bradford residents who say they are satisfied with their area has also increased over the past twelve months.

3.0 Commissioning and Procurement

3.1 The Delivery Plan outlines a range of commissioned projects which have been advertised through YorTender which ensures fair process. Panels have involved a mixture of Partnership Board members, local people, Ward Officers, Area Coordinators and Stronger Communities staff at various stages of appraisal.

3.2 There is some provision for grant funding through the Integrated Communities Programme to grass root community organisations to undertake projects with support from our Partner Forum which offers learning, collaboration, design thinking and co-designing solutions to support improvements to integration.

- 3.3 The Fund offers the 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.
- 3.4 Our grant funding initiatives use a wide range of methods such as participatory budgeting - which devolves decision making to smaller organisations and local residents - and through panel assessments. The first round of the *Innovation Fund* took place in May 2019. Individual awards were offered by the Partnership of up to £5,000 through the participatory budgeting process and grants were awarded in July 2019. The total amount available for the first round was £50,000 and 13 projects were funded. Collectively the first round will engage with 1,500 participants. A list of these projects can be found in **Appendix A** Bradford Stronger Communities Together Delivery Plan. Round Two is currently being assessed which offers grants up to £15,000. Round 2 of the Innovation attracted 32 applications and the shortlist of 14 will be pruned back to 5 successful bids in on 16 January 2020.
- 3.5 The Partner Forum was previously the wider Partnership which supported the development of the strategy. Membership includes those with an interest in integration and cohesion, previous members from the interim Steering Group which evolved into the Partnership Board, public sector services and grass root VCS organisations. Membership is open to anyone and the Partner Forum was launched in March 2019. The purpose of the forum is to share learning, support potential bids to the Innovation Fund, facilitate collaborative working and inform organisations about how they can support our priorities as identified in the strategy. Long term the forum should support how we measure our collective district effort in building stronger communities. The Partner Forum has engaged over 180 organisations and has a network membership of 440 organisations. Interested organisations can register here;
https://public.govdelivery.com/accounts/UKBMD/subscriber/new?topic_id=UKBMD_157
- 4.0 **Test and Learn**
As part of the strategy there has been a commitment to research and evaluation and some funding has been allocated through the appointment of an Evaluation and Project Improvement Officer, and a Research Fellow who will be based at the University of Bradford from January 2020.
- 4.1 To maximise the learning from the programme, robust data is being collected and evidence is being developed to help inform decisions, future investment and the direction of this work. We have established a great level of trust with our delivery partners so we can fully capture and understand why certain interventions work in some communities/ areas and not in others. We have also trained our local residents - in our People Together sub-group - to undertake observations to determine the quality of provision being provided. This will inform our commitment for continual improvement where things are not working and rapid evaluation process to build on what does. An easy to use evaluation toolkit is being developed for the Innovation Fund projects to enable them to capture their impact. This is currently in its first iteration and being tested against our first round of Innovation Funded projects.

- 4.2 An Impact Measurement Framework has been developed, please see **Appendix D**. The Framework covers eight themes on integration to ensure our key performance indicators are consistent and measurable across the strategy and can be used more widely across other areas such as culture, economy and health.
- 4.3 Our learning to date in delivering these projects highlights;
- Evaluation plans need to be developed alongside the co-design of logic models, which are a visual representation of the theory of how an intervention will produce its outcomes, this sets the foundation for evaluation as the process for delivery is set out and the hypothesis for change can be tested and refined.
 - Evaluation reports should be co-produced and co-authored with the project provider where context, project environment and the delivery process components can be considered alongside outcomes delivered to determine what works and what does not..
 - Partners require longer lead time to co-design projects and to engage effectively with communities in order to go beyond the usual suspects. These people often have multiple needs and engagement methods need to be more creative.
 - Projects need to consider data collection, management and quality as essential to measure impact. This often needs resourcing.
 - Further support is required for the VCS in developing their capacity to bid into contracts as well as recognising that the VCS require sufficient funding to cover costs for staffing to deliver the project well.
- 4.4 By January 2021 through the appointment of the Research Fellow, 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 and types of projects to best delivered by area. Community readiness is an evidence – based methodology which gauges the degree to which a community is ready to take action on an issue across six dimensions; community efforts, community knowledge of the efforts, leadership, community climate, community knowledge about the issue and resources relating to the issue. This produces a community readiness rating from a scale of 1-9 which then can be used to inform the design of the intervention. The model was developed by the Tri-Ethnic Centre for Prevention Research at Colorado State University and has been trailed and tested by the University of Bradford.
 - The patterns, determinants and effects of segregation in the District.
 - The extent of hate crime as we know is still under reported
 - What has worked in delivery, including before and after evaluation to see changes in people's perceptions, attitudes and skills.
- 4.5 Alongside this, the MHCLG has appointed IFF Research as the national evaluators for the work taking place in each of the Integration Area's. They will concentrate on three similar and equivalent aspects of delivery for each Area. For Bradford these are Community Conversations (Bfd As 1- Street Life), Community Ambassadors

(People Together) and The Linking Network which currently delivers in three of the Integration Areas. We will be including local qualitative evaluation alongside to ensure all aspects of project delivery are captured.

5.0 OTHER CONSIDERATIONS

5.1 Cross Cutting Themes

- 5.1.1 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 our 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 conference was held in September to share the Intercultural Cities report. Bradford has fared very well in the index coming 14th among the 103 cities in the sample, with an aggregate intercultural city index of 74%. The city has also been ranked 6th among the cities with a population of 500,000 inhabitants and 4th among the cities with a percentage over 20% of foreign-born residents.

Intercultural Cities have now published their report on Bradford and it can be found [here](#). We were highlighted positively in Cultural and Civil and Public Service in comparison to other cities.

- 5.1.2 Bradford Council hosted the first ever Intercultural Cities UK Academy on the 8 and 9 October. Cities participating included Kirklees, Leeds, Manchester, Swansea, Lewisham and Calderdale.

6.0 FINANCIAL & RESOURCE APPRAISAL

- 6.1 The Stronger Communities Together Strategy is funded through a combination of mainstream Council funding and through other streams such as the MHCLG and Home Office.
- 6.2 The Integrated Communities Programme is a two year £2.7m programme funded through the MHCLG. The programme runs from March 2019 to March 2021. In addition to funding from the MHCLG, match funding has been secured from LEAP (Creative People and Places) to extend the offer of arts and events and ESIF to extend the English Language Coordination Hub. The MHCLG also provide £1.37m for Controlling Migration Funded projects to March 2020.
- 6.3 There are no additional resource implications for the Council.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

The Stronger Communities Partnership Board oversees the management of issues

and risks and these are periodically raised at Board meetings. In addition, programme and methodology is deployed the Programme Lead and Stronger Communities Delivery Coordinator.

8. LEGAL APPRAISAL

There are no legal implications apparent within the context of the report

8.0 OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

8.1.1 The Stronger Communities Strategy and Delivery Plan support the following Corporate Equality Objectives on Community Relations, Employment and Skills, equality data and organisational equalities culture.

8.1.2 An equality impact assessment has been carried out that evidences that the proposals within the strategy and delivery plan will make a positive contribution and impact on many protected characteristic groups. There is no perceived detriment from undertaking any of the initiatives within the delivery plan.

8.1.3 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications apparent.

8.1.4 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emission impacts apparent.

8.1.5 COMMUNITY SAFETY IMPLICATIONS

Feelings of safety can act as a barrier to people's willingness to engage in those activities that bring people together at a neighbourhood level, which was a factor raised during the consultation work carried out in support of the local Stronger Communities strategy.

8.1.6 The Stronger Communities Partnership aligns some of its work with the Community Safety Partnership and vice versa. The Portfolio Holder for Neighbourhoods & Community Safety is a member of the Stronger Communities Partnership and also chairs the Community Safety Partnership. Officers also attend and support both partnerships and the relationship between these two - and other major district partnerships - are key to the success of the overall strategy.

8.1.7 Many of the initiatives that sit within the Stronger Communities Delivery Plan have a positive impact on peoples feeling of safety, particularly where they bring different groups of people together, building tolerance and understanding.

8.2. HUMAN RIGHTS ACT

- 8.2.1 The Human Rights Act covers various rights including: Freedom from torture and inhumane or degrading treatment; right to liberty and security; respect for your private and family life and correspondence; freedom of thought, belief and religion and protection from discrimination in respect of the rights and freedoms.
- 8.2.2 Building understanding, tolerance and respect will help people to live their lives within the freedoms to which they are entitled.

8.3 TRADE UNION

Aspects of the strategy may focus on change in policy and approach, for example in relation to selection and recruitment practice. If any proposals have Council workforce implications consultation will take place with trade unions as appropriate.

8.4 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 strategy will focus on particular areas within the district, the work funded by the 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.

8.5 IMPLICATIONS FOR CORPORATE PARENTING

There are no corporate parenting implications apparent.

8.6 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The Council is the Data Controller. In some aspects of the programme the Council will also be responsible for processing data. The Council including any delivery partners commissioned will receive information management training. Projects will be assessed on the sensitivity of their data and potential data linkage to other services within the programme. This will be supported by appropriate data sharing agreements.

8.7 NOT FOR PUBLICATION DOCUMENTS

There are no 'Not for Publication Documents'

9. OPTIONS

- 9.1 Corporate Overview and Scrutiny Committee may feel reassured with the progress made or make recommendations for any changes to the Bradford Stronger Communities Partnership Board subject to approval by the Board and the MHCLG.
- 9.2 Corporate Overview and Scrutiny Committee may determine to seek regular updates on the delivery plan and impact measures applied to certain interventions that are proposed.

10. RECOMMENDATIONS

Corporate Overview and Scrutiny Committee is asked to note the progress carried out in the development of the Bradford Stronger Communities Strategy and Delivery Plan by the Stronger Communities Partnership.

11. APPENDICES

11.1 **Appendix A** Bradford Stronger Communities Together Delivery Plan.

11.2 **Appendix B** Governance and staff structure Overview

11.3 **Appendix C** Controlling Migration Fund project briefs, case studies and outcomes

11.4 **Appendix D** Bradford Stronger Communities Together Impact Framework.

12. BACKGROUND DOCUMENTS

- 12.1 Stronger Communities Together, Strategy for Bradford 2018-2023
- 12.2 “It’s Your Place – Tell Us What You Think” Report of the Social Kinetic, produced 14th August 2018.
- 12.2 Report and minutes of Overview and Scrutiny for 12 December 2018.
- 12.3 Results of the Intercultural Cities Index – August 2019