

Report of the Strategic Director of the Department of Place to the meeting of Bradford South Area Committee to be held on 30th September 2021

Subject:

LOCALITY WORKING REVIEW: BRADFORD SOUTH APPROACH AND CREATING A LOCALITIES PLAN FOR THE AREA.

Summary statement:

The Council with partners is reviewing our approach to Locality Working. The report outlines 1) the District wide approach emerging from the Review, 2) considers the data available to support the process and 3) presents some options on how to develop the approach in Bradford South.

EQUALITY & DIVERSITY:

The implementation of the Localities Review in Bradford South will include an Engagement Plan which will set out how the voices of all communities in Bradford South are heard. This will include specific targeting, to ensure the views of minority groups who are seldom heard are engaged in the process.

Jason Longhurst, Strategic Director of Place

Portfolio:

Safer and Stronger Communities

Report Contact: Mick Charlton, Bradford South Coordinator
Phone: (01274) 431155
E-mail: mick.charlton@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

The Council with partners is reviewing our approach to Locality Working. The report outlines 1) the District wide approach emerging from the Review, 2) considers the data available to support the process and 3) presents some options on how to develop the approach in Bradford South.

2. BACKGROUND

Ian Day, Assistant Director Neighbourhood and Customer Services, briefed Councillors in Bradford South on Thursday 2nd September on the Locality Review. He explained:

The vision for the Locality Working Review is:
to build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners to address local needs and issues. Working collaboratively and creatively, they utilise local assets, resources and opportunities to enhance community capacity and tackle inequalities. People are at the heart of service design and delivery, and experience coordinated support within their localities and only need to tell their story once. A stronger focus on prevention and early help promotes better outcomes for local people and helps reduce the need for statutory interventions wherever possible.

To achieve the vision the project advocates a stronger role for Bradford Council and its partners as a leader and place shaper, aligning delivery and resources, renewing emphasis on the role of Area Committees and supporting local councillors in their capacity as democratic champions.

This work has commenced with 'trials' at Keighley and Bradford West constituencies, where lessons learned will be incorporated as part of a test and learn process, prior to a Council roll out from April 2022 across all five constituencies.

The project will see the strengthening of resource and capability within the Neighbourhood's Service, including the recruitment of 15 fte Assistant Ward Officers and five Stronger Communities 'Engagement Officers' and broadening the role and influence of Area Coordinators as convenors of place.

This work is underpinned by developing arrangements for a Council-wide locality approach to prevention and early help that promotes collaboration between Council colleagues (and then with wider partners) to better support individuals, families and communities across the District.

The Strengthening Locality Working project is broadly divided into three phases of development, test and learn, and the wider rollout of the locality working approach. The development phase commenced in January 2021 and has now moved into the test and learn phase through to Spring/ Summer 2021. The wider rollout of the locality working approach will commence in Autumn 2021 through to Spring/Summer 2022, with 'test and learn' becoming an integral aspect of the approach.

Work is well underway with the approach being trialled in Keighley and Bradford West. An ABCD (Asset Based Community Development) training session has been delivered for people involved in the priority setting work at both constituencies and 'area conference' meetings are in place to consider the date and emerging priorities that will form the basis of the plan. Further training and development sessions are being planned and invitations will be sent to partner organisations.

Prevention and early help underpin the locality working approach. When we talk about prevention, we mean **preventing or delaying problems from arising in the first place** so that everyone across the Bradford District – whatever locality they come from – can live a long, healthy, and full life. In turn, Early help is about **tackling problems head-on** when they emerge, intervening early before problems escalate.

At the heart of both Prevention and Early Help is a constant focus on **what's strong, not what's wrong**. We work closely with localities to make the most of their assets, resources and opportunities, empowering citizens and local leaders to work alongside public agencies and partners to address local needs in a collaborative and creative way.

Delivered well, the project will:

- Increase organisational resilience through a common understanding and approach to locality working
- Evidence outcomes delivered against the Council and District plan priorities
- Promote community capacity and improve outcomes to be delivered for communities
- Reduce inequalities and improve access to support for individuals and communities
- Allow individuals and communities to access multi-disciplinary early help that ultimately prevents/reduces/delays the need for statutory services

The work is currently focussing on the activities that take place within the Council. However, regular engagement and meetings are in place with colleagues from 'Health' to ensure that the plans being developed in both organisations align.

Police arrangements are already coterminous with the Neighbourhood Service and opportunities to further strengthen this approach, including the approach to responding to domestic abuse and sexual violence can/should be explored.

Some initial discussion has also taken place with the InCommunities management team and agreement has been reached on trialing more collaborative approaches to working in Holme Wood.

The complexities of designing coterminous solutions between geographically different areas (wards and community partnerships) whilst avoiding duplication is the greatest issue to overcome. Mapping work and governance discussions are ongoing to work through options and ensure that there is coherence and efficiency in future delivery models. These discussions are evidencing clear opportunities for alignment of the emerging approach that is being developed within the CCG (ICS) through the community partnerships with the proposals in the paper. Eleven of the 12 community partnerships all have 75% or more of patients who live within a single parliamentary constituency. Strong leadership and good working relationships will be critical to the success of aligning approaches.

3. OTHER CONSIDERATIONS

Data to shape Area Planning.

The Localities Review Steering Group is considering the development of statistical datasets to support the Localities planning process. Currently the data that has been available to support Areas in developing their plans is included in the two appendices to this report. These are

Appendix 1 is the data provided to the two pilots (see below) to set priorities. These were created by a consultancy who are no longer engaged in this workstream.

Appendix 2 is a summary of some of the data available as part of the Ward Assessments that have been used for a number of years to develop Ward Plans. Ward Assessments are designed as part of an IT data display package called PowerBi. Within this package it is possible to compare statistics with the 30 Wards in the District, the 5 Areas and also view trends within Wards to understand if the issue is improving or deteriorating.

There are plans at the District level to enhance this dataset and therefore in the spring the Area is likely to have a broader set of data to work with. The available statistical data provides some areas that require further investigation but does not adequately enable a detailed Area plan to be informed without further insight.

Potential approaches to developing a localities plan for Bradford South

- Bradford South Area Committee is being asked to determine which approach to adopt from the choice of:
 1. Keighley Pilot
 2. Bradford West Pilot
 3. Develop our own the Bradford South approach

To enable the committee to decide on the appropriate option for Bradford South the available data is presented in Appendix 1 of this report.

Option 1: Following the Keighley pilot

1. The process in Keighley involved:

A day long Priority Setting Workshop was held online (via Zoom) involving members of the Keighley Area Community Partnership. This is a partnership that was established in March of this year which brought together the Keighley Area Leadership Team and the Airedale Community Partnership. It is made up of representatives from a wide range of statutory, voluntary, community and faith sector organisations that work across the Keighley Constituency. For the Workshop all 18 District Cllrs were also invited to attend (the Area Chair is the only elected representative member of the Partnership). Consultants from Impower facilitated the Workshop.

2. Setting the Area priorities in Keighley (ie data, consultation, view of partners, view of Councillors)

The approach used by Impower to gather thoughts and ideas from those present at the Workshop regarding what the priorities for the Area Plan might look like was informed by the 6 themes of the Council Plan, a data profile put together by Impower and then the views, knowledge and experience of those present. An initial draft set of priorities was produced at the end of the Workshop, but these will now be further developed at future Partnership meetings.

3. The downsides to the approach in Keighley?

The Workshop didn't involve people living in the diverse neighbourhoods and communities of interest in the Keighley Area, so their views, insights and what matters to them wasn't included.

Option 2: Following the Bradford West pilot

1. The process in Bradford West involved

In consultation with Area chair, priority was given to introduce the process and concept to Elected members first, a bespoke workshop was arranged at Cartwright Hall, the session was jointly run by IMpower consultants and the Area Co-ordinator, other staff from the AC office were in attendance and facilitated small group discussions, the workshops began with insights into the theory and application of behaviour insights and ABCD, this led to a discussion on how this concept would be interpreted and used by anyone working in Communities. The majority of the workshop looked and explored the experience of participants when working with local communities.

A second full day workshop was held for Partners across the Local authority system, introducing locality working and concepts of Behaviour change and ABCD as described above. A third workshop is planned to include VCS and health partners including the Community Partnerships.

2. **Setting the Area Priorities in Bradford West** (ie data, consultation, view of partners, view of Councillors) the workshops were designed to include data sets from a variety of sources reflecting the Council priority areas, the identified priorities will not solely focus on what data tells us, a blended approach will be used that equally takes into account what communities and partners tell us of their experiences, the data will add to the understanding of what our communities are experiencing. The workshops, the listening and conversational processes will be taking place across the area will go towards the development of the Area and ward plans. The establishment of an Area partnership will include actions that can be addresses from area rather than individual ward perspective. the governance will remain with the Area committee.

3. **Downsides of the Bradford West approach**

The process is not yet complete, there is work to be done and conversations to be had at street and neighbourhood level, the balance has to be right on what is considered to be neighbourhood actions or area wide responses, these can deliver efficiencies by working collaboratively across neighbourhoods and wards. The key is to have the right partners around the table with the capacity, desire and resource to work collaboratively. There was a recognition that not all the partners that work with the Area office, work with each other independently, to make localities work successful there has to be recognition that there has to be relationships built across the broad spectrum.

Lesson learnt: in an era of post covid, in all settings people wanted to freely talk and listen to each other, going forward it is important to give partners the opportunity to reconnect with each other the Area Partnerships should meet face to face and activity encourage open networking. We need to be less rigid in our workshops an allow for natural conversation.

Option 3: Proposed Bradford South approach

Spend the next 6 months **listening and learning** from communities and partners in Bradford South. The information collected from communities and partners would then be used to create community insights on how to develop the Localities Approach in the Area. This would include:

- a. Listening to communities and find out from them what they feel is going well and what needs to be done better and their ideas on what could be done better.
 - i. The South team would target communities/ groups to ensure wide inclusion of voices including: Different neighbourhoods within the Area, children, young people, older people, carers, men, women, LGBTQ people, people with disabilities etc.
 - ii. Further suggestions of other groups to target our engagement with including any faith and ethnicity groups are welcomed
- b. Discussing with partners how they believe joint and partnership working could be

improved

- c. Collating some case studies on where Locality approaches are already working well in Bradford South and assess why these are working well and what others can learn from these examples.
- d) Collate some case studies on projects that haven't achieved the outcomes that were intended and learn from these how we can improve our approach.

After the listening and learning phase

- a) Hold an Area Event that would include representation from Ward Councillors, Offices, Community Organisations, Residents and use this to consider the highlights of the learning phase.
- b) At the event use the following three questions to set the priorities for action:
 - 1. What communities can and do well for themselves
 - 2. What communities can do for themselves with the right sort of support
 - 3. What services need provide

These three key questions have been used where community strengths approach to working with their communities have been developed.

- c) Form an Area plan based on the insights gained from the engagement with Bradford South's communities and the Area Event. This plan will set out how the Council and partners are going to support communities to deliver better outcomes.

The Area Plan will include:

- i. Recognising and celebrating what communities are already doing for themselves and their wider strengths.
- ii. Identify key areas where communities require support to achieve their desires and aspirations
- iii. Identify where services need to focus their delivery to meet Area expectations

If this third option is chosen by the Area Committee the Area Office will work on an engagement work plan that will cover the next 6 months that will set out how everyone will have opportunities to get involved in meaningful ways.

4. FINANCIAL & RESOURCE APPRAISAL

- Within the scope of the overall Review of Localities working. The budget for the

three new Assistant Ward Officers in Bradford South and the contribution of the Stronger Communities team are covered by increases to the Neighbourhood Service's base budget for 2021-2 onwards.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

A key purpose of Locality working is to reduce the demand on services.

6. LEGAL APPRAISAL

- No known legal implications beyond those of the overall Localities Review.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

- No known sustainability issues. It is expected that the Area plan would increase sustainability as key driver.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

- Locality approaches should reduce travel

7.3 COMMUNITY SAFETY IMPLICATIONS

- Community Safety issues will be addressed within the Localities Plan

7.4 HUMAN RIGHTS ACT

- No known issues related to Human Rights

7.5 TRADE UNION

- Issues related to the District wide Review of Localities working.

7.6 WARD IMPLICATIONS

- There will be positive implications for all Wards in Bradford South if the Localities Review achieves its objectives

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

- The new plan will replace the existing Area Committee Action Plan

7.8 IMPLICATIONS FOR CORPORATE PARENTING

No known implications

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No known implications

8. NOT FOR PUBLICATION DOCUMENTS

➤ 'None'.

9. OPTIONS

➤ See 3.1 for three options

10. RECOMMENDATIONS

- 1. That the committee notes the Localities Review and implications for Bradford South Area Committee
- 2. That the Committee chooses one of the three approaches to develop a localities plan for Bradford South
- 3. That the Area Coordinator is asked to lead on the approach and develop an engagement plan, keep Councillors updated on progress and report back progress to the committee in March 2022

11. APPENDICES

Appendix 1: Bradford South Statistical data to support Localities Planning

Appendix 2: Data taken from Ward Assessments.

12. BACKGROUND DOCUMENTS

No background documents