

Report of the Strategic Director of the Department of Place to the meeting of the Executive to be held on 5 March 2024

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Subject:

Bradford East Locality Plan – Progress update 2022/23

Summary statement:

As part of the Council-wide programme of ‘Strengthening Locality Working’, Neighbourhood and Community Services worked with other Council services and partner agencies to develop five Locality Plans, one for each constituency that make up the Bradford District. This report gives an update on the progress achieved towards addressing the locality-wide priorities set out in the Bradford East Locality Plan during 2022/23.

EQUALITY & DIVERSITY:

The Locality Plans are being developed in consultation with a wide variety of partners with the aim of ensuring that the voices of all communities in the Locality are heard. This has included specific targeting, to ensure the views of minority groups, and those whose voices are seldom heard, are engaged in the process.

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Portfolio:

Leader of the Council

Overview & Scrutiny Area:

Health and Social Care

1.0 SUMMARY

- 1.1 As part of the Council-wide programme of 'Strengthening Locality Working', Neighbourhood and Community Services worked with other Council services and partner agencies to develop five Locality Plans, one for each constituency that make up the Bradford District. This report gives an update on the progress achieved towards addressing the locality-wide priorities set out in the Bradford East Locality Plan during 2022/23.

2.0 BACKGROUND

- 2.1 The vision for the Strengthening Locality Working approach 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.
- 2.2 To achieve this vision the project advocates a stronger role for Bradford Council and its partners as a leader and place shaper, aligning delivery and resources, renewing the emphasis on the role of Area Committees, and supporting local councillors in their capacity as democratic champions.
- 2.3 The project has seen the strengthening of resource and capability within Neighbourhood and Community Services, including the recruitment of 15 Assistant Ward Officers and five Stronger Communities Participation and Engagement Officers and a broadening of the role and influence of Area Co-ordinators as convenors of place.
- 2.4 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 with wider partner agencies, to better support individuals, families and communities across the district. By 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 communities 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.
- 2.5 This re-dressing of the balance which emphasises an asset-based approach to tackling inequalities and neighbourhood issues, alongside the more dominant deficit-based model, requires a shift in both thinking and practice which challenges existing ways of working and therefore takes time, commitment and support at all levels of the organisation, to implement successfully. This does not, however, mean that one approach is better than the other. Working together, assets-based approaches add value to the deficit model by:
 - Identifying the range of protective and well-being promoting factors that act together to support well-being and the policy options required to build and sustain these factors.

- Promoting citizens as co-producers of well-being rather than simply as consumers of services, thus reducing the demand on scarce resources.
 - Strengthening the capacity of individuals and communities to realise their potential for contributing to the development of their neighbourhoods.
 - Contributing to more equitable and sustainable social and economic development and hence the goals of other sectors.
- 2.6 As this has been the first year of implementing the Locality Plans much of the work has been focused around bringing the relevant people together to explore how best to address the priorities in the Plan. Work has been done to further develop inter agency support and ownership of the themes and priorities, and the action needed to address them. Neighbourhood and Community Services have led on, or contributed to, this work in the Bradford East locality which is demonstrated within the Bradford Locality Plan and its appendices.
- 2.7 A key initiative developed by Neighbourhood & Community Services over the past year has been a strength-based approach to working with individuals looking for prevention and early help support in communities, called 'Neighbourhood Connect'. This takes referrals from people themselves, Neighbourhood Wardens, Councillors, Adult Social Care and many other sources. Ward Officers and / or Assistant Ward Officers then have a strengths-based conversation with the person to determine how they could best connect them with services, activities and groups in their community to give them the most appropriate support which will contribute to their well-being and ability to live a fulfilled life.
- 2.8 Neighbourhood and Community Services are aware that key performance indicators and other appropriate measures of success need to be developed for the priorities in the Locality Plans and have acknowledged the over-aspirational nature of the goal setting in the original plans. Work has begun on revising these so that they better reflect what is realistically achievable, and this will be continued over the current year. The following principles set the overall context for this work and will continue to guide the setting of locality priorities:
- 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 intervention by statutory services.
- 2.9 This work will be informed by, and be undertaken alongside, the development of a Neighbourhood and Community Services Prevention and Early Help strategy which will set out the ways in which the service currently leads on, and contributes to, prevention and early help for individuals and communities, and the future direction for the development of the service.
- 2.10 This report presents a progress update of the 19 locality-wide priorities in the Bradford East Locality Plan during 2022-23 (Appendix A). The priorities set out in the Locality Plan align with the six 'priority outcome areas' that make up the Council Plan 2021-25.
- 2.11 Appendix B contains Case Studies which highlight examples of the work being done to address these priorities in the Bradford East locality.

2.12 The Locality Plan also includes six Ward Plans which set out the priorities and outcomes for each of the wards covering the Bradford East Locality. Progress against these is reported to Bradford East Area Committee.

3.0 OTHER CONSIDERATIONS

3.1 The Locality Plan sets out an ambitious set of priorities for Bradford Council, working with its partner agencies, communities and residents to address over 3 years. This is building on the important work that Bradford Council and its partners have done over recent years.

4.0 FINANCIAL & RESOURCE APPRAISAL

4.1 This work falls within the current budget and resources of the Neighbourhood Service and other existing Council and partner agency resources that are available for joint working to address the Locality Plan priorities.

5.0 RISK MANAGEMENT AND GOVERNANCE ISSUES

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

6.0 LEGAL APPRAISAL

6.1 There are no legal implications directly arising from this progress report. Legal input provided on the current projects have included advice on grants, procurement and subsidy control and further legal input will be provided as required.

7.0 OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

7.1.1 One of the key themes in the Locality Plan aims to increase sustainability across the Area.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

7.2.1 Locality approaches should reduce travel.

7.3 COMMUNITY SAFETY IMPLICATIONS

7.3.1 Community Safety issues will be addressed within the Locality Plan.

7.4 HUMAN RIGHTS ACT

7.4.1 No known issues.

7.5 TRADE UNION

7.5.1 No known issues.

7.6 WARD IMPLICATIONS

7.6.1 There will be positive implications for all Wards in the Bradford East if the Strengthening Locality Working programme achieves its objectives.

7.7 AREA COMMITTEE LOCALITY PLAN IMPLICATIONS

7.7.1 This report details progress being made to address the 18 priorities in the Bradford East Locality Plan.

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

7.8.1 The views of young people have been considered in the development of the Locality Plan through a District wide survey and through consultation in Youth Work settings.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

7.9.1 No known implications.

8.0 NOT FOR PUBLICATION DOCUMENTS

8.1.1 None.

9.0 OPTIONS

9.1 Decisions related to Locality Plans are the responsibility of the relevant Area Committee. Therefore, this report is presented to the Executive for information, discussion and comment.

10. RECOMMENDATIONS

10.1 The Executive is invited to comment on the Bradford East Locality Plan – Progress Update 2022/23, as set out in Appendix A of this report.

10.2 The Executive requests that the Bradford East Area Co-ordinator, accompanied by the Chair of Bradford East Area Committee, presents a progress report to the Executive in 12 months time, setting out the progress and achievements made for each of the priorities detailed in the Bradford East Locality Plan during 2023/24.

11.0 APPENDICES

11.1 Appendix A: Bradford East Locality Plan – Progress Update 2022/23

11.2 Appendix B: Case Studies

11.3 Appendix C: Neighbourhood Connect

12.0 BACKGROUND DOCUMENTS

- 12.1 'Locality working review: Bradford East Approach and creating Localities Plans for the area' (Document G) Bradford East Area Committee, 8 December 2021.
- 12.2 'Bradford East Locality Plan 2022 - 2025' Bradford East Area Committee, 28th September 2022.
- 12.3 'Bradford East Locality Plan 2022 – 2025' Executive, 6th December 2022.
- 12.4 'Update on Bradford East Locality Plan 2022 – 2025', Bradford East Area Committee, 13 July 2023.