

The voluntary and community sector together



Bradford District Assembly

Annual Report 2017 -2018



BDA Annual Report 2017-18

Contents

INTRODUCTION	2
HOW THE ASSEMBLY WORKS	3
ACTIVITIES & ACHIEVEMENTS	5
BRADFORD DISTRICT ASSEMBLY STEERING GROUP (ASG)	5
ASSEMBLY STEERING GROUP MEMBERS	7
ASSEMBLY FORUMS.....	8
HEALTH & WELLBEING FORUM	8
YOUNG LIVES BRADFORD	9
EQUALITIES FORUM	11
BRADFORD & DISTRICT SAFER COMMUNITIES THIRD SECTOR NETWORK	12
STRONGER COMMUNITIES	13
THE BRADFORD DISTRICT ASSEMBLY ANNUAL CONFERENCE.....	14
APPENDIX 1 – FACILITATORS BRIEF	16
APPENDIX 2 - BRADFORD ASSEMBLY CONFERENCE 2018 RAW DATA	17
ACKNOWLEDGEMENTS	26
CONTACT INFORMATION	27

Introduction

The Bradford District Assembly (BDA) was established in 2009 and has successfully developed its objective to become an effective and influential voice for voluntary and community sector (VCS) organisations in Bradford district within the local authority, Bradford City & Districts CCG's, The Office of the Police and Crime Commissioner and other public sector bodies. CNet is commissioned by the council to co-ordinate and facilitate the Assembly, and to support its members and representatives.

The Assembly is firmly embedded in local structures and partnerships and is recognised as an important means of communication and engagement with the sector. It is open to any not-for-profit VCS organisation in the district via membership of forums, attending events and exchanging information.

This structure enables organisations to work together to shape local policy and services, and increases mutual understanding between the VCS and statutory partners. Representatives are elected or selected to participate in partnership meetings, task groups, and consultations to present a voluntary sector perspective.

The Assembly website contains information about how the organisation works, who is involved, reports from meetings and representatives, updates on important policy developments or consultations, and the latest decisions that affect our district's communities. Visit <https://www.cnet.org.uk/bradford-district-assembly/about-the-assembly>

How the Assembly works

The Assembly comprises of 5 key forums, all of which have open membership for people involved in voluntary/community groups and organisations. Collectively there are over a thousand members participating in the Assembly. The 5 key forums are:

- Health & Wellbeing Forum
- Community Economic Forum (formerly the Regeneration & Prosperity Forum)
- Young Lives Bradford
- Equalities Forum
- Safer Stronger Forum / Bradford & District Safer Communities Third Sector Network

Members become involved at whatever level suits their requirements and capacity. Below are some examples:

- Giving, receiving and sharing information
- Attending meetings and events
- Participating in the one or more of the forum strategic core groups
- Chairing a forum, becoming a member of the Assembly Steering Group
- Becoming a representative for the Voluntary and community sector (VCS)
- Participating in themed task and finish groups

The forums meet regularly and are independent but work under the Assembly umbrella and structure. They provide a vital means of accountability for the Assembly and enable more coordinated responses to situations and consultations. Forums work with public sector colleagues to represent the needs of communities and the VCS, tackle inequalities and find solutions to the growing challenges facing the development and delivery of local services.

The Assembly Steering Group (ASG) has representatives from each of the forums plus other VCS partners. Its role is to filter views, issues and information from the forums through to decision making negotiations.

ASG members meet representatives from the council on a regular basis, at meetings called the Relationship Management Group (RMG) which is chaired by the Deputy Leader of the Council and Portfolio holder for Safer and Stronger Communities, Cllr Abdul Jabar.

The RMG provides an opportunity for honest and open debate and problem solving, using information from the forums and elsewhere. The RMG has been meeting since January 2011 and has played a key role in influencing and informing strategic decisions.

For further information and details of how to get involved, contact the Assembly Co-ordinator, Janet Ford janet@cnet.org.uk 01274 305045 or visit the website www.cnet.org.uk/bradford-district-assembly/

Also on the Assembly website:

- A directory of assembly representatives and officers
- Minutes of meetings
- Dates of meetings and events
- Reports from representatives
- Links to other websites and information

Janet Ford - Bradford District Assembly Co-ordinator

Activities & Achievements

Bradford District Assembly Steering Group (ASG)

Chairs: Paul Stephens Apr – Nov 17, Sam Keighley Dec 17 - present

Co-chair: Helen Speight

Report from the Chair

I was elected as VCS Assembly Chair in December 2017. At the time I set out 2 key challenges for the VCS Assembly; to develop an effective way for the next generation of VCS leaders, particularly too often not heard voices, including BME, to step forward and get involved. Secondly, to ensure that all parts of the Assembly connect strongly with Bradford Council and other public sector bodies to ensure it has maximum impact in working well with and influencing the public sector. I have now added a third challenge; to connect with and harness the knowledge and expertise of as wide a range of voluntary sector organisations as possible, including small volunteer led organisations, sports clubs and others.

I promised that, if elected as Assembly Chair I would:

- Introduce a mentoring system for the next generation of VCS leaders
So far, I've worked with other VCS colleagues and public sector colleagues to establish a cross sector mentoring programme, with VCS offering ourselves as mentors as well as searching for mentors. I'd also urge you use this opportunity to boost skills of other managers in your organisations. As ASG, we are also working with COEMO to look at range of ways to encourage people from BME communities to develop and be part of the next generation of VCS leaders
- With other members of ASG and CAB&D, review the VCS Assembly Structure to ensure it is fit for purpose for current times and ensure effective ways for many VCS organisations to take part in key discussions all year round
So far I've met with nearly all assembly Co-chairs and some of our public sector partner to get their views on this and I'll be proposing some improvements to ASG in the next couple of months
- Ensure that the Annual VCS Assembly Conference is accessible to a wide a range of VCS organisations and make sure that actions agreed are carried out and reported back effectively
This year, we've reduced length of the conference, in the hope that more people will be able to attend.
We know how difficult it is for all of us these days to take whole day out of our own organisations. We will circulate the decisions that we make together today and keep everyone up to date with what happens next through the forum meetings and conversations

In addition, I've worked with Helen Hirst and Kersten England to set up quarterly cross sector network meetings where people from across the health and wellbeing can come together and catch up, make new introductions and hear what's going on in other people's worlds.

The next year is going to be another challenging one. And, I do think there is a shift in the public sector and that there is a real commitment to collaboration. This can only lead to better outcomes for people across the District.

Sam Keighley – Bradford District Assembly Chair

April to November 2017

The ASG agreed a number of priorities to focus on during the year. Here is a summary of the key activities and achievements:

i. Keep it Local

The ASG were involved in the 'Keep it Local' initiative aimed at improving our economy by investing locally. A key outcome identified is the need for procurement strategies to be integral to the Bradford District Economic Strategy with a view to improving inclusive growth and social value. A procurement review has taken place with contributions from ASG representatives. The new procurement and social value policy will come into place in April with particular recognition of the economic advantage of using local suppliers.

ii. Community Asset Transfer

Members were also involved in the working group set up to improve transparency and protocols around Community Asset Transfer.

iii. Bradford Council Budget Proposals Consultation

The BDA held 2 budget consultations, one at the Thornbury Centre and one in Central Hall Keighley to look at the proposals and make suggestions based on the negative impact on communities of certain cuts to services. The outcomes were considered as part of the final decisions made by the Council Executive in February.

iv. The Joint Health and Wellbeing Strategy for Bradford & Airedale 2017-2022

ASG and Assembly members were not involved in the development of the draft strategy. However, it was circulated to and consulted upon via the Health and Wellbeing Forum, considerable changes were made as a result.

v. Bradford VCS Alliance

The ASG had a key role in the initial set up of the Alliance which is the VCS partner in the Bradford Provider Alliance and Airedale Providers Alliance Group. There are new models being developed for the delivery of health, social care and support services; Bradford VCS Alliance (BVCSA) will enable the voluntary and community sector to become an equal partner in these new systems along with other key local health, social care and support providers. For more information, please visit <http://www.bradfordvcsalliance.org.uk/>

vi. Bradford District Assembly Re-structure

There has been a review and re-structure of the former Bradford District Partnership (BDP) Board. The Health and Wellbeing Board (HWB) will now take a lead role amongst the Strategic Partnerships. The Assembly Steering Group are currently reviewing their structural arrangement to align with this and to ensure effective VCS representation at all levels. This will include re-election of co-chair, review of forum membership and Terms of Reference.

vii. RMG Review and Effectiveness

Feedback was provided with regards to the discussions had after the last meeting to consider how we make the RMG discussion more collaborative. It was agreed that there would be officer representation at the ASG meeting prior to the RMG to discuss and jointly agree agenda items. The sector agreed that the approach was positive and welcomed by ASG members and that there was a sense of achievement after the last RMG meeting.

Janet Ford – Bradford District Assembly Co-ordinator

Assembly Steering Group Members



Sam Keighley



Helen Speight



Javed Khan



Soo Nevison



Penny Wangari-Jones



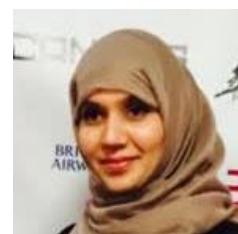
Peter Horner



Vicki Beere



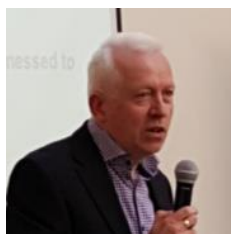
Dave Forrest



Yasmin Khan



Tony Dylak



Paul Stephens
BDA Chair to Nov 17



Neal Heard
Co-chair to Feb 2018
Equalities Forum



David Wilford
Co-chair to Feb 2018
Economic Forum

Assembly Forums

Health & Wellbeing Forum

Co-chairs: Helen Speight and Sam Keighley

Where did another year go!

It has been another tough year when sadly we have seen the closure of some of our member organisations, leaving their service users and the sector poorer by their demise. However, it has also been a year of new opportunities with the ongoing development of the Accountable Care System and the role of the VCS in the Extended Access GP provision. The Health and Wellbeing Forum continues to be very active with 30 – 40 organisations represented at each of our quarterly meetings where we present up to date information and share best practice with colleagues from our larger national organisations to smaller local groups.

Over the year our reps have once again done an amazing job, keeping the sector informed of what is going on in these wider meetings, and also being a voice in those forums for the role of the VCS in bringing solutions to the health and wellbeing of our communities.

Special mention goes to Kim Shutler-Jones who attends the A&E Delivery Board and has worked hard to increase the involvement of the VCS in providing solutions to the difficulties faced.

And our thanks as always to Sue Crowe, who, although not one of our reps, faithfully provides in-depth feedback to the Forum from the Health and Social Care Overview and Scrutiny Committee.

2017 began with Bev Maybury committing to her ongoing involvement at the Forums. Although obviously the sentiment was there she has been unable to attend subsequent meetings. She brought a somewhat gloomy start to the year with the cuts once again to service provision affecting some of our most vulnerable and marginalized communities.

To offset this, the Forum has continued to use its voice and influence to influence, shape and change key strategic documents produced by the Council and the CCG. These documents impact on ongoing funding to the sector, and more importantly the health and wellbeing of Bradford District's people. This role, although time consuming for forum members, has led to key improvements in documents such as the Health and Wellbeing Strategy which should translate into more effective interventions.

The CCG have continued to promote the involvement of the sector in the development of service provision, with the consultations around developing mental wellbeing and advocacy services. They have also remained committed to the Strategic Partnership Group, which now has membership from the Council's Adult and Community Care, which is a huge step forward. It is becoming a group where challenges voiced at the Forum regarding the impact of Council funding on the health and wellbeing of our service users can be voiced to our CCG partners. This enables them to better understand the impact of these changes on their services and together we can begin to develop solutions.

This year has seen the election of our Co-Chair Sam Keighley as Chair of the ASG. This is a testament to the work she has done to bring our sector and our public sector colleagues together to work in collaboration focusing on what can be done by using the sparse resources still available to achieve optimal results. She, along with other colleagues, has created opportunities to think big and think differently.

A good example of this was the 'Big Think' Session that brought together VCS, CCG and Council colleagues to think collaboratively about the shift that needs to be made in a world of reducing resources and the VCS taking a strong role in these new arrangements. Two immediate improvements from that session: a seat for the VCS on the Integration and Care Board and quarterly cross sector networking events for everyone working in the health and wellbeing sector.

Through this work 2018 may at long last bring different ways of commissioning services through co-design, co-production and collaboration.

The coming year will be testing for many of us, with further funding cuts and greater difficulties in securing external funding. It is a time of change and development, a time to think differently and find ways to adapt and adopt new ways of working to meet the challenges ahead. The Forum will continue to bring speakers and key information to the sector so that we can be part of providing the solution to improving the health and wellbeing of the people of Bradford.

Helen Speight and Sam Keighley

Young Lives Bradford

Rolling Chair

This year has been busy and active for Young Lives. Below is a range of the activity that has been undertaken during the year:

- Contributing a VCS voice on safeguarding issues:
 - Input into development of the Neglect strategy securing a greater recognition for the importance of prevention.
 - Input into the Joint Targeted Area Inspection
 - Contributed to Initial discussions around changes to working together guidance and changes to local arrangements for Safeguarding – we anticipate this will be a focus for 2018/19
 - Contributing to the development of an escalation policy
- Supporting and promoting safeguarding good practice in the VCS
 - Ran training for voluntary sector organisations on safeguarding awareness, roles of the designated safeguarding officer and safeguarding for trustees.
 - Undertook activities to develop the sector
 - Developed a safeguarding policy template for use by VCS organisations

- Promoted Section 11 audit tool and contributed to discussions on a single process for all agencies
 - Ran a peer learning event focused on supporting organisations develop their safeguarding policies and approaches
- Sharing information on safeguarding:
 - We cascaded information and learning on a wide range of safeguarding topics through our forum meetings and the Young Lives newsletter
 - Sharing learning from serious case reviews
- Prevention and Early help: We have sought to contribute to the development of these proposals but there have been limits on what can be shared outside the formal public consultation period. We encouraged significant sector involvement in the consultation and ensured there were two VCS focused consultation meetings on the proposals in Keighley and in Bradford. We will continue to seek to influence the proposals and demonstrate how the VCS can contribute to supporting children, young people and families and will continue to push and support collaborative approaches.
- Opportunity Areas: Contributed to development of Opportunity Area delivery plan and approach to delivering Essential Life Skills and emphasised the contribution that VCS providers can make to the delivery of essential life skills and that there is a need for greater collaboration between schools and other providers of support.
- Education Covenant: As a result of the Young Lives forum promoting the education covenant and the prospectus, VCS organisations have promoted their offer to schools through the education covenant and demonstrated how they are contributing to supporting the delivery of educational improvement. We have challenged that there is still further opportunity for greater collaboration.
- SEND reform: Contributing views and challenges to the proposed SEND reforms via outer forum meetings.
- CYPF plan imperatives: Demonstrating how the VCS contributes to the imperatives and pressing for constructive action to address them.
- Involvement of children and young people: Promoted the VCS involvement of children and young people within organisations and in strategic decision making. Members supported a number of district youth voice initiatives.
- Budget: We raised significant concerns about cuts to the budget supporting prevention and early help and to youth grants.
- VCS Alliance: Supporting development of Alliance and promoting VCS involvement.
- Networking and making connections: The Forum meetings are often used to enable networking and the making of connections. For example, we have supported links with the Stronger Families Programme, Connecting Communities and Go Higher.

Peter Horner - Strategy Development Officer

Equalities Forum

Co-Chairs: Neal Heard and Penny Wangari-Jones

The Equalities Forum focused on a range of issues affecting our communities and held a number of seminars during the year including:

- Hate Crime and the increase in racism and other forms of hate crime after the European referendum
- Review of Bradford Council's Equality Objectives
- The continuing impact of welfare reform on our communities

The Forum Chairs attended the 'large' families, poverty and welfare reform Conference on the 13th November. The feedback from the conference was relayed to the forum and we intend to take on the issues raised, for example:

- Benefit cap brought in large reduction in income
- Over 870 families in Bradford affected – estimated over 6500 children
- Impacts include – malnutrition (examples of parents eating only every other day, homelessness, children going without any activities, split families and children going into care, domestic violence, physical and mental health (particularly refugees who have already faced trauma)
 - Impact of Universal Credit – delays in benefit payments, increased rent arrears – problems round eviction or accessing accommodation – particularly private rented. To be monitored
 - Most vulnerable, most in need are affected the worst - impact on health – welfare reform has a negative impact on mental & physical health

The next step for the Forum is to hold a poverty event, this is currently in the planning stage.



The forum held an event on the 7th December – the theme was migrants and migration.

We have representatives attending a range of strategic groups including BMDC's Equalities & Community Relations Strategic Group, Anti-Poverty Co-ordination Group & the CCG's Communications, Engagement and Equalities Reference group.

The discussions from this event fed into the districts mental health strategy. Members of our forum played a key role in organising and contributing to consultations around Bradford Council's budget proposals. The work of this forum is supported by COEMO, Equality Together and the Equity Partnership.

Bradford & District Safer Communities Third Sector Network

Chair: Yasmin Khan

Members and stakeholders identified 4 key areas as priorities for their work. They also agreed to hold a series of activities and events to address them rather than holding more conventional meetings.

- Domestic and Sexual Abuse, to include child sexual exploitation and prostitution.
- Safer Neighbourhoods, to include drugs, alcohol, and substance misuse, traffic accidents, anti-social behavior and hate crime.
- Criminal Justice System, to include offender management and community rehabilitation.
- Strong Cohesive Communities, to include preventative initiatives with communities and Community Cohesion projects.

The events highlighted some of the work that is being done to address these issues; this was then followed by facilitated discussions to see where the gaps are and how potential partnerships could be formed to address these issues.

Community residents were also encouraged to attend these events (using CNet's network) so they can be informed of how each of the 4 key areas are being tackled currently and to inform the service providers of what gaps there are and how they could be tackled.

Using a community development approach, local people along with community groups were encouraged to become part of the Forum along with statutory groups and the Police. Together they will look at how each of the 4 key areas can be addressed locally and at district level by sharing information and good practice and building partnerships. This will shape future policy and planning as well as enabling members to act as a critical friend (as is the case with the Police's current Independent Advisory Group).

In September 2017, we held an event at CNet entitled 'Working Together for a better West Yorkshire'. The key aim was to give an overview of the Police and Crime Commissioner (PCC) Plan (this was done with a quiz and a presentation). There were also presentations given by a number of 3rd sector agencies showcasing the work they are involved in and how it fits in with the current PCC Plan. These included the Child Sexual Exploitation (CSE) project in Keighley, the Bradford Hate Crime Initiative and the work of the Bridge Project on the new Bradford strategy on Drugs. This was followed by roundtable discussions on what other activities are being undertaken by 3rd sector agencies which contribute to the PCC Plan.

A second event was held in February in Keighley, this time looking specifically at the work being done by the 3rd sector in the area of CSE. A number of groups provided a presentation followed by roundtable discussions on what other activities are being undertaken by 3rd sector agencies and gaps in provision.

The Police and Crime Commissioner, Mark Burns-Williamson, attended the event and did a presentation about current issues and work to address them. He also contributed to the discussion groups.

The potential contribution of the network has also been discussed at the Police's Bradford District Independent Advisory group. The aim is to increase representation of this group via the network membership.

CNet have successfully bid for a further 2 years funding from the Police and Crime Commissioner (PCC) - members of the Bradford District Assembly Safer Communities Forum are happy to incorporate the Safer Communities Third Sector Network into their former plans.

Stronger Communities

Chair of the Neighbourhood Engagement and Active Citizens Development Group: Dave Forrest

- i. The Hate Crime Strategy was launched on 14 September 2017 in Keighley

It has broadly similar targets to previous strategies. The number of hate crimes reported has increased by 62% when comparing Q1 17-18 to the same period the previous year, however, part of this can be attributed to the recording of lower level incidents. There is also an issue about lay representatives of the Police Hate Crime Panels as at present it is felt they do not adequately represent the diversity of Bradford's population. The meetings also take place on a weekday morning at a various police stations so the meeting times and locations can be a challenge.

- ii. People Can Volunteering Kitemark

Launched in November the free quality accreditation is for organisations who engage volunteers and details are available from the Volunteer Centre's.

- iii. Big Lunches

The Big Lunch Great Get Together events were a great success and will be Council funded again this summer.

- iv. Controlling Migration Fund

Funding has been acquired for orientation of new migrants in Bradford. There are likely to be online resources to signpost to services.

The Bradford District Assembly Annual Conference

The annual Bradford District Assembly Conference took place on 13 March 2018 at Carlisle Business Centre. The title for this year's conference was Stronger Together which intended to highlight the theme of collaboration and co-design between the voluntary and community sector and statutory partners such as Bradford Council and the local NHS Clinical Commissioning Groups.

Kim Shutler-Jones (CEO, Cellar Trust) and Grainne Eloj, (Bradford District Care Foundation Trust) gave a presentation about the Haven, an excellent example of successfully working collaboratively to provide a much needed service for people experiencing poor mental health.

Hugh Rolo from Locality then presented a short film showing inspirational examples of collaborative working and how it can bring about positive change. This was followed by a presentation from Louise Keighley and Ben Cross (Bradford District VCS Alliance Programme Manager) about the development of the Accountable Care System and how the VCS can become involved.

The workshops were designed to explore what "collaboration" meant to the VCS as well as to the sector as a whole and how VCS organisations could engage in effective collaboration and partnership work in any setting. Colleagues from key statutory partners were invited to sit at each workshop table to reflect conversations from the view point of external partners. Each table also had a facilitator with a clear brief (see appendix 1) and key points were noted (see appendix 2).

Feedback was given from each table at the end of the session. Members of the Assembly Steering Group were tasked with collating the workshop feedback and developing it into a collective "collaboration statement".

Collaborative Statement – Soo Nevison and Sam Keighley

Results

From the conversations recorded at the event it was clear that for true collaboration to be taking place VCS organisations need to see/feel the following themes are taking place:

1. **Trust/Honesty**
2. **Time**
3. **Appropriate relationships**
4. **Shared values**
5. **Flexibility**
6. **Resourced**

The first three can be expanded to aid clarity as follows:

Trust/Honesty: areas where trust and honesty are important/can be built:

- Budgets and resources
- Relationships
- Sharing of challenges, problems, solutions, intentions

Time: Collaboration doesn't happen overnight; time is required to:

- To build relationships
- To develop the collaboration
- To learn and adapt

Appropriate relationships: It is important that the relationships within a collaborative partnership are:

- Equal (in term of 'power')
- Adult relationships
- Involve Community Voice

Conclusion

The results did not uncover any extraordinary themes but the process of giving time and space to discuss and propose them has been positive. The event has enabled the VCS to feel involved in how they will be represented during conversations going forward and VCS reps will be equipped to ensure collaborative activities/discussions in the future align to the VCS's views produced through this work.

This does not mean that every activity that is collaboratively designed or discussed will provide the outcome(s) that the VCS may agree with; this was not the purpose of this event and working in a collaboration manner/process itself does not mean that the final outcomes will suit everyone.

Next steps

We acknowledge as a VCS Assembly that we are only one part of the collaboration and we will now take the findings of this report to our partners and discuss them further. Opportunities to do this include working groups on the Prevention and Early Help workstreams, the Integration and Change Board, Health and Wellbeing Board and the Cross-sector networking events.

We will also recommend that we re-convene the Big Think where this work began to see how work agreed at the original event has progressed and where this work fits in that larger picture.

Appendix 1 – Facilitators Brief

Background

There is a growing push for collaboration and ‘co-design’; it is a new buzz word, a new toy people want to play with and throw around but, do we all know what it means, do we all have the same understanding and are we all comfortable with it? As a sector we have not yet had the time or space to come together to discuss our own and joint views on what this means for us.

Are we comfortable with others leading that conversation on our behalf, or indeed getting involved ourselves if we don’t have shared understanding?

Purpose

To explore and agree the key elements that are important to individual organisations and the sector when collaborative work is being discussed IN ANY SETTING.

Format

The facilitator needs to encourage organisations to discuss their fears and what would help them feel confident in colleagues acting on their behalf. Please ensure everyone has a chance to speak if they so wish.

What is really important to us?

What would we want to be the non-negotiables?

What would we make allowances on?

Are these different if the co-design is with other VCS? The public sector? The private/independent sector?

We have invited a non-VCS colleague to join each table to hold a mirror up to use and help us to really illicit what we want and mean by non-negotiables; the role of the guest is not to provide input or answer individual questions but to help us really define what we want to put on our ‘lists’.

Please develop two lists; non-negotiables and things you would be prepared to make allowances on.

After the table discussions there will be a period of feedback to the main room; for this part please have up to three points from your list(s) you can feed in. Facilitators will do the feedback and it needs to be concise. All lists will be collected and collated. The Assembly Steering Group will then produce a statement that sector can sign up to and this statement will then be shared with our public partners so that when any conversations take place about co-design/collaborative working they can be brought into to ensure the voice of the wider sector is heard and respected.

Appendix 2 - Bradford Assembly Conference 2018 Raw Data

Table 1

What would good collaboration look like (people or ORGS?)

- Trust
- Working to help each other
- Agreed common aim
- Openness / all parties
- Recognition of failure / allowing honest feedback
- Shared values
- Flexibility
- Recognising skills (superiority can get in the way) – “Leave your ego in the bin”.
- Remove intimidation / grassroots important
- Reality of resources / honestly of sharing
- Letting go of self interest
- Diminishing budgets
- Seeing “whole budget” net what is seemingly on the table
- Wider understanding of what organisations can “in reality offer” who/which is ‘best placed’ to do that
- Commissioners truly on board big culture change
- Competition – 2 donkeys
- Trust
- Honesty
- Time to build
- Community voice – unpaid, no interest
- Fairness
- Recognising sharing / franchise model
- Leaving egos in the bin!
- Honesty over budgets
- Adult conversations

Table 2

If we had good collaborative working what does it look like?

- Adult conversations (from ALL sides)
- Accommodating changes in direction for the best delivery of the project
- Ensured community voice at the table (inclusive) set up as accessible/ group support – equality

- Less prescriptive view of results/ accountability in a different way
- Trusted delivery/ outcomes
- Fairness in dynamics
- Recognising experiences/ sharing to build bigger provision – people (franchise model) “competition” compromising.
- We’ve sorted collaboration / completion
- Provides listening
- Pooled budgets how/when

Who would be involved?

- Everyone! But difficult communities involved/ voices less heard e.g. expert patients
- Putting people first
- Funders/ strategic partners/ community VCS
- Community connectors
- Key values covered under what would look like //
- Getting past competition
- People who don’t have self/organisation involvement or bias

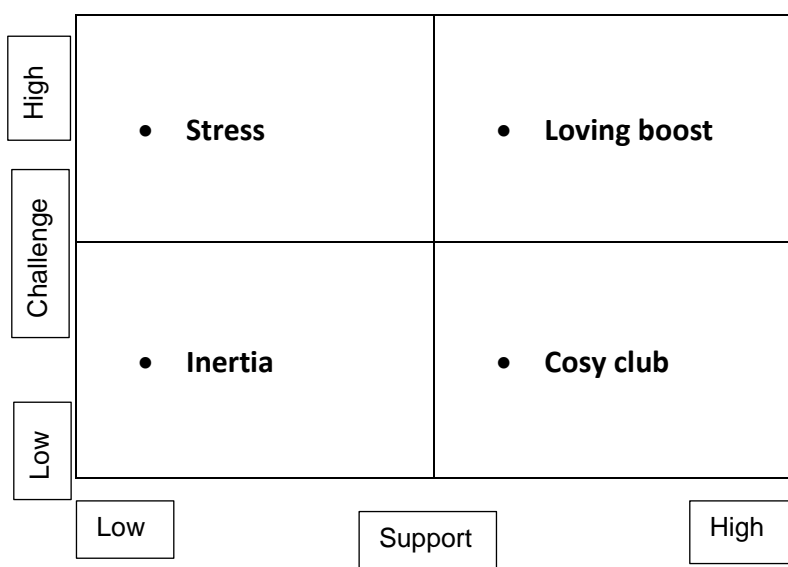


Table 3

• BEFORE	• DURING	• AFTER
• Equal respect	• Depend on what we are doing	• Evaluate
• Understanding	• Seek what/ who is 'missing'	• Close the loop
• Value	• (Step back too)	• Check – what else, what next... DID WE DO 'X'

• Shared knowledge	• Support (incl. training)	• Share learning
• Shared vision (taking hits)	• Service users (lived experience)	• Celebrate
• Why are we doing this?	• Leader is the right person (not hierarchy) – keep an eye on it	•
•	• Leader keeps us on task	•

Enduring - do differently doesn't need to be 'clearer'

Commitment, respect, stickability, work through conflict, courage, “thinking environment”, solution focussed, take the right amount of time, needs resourcing (across the collab), listen selflessness, ambition and accountability.

- Co-leads – drivers/ conviction
- Selflessness
- Right thing – may not result in money for you
- Critical friend/ scrutiny – inviting it in
- Customer journey
- Solution focus throughout
- Recognise what you know/ blindspots
- Too cosy? Reality check
- Roles and responsibilities
- Motivations
- Innovations
- Co-evaluate
- Compromise – win/lose, I’m ok/ You’re ok
- Consensus
- Risk/ change
- Accountably communication
- Constantly checking if we have the right people – step out when you know you are the wrong reason
- Connectivity

Table 4

What would good collaboration look like?

- Developing further from test pilots
- Learning from other areas in the country – innovation partnerships
- How can things be made sustainable?

- Build on local anchor organisations
- Local organisations know small groups – maybe voluntary led
- What is the difference between anchor and infrastructure
- Whole system approach is needed but complex – how do we focus on the cause up stream
- The sector should be paid for their time/ contribution
- Wary of followship – need to have the autonomy and flexibility
- The VCS can't and shouldn't run for free
- Missing gap between employers and unemployed – gap in communication / identification etc.

What are our key values?

- VCS let people think we can do things for free!!
- Quality provision
- We can add value and do it for free
- LA/ Partners should collaborate not compete
- Politics play a part
- Equality of service value
- Evidence of impact and outcomes – supporting organisations to achieve this
- Huge change over the last 5 years = ½ the organisations / capacity
- Missing the youth opportunities and prevention etc – how do we keep the voluntary sector active?
- Support from anchor organisations
- Ask to support small organisations/ voluntary groups
- Value flexibility and mobilisation speed
- Value 'local'
- Value 'social value'
- The complexity

Table 5

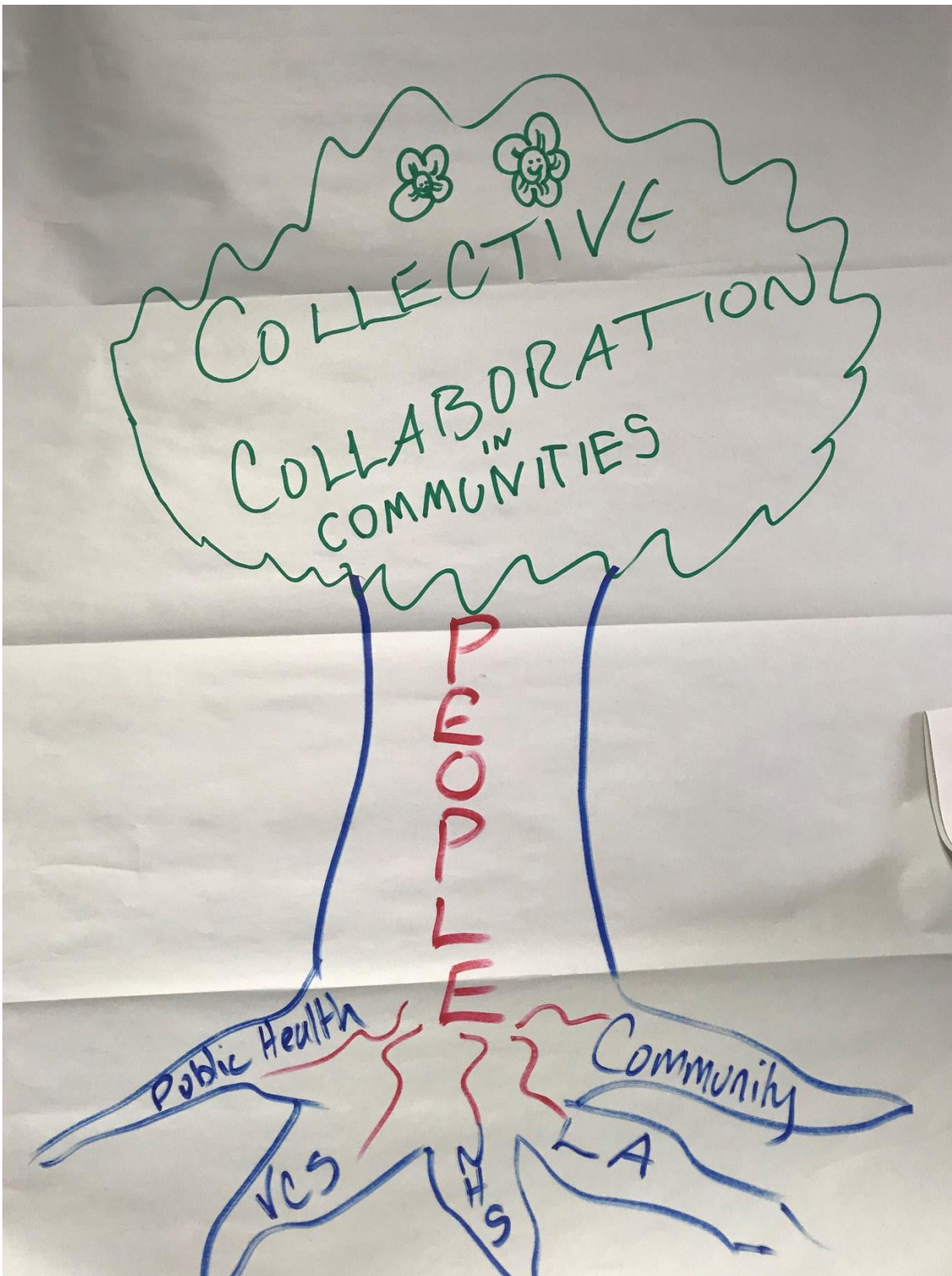
Collaborative Working – what does it look like?

- Need to overcome perception: 'if we work together, we lose our jobs.'
- Fairness and transparency – available, provision and funding transparency
- Different specialisms coming together
- Relationships – come and see, interact and engage, see in action – find the right people
- Identify: strengths, opportunities, weaknesses and threats SWOT
- OUR IDENTITY
- Different approaches to different scenarios
- General principles as a base to start from
- Boundaries being clear, understanding limitations up front.
- Stat: confidence in delivery for those with statutory responsibility
- Where do the 'teeth' come from?

- Who should be involved? Don't forget the smaller, grassroots organisations who deliver and are all volunteers
 - Don't take advantage of volunteers and their time = use wisely and with respect
 - Influencing decision makers – importance of relationships. Gate keepers.
 - Trust – humility and recognition of “even better ifs...” and strengths. Honesty about own organisation.
 - How well are the larger statutory organisations working together – modelling and leading.
 - Unequal perceptions of “power” – money, influence, position. Authority, relationships, democratic mandate. Offer, identity, social capital.
 - Sharing challenges and solutions.
-
- Gatekeepers to communities – need to connect and make the effort
 - Recognise the value (financial and social) of what we deliver
 - Centres on values/principles – personal, organisations, system wide – available, offer, time (demonstrates what we care about), thinking outside the box, excellence and quality, ‘community’ focussed, people and place.
 - Bringing everyone together including funders and facilitators
 - Inter-agency collaboration – “decision-makers” – communication
 - Change of culture required
 - Role and influence of GPs and “future leaders”
 - Do we want to engage? We need to choose to engage.
 - Choice to connect and work together.

Table 6

Key values



- Accessible
- Equitable
- Build on strengths
- Neighbourhoods = resource

- Problem: STAT bodies take lead – collective, leadership – collaborative leadership
- Agree a common approach and vision = ALL
- 3/5 year funding for initiatives to be successful/ sustainable
- Fellowship
- Take the lead – person/people – client, customer, service user, expert patient, experienced person.
- Simple – info graphic

What would be happening?

- Money may not be going to the ‘usual’ organisations and sharing responsibility and funds/resources – Pooling
- Community is key resource
- Utilising community centres
- Plymouth good example of true collaboration in Bradford: self-care and prevention programme
- Rockwell centre
- Relationships/ cross sector

Who should be involved?

- GP/ Community/ People
- Agree a common approach and vision
- Open involvement and participation enablers facilitators
- Existing relationships can cause barriers
- Pro-active rather than reactive
- Build confidence of community

Good collaborative working – ideal situation

- Equal relationship
- Openness, honesty, commitment and persistence
- Balanced numbers – not tokenistic
- Breaking down the silo walls
- Recognise latest buzz words
- Open-mindedness and humility (not assuming that they are correct)
- Change in their (interested parties)
- Demand a structural change
- VCS not just the answer, but part of the solution
- Public sector partners need to talk/listen to each other
- Not ‘usual suspects’ round tables.

Table 7

Collaboration and VCS

Values

- Openness – difficulty with political overview
- Trust
- Equality of power – all voices
- Parity
- Person/ client centred
- Ongoing conversation
- Common vision
- Shared outcomes
- Honesty

Challenges

- Political power and misunderstanding
- Capacity in current VCS – financial
- Letting what works flourish
- Political structures and boundaries
- Targeted commissioning could skew finance from the limited resources we need
- Making things happen
- Interdepartmental conflict – mainly affect people!
- Time needed to make the change
- Conflicting priorities
- Need good leadership – do we have it?

Table 8

- Trust – know each other
- Identifying gaps – how do we include everyone
- Do we need different models
- Levels of collaboration?
- Equal respect across sectors
- Commitment
- Shared level of responsibility
- Person – focused – who best placed to do it.
- Recognition of true cost of any service
- Flexibility in services – adapt to changes
- Voice and influence
- Shared language

- Due diligence – building/ staff/ finances/ track record/ IG.
- Skills – gaps/ do we have or need others
- Community activators
- Open and honest lines of communications
- Responsibility and issues of council
- Value for money
- Need to know outcomes/ long term
- What else is working
- Asset based approach
- Agreed decision making process
- Inclusive – communication
- Joined up meeting
- Number of needs
- Brave, radical and creative
- So much duplication
- Journey – see Plymouth
- Decision makers in the room
 1. Honest – everyone in the room
 2. Open mind
 3. People focused – check organisation focus
 4. Outcome focused – TRUST/RESPECT
 5. Full cost – infra-structure
 6. Partnership/ collaboration – work together at the same table, mixed economy decision makers in the same room
 7. Procurement
 8. Challenges + challenging
 9. ID. Barriers - put things into place to help overcome these
 10. Willing to take a risk and learn from mistakes / willing lead and follow

Acknowledgements

CNET and the Assembly Steering group wish to thank the following officers who have stood down this year:

- **Paul Stephens** – BDA Chair to November 2017
- **David Wilford** – Community Economic Forum Co-chair to February 2018
- **Neal Heard** – Equalities Forum Co-chair to February 2018

Also, the Assembly members and supporters.

And last but not least, our funders, Bradford Metropolitan District Council and the Office of the Police and Crime Commissioner.

This report is available to download at <https://www.cnet.org.uk/bradford-district-assembly/about-the-assembly>

Alternative formats available on request. Contact saima@cnet.org.uk

Contact information

CNET (Bradford & District Community Empowerment Network Ltd.)

Enterprise Hub

114 -116 Manningham Lane

Bradford

BD8 7JF

Tel: 01274 305045

Email: janet@cnet.org.uk

Website: www.cnet.org.uk

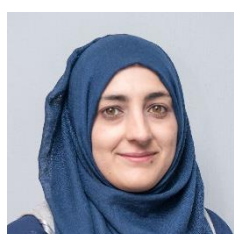
Bradford District Assembly Staff Team



Janet Ford
Assembly Co-ordinator



Javed Khan
CEO



Saima Ashfaq
Information & Admin Officer



Wendy Collins
Admin Officer



Office of the
**Police & Crime
Commissioner**
West Yorkshire



City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL