

# **Evaluation of Local Strategic Partnerships**

## **Mapping approaches to integrating performance indicators across local strategic partnerships**

Case Study 4 – Bradford Vision  
*September 2003*

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## Introduction

Bradford Vision was established in 2001 – although a strategic partnership (Bradford Congress) had existed since 1993. Key features of Bradford Vision's approach to performance management have included:

- The development of a detailed long term vision for Bradford with senior level backing from the Council
- Effective joint working between agency leads for each of the themed chapters in the community strategy and officers from the Council's Scrutiny and Performance Department to select indicators
- Establishment of a Partnership Delivery Team to facilitate more coherent and effective Partnership working

## Development of the Community Strategy

In 1999 the Bradford District carried out the largest public consultation exercise in its history. The aim was to produce a long-term vision that would provide a clear direction for people, communities and organisations in the district. The result of this consultation was 2020 Vision – launched in March 2000. It identified the key to the future prosperity of the district as being economic regeneration combined with real progress on education, health, housing, crime, culture, citizenship and the environment.

The lead for developing the Vision came from the Council's former Chief Executive. This was backed up by senior level commitment and a significant amount of council officer time. Council officers took the responsibility for drafting the Vision in consultation with partners. Some baselines were already available due to the on-going work of organisations and partnerships working in specific areas e.g. the Safer Communities partnership had already carried out a Crime and Disorder Audit, which provided baselines for crime targets. It was recognised that not all areas had baselines and specific partners and partnerships have been charged with taking this work forward.

The 2002-2007 Community Strategy attempts to map out how the Vision might be realised over the coming years. Under each of the key themes identified through the visioning exercise, the Strategy sets out key objectives for the period 2002-2007, some contextual information, key activities, indicators and targets, and information on related partner activities, strategies and plans.

In many ways the Community Strategy 2002-2007 has not linked up with the National Floor Targets as well as had been hoped. However, as part of their annual review the Partnership has looked at ways of strengthening and clarifying relationships between the Community Strategy and the Neighbourhood Renewal Strategy, and links between these and the National Floor Targets.

The Partnership has found that national floor targets are not especially helpful in some cases as very little difference can be detected year on year due to the long-term nature of the targets.

## **Performance Managing the Strategy**

There was awareness that Bradford Vision is an infant Partnership and that in the early stages of its life, attention needed to focus on establishing what partners were aiming to achieve and how they planned to work together before they could concentrate on performance management. Early performance management efforts were dominated by the accreditation process. However, the Partnership is now committed to moving away from a rigid approach based around the accreditation criteria and to develop a more dynamic performance management framework that is closely linked to business planning.

Currently Bradford Vision is using a mix of national and locally defined indicators (see appendix.) More work still needs to be done to flesh out and agree local indicators and to set targets.

The Partnership continues to work closely with the Council's Management Department's Service Improvement Team to identify relevant indicators. This year, lead officers for each one of the themed chapters in the community strategy were identified and they worked with a named performance officer from the Council's Scrutiny and Performance Management Department to sift through the performance indicators for their area of work. The Partnership was aiming to select 3-4 critical indicators for each area of work with robust baselines for each indicator. PSA targets are now integrated in the list of indicators.

A Partnership Delivery Team (PDT) had been established by Bradford Vision, working again with the Council. Proposals are being developed by the PDT to make partnership working more coherent and effective. Performance information is being collected by individual partnerships and fed back via lead officers to the Partnership Delivery Team. The Partnership Delivery Team acts as a mechanism for cross-referencing performance information and disseminating this throughout the partnership. A database of partnership activity has been established to support this work.

Bradford Metropolitan District Council has developed its own performance management framework, supported by a web enabled authority wide information collection and reporting system, identified as best practice during the CPA. There is an improving performance management culture being evidenced as departments, management and Members increasingly focus on performance measurement, monitoring and management to achieve enhanced outcomes. The success of the local authority system has been linked to strong leadership from the Chief Executive and the Assistant Chief Executives. Regular performance reports and reviews of performance related issues are considered and as part of the weekly meeting of the Chief Executive and his management team. There is commitment from all departments to provide the relevant information and actively participate in the performance reviews.

Bradford Vision is currently exploring how they might extend and develop the Council's performance management system for the Partnership. They have submitted a bid to the Invest to

Save Scheme to enable them to develop a robust and integrated performance management framework for the LSP. It is hoped that the framework will help to provide coordination and integration of performance information across partner organisations. Funds would be used to support a number of new posts, including a performance management specialist, an ICT specialist, and some administrative support. Funds would also be used to purchase ICT related equipment. There are plans for Bradford Metropolitan District Council to host the collected information on its Corporate Performance Database with a link to the Bradford Vision website.

Linked to this initiative, the LSP has also agreed to fund a dedicated performance manager, who will work with the Council and other agencies with the responsibility for managing all the LSP performance indicators. First attempts to appoint to this post have not been successful. A further advertisement has been placed and a secondment opportunity is being offered.

## **Performance Managing the LSP**

Bradford Vision has recently undertaken an evaluation of the Partnership itself. The evaluation was carried out by independent consultants using face-to-face interviews and some group sessions. The evaluation took place over a number of months at the end of 2002 and beginning of 2003. The changes that were proposed and agreed included keeping the main LSP Board inclusive but ensuring that there is representation from some of the key strategic partnerships in the district around specific themes and area based regeneration work. Members of the new Youth Parliament have also been invited onto the Board. In addition, the evaluation has led to an increase in private sector presence on the Board.

A major development has been the advent of an Executive Target and Performance Team, which consists of chief officers from the District's main organisations. It will be their job to oversee the performance management of Bradford Vision. There has also been a stronger link made with the Partnership Delivery Team, with a view to making partnerships throughout the District work together more effectively.

Structures and processes of the LSP are due to be further streamlined to reflect the recommendations flowing from the evaluation. Attempts are being made to improve communication and linkages between the partnerships and to revise strategies to ensure they are better aligned with the Community Strategy.

Although there is a commitment to strengthening the internal workings of the LSP, the Partnership is keen to continue to focus its performance management efforts on generating positive outcomes on the ground, rather than on internal processes.

## **Challenges for the future**

In moving forward, Bradford Vision identified the following as key challenges it will face over the next 6-12 months:

1. To ensure that a clear Performance Management Framework is in place by April 2004

2. To secure key performance management posts so that there is sufficient infrastructure in place to support the framework.
3. To continue to develop a culture of performance which will underpin and drive their work programme

## **Sources**

This case study is based on interviews with Sharmila Gandhi, Chief Executive, Bradford Vision in consultation with Kersten England, Acting Director, Policy & Executive Support and Gill Dixon, Acting Director, Scrutiny & Performance Management. In addition, it draws on a number of key documents, including: the 2020 Vision; Bradford's Community Strategy 2002-2007 and the Bradford Vision Operational Business Plan.

## **Further Information**

For further information about Bradford Vision's approach to performance management contact:

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Additional information about Bradford Vision can be found on their website  
[www.bradfordvision.com](http://www.bradfordvision.com)

## Appendix 1 – Key performance indicators

### Goal 1: AN ECONOMICALLY PROSPEROUS DISTRICT

PI Code	PI Description	Responsible Officer	Collection Officer	Partnership	Target 2002/3	Actual 2002/3	Target 2003/4	Target 2004/5	Target 2005/6	Target 2006/7	Target 2007/8
LPSA8 <sup>1</sup>	Number of under 25 yr olds placed in employment	Mick Binns CBMDC	Martin van Zeller		N/A	N/A	100	100	100	100	100
ECR18© (LPRG026)	Number of jobs from Inward Investment	James Murgatroyd - V4J	Martin van Zeller		300	540 (to date)	350	400	425	450	475
ECR22(a)	Number of Business Support Enquiries	Carolyn Coleman - BLfWY	Martin van Zeller		1050	1116 (to date)	2020	2,040	2,060	2,080	2100
CS1-01	Number of 16 -17 yr olds in learning	Alan Rushworth - LSC	Martin van Zeller		78%		79%	80%	81%	81%	82%
CS1-02	Number of adults raising their literacy and numeracy skills	Alan Rushworth - LSC	Martin van Zeller		2125		2975	3,000	3,100	3,200	3,300
ECR19(a)	Value of completed investment in land & premises development.	Dave Partridge - CBMDC	Martin van Zeller			£19M	£21M	£24M	£26M	£28M	£30M

<sup>1</sup>This is a PSA stretch target and subject to final agreement with the ODPM

**Goal 2: A DISTRICT OF EXCELLENCE IN LEARNING**

PI Code	PI Description	Responsible Officer	Collection Officer	Partnership	Target 2002/3	Actual 2002/3	Target 2003/4	Target 2004/5	Target 2005/6	Target 2006/7	Target 2007/8
BV41	% achieving level 4 or above in Key Stage 2 in English	Anthony Mugan	Kalbir Desanj	Education	67%	67.6%	76%	79%	85%	95%	95%
BV40	% achieving level 4 or above in Key Stage 2 in Maths	Anthony Mugan	Kalbir Desanj	Education	73%	65.8%	75%	79%	85%	91%	91%
BV45	% half days missed due to unauthorised absence- Secondary	Anthony Mugan	Kalbir Desanj	Education	1.1%	2.39%	1%	0.8%	0.8%	0.8%	0.8%
BV181a	% achieving level 5 or above in Key Stage 3 in English	Anthony Mugan	Kalbir Desanj	Education	63.5%	57%	75.5%	81.5%	81.5%	81.5%	81.5%
BV38	% achieving 5+ A*-C GCSEs	Anthony Mugan	Kalbir Desanj	Education	40%	37.3%	40%	50%	53%	55%	57%
BV30	Percentage of 3 year olds receiving a good quality, free, early years education place in the voluntary, private or maintained sectors	Sheila Rye	Nina Mewse	Education	88.5%	91.31%	90%	90%	90%	90%	90%

LPSA1a <sup>1</sup>	The number of Bradford District schools with less than 65% of pupils reaching level 4 or above in English	Anthony Mugan	Kalbir Desanj	Education		66	N/A	50	40	N/A	N/A
LPSA1b <sup>1</sup>	The number of Bradford District schools with less than 65% of pupils reaching level 4 or above in English	Anthony Mugan	Kalbir Desanj	Education		66	N/A	50	40	N/A	N/A
BV 161 <sup>1</sup> (PAF A4)	Employment, education and training for care leavers	Mark Ayres	Cat Moss	Social Services		50% 2001/2 baseline	N/A	N/A	70%	N/A	N/A
BV 50 <sup>1</sup> (PAF A2)	Educational qualifications of children looked after	Mark Ayres	Cat Moss	Social services		31% 2001/2 baseline	N/A	N/A	50%	N/A	N/A

<sup>1</sup>This is a PSA stretch target and subject to final agreement with the ODPM

**Goal 3: SAFER COMMUNITIES**

PI Code	PI Description	Responsible Officer	Collection Officer	Partnership	Target 2002/3	Actual 2002/3	Target 2003/4	Target 2004/5	Target 2005/6	Target 2006/7	Target 2007/8
BV128a	Vehicle Crime per 1000 population	GM	Sarah Hanson	Safer Communities	30.82	33.48	28.5	27.9	27.4	26.8	26.3
BV126a	Domestic Burglary per 1000 households	GM	Sarah Hanson	Safer Communities	40.92	44.43	35.9	35.2	34.5	33.8	33.1
BV127e	Robbery per 1000 population	GM	Sarah Hanson	Safer Communities	2.13	2.51	1.8	1.75	1.71	1.68	1.65
BV198 <sup>1</sup>	Problem Drug misusers in treatment per 1000 population aged 15-44	GM	Sarah Hanson	Safer Communities	N/A	Not yet known estimate	7.5	8.0	8.67	9.08	N/A
LPSA4a <sup>1</sup>	Reduce the rate of re-offending of all young offenders within 12 months of offending	Paul O'Hara	Colin baker	Safer Communities	N/A	36.1% 2001 baseline	N/A	N/A	29.1%	N/A	N/A
LTTRS002 <sup>1</sup>	The annual number of fatal and serious injuries to road users	Christopher Hughes	Ken Scarlett	CBMDC	N/A	262	N/A	N/A	222	N/A	N/A

<sup>1</sup>This is a PSA stretch target and subject to final agreement with the ODPM

**Goal 4: HEALTH IS EVERYBODY'S BUSINESS**

PI Code	PI Description	Responsible Officer	Collection Officer	Partnership	Target 2002/3	Actual 2002/3	Target 2003/4	Target 2004/5	Target 2005/6	Target 2006/7	Target 2007/8
BV49 (PAFA1)	Stability of placements of looked after children	Tim Ham	Randolph Haggerty	Council function/ Statutory duty	N/a	15.6%	15.1%	15.1%	15.1%	14.5%	14.0%
PAFC24 <sup>1</sup> (PSA2c)	Children, looked after, absent from school	Tim Ham	Randolph Haggerty	Council function/	12.5%	10%	14%	12%	9.5%	9.1%	8.5%
PAFB7	% of looked after children in family placements or placed for adoption	Tim Ham	Randolph Haggerty	Council function/ Statutory duty	75%	82%	83%	85%	86%	86%	86%
BV53 <sup>1</sup> (PAFC28) (PSA3a)	Intensive home care	Tim Ham	Randolph Haggerty	Council function/ Statutory duty	8.5	6.8	8.5	9.0	10.0	10.5	11.0
BV 54 <sup>1</sup> (PAFC32) (PSA3b)	Older people helped to live at home	Tim Ham	Randolph Haggerty	Council function/ Statutory duty	110	80	81	83	85	87	90
CS4-01	Healthy Eating – linked to National Healthy School Standard and National targets set for all schools with 20% and above free school	Liz Ellerton	Randolph Haggerty	Health Partnership	0	0	40 schools	40 schools	30 schools	40	40

	meal entitlement, to be awarded Healthy School status by 2006.										
CS4-02	*% of older people who report having had a fall who receive a falls risk assessment	Lindsay Longfield	Eleanor Green	Health Improvement	3%	3% (211)	10% (644)	20% (1,289)	50% (3,222)	75% (4,832)	100% (6,443)
CS4-03	Number of smokers who had quit at a 4 week follow up with NHS smoking cessation services aged 16 or over	Eleanor Green	Randolph Haggerty	Health Improvement	1759		2673	2673	2762		
CS4-04	To achieve a 16% overall reduction in infant mortality rates across Bradford MDC by 2007/8 (using 3 yearly rolling average 2006/8 as proxy).	Eleanor Green	Randolph Haggerty	Health Partnership	8.6%		8.5%	8.3%	8.1%	7.9%	7.7%
LPSA 9aa <sup>1</sup>	Percentage of 11 to 15 year olds taking four or more 30 minute activity sessions each week	Tim Hirst	Steve Pullan	PSA partnership and Health Partnership	46%	46%	46.5%	47%	47.5%	48%	48.3%
LPSA 9ba <sup>1</sup>	Number of 45 to 74 year olds taking one 30	Tim Hirst	Steve Pullan	PSA partnership	99,717	99,717	100,000	100,300t	100,500	100800	101,711

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	minutes activity session each week			and Health Partnership							
LPSA3c <sup>1</sup>	Percentage of equipment costing less than £1000 delivered within 3 weeks	Mark Ayres	Cat Moss	Social Services			N/A	90%	96%	N/A	N/A

<sup>1</sup>This is a PSA stretch target and subject to final agreement with the ODPM

## Goal 5: A GOOD DISTRICT TO LIVE IN

PI Code	PI Description	Responsible Officer	Collection Officer	Partnership	Target 2002/3	Actual 2002/3	Target 2003/4	Target 2004/5	Target 2005/6	Target 2006/7	Target 2007/8
BV106 <sup>1</sup>	% of houses built on previously developed land	Andy Haigh	E. Brookfield	Environment	57%		57%	57%	57%	57%	57%
BV62	The proportion of unfit private dwellings made fit or demolished as a direct result of action by the local authority	David North	E. Brookfield	Council function	4.0%	4.02%	4.25%	4.50%	4.75%	5.0%	5.25%
BV84 <sup>2</sup>	Kg of household waste collected per head	Richard Wixey	Stuart Russo	Environment partnership	420	430	433	440	448	455	461
BV82d	% of household waste landfilled	Richard Wixey	Stuart Russo	Environment partnership	85%		86%	83.5%	81%	79.5%	78%
BV82a <sup>3</sup>	Total tonnage of household waste arisings – percentage recycled	Richard Wixey	Stuart Russo	Environment partnership	8%	N/A	9%	11%	13%	14%	15%
BV82b <sup>3</sup>	Total tonnage of household waste arisings – percentage composted	Richard Wixey	Stuart Russo	Environment partnership	5%	N/A	5%	5.5%	6%	6.5%	7%
LPSA12aa <sup>3</sup>	Ward based ENCAMS	Richard		Environment		New		Still being			

	score (out of 100)	Wixey	Stuart Russo	partnership		indicator		negotiated			
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<sup>1</sup> Over 2003/4 a more robust indicator for land use will be developed

<sup>2</sup> Over the next year, a more robust set of indicators and targets will be developed to support the 10 objectives in the Environment Strategy

<sup>3</sup> This is a PSA stretch target and subject to final agreement with the ODPM

### Goal 6: CULTURE – LIVING, LEARNING, WORKING AND PLAYING

PI Code	PI Description	Responsible Officer	Collection Officer	Partnership	Target 2002/3	Actual 2002/3	Target 2003/4	Target 2004/5	Target 2005/6	Target 2006/7	Target 2007/8
BV119	Percentage of residents satisfied with the Local Authority's cultural and recreational activities	J Glaister	(Policy Unit)	Cultural Consortium	65%	72% <sup>1</sup>	65%	70%	75%	75%	80%
BV117	The number of physical visits (per 1,000 population) to public libraries	I Watson	J Heap	-	4,250	4,214	4,280	4,305	4,391	4,884	5,376
BV170(a)	The number of visits to and usages of museums (per 1,000 population) <sup>3</sup>	M Suggitt	P Walsh	-	810	636	810	850	900	950	1,000
CS6-01	Percentage of pupils across the district's schools achieving Key	S Warner	S Dennison	Sport & Leisure & Education Bfd	-	51%	55%	55% <sup>2</sup>	55%	55%	55%

	Stage 2 Swimming										
PSA 9aa <sup>4</sup>	Percentage of 11-15 year olds taking 4 or more physical activity sessions on a weekly basis	S Warner	P Williams	Health Partnership	46%	46%	46.5%	47%	47.5%	48%	48.3%
PSA 9ba <sup>4</sup>	Number of 45 to 74 year olds taking one 30 minutes activity session each week	Tim Hirst	Randolph Haggerty	PSA partnership and Health Partnership	99,717	99,717	100,000	100,300	100,500	100,800	101,711
LPSA11a <sup>4</sup>	The percentage of under 16s using libraries across the district	Tim Hirst	Jane Heap	Cultural Consortium				Awaiting clarification of target definitions			

<sup>1</sup> ***A significant increase achieved due to publicity and media coverage associated with Capital of Culture bid in 2002***

<sup>2</sup> ***Reaching 'stretch' target of 55% is totally reliant on additional funding which has been identified for 2003/4. Targets of 55% and above will only be sustained should additional permanent resources be identified year on year.***

<sup>3</sup> ***Visitor targets for non-Council run Museums across the district will be developed in consultation with external providers during 2003/4.***

<sup>4</sup> This is a PSA stretch target and subject to final agreement with the ODPM

## Goal 7: STRONG COMMUNITIES AND A BETTER DISTRICT FOR ALL

PI Code	PI Description	Responsible Officer	Collection Officer	Partnership	Target 2002/3	Actual 2002/3	Target 2003/4	Target 2004/5	Target 2005/6	Target 2006/7	Target 2007/8
SCOMM007 (LPSA10a <sup>4</sup> )	Participation in public life as measured through: Number attending neighbourhood forums <sup>1</sup>	J Thornton	G Stevenson	CoCo Task Group	7,500	10900	11,700	11,900	12,250	12,300	12,350
LPSA10b <sup>4</sup>	Participation in public life as measured through: Turnout at BKYP <sup>1</sup>	C Whiley	N Rashid	BKYP ref group	N/A	6.4%	N/A	N/A	16% (stretch)	N/A	N/A
LMDEM004 (LPSA10c <sup>4</sup> )	Participation in public life as measured through: Votes turnout at local elections <sup>1</sup>	S Mather	Susan Sanders	CoCo Task Group	34%	36.6%	40%	41%	42%	43%	44%
LPSA10d <sup>4</sup>	Representatives of key public decision making bodies measured through comp of pop served against gender and ethnic profile of office holders <sup>1</sup>	S Mather	P. Williams	CoCo Task Group	New Indicator	76% baseline	N/A	N/A	80% (with PSA)	N/A	N/A
LPSA10e <sup>4</sup>	Reducing the			CoCo	New	29.8%					

	proportion of repeat victims of hate crime	P Williams	M Barnett	Task Group	Indicator	baseline	N/A	28.8%	27.8%	N/a	N/A
LPSA10f <sup>4</sup>	<b>% of residents who think residents from different ethnic backgrounds mix well or generally well measured through speak out survey<sup>*2</sup></b>	P Williams	M Barnett	CoCo Task Group	New Indicator	38% baseline	40%	42%	45%	47%	50%
CS07-04	<b>Levels of participation in community activity measured through speak out survey<sup>2</sup></b>	C Campbell	J Gott	BComs	New Indicator	59%	60%	61%	62%	63%	64%
CS07-05	<b>Neighbourhood action plans special interest group action plans</b>	E Appelbee	M Ali	<b>Neighbourhood Renewal Task Group</b>	55 in period 2001-2004	43	55	Not Set <sup>3</sup>	Not Set <sup>3</sup>	Not Set <sup>3</sup>	Not Set <sup>3</sup>

<sup>1</sup> This is a PSA stretch target and subject to final agreement with the ODPM

<sup>2</sup> *This is a new target and therefore the 2002/3 figure is a baseline*

<sup>3</sup> Awaiting decision about NRF years 4 and 5

<sup>4</sup> This is a PSA stretch target and subject to final agreement with the ODPM