

Bradford Council Plan

2016 - 2020

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Leader's Foreword

We know this is a challenging time for local authorities and for communities.

But this must not dim our ambition for Bradford. Our District has a huge amount to offer - youth, strong identity, diversity and unequalled vitality. The goals outlined in this council plan set out clearly what we all need to focus on to achieve a better Bradford.

I'd like to thank our council staff for the exceptional work they do. As public servants you have our respect for the vital work you do. I know that council employees are motivated to make a positive difference to people's lives but I also know how difficult the work can be, particularly at this time. Thank you for your continued hard work making sure Bradford people are well cared for.

We've been at the sharp end of the government's austerity agenda. By 2020 the council's spending power will be half what it was in 2010. At the same time there is rising demand for services. Any organisation in that position has to radically change how it delivers services. We have to rise to that reality.

We cannot excel by acting alone. We need to be outward-looking. We need to build relationships and promote Bradford beyond our borders. Only by establishing strong partnerships will we ensure that local people continue to get the good services they need.

Bradford has growth potential still to be realised. Let's work with other partners to make sure we achieve this potential and build on the pride and affection that our district inspires.

Our history is magnificent, Bradford is powerful and together we will progress.

Chief Executive's Foreword

This plan is about all of us. It's about what we will do to create as good a quality of life as possible for the people and communities of the Bradford District. It's a plan that has been approved by councillors - the elected representatives of the people of the district - because the priorities in this plan reflect their aspirations for the communities they serve.

Councillors want the children of the district to get a great start and a good education. They want people to be able to earn a good living and to live in a decent affordable home of their choosing. They want services available when people need them and they want care services to support people that leave them in charge of their own lives. Crucially, they want to support communities to be active and the neighbourhoods they live in to be safe and clean.

This plan builds on and develops the important work we did around New Deal, including the discussions with residents about their priorities. It reflects the times we are in, recognising that while the quality of life is good for many - and that we have real assets and strengths to build on - we face particular challenges. And over the past six years we have faced the stark fact that we can't function and tackle these issues as we have done in the past. Our direct funding from government has declined and will reduce further in the lifetime of this plan. There will be tough choices for councillors about how they spend council money to get maximum impact on the priorities they have identified.

What is clear is that the role of the council as 'civic leader' and champion of the people of the district has never been so important. Bringing all of the assets and resources of the different sectors of Bradford - public, private, voluntary and community - to bear on the priorities is the only way we will

make progress. I sometimes refer to this as Team Bradford, and anyone who wants to be part of taking the district forward is an automatic member of Team Bradford.

Team Bradford starts here with us the employees of the council. I am struck on a daily basis by the extraordinary level of commitment, passion and ingenuity of people who work for the council - across all services and all levels. People are so attached to Bradford, want the best for the district, and want to do their bit to make it great. It makes me feel very privileged to be your Chief Executive.

We will need to harness all of this energy over the next four years. The coming four years will bring further change and uncertainty. You will find many of the changes described in this plan. I want you to know how you can contribute, what changes are coming and how you can influence them. I want you to be supported in developing further the skills you need to be able to perform and address new challenges.

So wherever you work and whatever you do this plan is about you and your contribution. And your contribution is about much more than the service you work in or your job profile. It's about everything you can bring to Team Bradford. I look forward to working with you.

photos

Kersten England
Chief Executive of Bradford Council

Cllr Susan Hinchcliffe
Leader of Bradford Council

Our commitment

This is Bradford Council's Plan. It sets out how we, as a council, will work with others to contribute to priorities set out in the Bradford District Plan 2016-2020. It sets out both where we will deliver as a council and where we will provide leadership and work in partnership with others to achieve our shared ambitions.

Bradford Council is the democratically elected local government for the whole district. We exist to serve the people, communities, organisations and businesses of the district by representing and working with them to protect and improve the quality of life for all. We do this by providing community leadership, services, resources, information and expertise. In serving and representing the district in all its diversity, our goal is to ensure that every part of the district and everyone who lives in it is equitably served, and no one feels excluded or is unfairly favoured or disadvantaged.

We will work alongside our public sector, business and community partners in the Bradford District Partnership (BDP) to achieve our ambitions. But this will take more than just the actions of the BDP partners. Residents, communities, businesses, voluntary organisations and the public sector all have an important contribution to make.

Our district is big, diverse and growing fast. It has an economy worth more than £9.2 billion and by population is the fourth largest metropolitan district in England. Both population and economy are predicted to expand rapidly in the next few years.

We want to harness our longstanding traditions of hard work, enterprise, compassion and volunteering. And we want to take full advantage of the opportunities offered by demographic and economic growth, regional devolution and a different relationship with the European Union and the wider world.

This Plan sets out our ambition and role in **working with people and partners for a healthier, caring, more prosperous and sustainable Bradford District**. We will prioritise our resources on improving the outcomes that will have the biggest positive impact on our citizens and our district over the next four years. Over the life of this plan, we will publish detailed annual delivery plans for each of our priorities, and we will report regularly on the progress being made. This will help to connect the actions of all our staff to the impact they make on the success of the district. It will also demonstrate that our resources are making the biggest impact possible on the issues we have agreed are most important.

Our principles

In embracing the opportunities presented by change, we know that it is *how* we work that will make a significant difference. We will focus on:

Working together – working closely with partner organisations, business, communities, families and individuals to make the most of all our district's resources, assets and opportunities.

People in charge of their own lives – supporting well-being and independence through early action to prevent problems developing or stop them getting worse.

Equality – making sure that council activity helps to reduce inequality, provides opportunities for everyone and builds an economy that works for us all.

Every pound counts – using money wisely and targeting resources at district priorities while supporting the development of cost effective and innovative solutions.



Better skills, more good jobs and a growing economy

Our job

We want a strong Bradford District economy so that everyone can earn a decent income throughout their lives.

Working in better jobs, in productive industries, connects people to economic growth and opportunity. People who work in good jobs live longer, healthier lives. Successful and innovative businesses create wealth and make prosperous towns and cities. Making sure our district has a well-educated and skilled workforce, suitable business sites and premises and high-quality infrastructure will help build an economy that works for us all.

Our district already has a big economy worth £9.2 billion and it is forecast to grow by 25 per cent in the next ten years. We are home to major UK and global businesses and have more FTSE 100 companies than any other city in the North of England. We have around 17,000 small and medium sized businesses (SMEs), the ninth highest of all cities in UK. We are entrepreneurial with high levels of self employment and many business start-ups. Our diverse, energetic and enterprising population makes Bradford District a great place to start and grow a business.

While we've made great progress, we still need more jobs – our growing population means that we need another 26,000 jobs in our district by 2021 to reach the national average employment rate. We know that not everyone has the right opportunities to help them develop the skills they need to get a good job or to start and grow their own business. To develop a more inclusive economy that everyone can play a part in and get a fair share of the rewards we need to improve our skills levels and make sure the jobs created are good: secure, rewarding and well paid.

Our role is to work with the district's businesses, partner organisations, voluntary and community sector and residents to help develop our economy in a way that includes and benefits everyone. In this chapter we have four priorities which we'll work with partners on to help strengthen our district's economy and extend the opportunities for everyone to benefit from increasing prosperity.

1. Businesses starting-up, growing and investing in Bradford District

We'll work with businesses to help them invest and grow to create employment for more people, and support and encourage enterprise, new business start-ups, local expansion, more investment and more global trading. We'll work with our partners to create a vibrant city centre and town centres with good quality office accommodation, and use our own resources to trigger further investment from businesses.

2. Getting the right infrastructure

We are working with nine other authorities in the Leeds City Region to improve our infrastructure to support economic growth and make sure Bradford continues to benefit from the increasing amounts of national money coming into the city region. Bradford and Leeds have the largest commuting flow between any two cities in the UK. Improving transport links with Leeds, and other cities in the North and the UK means more rail station improvements in the district and getting Bradford off the branch line. We will lobby hard to try and make sure Bradford has a Northern Powerhouse Rail stop which would improve trade and connections nationally and internationally, creating economic growth in our district and across the North of England. Digital development also has an important part to play and we will continue building on our digital strengths and broadband infrastructure.

While city regional links are vital to Bradford it is important we continue to grow our profile and connection with other significant partners. We will work with key strategic partners, including Central

Government and relevant funding bodies, to ensure Bradford is well positioned to the most out of national and international funds for infrastructure and growth.

3. Letting everyone know Bradford is a great place to live, work, play and invest

We are rightly proud of our district and we will showcase the city and district as a destination of choice to the UK and the world, increasing the 13 million visitors we already welcome each year. We will continue to protect our heritage and support the development of our excellent cultural facilities. We will work with developers to encourage the development of city centre living for families and to develop and expand our retail shopping offer, building on the great success of The Broadway centre. We will make sure we have attractive and commercially viable markets and car parking for residents and visitors.

4. A skilled and flexible workforce in our district

We will work with businesses, the University, colleges and training agencies so people have the right skills to get a job, through apprenticeships, training and learning opportunities. We will also help businesses to find the skilled people they need to develop and grow, and work with people to support their ongoing learning and development throughout their working lives. We have some strong social enterprises (not-for-profit, often community based organisations) in the district that offer a stepping stone for people out of poverty, inspire community action and invest in neighbourhoods.

This priority will help us deliver our employment and skills equality objective, focused on promoting inclusive growth by making sure those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

Our actions

We'll work with our partners to make the most of opportunities and create our own. Reflecting this, our approach will change over time. Our key actions for delivery now are:

Businesses starting-up, growing and investing in Bradford District

- Create 200,000 square feet of quality business premises across our district.
- Continue to target our resources by extending business growth zone opportunities from the city centre to our major towns.
- Develop well-paid, highly skilled, knowledge-based employment opportunities.

Getting the right infrastructure

- Plan for the future development of the district by delivering our Local Plan in consultation with the people of our district.
- Develop strategic employment sites for new and growing businesses.
- Work with city region, national partners and developers to increase investment in our transport infrastructure, and maintain and improve the district's road, rail and digital networks.

Letting everyone know Bradford is a great place to live, work, play and invest

- Develop and showcase potential development opportunities, projects and activity to ensure we are well positioned to attract national and international investment funds.
- Secure investment in improvements to major cultural facilities like St. George's Hall, the Odeon and Cliffe Castle Park in Keighley.
- Showcase all that's great about Bradford by encouraging visitors and supporting major events
- Work with others to sustain our library and museum offer in our major towns and city centre, and support communities to keep libraries running in other areas.

A skilled and flexible workforce in our district

- Work with businesses, education partners, colleges and the University to make sure everyone can get the skills they need.
- Work with partners to make full use of the apprenticeship levy so that our young people benefit by having more choice and opportunity.

Building on our success

Following an opportunity identified in the Council led Airedale Masterplan, a new high technology and advanced manufacturing business park on Buck Lane has been developed on land that was owned by the Council. Following planning permission in 2011 the Council created a new site access and undertook preparatory remediation works to create Baildon Business Park. This has allowed state of the art premises to be built attracting new business investment to the area. To date this has included Produmax Ltd (airline industry parts engineering), Anetic Aid (hospital operating equipment) and John Ayrey Ltd (die-cast models). All remaining units are expected to be sold, developed and occupied by the end of 2017.

Staff quote

"In my role as a business advisor working across the district I spend time helping businesses with their plans for expansion and growth. I find it highly rewarding seeing the entrepreneurial spirit among businesses in the district and being able to play a role in helping to create new jobs and business opportunities for people."

Satnam Khela, Business Adviser, Business, Investment & Enterprise Team

Portfolio Holder quote

"Building an excellent infrastructure and attracting high-quality jobs are key to the success of the District. We are committed to working with businesses and other partners to deliver greater opportunities for all. We are working hard to attract new investment and major transport projects to match the immense energy and entrepreneurial talent we have in abundance across the District."

Councillor Alex Ross-Shaw, Executive Member for Regeneration, Planning and Transport

Measuring success

We will assess our performance by closely monitoring:

- The number of new, additional, paid and permanent jobs created by organisations within the district following assistance from the council.
- The percentage of major planning applications dealt with within 13 weeks.
- Maintenance and management of principal roads across the district.
- City regional/national and international investment activity in the district
- Visits to libraries, museums and markets.
- Number and diversity of Council apprentices.

If we are successful we will see our work contributing towards:

- A net growth in the number of jobs in our district.
- An increased percentage of our working-age population in employment and get much closer to the England average.
- An increased percentage of working-age people qualified to at least Level 3 in line with, or better than, the England average.
- A reduced proportion of the population claiming out of work benefits in line with the Yorkshire and Humber average.
- Increased participation in cultural activities and events.



Decent homes that people can afford to live in

Our job

We want good homes in communities where people can live happily and where everyone has a home that is right for their needs.

Our district's population is growing, creating demand for a range of homes including properties for sale and high-quality rented accommodation. As well as more affordable homes, including starter homes for young people, we need homes suited to older people's needs and higher value properties to attract and keep high income, highly skilled people. We all want to live in homes that most appropriately meet our needs at the different stages of our lives.

We will work with house builders to get more of the right homes, in the right places, at the right prices creating safe and healthy places for people to live in and making sure that more of us have access to a decent home. This will also create jobs, help protect our green spaces and grow our economy.

Our role is also to work with housing providers, including housing associations and private landlords, to make sure homes in our district are decent and safe and support people in most need of housing.

This chapter has three priorities which we'll work with our partners to achieve: increasing the number of homes to meet the needs of our growing population, making sure homes are decent, safe and appropriate for people to live in and supporting people in most need of housing.

1. Increasing the number of homes to meet the rising demand for housing

At current population growth rates we will need at least 9,000 more homes by 2020 to add to our current stock of around 210,000 homes. That means us working to allocate enough housing land and encourage house building, including affordable homes, to meet housing demand. We will work hard with partners and developers to deliver homes in urban centres and on brownfield sites.

2. Decent, safe homes that are appropriate for people's needs

Our new homes and our existing housing stock needs to be fit for the future. We will work to increase the energy efficiency of homes and reduce fuel poverty, and to make sure all housing is safe and free from the worst hazards. We will make sure that there is a choice of homes appropriate for people at all stages of their lives, including making sure disabled people's homes are appropriate and adapted for their needs. We will improve the quality of private rented housing. We will make better use of existing housing by continuing to bring empty homes back into use.

3. Support for people in most housing need

We will allocate social housing to those in housing need and work with partner organisations to prevent homelessness, tackle rough sleeping, and reduce the use of bed and breakfast to accommodate homeless people. We will also support vulnerable people to lead independent lives in stable housing. We will deliver more extra care, offering sheltered housing supported by a residential care team, to provide a positive alternative to residential or nursing care for some vulnerable adults.

Our actions

Creating choice and appropriate housing involves working with developers, housing associations and private sector landlords. Our current interventions on which we'll focus our council delivery include:

Increasing the number of homes to meet the rising demand for housing

- Deliver the Local Plan in consultation with people who live in our district.

- Deliver housing growth in the priority areas of the Canal Road Corridor, Holme Wood and Tong, and Bradford city centre.
- Invest in transport and social infrastructure, like schools and recreational facilities, to support housing development.
- Work with partners to deliver new affordable homes in the district.
- Attract funding to improve the energy efficiency of housing occupied by low income households with high fuel costs.

Decent, safe homes that are appropriate for people's needs

- Improve the quality of private rented housing by working with landlords to remove hazards.
- Support vulnerable homeowners to carry out repairs through our equity loans scheme.
- Invest in home adaptations for disabled people to make sure their homes are safe and appropriate.

Support for people in most housing need

- Deal with housing emergencies and manage acute housing issues.
- Support rough sleepers and help them to settle in independent accommodation.
- Provide housing related support to the most vulnerable.

Building on our success

The redevelopment of Chain Street is a key part of the City Centre Masterplan. Working in partnership with Incommunities meant the council could support a modern attractive residential development, drawing on different funding streams. It will involve refurbishment and demolition of buildings to create affordable housing, conversion of flats to houses and a linear park next door. Additional sites in Goitside continue to be evaluated for further development.

Staff quote

"I love my job as a Senior Environmental Health Officer working in the Housing Standards Team because I am able to help improve the living conditions of vulnerable people living in poor rented housing."

Shonu Miah, Senior Environmental Health Officer, Housing Standards Team

Portfolio Holder quote

"It's a well known fact nationally and in our District that there's a growing need for new homes. So this is a major challenge, but it's also an opportunity for us to help shape our local housing stock so people can access the properties they need, when they need it. This includes affordable and social housing as well as high-value properties. While the Council cannot do this alone, we'll play an important role by working with partners to encourage the provision of safe and comfortable housing, which is fundamental to people's wellbeing."

Councillor Val Slater, Executive Member for Health & Wellbeing

Measuring success

We will assess our performance by closely monitoring:

- The number of affordable homes delivered (gross).
- The number of empty homes bought back in to use.
- The number of private sector homes where housing conditions have been improved as a result of interventions of the council.
- Lengths of Stay in Bed and Breakfast accommodation.
- Homeless households in temporary accommodation.

If we are successful we will see our work contributing towards:

- An increase in the number of homes, including affordable homes.

- A lower proportion of long-term empty homes.
- Less statutory homelessness.
- A lower percentage of households in fuel poverty.



A great start and good schools for all our children

Our job

We want to make sure all our children, wherever they live in our district, start school ready to learn, achieve well at school and leave school ready for life and work.

Every child deserves to go to a good school and the chance to achieve their full potential. People who are well educated and develop good life skills have a healthier lifestyle, live in better housing and are more able to contribute to and take advantage of economic opportunities. With our young population, securing a successful future for all our children will help secure the future success of the district.

With more than 124,000 people aged under 16 we are the youngest city in the country. In 2015 45.5 per cent of our young people achieved 5 A* to C GCSEs including English and Mathematics and 63 per cent of schools in the district are rated 'good' or 'outstanding.' However we know we need to go further and faster to support our young people to achieve GCSE results that are as good or better than the average for England. We also need to achieve our shared goal of all our schools being 'good' or 'outstanding' by 2020, so more of our young people can get good jobs as Bradford's economy continues to grow.

National education policy is creating a rapidly changing environment in which our key role is to provide clear leadership and support. We will work with schools, national education agencies and the regional schools' commissioner to influence improvements in school standards.

In this chapter we have three priorities that we'll focus our strategic leadership upon: to give all our children a great start in life, a good education, and the right skills to succeed in the adult world.

1. Children starting school ready to learn

The first few years of every child's life are vital to developing their skills and confidence, and equipping them to make positive choices throughout their lives. We will continue to support our district's network of early years' services to help families give their children the skills they need to start school ready to learn.

2. Children achieving well at school

We have seen some improvement in educational attainment but we know we need to continue to work with public services, schools, parents, business and communities to raise aspirations and accelerate educational achievement. Our Education Covenant sets out how we can all play our part in creating the best chance of success for all our children and young people, tapping into the energy of parents, schools, regional and national agencies and community organisations.

We will work with schools to help them improve, including by encouraging them to support and learn from each other, and by attracting and retaining the best academy sponsors and teachers from across the country. We will make sure every child has a school place and that the needs of vulnerable learners are met.

3. Young people leaving school ready for life and work

We are proud that our rates of young people not in employment, education or training are much lower than the average in England and we want to keep them that way. We will work to ensure that young people receive consistent and good quality careers advice in school and have the opportunity to develop key life skills. We will continue working with education and business partners through

Bradford Pathways to help young people and adults to explore different career options and gain real-world experience in growing industries that are important in Bradford and the surrounding economies. These growing industries can offer well paid work with real progression prospects. We will continue to link post-16 learning opportunities to work-based learning and the requirements of local businesses, and support the development of the right sixth form provision so our young people can leave school with the skills and confidence they need to get a job and play a full and rewarding part in adult life.

Our actions

While our specific actions will change over time to respond to new opportunities and challenges our key actions for delivery by the council now are:

Children starting school ready to learn

- Make the most of learning developed through the Better Start Bradford programme, a community led partnership that works to help parents give their children the best start in life.
- Provide high-quality advice and guidance to families through the newly-commissioned children's centre clusters.
- Work with early years settings and schools to ensure the best education and health outcomes for young people.
- Provide high-quality support to enable vulnerable young people to achieve their potential.

Children achieving well at school

- Provide extra school places in the right locations, including for children with special education needs.
- Support and increase parents' knowledge and skills so they can help their children learn.
- Bring to life the Bradford Education Covenant between schools, the Council, parents, young people, business and employers, communities and the Government.
- Attract, keep, develop and invest in the best school leaders, teachers and classroom assistants.
- Work with national and regional structures to bring the best academy sponsors to Bradford and develop our own local solutions with partners in our district.

Young people leaving school ready for life and work

- Deliver Bradford Pathways – a collaboration between education, business and workforce development partners to deliver employment-focused skills and education to meet the needs of Bradford's employers.
- Develop our Industrial Centres of Excellence, providing post-16 courses that have been developed by local businesses, schools and colleges, with a strong emphasis on work culture.
- Review post-16 education provision, working with partners across our district and city region.
- Help young people to develop healthy lifestyles through access to a range of positive, preventative and early help services and activities that improve well-being, and build on our Youth Voice engagement activity

Building on our success

Bradford Council supported Home Farm Primary School to improve the achievement levels of their pupils following a poor Ofsted rating. New appointments were made, focused training was provided for staff, and more parental involvement was achieved. The council provided scrutiny of the improvement process through observing teachers, analysing data and children's work. The teamwork of head teacher, staff, governors, children and parents working together with the council has been crucial, leading to recognition from Ofsted.

Staff quote

"I enjoy my job as an Education Welfare Officer because I sincerely believe that education is the way out of vicious circle of deprivation and poverty which some families are trapped in for

generations. Education enriches your ideas and thoughts and helps to make right decisions in life. Education has totally transformed three generations of our family. My belief is that it has changed my life, now I can help others to change their life. ”

Munir Hussain, Education Welfare Officer, Education Social Work Service

Portfolio Holder quote

“I'm passionate about making sure all young people in Bradford get the opportunities they deserve and are entitled to. Acquiring the right skills and education, regardless of background, is important for the future of this great city. It's that simple. So families can be assured that I will be a strong voice for them by championing excellence and by supporting and challenging our local schools to do everything they can to benefit their students. Young people only get one chance at education and they deserve the very best.”

Councillor Imran Khan, Executive Member for Education, Employment and Skills

Measuring success

We will assess our performance by closely monitoring:

- The termly percentage of 2-4 year old children taking up Early Education.
- The percentage of children's centre inspections rated good or outstanding.
- The percentage of children achieving a good level of development in Early Years Foundation Stage

If we are successful we will see our work contributing towards:

- Every child attending a school rated good or better by Ofsted.
- Children's attainment at the age of 11 being as good as, or better than, the England average.
- GCSE attainment being as good as, or better than, the England average.
- Our rates of young people not in employment, education or training being kept lower than the England average.
- A reduction in child poverty levels in line with Yorkshire and Humber levels, and in all parts of the district.



Better health, better lives

Our job

We want everyone in our district - wherever they are born or live and whatever community they come from - to have a long, healthy and full life.

Many people in Bradford are living longer than ever before, and with a good level of health and well being. Advances in health care mean that many more people survive previously life-threatening illnesses or conditions.

But that isn't the case for everyone in our district. Like a number of other major cities we have more people than the UK average with very poor health. Shockingly, a boy born in the most deprived part of the district can expect to live ten years less than one born in the most affluent. For a girl this gap in life expectancy is seven years. We want to play our part in changing this unfair picture.

We know that all our services are under pressure and that budgets are tight. We have a big and fast growing population in our district. The fact that nearly one in four of us is under 16 years old and that an increasing number of us is over 65 years old is to be celebrated. And it means our services are in demand!

Our role, working with the NHS and other partner organisations, is to support people to stay well, to stay in charge of their own lives and to tackle health inequalities. We will focus our work and prioritise spending where it makes most difference. That will require tough decisions and change in the next four years.

Of course most of what makes for a good healthy life is not about health and social care. In the rest of this council plan you will read about the work to give children a great start in life, and a good education; the work to create decent jobs and housing and strong communities.

In this chapter there are four priorities that we'll work with partners to achieve: supporting people to choose healthy lifestyles, personalised support and care, joining up health and social care provision and safeguarding people from abuse.

1. Healthy Lifestyles

Information and facilities to promote healthy lifestyles and early intervention can make a real difference to the lives of individuals and their families, and help address the most common public health challenges. Swimming pools, parks and leisure centres can help people to keep active and healthy. The focus of our public health work will be on cost-effective interventions that support changes in lifestyle and encourage people to take responsibility for their health.

2. Choice and control

All of us need care and support in our lives. Most of the time that will come from our families, friends and the communities we live in. The chapter on 'safe, clean and active communities' in this plan describes work to strengthen community support networks, for example in developing dementia friendly communities.

But sometimes we may not have a support network around us and people want and need services or the support of professionals with specific expertise. When this is the case we want people to have as much choice and control as possible about the services they receive.

Much more often that will mean individuals deciding what they want and having their own budget with which to make it happen, whether that is paying for someone to come into their own home or getting a taxi to the local garden centre. Our assessment processes won't start with a problem we are here to fix for the person but with a conversation about their life and about what they want to be able to do. But we do want to make sure that there are good quality services available locally so that people get good value for money and have choice.

The use of digital technology will increase as more and more people use smart phones and tablets for everyday living - to stay in contact with friends and family, order groceries or medication and contact services - and innovative apps and sensors are available which enable people to manage health conditions more effectively, operate equipment in their homes and make getting about easier. Again this puts people in the driving seat, giving them more control, wherever possible.

We'll make sure people with mental health issues get the right support and will tackle the stigmas associated with mental health. And our work to increase the supply of 'extra care' and 'lifetime' homes - which will give people greater ability to stay living in their own homes and neighbourhoods - is described in the chapter on decent homes.

3. Joined up services

Giving people choice about services they use - and there being different services to choose from - is no excuse for not tackling the often confusing and fragmented organisation of services. It is hard to understand why some services are provided by the NHS, the council, the voluntary sector or the private sector. A person looking for services should not find it difficult to work out which way to turn. They just want to access what will work best for them. So we will continue work to join up services and make navigating the system easier.

The council and the clinical commissioning groups - who are the commissioners of services - will commission more services together. This will allow us to invest money where it makes the biggest impact, not just invest in the health or social care bit of the service. Where we are providers of the service we will look at whether more collaboration or bringing services/organisations together, or transferring service delivery to another organisation, would improve outcomes and use our resources more effectively.

4. Safeguarding

We have a statutory duty to protect children and adults and to provide early help where there are identified concerns and to prevent problems escalating. These are the most challenging and complex responsibilities of a council.

We have invested hugely in supporting families where children are 'in need' and on child protection and tackling issues such as child sexual exploitation, domestic violence and elder abuse. We will not shirk our responsibility to make tough judgement calls and take decisive action to protect individuals - and the rigorous analysis and decision making that requires. We will constantly reflect and review work we have undertaken and seek to improve practices. We will engage all sectors of our community and partner agencies to tackle what is an issue for all of us. And crucially we will work not just to ensure that people who become victims receive support but to build resilience and confidence among young people and vulnerable adults so that they can protect themselves.

Our actions

Everything we do as a council, across all our priorities, is about supporting the well-being of people across the district. The key actions that the council will deliver to make a difference now in this outcome are:

Healthy lifestyles

- Improve the health and wellbeing of people through services available to everyone e.g. swimming pools, parks, walking and cycling activities.

- Deliver specialised services to individuals, small groups and deprived neighbourhoods, to increase engagement, raise awareness and provide support for healthier lifestyles, including physical activity, sports, and nutrition.
- Improve health and wellbeing and reduce inequalities for children and young people, in particular focusing on infant mortality, emotional wellbeing, child obesity, and oral health.
- Use the Future in Mind programme, and the Transforming Care for people with a learning disability programme, to promote, protect and improve emotional well-being for children and young people.
- Take action when things first start to go wrong in a child's or young person's life through early help.
- Prevent and reduce the risks to health and wellbeing in adults and older people, focusing on alcohol and drug use, smoking, obesity, sexual health, suicide prevention and healthy ageing.
- Protect the health of the population from threats to health and wellbeing, in particular communicable disease control, immunisations, screening and environmental protection.
- Work across the council and with partners to improve health and wellbeing, reduce inequalities and ensure services meet the needs of the people of Bradford.

Choice and control

- Bring forward alternatives to residential and nursing care so people can live closer to their communities and take part in community life for as long as possible.
- Work with people, their families and communities to build on the support and assets they already have around them.
- Develop the use of assistive technologies and make best use of emerging opportunities in digital health technology.
- Implement the Self Care and Prevention Plan, working with our partners, communities and private companies.
- Make services easy to access and help people to understand which services to use and when.

Joined up services

- Bring some of our budgets together across organisations, to design services that work better together and provide better value for money.
- Create an integrated and accountable care system that is capable of supporting people's health, wellbeing and care needs across the Bradford District. .
- Deliver a seven day integrated system that helps people to regain and maintain their health, well- being and independence and prevents unnecessary admissions to hospital.
- Take a proactive approach to care by sharing data with partner agencies and using it to identify people most at risk.
- Deliver the Transforming Care plan so that people of all ages with learning disabilities are able to live in their communities and as independently as possible.
- Provide a better, quicker response to young people in mental health crisis.
- Work with partners to develop an integrated, all-age mental health strategy.
- Continue to provide bereavement services, which will require investment in the coming years to deal with the legislative and changing demands for high quality services that meet diverse needs.

Safeguarding

- Work with families facing serious problems to help them turn their lives around through our early help programmes which join up support across agencies and focus on the needs of the whole family.
- Develop smaller children's homes and fostering for teenagers - improving outcomes for looked after children.
- Develop an integrated service across children's, adult and health services for young people aged 14-25 years with complex health needs and/or disabilities.

- Address sexual exploitation of children and adults by building on the joint work already underway with partner organisations.
- Develop the Education Safety Hub to provide a joint, multi-agency approach to supporting arrangements for vulnerable children.
- Make sure our safeguarding boards, which bring together professionals from different organisations to develop and improve work to keep people safe, are effectively supported.

Building on our success

Bradford District is at the forefront of a national movement to make communities and organisations more supportive and accessible to people living with dementia, their carers and families. The Bradford Dementia Friendly Communities Project works with partners to challenge, inspire and support communities and organisations in becoming more dementia aware and dementia friendly. Ward Officers have been trained as Dementia Friends Champions and are delivering dementia awareness training sessions to local groups/organisations and supporting local dementia friendly action groups to make change in their communities. Council Wardens have attended dementia awareness sessions and wear the nationally recognised Dementia Friend badge. Sports and Leisure and Museums and Galleries staff work with the Alzheimer's Society to make sure council services are as accessible as possible. The focus of all this work is on helping people living with dementia to continue to live their lives as part of the community and retain as much independence as they can.

Staff quote

"I love my job because I find it very rewarding to be a part of my clients' successes in stopping smoking. The service offered is available to anyone who needs it, something I'm very proud of. I get to meet such a variety of people, I'm very lucky to help people achieve their goals, improve their health and ultimately help women have a successful pregnancy."

Gail Barden, Pregnancy Stop Smoking Advisor, Public Health

Portfolio Holder quote

"We are committed to working more closely than ever with the NHS and other health partners to improve the health and wellbeing of local people. We certainly have a huge challenge and difficult choices to make due to growing demands and shrinking budgets, so we need to work innovatively to rise to that challenge and help empower local people to live healthy and happy lives and get the support they need."

Councillor Val Slater, Executive Member for Health & Wellbeing

Measuring success

We will assess our performance by closely monitoring:

- Total visits to council managed recreation facilities.
- The number of programmed preventative interventions carried out by Environmental Health.
- The proportion of people using social care who receive self-directed support, and those receiving direct payments.
- Percentage of people who use services who have control over their daily life.
- The number of delayed transfers of care from hospital which are attributable to Adult Social Care, per 100,000 people.
- Carer satisfaction with their experience of integrated care and support services.
- Proportion of adults with a learning disability who live in their own home or with their family.
- The number of people successfully completing drug treatment - non-opiate users.
- The number of children who are the subject of a child protection plan, per 10,000 children and young people.
- The number of Looked after Children per 10,000 children and young people.

If we are successful we will see our work contributing towards:

- An increase in healthy life expectancy for us all and a smaller gap in life expectancy between the most and least deprived areas of the district.
- More people having personalised budgets to choose and pay for their own care and support.
- A reduction in the number of vulnerable people being admitted to hospital in an emergency.
- A significant reduction in the proportion of children overweight or obese at age 10 to 11.
- Improved mental wellbeing and reduced levels of high anxiety to below the England average.
- Further success at tackling loneliness and social isolation.
- A reduction in people's discharge from hospital being delayed because they need care and support at home.
- Reduced smoking, and reductions in the number of people being overweight and obese.
- Increased levels of physical activity, sport, volunteering in active pursuits and healthy eating to help reduce preventable deaths.



Safe, clean and active communities

Our job

We want everyone to live in communities where people feel happy and safe, and which they are proud to call home.

Right across our district people are working together with energy and passion to make it a safer, cleaner place for all of us. A place where everyone can play an active role in, and feel part of, their community.

In Bradford people identify with and take pride in their local neighbourhoods, villages and towns. We are great at volunteering and we come together both at times of need and to celebrate and enjoy ourselves.

Our role is to help support people, communities and businesses so they can take more control over improving their neighbourhoods, tapping into the extraordinary energy and community spirit across our district. Our 90 councillors have a key role to play in communities as sources of local information and insight, and as community leaders who can promote and encourage action. Working together we can all play a part in creating and sustaining strong, safe and attractive communities.

Our role is also to work with communities to keep our streets clean and to maintain parks and green spaces so they are attractive places for us all to use and enjoy.

A clean, safe and welcoming environment will make our district a more attractive place to live, work, play, invest and study in.

In this chapter we have three priorities that we'll work with our partners to achieve: supporting communities to be active, resilient and harmonious, building safe communities and helping to maintain an attractive and welcoming environment.

1. Supporting communities

We will continue to work with community groups to help connect them to resources and opportunities. We will help them to deliver services and become more self-reliant, so they can take more control over improving their own neighbourhoods. We will also work to improve community relations and local networks.

This priority will help us deliver our community relations equalities objective, to ensure that people in the district get on well together.

2. Building safe communities

Crime rates have reduced a lot in our district over the past ten years, just as they have across the UK. But crime against vulnerable people, including domestic violence, is an issue and too many of us still worry about anti-social behaviour, especially in city and town centres. Improvements to road safety and actions to address dangerous driving can make a real difference to how communities feel to live in. We need to create places where we all feel safe. We will work together with the police, residents and other partners to prevent crime and anti social behaviour, address road safety and support vulnerable people.

3. Help maintain an attractive and welcoming environment

In the last four years recycling rates have improved a lot, but too much rubbish that could go in the recycling bin still ends up as general waste. Littering is still seen as a problem on many streets and fly-tipping continues to be a problem. We will minimise waste, increase recycling and reduce the cost of waste disposal, including through new alternative week bin collections. We will help keep neighbourhoods clean, educating and enforcing on littering and tackling fly-tipping. We will support people to play their part in making our district a better place to live, and make sure we have enough parks, activity areas and green spaces.

Our actions

We know that people can, and do, make a real difference to our district. While our specific actions will change over time our key actions now for delivery by the council are to:

Supporting communities

- Support individuals and groups who want to make a positive difference through our 'People Can make a difference' campaign, in volunteering, being neighbourly, fund-raising and taking community action.
- Help young people to develop healthy lifestyles through access to a range of positive, preventative and early help services and activities that improve well-being.
- Help the transfer of management and ownership of community assets such as council-owned buildings and land to parish and town councils and community organisations, putting local resources in the hands of the community.

Building safe communities

- Make sure we keep a positive and visible approach to policing in neighbourhoods.
- Keep working together to tackle child sexual exploitation, domestic violence, human trafficking and extremism.
- Take more forceful action against anti-social behaviour and crime in key areas.

Helping maintain an attractive and welcoming environment

- Use more technology like 'smart bins' to help keep streets clean.
- Provide alternate week collections of general waste and recycling.
- Work with parish and town councils, community groups and user groups to maintain good quality parks and green spaces.

Building on our successes

Working with schools, community groups, businesses and the local parish council, the council supports bi-annual clean-up-weeks in Bradford East. These include litter picks, recycling awareness sessions, quizzes and visual audits. These are supported by visits to schools and groups to give presentations, issue household waste site permits, help people download and use the council app and order recycling bins. This has helped build relationships within the community working on a shared issue, and ensured that the cleaner and greener priority is shared by everyone, and is not simply seen as the council's responsibility. This has led to better informed communities and people taking responsibility for their own environment.

Staff quote

"I take on anything from reporting local issues and supporting vulnerable residents to working with children to set up and run Junior Warden schemes. I love my job, I think it is the diversity of it all and helping people to make a difference to where they live. The job satisfaction is over 100 per cent and you reap what you sow."

Holly Davy, Council Warden Team Leader, Neighbourhoods & Customer Services

Portfolio Holder quote

“Living in a clean and pleasant environment is important to all residents, both for our physical and mental wellbeing, and we can all play our part in contributing to that. As a Council we are focused on providing good quality services such as refuse collection and street cleaning and we are working hard to support local people to become active citizens in their communities with shared ownership of where they live and increased community pride.”

Councillor Sarah Ferriby, Executive Member for Environment, Sport and Culture

Measuring success

We will assess our performance by closely monitoring:

- Number of assets transferred to the community
- Overall anti-social behaviour victim satisfaction.
- The average amount of time to remove all publicly reported fly tipping in working days.
- Number of reported missed bins emptied.

If we are successful we will see our work contributing towards:

- An increase in the proportion of people who agree their local area is a place where people from different backgrounds live together harmoniously.
- Reduced perceptions of worsening anti-social behaviour.
- A reduced crime rate, in line with the Yorkshire and Humber average.
- A reduced rate of people killed or seriously injured on our roads, to well below the England average.
- An increase in the amount of household waste sent for reuse, recycling or composting to at least 60 per cent and remain significantly above the England average.



A well-run council, using all our resources to deliver our priorities

Our job

We want to be an efficient, effective and productive Council, open and transparent in all we do and working hard for all of our district.

More than 80 per cent of us that work for the council live in our district. We're proud of what we do and of our roles, working with people, partner organisations and communities to help improve our district and the lives of all who live here. We want to be as enterprising, energetic and extraordinary as the place we work for and the people we serve.

To run the council well and get the best for Bradford District, we need to make sure we are using all the district's resources to deliver the priority outcomes laid out in this plan: better skills, more good jobs and a growing economy, a great start and good schools for all our children, better health, better lives, safe, clean and active communities and decent homes that people can afford to live in.

The role of the council as civic leader and champion of our district is crucial to bring together all the many assets we have as a place and as people to sustain and improve prosperity and to make sure we can continue to support the most vulnerable people in our communities.

We are all part of Team Bradford. We need to continue developing our diverse and committed workforce so we are always passionate, positive and flexible in delivering our priorities and honest and respectful in the way we work with people and organisations.

In this chapter we set out three specific priorities to make sure we are running the council well, democratically accountable to our district's people through the ballot box and always doing what we say we will do.

1. Use all our resources wisely

The amount of money that the council has to deliver services continues to reduce. By 2020, we will be a yet smaller organisation with a smaller budget. We must make sure that we always use all our resources wisely, including our money, staff, technology, information, facilities, assets and buildings and attract external funding and investment whenever we can.

We will make sure that every pound we spend gets the biggest bang for the buck. We will buy goods and services that provide great value, and support our local economy wherever possible. We will make best use of new technology to improve services, reduce costs and provide more access to information and services. Our buildings will be efficient and flexible to meet the needs of our services and communities. We will become a smarter council, using data and intelligence to drive and support the organisation to set a clear direction and be sure we are making progress towards our goals.

This priority will help us deliver our equalities objectives around organisational culture and equalities data, to ensure the council is well run, fit for business and is fair and inclusive in its approach, and uses data to provide us with the right insight, evidence and intelligence to make well informed decisions.

2. Work in partnership

We will work with other organisations and businesses so that we continuously learn from best practice and make the most of our district's resources. We will use our community leadership role to influence, negotiate and try new, more effective ways of working. We will do this regionally, nationally

and beyond. We will shout about the great things that are happening in our district, and build on our district's reputation to fuel investment and confidence.

We will communicate with, consult and involve our district's people in our work more. We will use this insight and evidence to make sure our policies focus on doing the right things to really shift some of the challenges we have outlined in this plan. This will include providing opportunities for our citizens to shape, design and deliver the activities and services they need.

3. Make sure we are well governed, accountable and legally compliant

Our 90 councillors will be well supported and our democratic processes will be effective to help them to make decisions. We will do our utmost to comply with the law, adhere to ethical standards and make sure our decision making is transparent and accessible. We will encourage the scrutiny of our policy setting and delivery. We will welcome and encourage peer and councillor review and challenge to test our leadership and decision making, to make sure we are doing the right things and getting the right results.

We will put in place robust systems to anticipate and manage opportunities, threats, risks and challenges, and to make sure that we remain focused on our district's priorities.

Our actions

While our specific actions will necessarily change over time, our key actions right now are:

Use all our resources wisely

- Do things which have the most impact on our priorities, and increasingly put a stop to things which are less effective.
- Get the best out of the money we spend, buying at the best price and asking suppliers to show how they support the local economy.
- Investigate opportunities to share services and facilities with other organisations where this delivers benefits to our district.
- Create an environment where staff feel engaged with the council's principles and behaviours and we celebrate innovation and improvement with pride.
- Use technology to make more services and transactions digital to improve our efficiency.
- Seek out best practice actively and apply it, sharing our learning and encouraging best practice in our suppliers, partners and providers.
- Make the transition to a low carbon and energy efficient council and district.
- Make sure buildings and other physical assets are well utilised.

Working in partnership

- Work through the Bradford District Partnership to diagnose needs and design effective policies based on insight and evidence.
- Communicate in plain English, through a range of channels, such as our website, app, social media and printed leaflets.
- Work across and through the West Yorkshire Combined Authority and Leeds City Region to get the best deals for our district.
- Develop and implement a place marketing strategy to build our district's reputation and influence, showing what a great place it is to live, work, invest, visit and study in.
- Work with voluntary and community sector groups and town and parish councils to design the best ways to deliver our priorities.

Make sure we are well governed, accountable and legally compliant

- Make sure we meet fully the standards expected of well-run public bodies.
- Run elections well in a transparent way and encourage more people to register to vote.
- Be open to scrutiny and challenge, and provide information to citizens and taxpayers on how we are doing.

Building on our success

The council's accommodation strategy has reduced the number of buildings we require and the savings have funded the improvements in the remaining buildings to provide a better environment for staff and the public, such as the provision of the Registrar's Office within City Hall. Investment in the Council's remaining estate has made it modern, fit for purpose, energy efficient and has allowed staff to work in a more agile way. An increased number of council staff working in the city centre is also helping with the economic regeneration of our district. Up to the end of 2015/16 £21.6m has been saved as a result of this accommodation strategy, with a further £15.9m expected by 2019.

Staff quote

"I really enjoy my role as there is never a dull moment and every day is a challenging one. I make sure systems and processes are efficient so that suppliers who provide goods and services to the council can be paid promptly. Cash flow can cripple small local businesses so we make sure invoices are dealt with quickly. It's important work with meaningful consequences. We are always looking to find better ways to be even more efficient and cost effective."

Patrick Tipton, Systems and Information Officer, Procure to Pay Team

Portfolio Holder quote

"Having a well-run Council underpins everything we do and it is vital to achieving our priorities. It's about being efficient and productive, but importantly it's also about ensuring that the Council reflects the wider District and that we are working respectfully and accountably so that we serve everyone's best interests. As a key public body and force for local democracy, we take our role extremely seriously because a well-run and cohesive Council can help shape a well-run and cohesive community."

Councillor Abdul Jabar, Executive Member for Neighbourhoods and Community Safety

Measuring our success

We will assess our performance by closely monitoring:

- Spending within budget.
- Residents' satisfaction with the council's delivery of services.
- The number of staff who have received a positive performance review and have a development plan in place.
- The number of staff who are confident to declare a disability.
- The average attendance rate per employee.
- The percentage of total third party spend with suppliers operating from within our district
- The value of backlog maintenance works outstanding.
- The percentage of Council Tax collected.
- The percentage of non-domestic rates collected.
- The percentage of staff feeling they have the skills required to carry out their role.
- CO₂ emissions.

Our people

“Working with people and partners for a healthier, caring, more prosperous and sustainable Bradford District.”

We are proud of all our staff.

Day after day, you demonstrate your commitment and passion for Bradford District, whether you work on our front line, or in one of our offices, serving the people of Bradford directly, or serving someone who does.

And we know you are proud to work for the council. 82 per cent of you live in the district, so we know this is not just your place of work – it is your home.

In our most recent staff survey, you told us that you felt valued by your line manager, are clear about your role and have the opportunity to provide constructive feedback. Engaging you in why we are here and how we carry out our work together and with our partners and communities is crucial if we are to deliver our priority outcomes for the district.

You have recently developed our ‘Bradford Behaviours’ to show what you value most from each other and from your leaders and managers, and how you want us to go about our business. The behaviours will ensure we attract, retain and develop people, like you, who are also passionate about Bradford, and who are willing to go the extra mile for this extraordinary, energetic and enterprising place.

Our behaviours focus our attention on being:

Positive
Flexible
Engaging
Responsible

We will continue to work with you on the future direction of the council to ensure we succeed together.”