

Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 13 December 2018 at 5.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT
Cooke Hargreaves M Smith	Azam Duffy Bacon Green Watson	J Sunderland

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT
M Pollard Townend	Akhtar Dunbar T Hussain Nazir Thirkill Kamran Hussain	Ward

Notes:

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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar, City Solicitor
Agenda Contact: Yusuf Patel
Phone: 01274 434579
E-Mail: yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) *Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) *Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) *Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) *Officers must disclose interests in accordance with Council Standing Order 44.*

3. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Yusuf Patel - 01274 434579)

4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

No referrals were made at the time of the publication of this agenda.

B. OVERVIEW AND SCRUTINY ACTIVITIES

5. BRADFORD COUNCIL'S EQUALITY OBJECTIVES ANNUAL PROGRESS REPORT (JULY 2017 TO JUNE 2018)

1 - 14

The Assistant Director for the Office of the Chief Executive will present a report (**Document “U”**) which provides the Committee with its annual update on the delivery of the Council's equality objectives (2016-2020) and which covers the period July 2017 to June 2018.

Recommended –

- (1) **That the progressing work on the Council's equality objectives 2016-2020 be supported.**
- (2) **That a further progress update on the equality objectives be presented in twelve months time.**

(Kathryn Jones – 01274 433663)

6. BRADFORD DISTRICT ANNUAL PLAN PROGRESS REPORT 2017/2018 15 - 50

The Committee is asked to consider **Document “V”** which presents key achievements, future challenges and areas of focus of the Bradford District Partnership in delivering the priorities of the District Plan (2016-2020).

Recommended –

(1) The views of Members are requested.

(2) That a further annual report be brought in 12 months time.

(Kathryn Jones – 01274 433664)

7. BRADFORD DISTRICT SAFER COMMUNITIES PARTNERSHIP PERFORMANCE REPORT AND DELIVERY PLAN 51 - 66

The Strategic Director place will present a report (**Document “W”**) which provides the details of the Community Safety Partnership (CSP) performance report for the twelve months to 30th June 2018. The report also presents the annual CSP delivery plan.

Members are asked to consider the Plan on a Page and the performance data contained within Document “W”.

(Ian Day/Rebecca Trueman – 01274 431364)

8. STRONGER COMMUNITIES STRATEGY AND DELIVERY PLAN 67 - 160

The Committee is asked to consider **Document “X”** which contains the Stronger Communities Strategy and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

Members are asked to note the work carried out in the development of the Bradford Stronger Communities Strategy and Delivery Plan.

(Ian Day – 01274 433507)

9. ANNUAL REPORT FOR OVERVIEW AND SCRUTINY 2017-18 161 - 176

The Chair of the Committee will present a report (**Document “Y”**) which contains the Draft Annual Overview and Scrutiny Report for 2017-18.

Recommended –

That the Committee adopts the proposed Annual Report with any amendments it may choose to make.

(Mustansir Butt – 01274 432574)

10. WORK PROGRAMME 2018/19 177 - 190

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “Z”**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2018/19.

Recommended –

- (1) That members consider and comment on the areas of work included in the work programme.**
- (2) That members consider any detailed scrutiny reviews that they may wish to conduct.**

(Mustansir Butt - 01274 432574)

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Report of the Assistant Director for the Office of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee to be held on Thursday 13 December 2018.

U

Subject:

Bradford Council's Equality Objectives Annual Progress Report (July 2017 to June 2018)

Summary statement:

The Corporate Overview and Scrutiny Committee were involved in the development of the equality objectives during 2015 and consequently requested to receive annual updates on progress thereafter.

This report outlines the annual progress on delivery of the Council's equality objectives (2016-2020) covering the period July 2017 to June 2018.

David Walmsley
Assistant Director, Office of the Chief Executive

Portfolio:

Corporate

Report Contact: Kathryn Jones,
Policy Officer
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Overview & Scrutiny Area:

Corporate

1. SUMMARY

The Corporate Overview and Scrutiny Committee were involved in the development of the equality objectives during 2015 and consequently requested to receive annual updates on progress thereafter.

This report outlines the annual progress on delivery of the Council's equality objectives (2016-2020) covering the period July 2017 to June 2018.

2. BACKGROUND

- 2.1 Bradford District has a diverse and young population. Bradford has more than a quarter of its population under 18, making it the youngest city in the UK. The district has a dynamic population of over half a million people originating from all corners of the globe, creating a rich cultural mix. People from black and minority ethnic backgrounds make up 36% of the total population and there are 153 languages spoken across the district. Bradford Council aims to serve and represent the whole district in all its diversity. The Council's goal is to ensure that every part of the district and everyone who lives in it is equitably served. No-one must feel excluded and no-one unfairly favoured or disadvantaged.
- 2.2 The Council has legal responsibilities relating to equalities but these are a minimum requirement. Promoting equality in the district is part of the job of every Elected Member and Officer and there is understanding of the wider benefits of improving everyone's quality of life and our social responsibility. We therefore have equality objectives that reflect and support this diversity and ensure we maximise the vibrancy and energy of the people we work for.
- 2.3 The Public Sector Equality Duty sets out a number of aims (listed below) that public bodies should have regard to in their operation. This is supported by some specific duties which include the requirement on public bodies to set and publish at least one specific and measurable equality objective at least every four years and to publish information on how they are complying with the Equality Duty annually.
- 2.4 In the exercise of its functions public authorities must have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2.5 The defined set of protected characteristics as set out in the Equality Act 2010 are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; and (in relation to discrimination) marriage and civil partnership. In recognitions of the Council's commitment to addressing poverty, Bradford's approach to equalities also looks at equality more broadly and taking into account the impact of our decisions on people on low income or with a low wage.

- 2.6 In September 2016, the Council's Executive approved a set of equality objectives for Bradford Council. The ambition for the objectives was to be strategic and only capture a few key areas which the whole organisation can contribute to and that will have maximum impact on the district. Details of the approved objectives can be found on the [Bradford Council web site](#). By 2020, we want to be able to demonstrate how they have made a difference over and above the day to day equalities work which the Council undertakes.
- 2.8 The equality objectives are embedded throughout our Council Plan and this ensures equalities remains central to the Council's work. The monitoring of the equality objectives also complements that of the Council Plan, with monitoring undertaken and discussed with the Corporate Management Team and the Portfolio Holder for equalities on a quarterly basis.
- 2.9 The equality objectives have been set for a four year period covering 2016 to 2020. As such flexibility has been built in to the plan to allow shorter term actions to be completed and new actions identified in support of achieving each objective. The district is an ever changing place, and the resources available to the Council and partners continue to change. So whilst maintaining a four year commitment to each objective, the detail in how we realise them may vary as time progresses. The milestone plan may as such alter accordingly.
- 2.10 An example of such changes is with the work currently under way to assess the objectives with the aims of the new integration programme. This is a government programme seeking to identify and address the root causes of poor integration. Bradford is one of the five pilot areas nationally invited to develop the work. As actions on the integration programme become clearer, how the Council's equality objectives can support this will be assessed and updated accordingly.
- 2.11 It is worth noting that a number of topics captured in the equality objectives are reported to this and other Overview and Scrutiny Committees in their own right and in more detail. The objectives outline the highlights relevant to equalities, as a means of providing a Council wide equalities view. The reports received by this Committee over the last 12 months include:
- Workforce development – October 2018
 - People Can - September 2018
 - Workforce diversity – March 2018
 - Safer and Stronger performance – December 2017
 - Community cohesion and Hate crime – December 2017

3. OTHER CONSIDERATIONS

- 3.1 Appendix 1 presents a detailed outline of progress against each of the equality objectives' supporting milestones/actions from 1 July 2017 to 30 June 2018. The progress plan includes a breakdown of each action and milestone, progress on each, and where it was felt appropriate to set a target a latest figure or status is also included.

3.2 The following points provide the headlines and highlights of progress with each objective.

3.3 Community relations – ensure that the people of the district get on well together.

- a) Encouraging and celebrating good community relations and active citizenship – promoting campaigns and opportunities to participate, raising awareness of ‘cultural’ events.

Highlights: The Council continues to promote and celebrate volunteering and active communities through its People Can programme. The principles of People Can have been adopted across a number of initiatives from the Education and Business Covenants to Community Stars and the family hub service. The potential of People Can continues to be developed and invested in by the Council with further activity planned in 2018/19.

- b) Hate and street crime - education programmes in schools, increasing reporting, reducing street based sexual harassment.

Highlights: Increasing the reporting of and also the incidences of hate crime continues to be a district focus. The Council has successfully run varied interventions in schools (a traded service), on Anne Frank history through to interfaith education. Reporting Centres in the district continue to increase and the Council continues to support varied community of interest events. The successful sexual harassment project around further education locations has been completed with the on going legacy work now business as usual for the University, College and Police.

3.4 Employment and skills – promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

- a) Poverty and ethnicity employment and skills programme - addressing barriers and blockages to employment and career progression for disadvantaged groups.

Highlights: The Textile Academy successfully recruited, supported and connected many women in Keighley with local businesses needing their skills. Beyond the initial funded project, local community organisations now continue to develop relationships and opportunities with businesses. Directly targeting low paid women in Council employment has demonstrated good career progression for some individuals, focusing on their specific needs and aspirations. These projects alongside other national programmes will be evaluated centrally during 2018 by the funder, the Joseph Rowntree Foundation. Learning will be captured and disseminated across the district.

- b) Apprenticeship programme – ensuring that the Council’s new apprentices are representative of the district with a focus on Looked After Children and people with disabilities.

Highlights: Bradford Council continued to grow its apprenticeship programme over 2017/18, targeting Looked After Children and disabled people in particular. A traineeship programme is also now in development to support those not ready for formal apprenticeships. Promotion of all opportunities has also been taking place with more activity planned in to 2019.

3.5 Organisational equalities culture – the Council is well run, fit for business and is fair and inclusive in its approach.

a) Equalities competency and corporate approach – a wide ranging programme of equality competency activities and improved governance arrangements.

Highlights: The Council now has robust equality governance in place, with Corporate Management Team (CMT) acting in a leadership role, supported by the Cross Department Equality Group which includes the Portfolio Holder and LGBT+ champion as members. Key topics are analysed and fed back to departments and CMT for action. Discussions have included workforce diversity and recruitment, apprenticeships, positive action and accessible information. Many staff networks and activities take place on a regular basis which support an inclusive and supportive workforce culture. Member development sessions have also been run focusing on dementia friendly communities, migration and safeguarding stories. Equalities is also at the heart of the Council's decision making process, especially in relation to its annual budget setting.

b) Workforce diversity – recruitment options, commissioning requirements, career progression options.

Highlights: Recruitment and career progression opportunities continue to be reviewed and updated to increase our overall workforce diversity and diversity across all levels of the authority. The Disability Confident Kitemark has been achieved, and a data is collated on a six monthly basis on the protected characteristics of applicants. This in turn allows a targeted approach where the data isn't showing signs of improvement.

c) Accessible services – Accessible Information Standard implemented in Health and Social Care, and extended to customer access points primarily through our customer services.

Highlights: Making our information accessible is vital in recruitment but also in providing information to the people of the district. Over 2017/18 the Accessible Information Standard has been rolled out across Health and Social Care in response to new legislation. Plans are now in place to roll out best practice to other parts of the Council.

3.6 Equality data – our data better provides us with the right insight, evidence a intelligence to make well informed decisions that impact on our communities. Equality monitoring and use of the equality data and information – gathering more information on service users to better understand our service impacts and raising awareness of available information across the whole Council.

Highlights: As reported in the Corporate Overview and Scrutiny report in October 2017, equality monitoring and guidance has been developed and shared across the Council. A review will be due during 2018/19 to ensure equality data is a key part of our central intelligence resource, and that its availability is promoted.

4. FINANCIAL & RESOURCE APPRAISAL

Delivery of the actions in support of the equality objectives will be met from existing resources.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risk management or governance issues arising out of the recommendations of this report.

6. LEGAL APPRAISAL

6.1 The Equality Act 2010 consolidated a wide range of equalities legislation that had until then been contained in separate statutes. Section 149 of the Act introduced a Public Sector Equality Duty which requires local authorities and other public bodies, in the exercise of their functions, to have due regard to the need to:

- eliminate discrimination, harassment, victimisation
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

6.2 The Public Sector Equality Duty is also supported by two specific duties requiring public bodies to set and publish at least one specific and measurable equality objective at least every four years and to publish information on how they are complying with the Equality Duty annually. This is set out in the Equality and Human Rights Commission guidance.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

As suggested in this report it is important that the Council gives due regard to the Public Sector Equality Duty in any decision making it undertakes. The Council will continue to undertake activity to ensure that equality is considered through the development and delivery of all its functions. In addition, the equality objectives themselves will allow the Council to focus on a few key areas which will have maximum impact on the district and work with partners in their delivery.

As a consequence of a decision made by this Committee in October 2017, all reports which contribute to the delivery of an equality objective now require a supporting statement acknowledging this fact. This allows Committee Members to

appreciate more broadly the work taking place on the equality objectives throughout the year, in addition to this annual progress update.

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications from the equality objectives.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no gas emission impacts from the equality objectives.

7.4 COMMUNITY SAFETY IMPLICATIONS

The public sector equality duty explicitly states that public authorities must have due regard to the need to eliminate discrimination, harassment, victimisation. This is therefore a fundamental element of the considerations that the authority gives when assessing equality impacts on any changes to any of its functions. 'Community relations' is also one of the Council's equality objectives.

7.5 HUMAN RIGHTS ACT

There are no Human Rights Act impacts from the equality objectives.

7.6 TRADE UNION

Some of the actions supporting the equality objectives are in connection to the workforce, both in development, training and diversity. The Trade Unions will as such be kept up to date as necessary on the equality elements of the workforce development programme.

7.7 WARD IMPLICATIONS

There will be no specific ward implications as the equality objectives will have district wide impact.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Does not apply

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

9.1 That the progressing work on the Council's equality objectives 2016-2020 be supported.

9.2 That a further progress update on the equality objectives be presented in 12 months time.

10. APPENDICES

Appendix 1 – Equality Objectives Detailed Progress Update July 2017 to June 2018.

11. BACKGROUND DOCUMENTS

Bradford Council's Equality Objectives Overview -

<https://www.bradford.gov.uk/your-council/equality-and-diversity/bradford-council-s-equality-objectives/>

Appendix 1: EQUALITY OBJECTIVES ANNUAL PROGRESS REPORT - July 2017 to June 2018

Ref	Activity Description	Milestones	Milestone Completion date/Review	Milestone Status	Performance Target	Target date	Target Status
1. COMMUNITY RELATIONS - ensure that the people of the district get on well together.							
Encouraging and Celebrating Good Relations - • Encouraging and celebrating good community relations and active citizenship – promoting campaigns and opportunities to participate, raising awareness of 'cultural' events.							
1.1	People Can Campaign	Further develop the PeopleCan programme across the Council and district.	End 2018	The targets to end June 2017 were completed, as reported to Corporate O&S in last year's progress report. Since then activity has continued across the district in support of PeopleCan - Business Covenant, Education Covenant, Bradford Community Champions, Family Hub Service, Prevention and Early Help programme, Community Led Support programme, Integration Strategy, Great Get Together, Community Stars, district wide volunteering. In response to the Peer Review (2017), plans are in place to further develop the potential of the People Can programme. When more detail becomes available the PeopleCan actions and milestones will be updated in support of the Council's equality objectives.	Once new actions are in place targets will be set as appropriate to help measure our progress.	no date yet set.	no target currently able to be set
		A minimum of 6 events to be run/supported annually - Black History Month (October); Trans Day of Remembrance (November); Pride (May); Disability Awareness Month (November/December); Gypsy Travellers Awareness month (June); International Woman's day (March); LGBT history month (February);Hate Crime Week(October); Safeguarding week(October)	End June 2018	The council no longer takes a pro-active lead in running some of the annual events. However on a case by case basis, the Council can support communities when requested with officer time and in some cases a small amount of funding. Work undertaken through Integration Programme will add to the support available for these events, and connection will be made with the cultural calendar. In the last 12 months support has however been given to Black History Month (October); Trans Day of Remembrance (November); Pride (May); Disability Awareness Month (November/December); International Woman's day (March); LGBT history month (February); Hate Crime Week (October); Safeguarding week (October), as well as Hope Not Hate and Windrush events, amongst others.	6 events supported	Jun-18	7 plus supported
1.2	Ease opportunities for people to participate in decision making	The completeness and accuracy of the Electoral Register will be improved, providing opportunity for engagement especially in areas of deprivation.	Dec-18	Registration and reminder stages completed, in line with the schedule. Publicity campaign conducted alongside traditional canvassing activity, to encourage non-responders. Mobile tablet canvassing was also undertaken and provided a positive registration experience for non-responding citizens, encouraging participation.	Each year maintain 1st December annual registration levels within a range of 335,000 to 340,000 (taking into account fluctuations within the register and the levels of registration at publication date).	Dec-18	The annual registration process was fully completed and the target range as at 1 December 2017 exceeded, resulting in an increase in democratic participation following UK Parliamentary General Election 2017.
		The voice and influence of under represented groups are reflected	tbc	Community of interest activities will be continued in accordance with the new Integration programme. Once more detail of the delivery plan has been identified and resource allocated, this action will be updated. The work of the integration programme will also be considered for all the equality objectives over 2018/19.	Once the activities of the new integraion programme are in place targets will be set as appropriate to help us measure our progress.	no date yet set.	no target currently able to be set
Hate and Street Crime - education programmes in schools, increasing reporting, reducing street based sexual harassment.							
1.3	Education programme in schools (Implement an education programme in schools, to build young people's understanding of diversity. This will build understanding in Bradford's young people from an early age to help reduce future hate crime incidence.)	Stand Up Speak Out Make a Difference - (political/social/identity/diversity) includes programmes on Migrate, Anne Frank history for today, Anne Frank and you, Speakers Corner.	Jun-18	The SUSOMAD programme has successfully recruited 9 secondary schools and trained 98 ambassadors to deliver Peer Education Training in schools on Hate Crime and Anne Frank History for Today. 114 Ambassadors have been trained to guide at Anne Frank history for today and Remembering Srebrenica exhibitions. 2387 students have been guided around the Remembering Srebrenica and Anne Frank Exhibitions. 1807 pupils so far have taken part in a Free to Be Workshops to challenge prejudice and discrimination and develop critical thinking skills.	Hate crimes reported: 2016/17: 877 2017/18: less than 1,353 2018/19: less than 1,676 2019/20: tbc (targets to be set on an annual basis) Note: figures are likely to go up as reporting increases, ahead of hopefully reducing as crimes actually reduce.		2016/17 : 1,353 2017/18: 1,676 2018/19: not yet due 2019/20: not yet due
		Holding difficult conversations - prevention education resources	May-18	The Real conversations programme has successfully piloted their programme at 3 schools in Bradford and is now currently recruiting schools for its launch for the next academic year. The target of 8 schools across Bradford and Leeds has been achieved and the programme is now in its second phase of implementation. The Prevent Education Officer has been instrumental in creating a termly newsletter to all schools across Bradford and the district. Resources are currently being adapted to meet the needs of schools, specifically to combat online threats and build resilience in young people.			
		Interfaith education - faith tutor visits to schools and hosting visits to places of worship. Programmes include Religions in Bradford, Sharing Stories/Values, Interfaith week.	Annual (July 2018)	The Interfaith Education Centre continues to deliver its programme of education to schools and has successfully had 17,473 visitors to places of worship and faith tutors have carried out 502 visits to schools for this academic year to date.. So far this has contributed to the development of religious literacy, understanding of religious and cultural diversity and challenged prejudice and stereotyping. This work also promotes spiritual, moral and social development and British values as part of the curriculum.			
1.4	Raise awareness (Raise awareness of hate crime reporting and in the longer term help reduce incidence. Support the running of third party reporting centres, and raise awareness in public places)	4 new reporting centres across the district established with staff training provided, that reflects the protected characteristic groups thus enabling people to report crimes in places where they feel most able to report (currently 28 centres - end 2016).	End 2018	There are now 29 hate crime reporting centres across the district. Training has been delivered to other centres to enable them to make referrals, however they cannot guarantee that they can support all people coming through their doors with the curent levels of funding so they are unable to establish themselves as a full hate crime reporting centre. In the last year four new reporting centres have been established - these are at Ahmadi Mosque, Bradford City Football Club (Match Days), Great Horton Village Hall and Central Hall Keighley. In addition the hate crime strategy was launched september 2017 - the priorities of this are to increase the levels of hate crime reporting across the district particularly amongst protected characteristic groups, establish an approach that will address under reporting amongst new and emerging communities; take steps to prevent hate crimes occuring in the first place by introducing an education programme that can be used to raise awarness and educate people about the impact of hate crimes on victims; ensure that a robust support mechanism exists to support victims of hate crimes.			

Bradford Council Equality Objectives (2016-2020)

Ref	Activity Description	Milestones	Milestone Completion date/Review	Milestone Status	Performance Target	Target date	Target Status
		Establish 5 specific hate crime reporting centres that can support new emerging communities and their needs in terms of language and confidence to report.	End 2019	Work continues with Bradford south area co-ordinators and Bradford Hate Crime Alliance to establish hate crime reporting centres that are able to take reports from new emerging communities. Staffed by people from those communities who understand the language and culture and the impact of under reporting. These are located at the Good Shephard Centre Keighley, Great Horton Village Hall, Manningham Housing, Accent Housing, Incommunities and the Thornbury Centre.			
		Publicity in health centres in the 5 key languages of new emerging communities	End 2018	Hate crime reporting information has been produced in the five key new emerging community languages and has been distributed in health centres and centres that are used by new communities. The health centres have included Horton Park Surgery, Hillside Bridge Health Centre and Bowling Hall Medical Centre.			
1.5	Reduce sexual harassment <i>•(Reduce sexual harassment of women at institutes of higher and further education as well as in city and town centres through education, enforcement and increased reporting.)</i>	Extent of problem to be identified - with supporting data to benchmark against and an action plan put in place in co-ordination with partners.	Apr-17	Complete. Street survey carried out on Great Horton Road in May 2017 to ascertain prevalence of problem and create benchmark for reporting. Action plan implemented and work carried out with partners, managed through regular operational and strategic meetings.	Note: formal reporting is currently minimal, so the target is to generally increase reporting to enable a meaningful figure to be set in the future.	Mar-18	Achieved - see milestone narrative.
	Reporting mechanisms and information sharing - create and support joint reporting	Mar-18	Complete. An Information Sharing Agreement has been developed which will continue to be used by the established Sexual Harassment Strategic Group.				
	Communications - undertake education and campaigns to increase awareness and understanding of the crime of sexual harassment.	Dec-17	Complete. Awareness campaigns are held at the college, university and student unions on a regular basis with stands, engaging with staff and students and handing out informative literature. Education inputs are provided for students, discussing appropriate behaviours and the importance of reporting incidents. All new further education students have an input as part of their induction to the college. Training is currently being undertaken with front-line staff at Bradford College; discussions are currently being held to widen the scope of staff training to tutors and ancillary staff. York University are providing training for Bradford University staff; the Free Our Streets project is providing information and advice to be included in their training schedule.				
	Provide training for front-line reception and security staff on the implications of sexual harassment and support available for those affected. Training to be provided for the University and College..	Mar-18	Complete. Training for front-line staff and security officers at both Bradford College and the University of Bradford has been provided and well received. Note: The Council's involvement in this project has now come to close (March 2018). Responsibility for moving the project forward and maintaining its momentum has been passed to Bradford University, College and Police Partnership whose aim is to bring together projects around welfare and safety for students and staff, and manage them together. The initial funding and involvement of the Council helped to facilitate this set up.				
2. EMPLOYMENT & SKILLS - promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.							
Poverty and Ethnicity Employment and Skills Programme - addressing barriers and blockages to employment and career progression for disadvantaged groups.							
2.1	Working with business and public sector partners to address barriers and blockages to employment and career progression for disadvantage groups.	Complete Textile Academy project (Asian women into employment)	Apr-18	Completed - The project has been successful at engaging women with low qualifications and ESOL needs, who typically were not engaging with more mainstream pathways such as Jobcentre Plus. The choice to work with an established community partner who had the trust and respect of the women was another success. The textile academy accounted for more than half the training done by the women over the project period. Of the 59 women who were engaged through the textile project, 20 accessed training at the Textile Academy and, of these, 17 women completed the four week course and took part in factory visits. This formal engagement by the women has led to informal 'word of mouth' exchange of information regarding the availability of training and employment opportunities that has brought forward more women showing an interest in accessing training and employment through the textile academy.	<ul style="list-style-type: none"> • 50 BME women engaged • Employment and skills support provided to 20 women. • 10 BAME women accessing employment that increases their incomes 	Apr-18	59 BME women engaged 15 BME women supported with personal development plans 7 BME women have increased their income.

Bradford Council Equality Objectives (2016-2020)

Ref	Activity Description	Milestones	Milestone Completion date/Review	Milestone Status	Performance Target	Target date	Target Status
		Complete Bradford Council Low Paid Employees project (low income staff skill development)	Apr-18	Completed - 31 per cent of participants have applied for or thinking about applying for a higher graded post. Most of them also indicated that their confidence has improved. Tailoring the training so it was directly relevant to the job they were doing was an important element that required a level of customising and preparation on the part of the training provider that is not always possible. It also appears that there were clear champions within the CBMDC and also Shipley College which provided some of the training for this component which may have contributed to its success. As previously noted, the fact that an effort was made to speak to staff about their circumstances and aspirations was important in getting women who might previously not have volunteered to take part in training to do so. For many this was the first time training was explained to them as part of a process of personal development and career progression.	• At least 5 participants on the project have accessed progression that increases their income	Apr-18	3 participants have increased their income.
		Projects evaluated and findings reported.	Apr-18	Completed - A full evaluation report was undertaken and shared with JRF. The key findings of the report show that there is clear evidence that sector based programmes that link employers and disadvantaged groups can improve employment outcomes and also help tackle skills shortages promoting inclusive growth. Focus is however needed on quality engagement, overcoming language/literacy barriers, caring needs and changing perceptions of both parties. The outcome of this and other accompanying JRF projects were disseminated at a Leeds City Region event on 19 June 2018 in Bradford. JRF will collate this alongside other related projects and publish a full report later in 2018. As a consequence of this work the Textile Academy continues broadening out the communities they are supporting; best practice is being adopted through the Integration Programme; and the Council is sharing best practice with local businesses as a means of increasing the diversity of its own and others' workforces.	Final Report submitted to JRF.	Jun-18	Report finalised.
Apprenticeship Programme - ensuring that the Council's new apprentices are representative of the district with a focus on Looked After Children and people with disabilities.							
2.2	Ensuring engagement of LAC and disabled people	Specific milestones have not been set to help achieve the target. However the following provide a couple of examples of work being developed in support of this. 1. Interventions from the LAC team to target those leaving care with employment/apprenticeship opportunities at the Council. 2. Development of flexible recruitment options to provide opportunities those with different skill sets (including disabled and LAC) to take on employment opportunities.	Apr-20	Work continues to promote apprenticeship opportunities within the Council. To continue to work with LAC team to promote existing apprenticeship opportunities. A Foster Carer event is scheduled for 10th July 2018 to raise awareness of the what type of careers there are in in the Council and to give an overview on apprenticeships. This is to encourage LAC to apply for apprenticeships. The Councils recruitment process is to be reviewed in 2018/19. The Council needs to adapt its recruitment process to attract more applications from those with a different skill set. A paper is being drafted for CMT with a view to the Council improving its corporate parenting role around access to job vacancies. The Learning and Development Academy Team continue to promote the Council as a good place to work at Career and Jobs Fairs and encourages more applications from our target groups. We have secured Bradford City Football ground for free to run a Bradford apprenticeship fair which will be held in November 2018.	The target for apprentices is 10% for people with disabilities, and that all children leaving care (looked after children) will be offered an opportunity for a traineeship or apprenticeship.	By Sept 2020	The Learning and Development Team to continue to promote apprentices to those with a disability and LAC children. A traineeship programme to be implemented for those not yet ready to start an apprenticeship. To continue to work with managers to create apprenticeship opportunities.
3. ORGANISATIONAL EQUALITIES CULTURE - the Council is well run, fit for business and is fair and inclusive in its approach.							
Equalities Competency and Corporate Approach - a wide ranging programme of equality competency activities and improved governance arrangements.							
3.1a	Governance arrangements - leadership	Senior equalities leadership reviewed within the Council	Mar-17	Completed in previous year - and reported on in 2016/17 progress report to Corporate O&S.	Effective equalities governance, recognised by better equalities understanding by staff and being at the heart of decision making in relation to internal and external work.	end 2019	not yet due
		New senior governance approaches put in place	Jul-17	Arrangements in place with regular meetings of the Cross Dept Equality Group, led by member of CMT. Complete and ongoing.		end 2019	not yet due
3.1b	Governance arrangements - leadership	850 Staff involved in a range of networks as outlined in the Engagment plan 2018-2019. Networks to include: Staff focus groups, Meet the CEX & CMT, Lunchtime drop ins, Council priorities session, Employee of the month and Employee engagment sessions	End 2018	Lunch with CX (8); Focus group- story telling (35); Best Solutions - Performance (182); Staff Engagement session (22); Alumni Network (44); Apprenticeship events for Young people (80); Cross department Equalities group (20). Total 391	Interim targets • March 2018 - 150 • June 2018 - 350 • September 2018 - 600 • December 2018 - 850	End 2018	391 to end June 2018
		Networks fully contributing to the equalities agenda	2020	not yet due			

Bradford Council Equality Objectives (2016-2020)

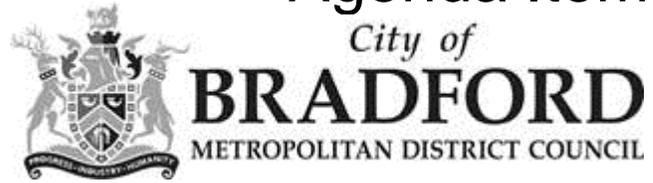
Ref	Activity Description	Milestones	Milestone Completion date/Review	Milestone Status	Performance Target	Target date	Target Status
3.2	Workforce/Member competency programme (to include progress of activities and awareness raising - (staff messages).	Minimum of 12 'activities' available to staff by each year this may include training courses, development sessions, access to on-line learning resources, up-dates/ comms via internal communications	End 2018	Performance sessions for managers as part of Best Solutions training 232, Performance training for staff ended, Baces, cleansing team, Markets Staff, Team Strengths, Mental Health First Aid at Work, maintained schools apprenticeship team, recruitment jobs fair (apprenticeship team), real safeguarding stories, Getting ready for interviews x 5 sessions, Bradford Behaviours Framework Development Session x 6 (285), Project Griffin x 3 (187), Team Teach Refresher x 3, Apprenticeship awareness session x1, Apprenticeship Pathways Roadshow x1, Apprenticeship Fagley School x1, Youth work Apprenticeship Awareness session x1, Bradnet - Apprenticeships Information, Bradford Schools online Apprenticeships Information, Pupil Referral unit Apprenticeships Information Awareness, Apprenticeships Information, Peel Park Primary, Steeton Primary Apprenticeships Information Awareness	Interim targets • March 2017 - 3 • June 2017 - 6 • September 2017 - 9 • December 2017 - 12 • Repeat up to 2020	End 2018	Over 12 activities delivered between July 2017 and June 2018
		Maintain a minimum of 12 'activities' each year until 2020 – adjusting content and frequency according to need.	2020	not yet due		2020	not yet due
3.3	Snr Officers and Members supported to consider the impact of decisions and activities	Practical equality related sessions run for Members.	Dec-18	Dementia training is now run on a quarterly basis, each session having a different perspective. Recent sessions have covered memory clinics, early onset and dementia friends. Sessions have had 8-12 Members in attendance. A migration session was run in March, with external trainers from Migration Yorkshire. Unfortunately member turn out was very poor. Further work continues to try and encourage greater attendance at future sessions. This includes development work with Evolve to make it more accessible for members. Evolve is also being broadened to provide a full range of resources, blogs, session notes to make it a single point of access for training and development. There are now a range of Safeguarding Stories short films available for members to view at any time, raising a range of issues such as those around fostering and mental health. An additional story around Prevent (and extremism), was launched as part of safeguarding week during summer 2018.	Minimum of 3 practical equality related sessions run each year (identified each year according to need).	annual	Over 3 activities delivered between July 2017 and June 2018
		Equalities embedded into the annual Budget setting process and associated equality assessment briefing for Exec Members run	Nov-18	The budget decision making (for 2019-20, 2020-21) was fully supported by a comprehensive equality assessment process, which helped to shape the final budget. Consultation also took place to support the evidence from the assessments.	Equality assessments undertaken in a timely and supportive manner to the budget setting process.	Nov-18	complete
3.4	Equality Act (changed from PSED) in procurement	Social value policy reviewed and up dated with equalities reference.	Apr-17	A new Social Value & Inclusive Growth Policy has now been finalised and approved by Executive.	Equalities embedded in procurement processes	Apr-18	Social Value policy now in place as part of procurement process
		Weighting social value is given in awarding contracts agreed.	Apr-18	The Social Value & Inclusive Growth Policy requires 10% of the evaluation to be for the delivery of social value.			Scoring/weighting included.
Workforce diversity - recruitment options, commissioning requirements, career progression options.							
3.5	Appropriate recruitment methods (Explore and create a range of recruitment methods to enable the Council to recruit more effectively appealing to a wider range of people.)	Baseline established: equality data assessed and gaps identified in relation to vacancies, including the number of applications, those shortlisted and appointed.	Feb-17	Previous years have reported stats to Corporate O&S for disability, race and gender. Further analysis and progress has now been identified for the next period of July 2017 to December 2017. This now includes age with a focus on young people. Further analysis is due to take place in time for the next reporting period to cover religion/belief and sexual orientation. (Race) 49.07% of all applicants who applied for Bradford Council vacancies identified themselves as white whereas 48.08% of applicants identified themselves as being from another ethnic minority group. This is an increase of 7.74% of applicants applying, being shortlisted and appointed to Bradford Council posts from an ethnic minority group from the previous 6 months. (Gender), 30.81% of all applicants applying for Bradford Council vacancies identified themselves as Male whereas 66.35% of applicants identified themselves as Female. The figures show an increase in the number of Females from the previous 6 months of 2.1%, but a decrease for Males of 1.95%. Transgender is an option for applicants to choose, however there were no reports in this period. (Disability) applicants applying for vacancies who identify themselves have having a disability has remained much the same from the 6 months to December 2017 (5%, from 4.9% the previous 6 months). In addition there has been an increase of around 2% of applicants actually declaring they have a disability when applying for posts. (Age) The number of 16-29 year old applicants has remained steady over the recent reporting periods, with the July to December 2017 figure being 30.53% compared to the previous 6 months of 31.85%.	Increase the diversity where identified with equality embedded into recruitment processes.	annual	diversity across the groups identified has positively increased.
		Recruitment options broadened and targeted: Following analysis of baseline data a broader and more appropriate range of recruitment methods considered and implemented to encourage engagement from identified equality groups– this might include online tools, social media etc.	Apr-18	Careers Page developed, vacancies advertised on social media - (see apprenticeship objective). Disability Confident Kitemark achieved Best Solutions Training provided to managers that contains module on recruitment methods and equality The Engage system has been updated to provide more detailed guidance for applicants when completing the application form. The intention is that this will improve the standard of applications that recruiting managers receive.			

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Bradford Council Equality Objectives (2016-2020)

Ref	Activity Description	Milestones	Milestone Completion date/Review	Milestone Status	Performance Target	Target date	Target Status
		Management support strengthened: information, training and guidance agreed and in place to support recruiting managers to better consider equality and diversity in recruitment, including the concept of sub conscious bias and use of diverse recruitment panels.	Apr-19	not yet due			
3.6	Career development <i>(A stronger focus to be placed on working with services to ensure job profiles allow progression, offering more secondments and providing shadowing, mentoring and job swaps.)</i>	Programme of secondments/ shadowing/mentoring/ apprenticeships/ graduate opportunities set up	end 2018	To review funding opportunities for LGA graduate scheme in 2019. Exploring local grad schemes as an alternative. Networking with Leeds Council to explore their internal graduate scheme. Increasing up skilling of employees as apprenticeships Investigating transfer of Levy funds for leadership graduates in the district Planning Regional Apprenticeship job fair hosted by CBMDC at Bradford City football club FLE 2018 recruitment assessments completed and cohort of 20 candidates confirmed, 3 Places to VCS Launched District wide Team Bradford 'Leaders Network' Alumni programme Writing a Bradford District Alumni leaders story book to be published Nov 18 Planning IWPB district wide innovation session Coaching and Mentoring strategy workshop held for Bradford leaders Planning the launch of the coaching strategy for Bradford Council with programme for coaching champions Bradford Council now signed up to E coach a national partnership for coaching with public sector WFD representing Bradford Council at the Project Search panel to support young people with disabilities into employment	Interim targets • December 2017 - 10% • December 2018 – 20% • December 2019 – 30% • December 2020 – 40%	end 2017	15%
		Minimum 40% taken up by disabled/younger/BME etc by 2020.	2020	not yet due		2020	not yet due
3.7	Commissioning and procurement processes to challenge others to develop diverse workforces	Social value policy to include statement encouraging diverse workforces from commissioned organisations	2018	Supplier & supply chain workforce diversity issues covered by the Social Value & Inclusive Growth Policy	No target has been set as this has not been deemed appropriate.	n/a	n/a
Accessible Information - Accessible Information Standard implemented in Health and Social Care, and extended to customer access points primarily through our customer services.							
3.8	Accessible Information Standard implemented in health and social care and good practice shared across the council. <i>(The Council will focus on making the information it produces more accessible to help people understand which services to use and when.)</i>	The Standard will be fully implemented across all of health and social care	End 2018	The AIS Policy was signed off at by the Health and Wellbeing Department's Leadership Team. Implementation plan on the financial aspects to be drafted and agreed at DMT by August Set up of cross sectoral AIS Group establish to work with all social care and health partners. Presentation to Cross Department Equality Group being prepared for July to start discussions of adopting some best practice across entire council.	No target has been set as this has not been deemed appropriate. However the milestones are being closely monitored to ensure delivery of the actions.	n/a	n/a
		Work across the Council to identify areas of best practice from health and social care, to be implemented across the authority.	End 2019	Rollout to all staff in Adult Social Care by end of October 2018.		n/a	n/a
4. EQUALITY DATA - our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.							
4.1	Review and identify best practice	Action Plan created and agreed	Dec-16	Completed in previous year - and reported on in 2016/17 progress report to Corporate O&S.	Depts consistently collecting equality information on customers, as appropriate to their service, which is better informing decision making/ equality assessments.	Dec-18	completed
		Better practice rolled out across Council	Dec-17	Completed - New guidance and practices now rolled out and promoted across Council. Support being provided by OCX as requested.		completed	
4.2	Use of equality data to inform decisions and activities	Equality data integrated into central intelligence collation processes	Dec-19	not yet due	Equality data used as effectively as other data such as census information to inform decision making by all	Dec-19	not yet due
		Availability of equality information promoted within the Council	Dec-19	not yet due		not yet due	

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Report of the Assistant Director of the Office of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee on Thursday 13 December 2018.

V

Subject:

Bradford District Plan Annual Progress Report 2017/2018

Summary statement:

The annual report is presented highlighting the key achievements, future challenges and areas of focus of the Bradford District Partnership in delivering the priorities of the District Plan (2016-2020).

David Walmsley
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Portfolio:
Corporate

Overview & Scrutiny Area:
Corporate

1. SUMMARY

The annual report is presented highlighting the key achievements, future challenges and areas of focus of the Bradford District Partnership in delivering the priorities of the District Plan (2016-2020).

2. BACKGROUND

2.1 The Bradford District Partnership (BDP) brings representatives of the public, private, voluntary and community sectors together to work to improve the quality of life for all who live in, work in and visit Bradford District. The BDP acts as the strategic body (family of partnerships) which enables partners to come together to focus on current issues and future challenges, and to coordinate, facilitate and challenge delivery.

2.2 The BDP's main purpose is to harness the collective resources of the district to drive delivery of the outcomes outlined within the District Plan 2016-20. The District Plan sets out the district's vision and priorities for action. It also provides a performance framework for accountability, while at the same time highlighting the coordinated effort needed across organisations to deliver our shared outcomes.

2.3 Individual BDP partnerships have taken lead responsibility for each of the outcomes and report back to each relevant Overview and Scrutiny Committee on a regular basis. The BDP outcomes covered by each of the Partnerships are as follows:

District Plan Outcome	Responsible BDP Partnership
Better skills, more good jobs and a growing economy	Bradford Economic Partnership
A great start and good schools for all our children	Children's Trust
Better health, better lives	Health and Wellbeing Board
Safe, clean and active communities	Shared between the Community Safety Partnership, and the Stronger Communities Partnership
Decent homes that people can afford to live in	Bradford Economic Partnership

2.4 Following updated BDP governance arrangements at the beginning of 2018, the Health and Wellbeing Board is now the lead Partnership within the BDP family, and therefore as well as having responsibility for delivery of the Better Health Better Lives outcome, has overall responsibility for overseeing the delivery of the District Plan. In this role they approved the District Plan Progress Report at their meeting on 13 November 2018.

- 2.5 The annual report presented in this report focuses on the overall achievements from 2017/18 and future challenges for district partners, presented outcome by outcome.
- 2.6 Performance is monitored on a regular basis throughout the year through the District Plan performance management framework, details of which are updated on a regular basis on the [BDP web site](#).
- 2.7 The annual report reflects on progress for the 12 months up to the end of March 2018, with a narrative providing full analysis of progress and any on going challenges. The annual report gives some insight into the drivers behind poor and positive performance against the District Plan success measures. However live performance data and intelligence, on the District Plan measures amongst others, is available by clicking through the links on the District Dashboard (available on the Bradford District Partnership web site). At any time this will provide the most recent data and information available to the Council.

3. OTHER CONSIDERATIONS

Progress report 2017/18 – key highlights

- 3.1 The full progress report for 2017/18 is presented at appendix 1. For each outcome this presents:
- A reminder of the ambition from the District Plan
 - Progress on success measures with status and trajectory to the 2020 target
 - Analysis and commentary on the progress
 - More detailed case study of successful projects
- 3.2 Some highlights from the report are presented below, outlining progress made for each outcome.
- 3.3 Better skills, more good jobs and a growing economy
- a) Productivity in Bradford was the highest of any city in the north as measured by GVA per worker.
 - b) Bradford has been chosen to be a lead city in developing an innovative approach in using drones to help address challenges around such issues as environmental management, disaster response, and helping to position the district as a test-bed for further innovation.
 - c) The Economic Strategy was launched to both a Bradford and a London audience.
 - d) The Economic Partnerships has successfully lobbied along with other organisations for Bradford to have a rail stop on the new direct Northern Powerhouse route between Manchester and Leeds.
 - e) The City Centre Growth Scheme continues to support new business to move into the City Centre and existing businesses to grow. The last 12 months saw 11 businesses being awarded Business Rate Rebates in recognition of their job creation.
 - f) Bradford was named by Barclays as the best place to start a business in the UK.

- g) Get Bradford Working (GBW) supported its 3,000th person into work, and is featured on the Local Government Association website as a case study of local employment and skills programmes.
- h) Bingley Music Live was a resounding success in it's 11th Year.

3.4 Great start and good schools for all our children

- a) Bradford was awarded Opportunity Area (OA) funding receiving £11 million over 3 years to promote social mobility through a partnership approach to education. Teacher recruitment and retention is identified as a priority in the OA. Since then the Council has run a series of bus tours taking trainees into schools leading to more than 200 talented teachers choosing to start their career in Bradford over the last two years.
- b) The Innovation Bid has been implemented for B Positive Pathways; this focuses on keeping teenagers out of care.
- c) Bradford has created more than 9000 additional primary school places since 2010 after successfully securing Government funding
- d) The Advance Manufacturing and Engineering ICE (a partnership with employers) was a finalist for the prestigious national TES Employer Engagement Award. They have recruited 2,974 young people to date, exceeding its target of 1500.
- e) The Education Covenant grew significantly with 20 Community Champions signed up

3.5 Better health, better lives

- a) Bradford Beating Diabetes (BBD): This programme has focussed its attention on supporting people who are at high risk of developing Type 2 diabetes to delay or prevent the onset of the disease and is supported by Bradford becoming a demonstrator site for the National Diabetes Prevention Programme.
- b) The district continues to have one of the lowest rates of delayed transfers of care (DTOC) nationally and continues to minimise the use of hospital beds following emergency admission.
- c) Although our care population is rising, we continue to out-perform our statistical neighbours.
- d) Bradford Social work: Bradford has been awarded over £600,000 to become a Teaching Partnership (with Bradford University, Bradford College and Bradford Council), the only standalone Teaching Partnership in the country.
- e) National capital investment was secured into specialist children's mental health services that will enable more young people to receive care closer to home.
- f) Bradford has been held up by West Yorkshire Police as an exemplar of good practice for our Missing Policies and Procedures.
- g) Cleaner engine technology has been retrofitted to 25 service buses and 165 school buses in the city.

3.6 Safe, clean, active communities

- a) Since the implementation of the Public Spaces Protection Order (PSPO) in May 2017 alcohol has been confiscated 466 times. There were 555 alcohol incidents recorded by the Police for the period 1st April 17 – 31st Dec 17. This is a 25%

reduction on the same period the previous year. The reduction for the city centre at 35% is greater than the district as a whole.

- b) The Neighbourhood Hub has brought together the existing hub with the police partnerships team including the new stronger communities' engagement officers.
- c) Bradford has been selected by MHCLG to be part of the integrated communities area-based programme.
- d) Due to the success of the mini grants to support Big Lunches and Great Get Together events, this is being repeated and has also been featured on the Eden Project website and with the LGA as a good practise case study.
- e) The number of volunteers and volunteer placements increased significantly throughout the year.

3.7 Decent homes that people can afford to live in

- a) We have delivered 188 new affordable homes, mainly as part of the 2015/18 Affordable Homes Programme which has been agreed between Homes England, the Council, and other Registered Social Landlords (RSL's) in the district.
- b) We have improved conditions in 1,012 private sector properties through a combination of financial assistance to homeowners, and enforcement activity, to ensure that private rented accommodation meets basic health and safety standards.
- c) We have delivered around 330 adaptation schemes for people with disabilities to support them living in their own home.
- d) Through the No Second Night Out (NSNO) service we have assisted 739 people who are rough sleeping or at risk of rough sleeping.
- e) A multi-agency response was provided via Bradford Cares, to address the issues of rough sleeping and begging within the city centre. During the year, partners approached rough sleepers and beggars in the centre and assisted them in engaging with the services on offer.
- f) We have resettled 110 vulnerable refugees in the district on a fully-funded basis through a Home Office scheme.

District Plan performance framework alignments

3.8 As part of the review of the BDP governance arrangements, it was agreed that Partnerships should become more closely aligned. As such work is currently taking place to ensure that reporting is consistent between partnerships to encourage a coherent story of place and brand for Bradford.

3.9 This is also an opportunity to capture the new emerging performance measures being set by the Partnerships to align with their new strategies – for example the new Bradford Economic Strategy.

4. FINANCIAL & RESOURCE APPRAISAL

The areas of focus for the next 12 months will be resourced through existing means by partners working together across the district.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risk management or governance issues arising out of the recommendations of this report.

6. LEGAL APPRAISAL

None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The work of the partnerships around the delivery of the District Plan outcomes will include promoting equality for all communities and individuals. A strategic view of equalities is undertaken by the Equalities and Community Relations Strategic Group which reports directly to the Stronger Communities Partnership. This group focusses on addressing any disproportionate impacts for the people of the district alongside its community relations work. It also enables cross organisation discussions and action planning and ensures equality is embedded in the work of all the partnerships.

This report does not specifically respond to any of the Council's own equality objectives.

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability issues arising from this report.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Air quality and emissions are included as areas which the BDP needs to focus on in reaching its better health, better lives outcome.

7.4 COMMUNITY SAFETY IMPLICATIONS

The Community Safety Partnership has oversight of district wide activity on community safety, and this report provides an update on their progress. In line with the BDP's new governance arrangements, the Health and Wellbeing Board meetings (as lead partnership) will include a quarterly focus on each of the outcomes of the District Plan – this will include a contribution from the Community Safety Partnership.

7.5 HUMAN RIGHTS ACT

There are no human rights issues arising from this report.

7.6 TRADE UNION

There are no trade union issues arising from this report.

7.7 WARD IMPLICATIONS

The work of the Bradford District Partnership has a strong localities focus. The implementation work for the outcomes will have implications for all wards in Bradford District.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Does not apply

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

None.

10. RECOMMENDATIONS

10.1 The views of Members are requested..

10.2 That a further annual report be brought in 12 months time.

11. APPENDICES

Appendix 1 – Bradford District Plan Annual Progress Report 2017/2018

12. BACKGROUND DOCUMENTS

[Bradford District Plan 2016-2020](#)

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BRADFORD DISTRICT PARTNERSHIP



DISTRICT PLAN (2016-2020)

ANNUAL PROGRESS REPORT

April 2017– March 2018

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For further information in relation to the work of the BDP please contact Kathryn Jones on 01274 433664 or k.jones@bradford.gov.uk. Further contacts are also available on the BDP web pages [here](#), including that for the Health and Wellbeing Board as the lead partnership.

1. Introduction and Purpose

This Annual Report highlights the achievements and ambitions of the Bradford District Partnership (BDP) during 2017-18 and provides an overview of the key challenges for the coming year.

The performance against each of the success measures in the District Plan is presented with a trajectory on how we are doing, case studies of our successes alongside the work that still needs to be done in the next year.

The Health and Wellbeing Board, as lead BDP partnership (see explanation below), which approved the BDP annual report in September 2018, has given its commitment to continue collaboration and close working across sectors and organisations in the district to deliver the District Plan.

The year ahead provides a great opportunity to build on the good work done over the last few years, while also focusing on the areas that need further enhancement. The Health and Wellbeing Board will continue to play a key role in informing policy development and facilitating joined-up working and delivery of services.

2. Bradford District Partnership Overview

The Bradford District Partnership (BDP) brings representatives of the public, private, voluntary and community sectors together to work to improve the quality of life for all who live in, work in and visit Bradford District. The BDP acts as the strategic body which enables partners to come together to focus on current issues and future challenges, and to co-ordinate, facilitate and challenge delivery.

The BDP's main purpose is to harness the collective resources of the district to drive delivery of the outcomes outlined within the District Plan 2016-20.

In the last 12 months the BDP has reviewed and changed its governance to ensure a more streamlined and effective approach. The BDP is made up of a number of Strategic Delivery Partnerships, with the Health and Wellbeing Board acting as lead partnership. The Health and Wellbeing Board therefore now also has overall responsibility for the strategic direction and oversight of the delivery of the District Plan, working with the Strategic Delivery Partnerships.

The District Plan sets out Bradford District's vision and priorities for action. It also provides a performance framework for accountability, while at the same time highlighting the coordinated effort needed across organisations to deliver our shared outcomes. Our outcomes are led by each of our Strategic Delivery Partnerships as follows.

Strategic Delivery Partnership	District Plan Outcome
Economic Partnership	Better skills, more good jobs and a growing economy
	Decent homes that people can afford to live in
Children's Trust	A great start and good schools for all our children
Health and Wellbeing Board (also lead BDP partnership)	Better health, better lives
Community Safety Partnership	Safe, clean and active communities
Integration Board	

3. District Plan Progress Overview

The Bradford District Plan 2016-2020 was developed collaboratively with partners within the BDP. The Plan sets out how all members of the BDP can do things differently, help communities to do more for themselves, work better across organisations and act proactively rather than just respond to issues. It aims to draw on the resources and activity of local people, communities, businesses and organisations across the district. For each outcome, the Plan sets out the district's ambition, describes where we are now and highlights key actions which will help us progress, as well as identifying targets that will help us measure our success.

Generally across all the outcomes there are some positive stories but also some areas which need more attention and focus.

Positive progress is being made around economic and employment factors, however work must continue on positioning Bradford in relation to the Northern Powerhouse rail, and addressing the changing retail sector. As a district we continue to increase opportunities for apprentices, and offer a range of alternative opportunities through the Industrial Centres of Excellence programmes.

There are still attainment issues that need to be addressed at Key Stage 4 but Bradford did achieve the fourth most improved progress 8 score nationally for performance at this Stage. In addition attainment at Key Stage 1 has improved. A clear focus going forward is going to be reducing our missing children, with plans currently in place for recording and following up cases.

Obesity continues to be one of the principle health issues for Bradford. This is however being tackled through funding from Sport England to transform physical activity levels in 5-14 year olds; and the district wide Healthy Bradford campaign to reduce obesity and increase health and wellbeing for all.

Crimes rates are rising across the UK, but our focus in Bradford will include crimes against vulnerable people (including domestic violence), anti social behaviour and violence against and theft from a person. Through alternate weekly collections, recycling has increased and money is being saved. However the downturn of the global markets for recycles leaves us

with potential challenges. Bradford has welcomed being invited to be one of the five pilot areas for Government's integrated communities strategy. This is a good opportunity to promote some of the district's successful integration practices, as well as developing new approaches.

Challenges remain for the district around the number of long term empty homes, though it is hoped that Council Tax increases will encourage more landlords to invest. The district also has high levels of fuel poverty due to deprivation levels, low household incomes, and poor housing quality. This is being addressed through affordable warmth schemes including White Rose Energy as a key supplier.



4. Better skills, more good jobs and a growing economy

Ambition

Our goal is a high-value, high-skill economy driven by innovative and productive businesses that delivers growth and opportunity for all. A strong and sustainable economy will generate the wealth and prosperity to enable people to enjoy higher living standards and lead healthier lives.

Action to create a vocationally-led, business-focused education and training offer will help to deliver the district's growth potential and contribution to the wider City Region economy. Greater connectivity through improved transport and digital infrastructure is also a key priority. Improving transport links with Leeds and other cities in the North and the UK will enhance our offer nationally and internationally. Moving to a zero carbon economy requires new energy generation, resource efficient businesses and investment in green infrastructure.

Progress on our success measures for 2020

District Plan 2020 target	Short name	Latest value	Trajectory to 2020 target
2a) Increase the percentage of our working-age population in employment and get much closer to the England average	Overall Employment Rate for the whole working age population	68%	
2b) Increase the percentage of working-age people qualified to at least Level 3 in line with, or better than, the England average	Proportion of working age population qualified to at least NVQ Level 3	46.6%	
2c) Reduce CO2 emissions per capita further, and maintain below the England average	CO2 Emissions per capita (tonnes)	4.23	
2d) Reduce the proportion of population claiming out of work benefits in line with the Yorkshire & Humber average	Proportion of working age population claiming out of work benefits	10.9%	

- On track to meet target by 2020
- Some concerns/possible delays
- Not expected to be achieved

The new Economic Strategy baselines the indicators above

The latest figures for working-age employment (12 month to December 2017) do show a slight drop in employment but it is too early to see whether this is part of a trend, as it may be due to a technicality associated with Office of National Statistics (ONS) recalculating our mid-year population estimates.

Qualification levels are looking to have been approved, but these are subject to statistical fluctuations. The long term trend remains for improvement in qualification levels, roughly in parallel to regional and national improvements.

Good things are happening here

- Community Led Local Development Programmes for Bradford Central and Keighley secured European Structural and Investment Fund monies for programmes in two of the most disadvantaged areas of the district that aim to stimulate the local economy to deliver jobs and growth, by supporting activity that addresses local needs and opportunities. The Council is acting as accountable body, working with lead delivery partners Action for Business Ltd in Bradford and Airedale Enterprise Services in Keighley.
- District Growth Scheme - Live from the 1st April 2018, the scheme offers business rate relief to support businesses to achieve their growth plans. Reliefs will be awarded under three categories: 1.) Support for investment in new-builds or premises expansions; 2.) Bringing listed and other significant properties back into to commercial use; 3.) Support existing businesses to expand through relocation/expansion into vacant premises/floor space in our town centres.
- Northern Max – delivered at the Digital Exchange in Little Germany, this project brought together 20 digital health start-ups from across the city region. Part funded through the Ad:Venture programme, the scheme provided an intensive market-access focussed accelerator. Participating businesses received an intensive 12-week programme of focussed support at the end of which they had all secured some sort of funding/investment, tested their assumptions in live NHS and care settings, and had pitched to potential customers and investors.
- Bradford has been chosen to be a lead city in developing an innovative approach in using drones to help address challenges around such issues as environmental management, disaster response, and of course helping to position the district as a test-bed for further innovation. This will also have a positive effect for technology business/investment.

Our achievements over the last 12 months

The Bradford Economic Partnership (formerly the Producer City Board) is leading on the Economic Strategy. Over the last 12 months we achieved the following.

- After wide consultation and a series of workshops with stakeholders, businesses, the voluntary sector and interested individuals we developed and published the [Bradford Economic Strategy](#).
- Productivity in Bradford was the highest of any city in the north as measured by GVA per worker.
- The Economic Strategy was launched to both a Bradford and a London audience. The Bradford launch had a keynote from Sir Richard Leese, Leader of Manchester City Council who spoke about the importance of the North of England and City Regions in developing the economy, supporting transport and better connectivity. The London launch had a keynote from Rt Hon Claire Perry MP and a video presentation from the Rt. Hon Jake Berry MP. Both events had a business panel where partners discussed the economic strategy and their priorities leading from it.
- The Partnership have successfully lobbied along with other organisations for Bradford to have a rail stop on the new direct Northern Powerhouse route between Manchester and Leeds, the economic case is being developed and has been presented to Transport for the North and West Yorkshire Combined Authority.
- The City Centre Growth Scheme continues to support new business to move into the City Centre and existing businesses to grow. The last 12 months saw 11 businesses being awarded Business Rate Rebates in recognition of their job creation. The Priority Streets Scheme awarded capital grants to 2 businesses, including Tiffin Coffee which brought back into use a prominent unit in the Listed Wool Exchange building. Last year saw 66 new jobs created as a result of these investments.
- Bradford was named by Barclays as the best place to start a business in the UK.
- We have developed and are rolling out the Made in Bradford branding to endorse initiatives and provide a focus for marketing and promotion, engagement and civic pride.

- Working with other local authorities we have ensured that the Superfast West Yorkshire Broadband Programme has the resources to develop the broadband network to reach 99% of the premises in the district by 2020.
- The Light multi-screen cinema in the second phase of the Broadway Development will have been completed during summer 2018.
- We have continued to work in partnership with Canal Road Urban Village Ltd (CRUVL) in the delivery of the New Bolton Woods (NBW) Masterplan. In the last 12 months Economic Development and CRUVL have progressed the proposed development of some 3,000 sq m of retail/commercial space on the site of a former Arnold Laver depot that will anchor the new Local Centre element of the NBW scheme with work on site due to commence in Summer 2018.
- The Leeds City Region Channel 4 bid will be submitted on 11th May. Bradford would receive secondary benefits if Leeds is successful.
- The David Hockney Gallery at Cartwright Hall was awarded Highly Commended at the Museums and Heritage Awards.
- Bingley Music Live was a resounding success in it's 11th Year. This next year's line up (31st Sept to 2nd Sept) features Noel Gallagher.
- The Tour de Yorkshire (April 2017) was watched by audiences in 150 countries.
- The St Georges Hall refurbishment continues to progress well with £8.5 million of investment.
- The NEC Group were confirmed as the operating partner for the Bradford Odeon venue development, due to open in 2020.
- The Council is currently employing 143 apprentices with plans for 500 in total.
- Secured just under £10 million ESIF funding over 3 years to deliver the STEP programme to support 1,200 unemployed people back into work.
- Get Bradford Working (GBW) supported its 3,000th person into work, and is featured on the Local Government Association website as a case study of local employment and skills programmes. The case study particularly highlights SkillsHouse, and the SkillsHouse strand of GBW has now delivered over 1,000 job outcomes for local, previously unemployed people
- Shipley College was chosen as the lead partner for the new West Yorkshire Institute of Technology.
- The Joseph Rowntree Foundation Talent Management project is in its final evaluation and will be presented in Bradford in June 2018.

The challenges facing us over the next 12 months

- The Economic Strategy for the Bradford District 2018- 2030 set out an ambition to be the UK's fastest growing economy over the coming decade increasing the value of the economy by £4 billion and getting 20,000 more people into work, supported by 48,000 more people being qualified to NVQ Level 3.
- Getting positive inclusion in September 2018 to the strategic outline business case to the Department of Transport for NPR in advance of the decision in December 2018.
- Changing trading and economic environment for businesses in the district. Maintaining a resilient city and town centres in the face of the rapidly changing retail sector.

Our focus for the next 12 months

- Our new Economic Strategy for the Bradford District 2018-2030 sets out an ambition to be the UK's fastest growing economy over the coming decade, increasing the value of the economy by £4 billion and getting 20,000 people back into work.
- A Manufacturing Week is planned for October 2018 to promote the manufacturing sector to young people as worthwhile apprenticeships and careers and to make better connections between schools, colleges and employers.

- The Economic Partnership will continue to lobby hard for a City Centre Bradford station on the Northern Powerhouse Rail (NPR) route with The Leeds City Regions, stakeholders, businesses and Government. We believe that it is crucial to Bradford's future economic growth and would deliver significant additional regional benefits. The Strategic Outline Business case will be submitted in September for a decision in December 2018.
- Collaborative campaigns and Place Marketing will continue along with developing the use of the Made in Bradford brand across the district and beyond using all appropriate media channels. <http://madeinbradford.co.uk/>
- Community Led Local Development programmes – supporting the two delivery partners as the two programmes are officially launched and commissioning of delivery commences
- Launch of new enterprise support programme – to provide start-up assistance as well as support for existing businesses in city and town centres.
- Support will be given for Bradford BID development board to achieve a positive ballot outcome.
- One City Park – Over the next 12 months we will complete the appointment of a suitably qualified partner, (or consortium), through a competitive dialogue procurement procedure.
- Markets Relocation and City Village Master Delivery Plan – a Master Delivery Plan for the City Village will be completed, which will outline aspiration and delivery proposals to establish a new neighbourhood at the top of town.
- Work will continue with CRUVL on Phase 2 of the New Bolton Woods master plan and to progress the delivery of later phases of new housing on the remainder of the site.
- In it's 12th year Bingley Music Live continues to draw headline performers, This year's line up (31st Sept to 2nd Sept) features Noel Gallagher, Shed Seven and Jake Bugg,
- Work will continue on the refurbishment of St George's Hall ready for it's re-opening in early 2019.
- As part of the GXN celebrations Bradford will Bubble Up (8-9th Sept 18) with multiple watery playgrounds, a mass dance performance and a giant waterslide down Darley Street. This collaboration from arts organisations complements activities in Newcastle and Gateshead.
- Continue support for NEC Group and Bradford Live in the re-development of the former Odeon building into a Music venue.
- The publication of a Skills Plan for Bradford in January 2019 to provide a clear and well-evidenced approach to support the delivery of our Economic Strategy.
- The production of a development plan for the Industrial Centres of Excellence (ICE) programme to both expand the range of sectors covered, and increase the number of young people participating on the programme.
- Work will continue on the remaining Get Bradford Working streams that are being delivered through the ESIF funded STEP contract. The Skills Plan will also reflect the future of the programme including funding considerations. In particular, our ambitions for the development of SkillsHouse will be set out in the Skills Plan for implementation.
- Having successfully attained recognition for the City Centre in April 2017, SkillsHouse will be working to achieve Word Host status for Saltaire.
- Working with our schools, and the LEP, to ensure we support schools with the Gatsby Benchmarks and toolkit, and how this aligns to the Bradford Pathways Framework.
- Continuing to engage parents and carers with the Education Covenant and building an offer to support them and their children to succeed in and be ready for school, work and life.



5. A great start and good schools for all our children

Ambition

Securing a successful future for the district depends on securing a successful future for our children. We want to make sure every child can reach their full potential regardless of where they live, cultural background or financial circumstance. This means offering the right help at the right time to ensure they are happy, healthy and achieving throughout their lives.

A good education is central to this. While we have seen improvement in educational attainment, this has not yet gone far enough. Things have to change and we want all our schools to be 'good' or 'outstanding' by 2020.

Progress on our success measures for 2020

District Plan 2020 target	Short name	Latest value	Trajectory to 2020 target
3a) Every child to attend a school rated good or better	Percentage of pupils attending a Primary School judged good or outstanding	77.1%	
3a) Every child to attend a school rated good or better	Percentage of pupils attending a Secondary School judged good or outstanding	63.9%	
3b) Children's attainment at the age of 11 to be as good as, or better, than the England average	Percentage of pupils gaining level 4 in Reading, Writing and Maths combined (Key Stage 2)	57%	
3c) GCSE attainment to be as good as, or better, than the England average	Percentage of pupils gaining 5 A*- C grades at GCSE or equivalent including English and Maths (key stage 4)	42.4%	
3d) Keep our rates of young people not in employment, education or training significantly lower than the England average	NEET (not in education, employment or training) rate for academic age 16 to 18	2.8%	
3e) Reduce child poverty levels in line with Yorkshire & Humber levels, and in all parts of the district	Children in poverty	21.8%	

- On track to meet target by 2020
- Some concerns/possible delays
- Not expected to be achieved

Significant improvement in schools rated Good or Outstanding. Since September 2017, 38 schools have been inspected of which 2 secondary schools moved up an Ofsted grade from Inadequate to Requires Improvement; 1 secondary moved up 2 Ofsted grades from Requires Improvement to Outstanding and 2 primary schools moved up from Requires Improvement to Good. We are on track to achieve the target set for 2021 (100%) and this can be attributed to our 'Good' schools maintaining their 'Good' judgement as well as effective take up of training offered to Governors and school leaders on 'Managing Your Inspection'.

NEET performance remains strong with a variety of programmes and initiatives. These include good engagement from partners and businesses with the Education Covenant, and Industrial Centres of Excellence performing well in attracting young people and providing them with career focused pathways.

While attainment is improving in Bradford we do not yet see the improvement we need in attainment at the end of key stage 4. Attendance is also an issue. Bradford has two key imperatives: Improving School Attendance and Reducing the number of Missing Children.

Good things are happening here

- Bradford was awarded Opportunity Area (OA) funding receiving £11 million over 3 years to promote social mobility through a partnership approach to education. OA launched the Research School and gained DfE 'buy in' to Bradford as a City of Research through the institute of health and education research based with Born in Bradford.
- The successful Innovation Bid has been implemented for B Positive Pathways; this focuses on keeping teenagers out of care; investment into our children's homes and new models of care and is helping us to bring children back to Bradford from out of area placements.
- Launch of the Bradford for Teaching campaign. More than 200 talented teachers have chosen to start their career in Bradford in the first two years of council run bus tours taking trainees into schools. Teacher recruitment and retention is identified as a priority in Opportunity Area.
- We saw improvements in our Key Stage 1 results. Bradford has created more than 9000 additional primary school places since 2010 after successfully securing Government funding. Across secondary schools we will deliver an extra 5325 places to meet demand. Bradford Council and the NHS and health sector work effectively together on sharing information on population forecasts for future school cohorts.
- Bradford Traveller Service has established 6 centres of good practice for new arrivals.
- A new model for Prevention and Early Help was agreed.
- The Advance Manufacturing and Engineering ICE (a partnership with employers) was a finalist for the prestigious national TES Employer Engagement Award.
- The Education Covenant grew significantly with 20 Community Champions signed up; Queen's College Cambridge are providing an outreach worker to work in schools to support students to apply for higher education; Beanstalk have volunteer readers working in 28 of our Primary Schools and the Literacy Pledge was launched.
- NEET levels for our school leavers remain low.

Our achievements over the last 12 months

- Bradford achieved the fourth most improved progress 8 score nationally for our children's performance at key stage 4.
- 20 projects are now delivering in the Better Start Bradford (BSB) area. BSB deliver a wide range of projects that help support, inform and engage families expecting babies or with children under four, and professionals and organisations working with them.
 - Baby Steps supports expectant parents with some of the practicalities facing them, such as forming a bond with their unborn baby, recognising the baby's communication cues, manage changes within their relationships and prepare for future stresses.
 - Talking Together supports two-year-olds in communication and language development through home visits to encourage play and conversation. This helps improve children's language skills and ability to interact positively with people around them.
 - Better Start Imagine, provides free books to children under 4 in the BSB area, to help develop language and literacy skills. This has helped families to make better use of books at home, to help children develop and families to bond.

- Forest schools offers children under 4 the chance to experience and interact with outdoor and woodland spaces. This builds their confidence and resilience and also helps social interactions and language skills.
- By recruiting 2,974 young people to date, the ICE Programme has exceeded its target of recruiting 1500 young people. Bradford NHS Hospitals Trust confirmed offer of 98 placements to Bradford post 16 students.
- Reducing missing children incidents is a key imperative of the [Children's, Young People and Family Plan](#) and in Bradford we have adopted a robust partnership approach to recording and following up cases. We now have a team which includes dedicated police officer support to help us reduce this number.

The challenges facing us over the next 12 months

Bradford is the UK's youngest city with 26% of people under 18 and the fastest growing youth population, but we have high numbers of children living in poverty; almost 18,000 a day receive a Free School Meal.

Bradford is a City of Sanctuary and we have active inward migration. Making sure that our services respond to the needs of our diverse and changing communities provides a challenge to all partners.

School funding through the new National Funding Formula being introduced by the Government does not address the fact that funds provided to schools are not matching the rising costs that they face. Sufficiency of school places remains a challenge : we are awaiting decisions from DfE on availability of any additional capital and on the Free Schools due to be delivered in 2019 (not all sites are identified for development and no sponsor has yet been found for the Free School for SEMH.)

Continuing pressure on the High Needs Block funding for SEND is resulting in a significant challenge and our Education Health and Care Plan compliance is not yet good enough.

We face significant budget pressures on our Travel and Transport Assistance Programme and are currently seeking a partner to help us to address these.

We have rising numbers of students who are on Elective Home Education and increased permanent exclusions. We are working with DfE and other partners to counter this.

Our focus for the next 12 months

The implementation of major transformation programmes such as Prevention and Early Help and SEND will need to be our focus, though they are not without their risks.

We are continuing to source investment in Bradford, for example, through the [Opportunity Area](#) fund and remain focused on the Opportunity Area priorities of:

- Strengthening school leadership and the quality of teaching
- Improve literacy in the primary sector
- Broaden aspirations and support young people in to rewarding careers
- Removing barriers to learning by developing evidence for what really works

There is a national focus on vulnerable learners, which in Bradford we will need to review and focus our efforts on. For example Education and Social Care will need to work in closer partnership to monitor more closely children in Elective Home Education and children missing in Education.

There are major reforms to post 16 education to be implemented in 2020 including the introduction of a 'T' level (a technical level equivalent to A' levels); changes to learning hours and the introduction of

a 'transition' year with funding available to post 16s for 3 years. Bradford district needs to start preparing for these changes as soon as possible.



6. Better health, better lives

Ambition

We want all of our population to be healthy, well and able to live independently for as long as possible – with the right healthcare or support for each person, available at the right time. Our ambition is to help everyone take more control of their own health and wellbeing, to see more people taking good care of their health and fitness and to see people supporting each other to make positive changes.

Getting and staying healthy can be harder for people living on low income, in poor-quality housing or leading insecure, stressful lives. Our challenge is to ensure everyone is able to enjoy the best health they can and to have a good quality of life whatever age they are and wherever they live.

Progress on our success measures for 2020

District Plan 2020 target	Short name	Latest value	Trajectory to 2020 target
4a) Increase healthy life expectancy	Healthy life expectancy at birth (Female)	61.1	
4a) Increase healthy life expectancy	Healthy life expectancy at birth (Male)	61.8	
4b) Reduce the gap in life expectancy between the most and least deprived areas	Difference in life expectancy at birth between the most and least deprived parts of the district (Females)	7.5	
4b) Reduce the gap in life expectancy between the most and least deprived areas	Difference in life expectancy at birth between the most and least deprived parts of the district (Males)	8.8	
4c) Significantly reduce the proportion of children overweight or obese at age 10 to 11	Excess weight in 10-11 year olds	37.9%	
4d) Improve mental wellbeing and reduce high anxiety to below the England average	Self-reported wellbeing - people with a high anxiety score	23.1%	
4e) Build on success at tackling loneliness and social isolation	Proportion of people who use services who reported that they had as much social contact as they would like	50.3%	
4f) Significantly reduce causes of preventable deaths – smoking, being overweight and obesity – and increase physical activity and healthy eating	Percentage of inactive adults	23.3%	New measure so no trajectory possible
4f) Significantly reduce causes of preventable deaths – smoking, being overweight	Smoking prevalence - adults (over 18s)	22.2%	

-  On track to meet target by 2020
-  Some concerns/possible delays
-  Not expected to be achieved

Overall life expectancy has not changed. Healthy life expectancy tells us the age that people remain in good general health on average. For males in 2014-16, that age decreased by 1.1 years compared to 2013-15, whilst for females it increased by 0.6 years over the same period. On average women reported 0.7 fewer years of healthy life than men in 2014-16. Though overall life expectancy has not changed there is an increasing number of people with chronic illnesses which continues to create demand on the district's services. It also impacts on the economic contributions that can be made by the working age population.

Two of the main factors causing preventable deaths in adulthood show a slight increase. These are smoking prevalence (the percentage of adults who are current smokers), and excess weight in 10-11 year olds. Both of these are concerning as they undermine people's health and wellbeing. Although we already have programmes in place, we will need to rethink how we work with and alongside people to support them to improve their health and wellbeing. It is important to note that health and care outcomes are difficult to evidence and show improvements or declines as behaviour change impacts take place over very long periods of time.

Good things are happening here

Keep it Out: Preventing people from starting to smoke and helping them to quit is the single most effective way of improving health outcomes for individuals. 'Keep it Out' is a programme to combat the damage illegal tobacco does to our communities. The Keep it Out partnership between health and West Yorkshire trading standards is committed to reducing both the supply of and the demand for illicit tobacco to increase intelligence reporting and change behaviours.

Bradford Beating Diabetes (BBD): This programme has focussed its attention on supporting people who are at high risk of developing Type 2 diabetes to delay or prevent the onset of the disease and is supported by Bradford becoming a demonstrator site for the National Diabetes Prevention Programme. We found over 1,000 new diabetics within the first year and since starting the programme prevalence has increased from 5% to 10%. This isn't more people getting diabetes, this is people who were unaware they had diabetes and were therefore not receiving treatment. The programme has also focused on prevention of diabetes as well and has targeted over 27,000 people with interventions.

Bradford Social work: Bradford has been awarded over £600,000 to become a Teaching Partnership (with Bradford University, Bradford College and Bradford Council). This will help improve the overall quality of practice, learning and Continuing Professional Development amongst trainee and practicing social workers who work with both children and adults. We are the only standalone Teaching Partnership in the country.

Our achievements over the last 12 months

The Health and Wellbeing Board is leading on the delivery of the Joint Health and Wellbeing Strategy and the Health and Care Plan for Bradford and Craven with an additional focus on the wider determinants of health.

Over the last 12 months the following has been achieved:

- The recent CQC - Local System Review stated all within the Bradford's system understood the vision and is owned across the system. The CQC remarked on the breadth and strength of partnership here and the commitment from all towards our common ambition of keeping people happy, healthy at home.
- Bradford was awarded £3.2 million from the DfE Innovation Fund. We have created our B Positive Pathways Programme to:
 - Reduce the number of teenager's children in care through stronger edge of care work.
 - Improve our ability to provide high levels of care within our residential homes through embedding a therapeutic approach.
 - Set up two 'Mockingbird' hubs to provide support to foster carers working with children with more complex needs.
 - Our work has been recognised nationally and we were shortlisted for the prestigious MJ Award for innovation
- Retrofitting of 25 service buses and 165 school buses in the city with cleaner engine technology, provision of over 5000 electric vehicle charging points on new developments, introduction of low emission vehicles into the council fleet, setting up of fleet recognition scheme (ECO-stars) and grants for the development of electric taxi infrastructure.
- Additional investment into the prevention and early treatment of lung cancer into the Bradford's Healthy Hearts programme, and national capital investment was secured into specialist children's mental health services that will enable more young people to receive care closer to home.
- 37 primary school are involved in the Daily Mile, in June 2018, Sir Andy Murray announced a partnership with the NHS to promote the benefits of exercise to improve physical and mental health and wellbeing
- Although our care population is rising, we continue to out-perform our statistical neighbours. Our rate of Looked After Children is 66/10,000 against a statistical neighbour rate of 82. Our rate of Child Protection is 43/10,000 against a statistical neighbour rate of 53.
- We were hand picked as one of 12 Authorities to pilot the National Accreditation Scheme for Social Workers, with this comes nearly £250,000 of workforce development investment.
- Bradford Council has agreed for Children's Services to recruit an additional eight Social Workers with an investment of £450k.
- A successful bid by the local authority, Active Bradford and Yorkshire Sports resulted in receiving funding of £13m from Sport England for four years to transform physical activity levels in 5-14 year olds in under represented groups as one of 12 local delivery pilots. This will make a positive contribution to improving health, mental wellbeing, academic achievement, social development, quality of life and reducing obesity.
- The West Yorkshire Cancer Alliance's emphasis is being placed on prevention by tackling lifestyle choices which can impact on cancer. This also extends to investing in earlier diagnosis, new treatments and better support to help people live well beyond their cancer diagnosis. An additional investment of £750k for Bradford and Wakefield will enable the Bradford Lung Cancer Programme to enhance smoking cessation and allow for early identification and treatment of lung cancer.
- Bradford has been held up by West Yorkshire Police as an exemplar of good practice for our Missing Policies and Procedures. We are re-vamping our Emergency Duty Team (EDT) working hours to ensure we provide an even better service by matching shift patterns to the peak hours that vulnerable children go missing.
- Multi-disciplinary teams are in place to facilitate quick and effective discharges from hospital and minimise delays to patients. Additional community beds have also been commissioned during times of high pressure. As a result the district continues to have one of the lowest rates of delayed transfers of care (DTC) nationally and continues to minimise the use of hospital beds following emergency admission. The area was ranked 5th nationally at quarter 2 for performance against the new Better Care Fund composite measure (DTC, non-elective length of stay, access to and effectiveness of reablement/rehabilitation, weekend discharges and non-elective admissions).
- Bradford has received national attention for its Children's Home Strategy, including its specialist homes. *'9 out of 10 Children's Homes have been rated as Good or Outstanding'*

- The Bradford Crisis Care Partnership and first response services have been established which have received national recognition. Partners from the NHS, local authority, police and community organisations work together under the crisis care concordat to ensure that people who experience a mental health crisis receive the care they need from the service best placed to provide it, 24 hours a day, seven days a week.
- We are part of the West Yorkshire National pilot of Problem Solving Courts. We now have 6 families in the Problem Solving Court, more than any other West Yorkshire authority. The judiciary were very complimentary about our progress and there is a strong chance of reunification with some families.

The challenges facing us over the next 12 months

A range of health conditions accompanied with an ageing population in Bradford continue to add pressure and challenge to the health and care system, despite a varied approach to tackling such issues. Across the Health and Care Partnership these pressures will continue to be a priority and a focus for commissioned services across the district. The Universal Credit scheme has now arrived in Bradford. Other Local Authorities that have rolled out Universal Credit have seen an increased demand for Early Help and Social Work services. Bradford council will monitor the demand for services in Bradford.

We need to ensure the environment in which people are living, learning and playing is the best it can be. Areas of poor air quality are often linked to the highest areas of deprivation, adding an additional challenge to health improvement in these areas. A range of ambitious and far reaching air quality improvement measures will be needed to further improve air quality in these areas. Deciding on what these should be and how they can be funded and implemented will be a key challenge for the district.

Addressing the high level of health inequality between different areas of the district and between different people remains a priority. There are encouraging signs for the local economy but resources are shrinking and demand is likely to continue to grow, such as, we want children to remain with their birth families, with extended families if this is not possible and in family foster care in preference to residential care when family are not available.

Our aim is to support people to stay well so that more resources can be used for maintaining health rather than treating illness. To support this approach the Board will lead the work to enable more people to be supported in their homes and communities for as much of the time as possible, and at the appropriate level of care. Developing a sustainable, integrated approach to health and wellbeing is likely to remain a challenge for the next few years.

Our focus for the next 12 months

Consolidating the Prevention and Early Help offer to provide the right service at the right time to children and families in partnership with other agencies and our communities is a priority. Bradford recruited 72 new foster carers in 2017/18, however, with numbers rising; we still need to recruit around 100 further foster carers. This will place increased demand on services unless we can improve people's health and wellbeing by keeping more people healthy for longer and intervening earlier when people do become ill. For example, a review of services for children with disabilities: a report has been compiled to provide options to identify the required savings of £400k.

Practice support from the Ministry of Housing, Communities and Local Government on Families First was very complimentary about our work seen in June 2018. However, they have asked Bradford to continue to identify and support more families who would benefit from this focussed work.

The Bradford Low Emission Strategy will determine the next steps to be taken to improve air quality on the most polluted roads in the city and updating the Strategy to ensure continual improvement in air quality across the wider district.

Developing a sustainable, integrated approach to health and wellbeing is likely to remain a challenge for the next few years. Resources are shrinking and demand is likely to continue to grow. This will place increased demand on services unless we can improve people's health and wellbeing by keeping more people healthy for longer and intervening earlier when people do become ill.

The Bradford and Airedale Health and Wellbeing Board have collectively agreed to focus on the wider determinants of health recognising that health conditions are not single issues. The Board will lead the work to enable more people to be supported in their homes and communities for as much of the time as possible, and at the appropriate level of care.



7. Safe, clean and active communities

Ambition

We want to foster safe and resilient communities in neighbourhoods that people are proud and happy to live in. We want everyone to have the opportunity to play an active part in their community. This means working together to build strong, cohesive communities where people get on well and value each other.

Looking after the environment, helping to keep the places we live and work clean and safe, reducing waste, volunteering and getting involved locally will make Bradford District a better place to live. A clean and safe environment will promote a positive image and make the district more attractive to businesses, investors and residents.

Progress on our success measures for 2020

District Plan 2020 target	Short name	Latest value	Trajectory to 2020 target
5a) Increase the amount of household waste sent for reuse, recycling or composting to at least 60% and remain significantly above the England average	Percentage of household waste sent for reuse, recycling and composting	37%	
5b) Reduce the crime rate and bring it in line with the Yorkshire & Humber average	Crime rate per 1,000 population	122.8	
5c) Increase the proportion of people who agree their local area is a place where people from different backgrounds live together harmoniously	Percentage of people who agree that their local area is the place where people live together harmoniously	No data collected in 2017/18 by WY Police – see explanatory note below.**	
5d) Reduce the rate of people killed or seriously injured on our roads, and be well below the England average	Rate of people killed or seriously injured casualties on England's roads (per 100,000 population)	35.8	

- On track to meet target by 2020
- Some concerns/possible delays
- Not expected to be achieved

Crime rates in Bradford have been rising steadily as they have across England and Wales since measures were introduced to record all reported crime in 2015/16. Since 2015 crimes in Bradford that have seen the highest volumes are violence against the person, theft from the person and criminal damage. Crime against vulnerable people, including domestic violence, remains an issue and domestic violence incidents have increased by 14% in the last year. Levels of anti social behaviour (ASB), especially in city and town centres continue to be a concern and 54% of people in Bradford think there is an issue with ASB compared with 47% in West Yorkshire.

**Percentage of people who agree that their local area is the place where people live together harmoniously - West Yorkshire Police undertook a review of this performance measure during 2017

and therefore did not collect any data during that year. The measure was then revised in January 2018 to 'Do people from different backgrounds get on well together in your local area?', measured via the Police and Crime Commissioner Survey. The base measure for Bradford is 49.5% compared to West Yorkshire 54.5%. It is expected that a target for Bradford will be set in July 2018 (after a full year's data has been collected), to achieve the West Yorkshire average.

It is also worth noting that the performance measure of reducing perceptions of ASB is no longer measured by West Yorkshire Police. This measure has therefore been archived.

Good things are happening here

Bradford has been chosen to be a lead city in developing an innovative approach in using drones to help address challenges around such issues as environmental management, disaster response, and of course helping to position the district as a test-bed for further innovation. This will also have a positive effect for technology business/investment.

Further work has been undertaken to reduce the environmental impact of waste, with the development of a medium to long term waste strategy developed and implemented.

Due to the success of the mini grants to support Big Lunches and Great Get Together events, this is being repeated and has also been featured on the Eden Project website and with the LGA as a good practise case study.

Bradford has been selected by MHCLG to be part of the integrated communities area-based programme. As part of the Area based programme Bradford will draw down additional resources to help address challenges and share learning and good practise.

The Safer and Stronger partnership also took a decision to split into two separate entities. The Safer Communities Partnership will focus on community safety and the Integration Partnership will focus on integration and related stronger communities work. This will provide a stronger response to each of the issues, though both partnerships will work closely together.

Our achievements over the last 12 months

The Safer and Stronger Communities Partnership has been leading on the delivery of the Safer Communities Plan, Ward and Communities of Interest Plans. Over the last 12 months we have:

- Worked closely with communities to transfer council assets into community ownership and management.
- Successfully transferred to alternate weekly collection for bin collections for domestic waste collection, increased recycling and progressed rural alternate weekly collection.
- There has been positive work on reducing littering through enforcement in the city centre and increases in our enforcement of fly tipping.
- Bradford has been selected by MHCLG to be part of the integrated communities area-based programme.
- Since the implementation of the Public Spaces Protection Order (PSPO) in May 2017 alcohol has been confiscated 466 times. There were 555 alcohol incidents recorded by the Police for the period 1st April 17 – 31st Dec 17. This is a 25% reduction on the same period the previous year. The reduction for the city centre at 35% is greater than the district as a whole. There have been five Notices of Offence issued for breach of the PSPO and these have been followed up with a request that they pay a fine of £100.

- £1.4 million was received from the Controlling Migration Fund and has enabled a variety projects and programmes to develop to help address the impact of migration in key areas, including work on the outlying estates and early intervention work with Eastern European families, helping to reduce absenteeism and increase attainment in schools.
- The Neighbourhood Hub in Sir Henry Mitchell house brought together the existing hub with the police partnerships team including the new stronger communities' engagement officers.
- Last year 97 Big Lunches were supported by the Safer and Stronger Partnership through mini grants.
- The number of volunteers and volunteer placements increased significantly throughout the year.

The challenges facing us over the next 12 months

Safe: In addition to funding cuts across the police, council and partners, crime is also changing and the work of community safety partnerships is becoming more complex. In partnership with the public, the Community Safety Partnership will focus on:

- Improving the proportion of the residents of Bradford who feel safe in their local area.
- Find more effective ways to combat anti-social behaviour, particularly poor standards of driving across the district.
- Improving the way Integrated Offender Management is delivered to prevent crime and reoffending.
- Review our strategy to tackle drug and alcohol abuse.
- Implement new operational approaches to tackle organised crime.
- Reduce the number of first time entrants into the criminal justice system.

Clean:

- The uncertainty and downturn of the global markets for recyclates is likely to have an impact on the value of recyclates and we need a clear strategy to help mitigate those risks.
- Contamination of kerbside collected recyclates is high, reducing recycling rates and adding significant cost pressures to the Council.
- Resources available for reactive street cleansing continue to reduce.

Active: Diversity is a strength, enabling the district to benefit from different skills, knowledge and experience and from the opportunities offered by extensive international links. However, it also presents some significant challenges; for example:

- The district has the third highest level of residential segregation between White British and BAME (Black, Asian, Minority Ethnic) residents in the country.
- High proportions of schools are classed as being segregated.
- Economic participation among some groups is low, particularly among BAME women.
- Anecdotal evidence suggests that many people feel unable to speak freely about issues of cultural norms and behaviours and rights and responsibilities and potentially this can present fertile ground for extremist narratives to take hold.
- There is a large number of people that don't speak English well or at all in some of our communities.

Safe:

Improve public confidence in the Bradford Community Safety Partnership:

- The importance of public confidence is at the heart of the work of Bradford Community Safety Partnership and we will be working towards an improvement in public confidence over the coming year through campaigning and improved communication.
- Using the findings from the Police and Crime Commissioner's 'Your Views' survey we will focus on the key community safety issues for Bradford residents.
- The Community Safety Partnership will be reviewed and reinvigorated with a focus on performance and outcome based delivery.

Tackle domestic abuse and sexual violence:

- Continue to commission and deliver services which meet the needs of victims of domestic abuse and sexual violence.
- Continue to target our early interventions to help reduce instances of domestic abuse and sexual violence.
- Strengthen the approach to delivering services that are focused on supporting children affected by domestic abuse.
- Communities and professionals have greater awareness of how to recognise, respond to and recover from domestic abuse and sexual violence.

Tackle crime and reoffending

- Dismantle serious organised crime groups and disrupt individuals involved in serious criminality.
- Tackle violent extremism.
- Reduce the risk of being a victim of residential burglaries.

Tackle anti-social behaviour

- Improve the service received by victims of anti-social behaviour by conducting a review of how partners should respond to anti-social behaviour.
- Continue to reduce the number of anti-social behaviour incidents.
- Address issues of nuisance and the anti-social use of vehicles including standards of driving and respect on the roads.
- We will look to increase our enforcement footprint by extending Community Protection Notice (Warning) powers to Wardens, ASB and PSPO staff.
- Continue to strengthen Neighbourhood Policing across the district by developing stronger relationships with communities with a focus on preventing crime.

Clean:

- Increase the percentage of household waste that gets recycled.
- Work in partnership to lower the number of fly-tipping, dog fouling and littering incidents.
- Increase the successful prosecutions for fly-tipping, dog fouling and littering and work with Keep Britain Tidy and the Council's marketing department to run hard hitting, sustainable campaigns to deter people from committing these offences.

Active:

- Address the issues of barriers to both integration and to all groups of people having the same life chances.
- Encourage and facilitate opportunities for integration as a general ethos across our work in the district.

- Bradford is working with MHCLG as one of five Integrated Communities Pilot Areas and focus will be on developing and delivering interventions that respond to the challenges in the Integrated Communities Strategy and sharing 'good practice'.
- We will invest more in our 'People Can' campaign to encourage neighbourliness, volunteering, community action and support with finding resources.



8. Decent homes that people can afford to live in

Ambition

We want high-quality homes in neighbourhoods where people want to live so that everyone has a home that is right for their needs and where they can thrive.

We want to increase the rate of house building and provide a range of types of accommodation, from affordable homes to higher-value housing that can attract and retain skilled workers.

It is critical to ensure that new homes are fit for the future. We want high-quality design and build standards to create homes that are energy efficient, adaptable, and sensitive to future environmental and technological changes.

Tackling under-occupation and empty homes will make a big contribution to meeting housing demand.

Progress on our success measures for 2020

District Plan 2020 target	Short name	Latest value	Trajectory to 2020 target
6a) An additional 2,476 new homes delivered per annum, in line with our Core Strategy	Net number of additional homes provided	1552	
6b) Work towards closing the gap with the West Yorkshire average on the proportion of long term empty homes	Proportion of long term empty homes in the district	1.86%	
6c) Ensure statutory homelessness remains below the England average	Statutory homelessness below the England average	1.99	
6d) Reduce the percentage of households in fuel poverty	Percentage of households in fuel poverty	15%	

- On track to meet target by 2020
- Some concerns/possible delays
- Not expected to be achieved

The target to deliver 8,000 new homes by 2020 equates to an annual figure of 2,476. In 2017-18, 1,552 new homes were provided – this figure will be verified and confirmed later in the financial year.

The proportion of long term empty homes in Bradford District has reduced significantly from 3.58% in 2009 to 1.86% in 2017. There are now around 3,650 fewer long term empty homes in the district. This said, Bradford still has one of the highest proportions of empty properties in the country (303 out of 311 local authority areas), which is probably attributable to housing market conditions and depressed property values in some areas of the district. Against this background, it is not feasible for the proportion of empty homes to come down to the same level as for Yorkshire and Humberside – this would require another 1,600 properties being brought back in to use. We will therefore focus on continuing to close the gap in the proportion of empty properties with the other West Yorkshire authorities. This will still be a challenge for the Council and its partners, because with more properties

overall, and fewer and more difficult properties to bring back in to use, it will be increasingly challenging to reverse this downward trend.

Fuel poverty continues to be a significant issue in the Bradford District. The latest figures available from the Department for Business, Energy and Industrial Strategy show that 30,380 households in the district were considered to be in fuel poverty in 2015, which at 15.0%, is significantly higher than the national figure of 11.0%. The latest fuel poverty figure also shows an increase from 13.2% in 2014, which had fallen from 14.1% in 2013. Bradford has a relatively high level of fuel poverty due to the high level of deprivation in parts of the district, combined with low household incomes, and poor quality of dwelling stock.

Good things are happening here

In October 2017, the Council celebrated handing the keys over to the tenant of the 200th new home at Cliffe Lane in Baildon. Since 2010, the Council has been building new affordable homes as part of a programme shared with other Registered Social Landlords. The properties are modern and spacious and benefit from energy efficiency measures to help minimise running costs to tenants. The new homes are partly funded by grants from Homes England and are managed on the Council's behalf by Incommunities.

Partners work together to support the homeless, including Bridge, Emmaus, Riverside, Cyrenians and West Yorkshire – Finding Independence (WY-FI). For example Bevan Health Care provides health care for the very vulnerable, including supporting a street medicine team. Bevan also has a Pathway Team which is a dedicated group of Health and Social care professionals to assist patients who are homeless or vulnerably housed. They ensure that the appropriate discharge plans are put into place for each patient for when they leave hospital. Another key partner is the Salvation Army which operates a Day Shelter, which provides basic support needs for rough sleepers such as food and clothing, and access to a computer suite.

Our achievements over the last 12 months

We have delivered 188 new affordable homes, mainly as part of the 2015/18 Affordable Homes Programme which has been agreed between Homes England, the Council, and other Registered Social Landlords (RSL's) in the district. The Council has contributed to this by completing developments at Ripley St in West Bowling (Phase 2) and Cliffe Lane West in Baildon (Phase 1), with Phase 2 completing shortly.

We have started the development of an extra care scheme that will provide 69 units in Oakworth, Keighley alongside the development of a residential facility. Funding from the Department of Health of £2.76m has been secured through Homes England to support the delivery of the extra care element of the scheme.

We have improved conditions in 1,012 private sector properties through a combination of financial assistance to homeowners, and enforcement activity, to ensure that private rented accommodation meets basic health and safety standards. The Council's housing standards team have successfully removed over 4,600 identified hazards by responding to calls from private tenants and also through proactive work to inspect high risk properties, such as flats over shops.

We have actively promoted financial assistance for vulnerable homeowners to carry out essential repairs and improvements to their properties. This has resulted in a 70% increase in enquiries and a 21% increase in the number of homeowners receiving assistance in the last year, with more in the pipeline.

We have delivered around 330 adaptation schemes for people with disabilities to support them living in their own home. While this number is similar to the amount of adaptations delivered last year, it represents a 66% increase compared with 2013/14.

We have opened 8,659 homelessness prevention cases in the Council's Housing Options team.

Through the No Second Night Out (NSNO) service we have assisted 739 people who are rough sleeping or at risk of rough sleeping. NSNO also provided emergency accommodation for more than 150 people over the winter period when the temperature fell below zero. This led the service to be able to secure 'long term accommodation' for 67 cold weather clients.

The Private Rented Sector Lettings Scheme generates housing options in the private sector for customers who cannot access social housing for a variety of reasons. Last year, 150 new tenancies were created through the scheme, exceeding the initial target of 100 p.a.

We have resettled 110 vulnerable refugees in the district on a fully-funded basis through a Home Office scheme. The scheme is delivered in partnership with Horton Housing Association.

Over 930 people were supported per quarter to access housing related support via a range of commissioned partners such as Horton Housing, Cyrenians, Langley, and Centrepoin. This included support to victims of Domestic Violence.

A multi-agency response was provided via Bradford Cares, to address the issues of rough sleeping and begging within the city centre. During the year, partners approached rough sleepers and beggars in the centre and assisted them in engaging with the services on offer.

The challenges facing us over the next 12 months

Delivering housing growth within the district to meet the target of 8,000 continues to be a challenge, as it is reliant on market forces. Partners including registered social landlords and the Council are helping to contribute to this with a new build programme delivering much needed affordable homes.

There continues to be insufficient investment in ageing private sector stock. The extent of this was highlighted in a stock modelling exercise carried out in 2015 which estimated that 18% of all private sector housing and 27% of properties in the private rented sector have at least one of the highest levels of housing hazards, giving an estimated cost of £78 million to mitigate these hazards. Whilst there is active promotion of the availability of financial assistance for homeowners and enforcing housing standards in rented accommodation, there is an ongoing need to coordinate resources more effectively between health and housing agencies. This is due to the cost to NHS services of people living in homes that are hazardous for health – for instance due to the increased risk of falls, and issues linked to damp and excess cold.

Nationally, there is an increased focus on the private rented sector which is reflected by a number of changes in the law that have come in to force recently. In particular, using powers in the Housing and Planning Act, the Council can now issue Civil Penalties of up to £30,000; a new national database of rogue landlords has been introduced; and the mandatory licensing of Houses in Multiple Occupation (HMOs) is being extended. In addition to the challenge of resourcing the rollout of these new measures, it will be necessary to monitor the impact of these changes to see if they increase compliance with housing standards. Other changes have also been introduced to improve standards generally, which include a restriction from 1st April 2018 on landlords starting to let out properties with an Energy Performance Certificate below a E rating – this will be rolled out to all tenancies, including existing ones, from April 2020.

With homelessness increasing nationally the government launched the Homelessness Reduction Act 2017 in April 2018. Locally, we have experienced a rising trend of homelessness with a 140% increase in homelessness acceptances since Page 48 and a 180% increase in the Prevention Case load.

The Act requires local authorities to focus greater efforts on preventing homelessness and introduces a set of measures to reduce homelessness. In addition to improving quality of advice and increasing protection for single people, it requires local authorities to join up services to provide better support, invariably working with partners to make this happen. Its introduction will result in greater pressure on existing services and may lead to an increase in workload for partners. During the first 4 weeks of operation the Housing Options team has already experienced longer interview and assessment times due to the requirement to follow a lengthy client assessment process and the completion of comprehensive Personal Housing Plans for applicants approaching the Council for assistance.

In June 2018, Bradford District will move to full service Universal Credit which means that most working age people in the district will have to claim this benefit. Building on a number of other welfare reforms over the last few years, this may have an impact on some claimants and their housing needs. Bradford Council is working with the Department of Works and Pensions and other partners, such as Incommunities, to support people moving on to Universal Credit, and the DWP is also providing targeted briefings for private sector landlords to alert them as to how Universal Credit will affect them and their tenants.

The Government consultation for the new national Energy Companies Obligation (ECO3) scheme has recently concluded. This scheme will be the main provider for funding of retrofit energy efficiency measures for residential properties, and is due to start in the autumn of this year. There are concerns that funding levels will be reduced for some hard to treat measures such as “Solid Wall” and “Room in the Roof” insulation which could present a challenge in Bradford, as many of the areas within the district with the highest levels of fuel poverty have dwelling stock dominated by properties that could benefit from these types of improvement measures.

Our focus for the next 12 months

- Launching the restructured Housing Partnership to develop the voice and influence of the sector. The Partnership will also review the Housing and Homelessness Strategy.
- Complete the delivery of the 2015/18 affordable homes programme and look at expanding our commitment to the 2016/21 Shared Ownership and Affordable Housing programme.
- Deliver the extra care and intermediate care schemes at Keighley using Department of Health funding.
- Work with developers to help address any stalled housing sites in a collaborative way.
- Continue to tackle long-term empty homes across the district – from April 2019 a higher rate of Council Tax will be charged for long-term empty properties which may mean more owners seek help to bring their properties back into use.
- Improve our efficiency in delivering adaptations for people with disabilities, in order to maximise the use of an increased funding allocation.
- Tackle poor quality housing through actively enforcing housing standards through a mix of responding to issues raised by tenants, and by proactively identifying and tackling issues in high risk areas for all accommodation types.
- Implement extended HMO licensing by identifying properties that meet the new wider criteria.
- Roll out the use of new powers for the Council contained in the Housing and Planning Act.
- Implement the Homelessness Reduction Act 2017 with greater focus on partner support and joining up of services.
- Reduce the use of costly and inappropriate use of B&B hotels with a greater focus on early intervention, partner support and joining up of services.
- Plan the implementation of the government’s new model of funding for short term supported housing (to be launched in 2020) preceded by a supported housing needs assessment.
- Join up services better which provide housing support to those with physical disabilities.
- Enhance and expand the highly successful private sector lettings scheme.
- Launch the new Social Housing Allocations policy and provide an improved IT system for use by Registered Provider partners.

- Pilot a Housing First model which aims to provide a settled home for those with complex needs and intensive support requirements for as long as necessary.
- Support the Leeds City Region backed Better Homes Yorkshire programme which offers Local Authority backed domestic energy efficiency measures to private sector households throughout the region.
- Work in partnership with neighbouring local authorities to deliver further initiatives to address fuel poverty, and promote affordable warmth in the district. This includes partnerships with companies such as White Rose Energy - a not for profit energy services company providing fair energy tariffs - and Energy Repayment Loans which support owner occupiers to benefit from energy efficiency measures.



Report of the Strategic Director Place to the meeting of Corporate Overview and Scrutiny Committee to be held on 13th December 2018

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Subject:

Bradford District Safer Communities Partnership Performance Report and Delivery Plan

Summary statement:

This report provides the details of the Community Safety Partnership (CSP) performance report for the 12 months to 30th June 2018 and presents the annual CSP Delivery Plan.

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**Portfolio: Neighbourhoods and Community
Safety**
Overview & Scrutiny Area: Corporate

1. SUMMARY

- 1.1 This report provides the details of the Community Safety Partnership (CSP) performance report for the 12 months to 30th June 2018 and presents the annual CSP Delivery Plan.

2. BACKGROUND

- 2.1 The Community Safety Partnership has a statutory duty to produce a three-year plan to increase community safety. The plan is informed by the safer strategic intelligence assessment and is refreshed annually.
- 2.2 Community Safety Partnerships (CSPs) were created by the Crime and Disorder Act 1998. The act requires statutory agencies; local authorities, police authorities, fire and rescue services and health authorities set up a Community Safety Partnership (CSP) to work with partners, the community and voluntary sector to tackle crime and disorder, anti-social behaviour, substance misuse and reduce re-offending in its area.
- 2.3 In 2016 the Bradford partnership took the decision to combine the delivery of the CSP with the Stronger Communities Partnership under the umbrella of Bradford Safer and Stronger Communities Partnership (BS&SCP)
- 2.4 In March 2018 a review was undertaken of the BS&SCP commissioned by the Deputy Chair Chief Superintendent Scott Bisset.
- 2.5 The review concluded, in the question around the current board structure, that the benefits of a combined board were outweighed by the disadvantages seen. There was a feeling that 'stronger' elements of the BS&SCP were too complex and wide-ranging to be added to the "safer" element, which brings its own complexities. The emerging governance approach to stronger communities, arising as a result of Bradford's position as one of five Integrated Communities Pilot Areas added a further complexity. The impression was that the CSP was being diluted and not achieving its full potential due to managing both safer and stronger elements and needed to 'refocus' solely on community safety.
- 2.6 The reconfigured Community Safety Partnership reports into the Health and Wellbeing Board, as does the newly formed Stronger Communities partnership and a range of other strategic partnerships.
- 2.7 The new governance arrangements will ensure work across the shared priorities and community safety issues are managed more effectively and there are clear lines of accountability and opportunities to escalate risks and issues.
- 2.8 In reforming as a Community Safety Partnership, the CSP was required to produce a 'new' plan, identifying those areas of priority attention. The CSP has determined to produce a 'plan on a page' in an attempt to increase visibility and focus on key actions. A copy of the 'Plan on a Page' is attached as appendix 1.
- 2.9 Performance data is reported to the CSP Board at the end of each Quarter. Appendix 2 contains the performance report for the period to the end of June 2018.

3. OTHER CONSIDERATIONS (PERFORMANCE DATA)

3.1 Public Confidence in Bradford Community Safety Partnership

3.1.1 The Office of the Police and Crime Commissioner (OPCC) West Yorkshire launched their 'Your Views' survey in June 2017 to provide data on a range of measures of public confidence and community safety. Data shows the combined results since the survey started in June 17 – just over 3,600 respondents from across Bradford. The OPCC acknowledge that work needs to be done on the survey to improve the demographic profile (younger people and people from ethnic groups other than white are currently underrepresented).

3.1.2 28% of Your Views respondents in Bradford say the CSP is doing a good or excellent job, compared to 34.1% across West Yorkshire. The key issue for Bradford residents is Road Safety in relation to speeding which is also the same for West Yorkshire.

3.1.3 Areas of focus for the next 12 months:

- The importance of public confidence is at the heart of the work of Bradford Community Safety Partnership and we will be working towards an improvement in public confidence over the coming year.
- Using the findings from the Police and Crime Commissioner's 'Your Views' survey we will focus on the key community safety issues for Bradford residents.
- The Community Safety Partnership will be reviewed and reinvigorated with a focus on performance and outcome based delivery.

3.2 Tackling Domestic Abuse and Sexual Violence

3.2.1 West Yorkshire Police review domestic abuse data on a monthly basis and districts are held to account through Local Accountability Meetings. The Police recorded 16,324 domestic abuse incidents in Bradford during the 12 months to 30th June 2018 which equates to a rate of 30.5 per 1,000 population. This is higher than the West Yorkshire rate of 26.4 per 1,000. Bradford experienced a 13% increase in the number of domestic abuse incidents over the last year which is at a similar level to the 12% increase across West Yorkshire.

3.2.2 A process has been in place since June 2016 to ensure that feedback from victims of domestic abuse is obtained and incorporated into learning and development. 139 domestic abuse victims were interviewed during the 12 months to 30th June 18 and of these 124 said they were satisfied with the service they received from the Police (89.2%). Bradford has the best performance across the five West Yorkshire Districts with performance above the West Yorkshire average of 83.8%.

3.2.3 The repeat victimisation rate for domestic abuse increased by 6.3% when comparing the 12 months to 30th June 18 to the same period the previous year (from 42.7% to 45.4%), however this is slightly lower than the increase across West Yorkshire of 7%. Bradford rate is below the West Yorkshire average of 46.5%.

3.2.4 There have been no domestic homicide reviews (DHRs) initiated by the CSP during the year to 30th June 2018.

3.2.5 The number of serious violent crimes where domestic violence was involved has

increased by 26.7% over the last year (from 101 in the 12 months to 30th June 2017 to 128 in the year to 30th June 2018). There has been an 18% increase in the number of serious sexual offences for the same period. In their latest release of sexual offence data, the Office for National Statistics (ONS) acknowledges that the high-profile coverage of sexual offences is likely to have an ongoing influence on victims' willingness to come forward to report both recent and non-recent offences. They state that police recorded crime does not currently provide a reliable indication of current trends in sexual offences.

3.2.6 Areas of focus for the next 12 months:

- Strengthen the approach to delivering services that are focused on supporting children affected by Domestic Abuse.
- Communities and professionals have greater awareness of how to recognise, respond to and recover from domestic abuse and sexual violence.

3.3 Tackling Crime and Reoffending

3.3.1 Total recorded crime has increased by 13% in Bradford over the last year (11% for West Yorkshire and 8% for England and Wales) which means that the crime rate has increased from 118 per 1,000 in Jun 17 to 134 in Jun 18 (a difference of 16 per 1,000 for Bradford and 11.4 per 1,000 for West Yorkshire).

3.3.2 Interpreting trends in police recorded crime is complex. Ongoing work by police forces over the last three years to improve crime-recording practices has driven an increase in crimes types such as violence against the person offences. Increases in violence against the person crimes account for approximately 70% of the total yearly increase in both Bradford and across West Yorkshire, this can include violence with injury and also violence without injury. 76% of Violence against the person crimes in Bradford are classed as violence without injury and within this category the offences that are increasing the most are those such as domestic incidents, harassment, nuisance calls, texts and emails. Theft, shoplifting and vehicle offences have all seen reductions in the numbers of crimes reported over the last year.

3.3.3 From April 2017 onwards a new classification of police recorded burglary was introduced, dividing offences into two categories of "residential" and "business and community". There were 5,947 residential burglaries in Bradford in the 12 months to 30th June 2018, a rate of 29.8 crimes per 1,000 household. This is against a West Yorkshire rate of 21.7 per 1,000 household.

3.3.4 The overall victim satisfaction rate has improved over the last year by 6.8% and now stands at 79.4%. This figure has been taken from the West Yorkshire Police survey, which covers victims of burglary, violent crime and vehicle crime. The victim satisfaction rate for Bradford is now above the average for West Yorkshire of 76.1%.

3.3.5 The CSP has oversight of the management of organised crime groups (OCG) and monitors progress through a new set of performance measures. At the end of June 18 there were 54 OCGs mapped in Bradford, comprising 427 OCG members.

3.3.6 Bradford's first time entrant (FTE) rate per 100,000 of 10-17 population increased by 3.4% in the latest reporting period (12 months to 31st Mar 18) compared to the previous twelve months (from 415 to 429). Nationally there was a 14.9% reduction whilst our comparison family group reduction was 13.8%. The reoffending rate for

Adults is 30.3% and for juveniles 45.2% for the 12 months to 30th Sept 16 (the West Yorkshire rates are 29.5% and 44.4% respectively). The Oct 15 to Sept 16 cohorts cannot be compared to previous quarters due to changes in the data source.

3.3.7 There were 1,826 hate crimes reported to the Police during the 12 months to 30th June 2018. This is an increase of 19% compared to the previous year, lower than the 23% increase seen across West Yorkshire and slightly above the 17% increase seen across England and Wales in 2017-18. Bradford's hate crime rate for the year to June 2018 is 3.4 per 1,000 population which is slightly above the rate for West Yorkshire of 3.0 per 1,000. Bradford currently has 28 hate crime reporting centres, which offer support to victims to report and record incidents using online reporting systems. There are plans to open a further 2 reporting centres at BRI and St Lukes in December bringing the total to 30.

3.3.8 70.8% of hate crime victims were satisfied with the level of service they had received during the year to 30 June 2018. This is a decline of 6.8% on the previous year and is below the average of 72.8% for West Yorkshire. Victim satisfaction is measured against various categories of service provision. The biggest fall in performance has been within the 'being kept informed' category which has seen a 14% drop in performance over the year.

3.3.9 Areas of focus for the next 12 months:

- Dismantle serious organised crime groups and disrupt individuals involved in serious criminality.
- Tackle violent extremism.
- Reduce the risk of being a victim of a residential burglaries.
- Raise awareness of hate crimes and increase hate crime reporting across the district.

3.4 Tackling Anti-Social Behaviour (ASB)

3.4.1 There were just under 15,120 ASB incidents reported to the police in the 12 months to 30th June 2018 which is a reduction of 2% on the previous year.

3.4.2 80.3% of ASB victims were satisfied with the level of service they had received during this period which is an improvement of 14.9% on the previous year. Bradford was the only district in West Yorkshire to improve ASB victim satisfaction during the year and Bradford is currently outperforming all of the other West Yorkshire districts (the average for West Yorkshire is 71.7%).

3.4.3 77.5% of 'Your Views' survey respondents said there was a problem with bad driving in their local area in the 12 months to 30th June 2018, the highest rate across West Yorkshire (the West Yorkshire average was 72.5%).

3.4.4 The number of nuisance driving incidents have increased over the last year by 12% which highlights the success of initiatives such as Operation Steerside in prompting residents to report nuisance driving. These initiatives are helping to make a real difference across the District with road traffic collision casualties and fatalities both down by a fifth comparing 2017 with the previous year. KSIs have risen by 8% in Bradford in 2017 compared with 2016 although the downward trend in KSIs still continues. The latest data for Operation Steerside shows there have been over 13,000 vehicle stops, the majority being for seatbelt and speed. There have been

approximately 1,170 vehicles seized. Following the success of the operation in Bradford, it has now been extended to Keighley with support funding from Keighley Town Council. In June 2018 the scope of Operation Steerside was widened to include a focus on antisocial driving. To date 12 multi-agency days of action have been held with partners including West Yorkshire Police, VOSA, Taxi Licensing, DVLA and the Casualty Reduction Partnership.

3.4.5 Areas of focus for the next 12 months:

- A district wide consultation on a proposed Public Space Protection Order (PSPO) to tackle nuisance drivers and vehicles.
- Improve the service received by victims of anti-social behaviour by conducting a review of how partners should respond to anti-social behaviour.
- Continue to reduce the number of anti-social behaviour incidents.
- We will look to increase our enforcement footprint by extending Community Protection Notice (Warning) powers to Wardens, ASB and PSPO staff.
- Continue to strengthen Neighbourhood Policing across the District by developing stronger relationships with communities with a focus on preventing crime.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Externally provided funding from the West Yorkshire Police and Crime Commissioner is used to commission services and activities to address the Partnership's priorities within the terms and criteria applicable to that funding. The annual grants for 2017/18 £256,343, currently there is no indication what the allocation will be for 2018/19. This does not have a direct affect on the Council's mainstream funding.
- 4.2 Bradford Council allocates a Safer Communities budget 2017/18 of £426,650. This is made up of staffing costs for a Safer Communities Delivery Co-ordinator, Finance and Monitoring Officer (0.5) and Admin Support (0.5). The ASB Team with 3 ASB Council Officer and admin support. Domestic Abuse and Sexual Violence Team, which includes Domestic Abuse Manager and 3 (p/t) Domestic Abuse and Sexual Violence Development Officers. The Office of the Chief Executive has allocated an Analyst who supports the outcome theme of Safe, Clean and Active. External funding from the OPCC funds 6 x Safer & Stronger Officers of £202,800 until March 2019.
- 4.3 Local organisations meeting the fund criteria are also able to apply for small grants of up to £5,000 directly from the Police and Crime Commissioner. Grants are awarded three times per year. The Bradford Partnership has a place on the Grant Advisory Group that supports the Police and Crime Commissioner in making awards. Part of this role is to assess each of the grant application submitted. In relation to grant applications submitted for projects that will operate in Bradford District, the local representative is mindful of how the submissions support delivery of the priorities within the strategic plan.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The Community Safety Partnership Board reports through to the Health and Wellbeing Board governance arrangements.
- 5.2 Risks likely to cause community tensions are monitored and mitigating actions put in place through the Community Safety Partnership structure.

6. LEGAL APPRAISAL

- 6.1 Aspects of the Community Safety Partnership Board's work is governed by the Crime and Disorder Act 1998 and associated guidance.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

- 8.1.1 The Safer Communities Plan and work on community safety supports the following Corporate Equality Objectives.

- 8.1.2 **Community Relations** – Ensure that people of the district get on well together.

By working to reduce crime and the fear of crime delivery of the Safer Communities Plan provides a means of encouraging confidence in communities and social mixing. Some crime types are carried out by perpetrators from specific groups, age, gender etc and any reduction in this behaviour can support more effective community relations.

- 8.1.3 **Equality Data** – Our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

The CSP Plan on a Page is an evidenced based approach that is built on a strategic needs assessment document produced by Police and Council analysts. By using evidence based decision making and having a better understanding of the demography and geography of criminal and anti-social behaviour the partnership is able to deploy resource against the areas that are likely to result in the greatest impact

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications apparent

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emission impacts apparent.

7.4 COMMUNITY SAFETY IMPLICATIONS

Implementation of the Community Safety Plan is expected to positively impact community safety across the district

7.5 HUMAN RIGHTS ACT

There are no Human Rights Act implications apparent.

7.6 TRADE UNION

There are no trade union implications apparent

7.7 WARD IMPLICATIONS

The delivery of the Community Safety Plan has implications for all wards in the Bradford District.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

Corporate Overview and Scrutiny Committee is asked to consider the plan on a page and performance data and referring observations and matters for consideration back to the CSP as appropriate.

10. RECOMMENDATIONS

11.1 That Corporate Overview & Scrutiny Committee considers the Plan on a Page and the performance data contained within the report.

11. APPENDICES

12.1 Appendix 1 – CSP Plan on a Page

12.2 Appendix 2 - CSP Performance Report (year to 30 June 2018)

12. BACKGROUND DOCUMENTS

13.1 Strategic Intelligence Assessment 2017.

13.2 West Yorkshire Police and Crime Commissioners Community Safety Plan 2016-2021.



Bradford CSP – Plan on a Page 2018 – 2020

KEY OBJECTIVES	WHAT WE WILL DO	HOW WE WILL DO IT	HOW WE WILL KNOW WE HAVE DONE IT	HOW WE WILL KNOW THAT WE HAVE MADE A DIFFERENCE	HOW WE WILL KNOW THAT WE HAVE IMPROVED COMMUNITY SAFETY
Tackling Domestic Abuse and Sexual Violence	Prevent domestic abuse, honour based violence and sexual violence. Provide early interventions and consistent support to reduce the harm this causes to individuals and communities.	Raise awareness of associated risks and threats to victims/ potential victims, giving people increased confidence to report, ensuring the provision of services supports victims to cope and/ or recover.	Reduce the number of domestic abuse incidents; reduce the number of domestic homicide reviews; reduce the number of serious violent crime (domestic abuse offences); number of serious sexual offences.	Repeat victimisation rate; domestic abuse (DA) victim satisfaction rates.	A partnership Board that understands the current and emerging issues on Domestic Abuse and Sexual Violence. A joined up DA&SV commissioning framework that meets the needs of victims, families and perpetrators. Communities and professionals that have a greater awareness of how to recognise respond to and recover from abuse. Young people recognise and enjoy healthy relationships.
Tackling Crime & Reoffending	Reduce crime and reoffending including tackling radicalisation. Tackle serious organised crime, drug and alcohol related crime and burglary.	Better understanding of risk through analysis and mapping resources. Train front line workers to help them identify those people most at risk to recognise signs and potential signs, so allowing earlier interventions to put in place.	Improve our collective understanding to the 'drivers' to offending and re-offending behaviour. Partnership working and safeguarding relationships. Strengthen operational approaches to tackle organised crime.	Reduce the number of first time entrants into the criminal justice system, utilising existing pathways and exploring new ways of preventing and diverting young people. Victim Satisfaction Rates; PCC Your Views survey data.	Dismantling of OCGs and disruption of individuals involved in serious criminality. Increased partnership activity to keep communities safe. Reduced exploitation of children and adults. Development and delivery of more streamline pathways of IOM.
Tackling Anti-Social Behaviour	Improve our collective response to ASB and hate crime by working with communities, supporting victims, challenging behaviours, and sharing best practice.	Enhance the partnership operational delivery models; adopting a place/people-based approach which is intelligence led and enables increased early intervention and prevention activity.	Number of anti-social behaviour incidents; number of nuisance driving incidents; number of fly tipping incidents. Increase the number of hate crime reported.	Reduce the number of reported ASB/nuisance incidents; ASB victim satisfaction; Reduce the number of hate crime incidents; PCC Your Views survey data.	Reducing reoffending rates. Reduction in ASB incidents. Improvement of public perceptions of safety in line with West Yorkshire. People are able move around the District safely and with ease and confidence. Review of ASB across the partnership. Provide opportunities for greater respect and tolerance. People feel safe.

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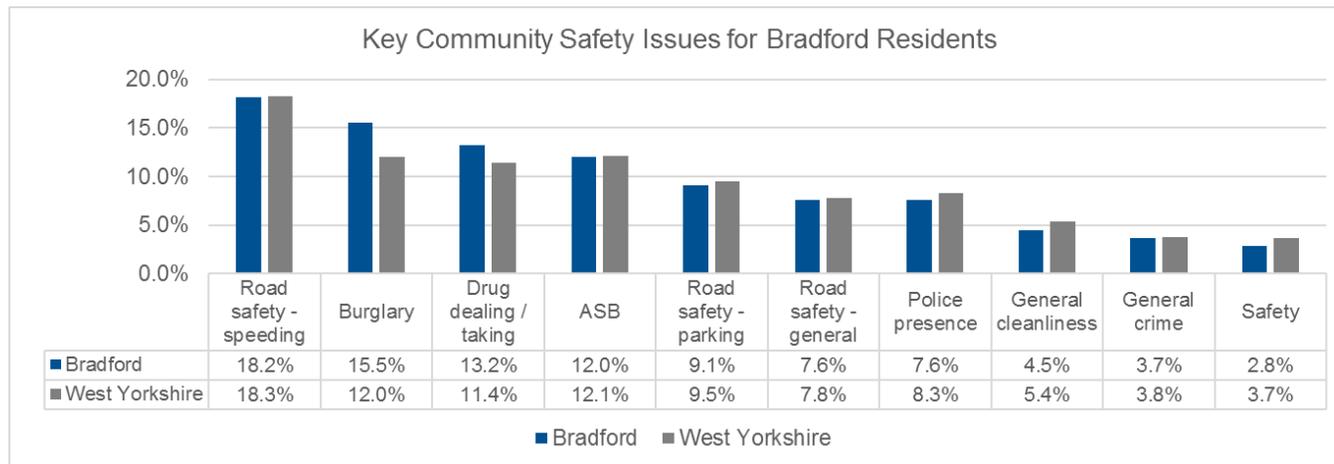
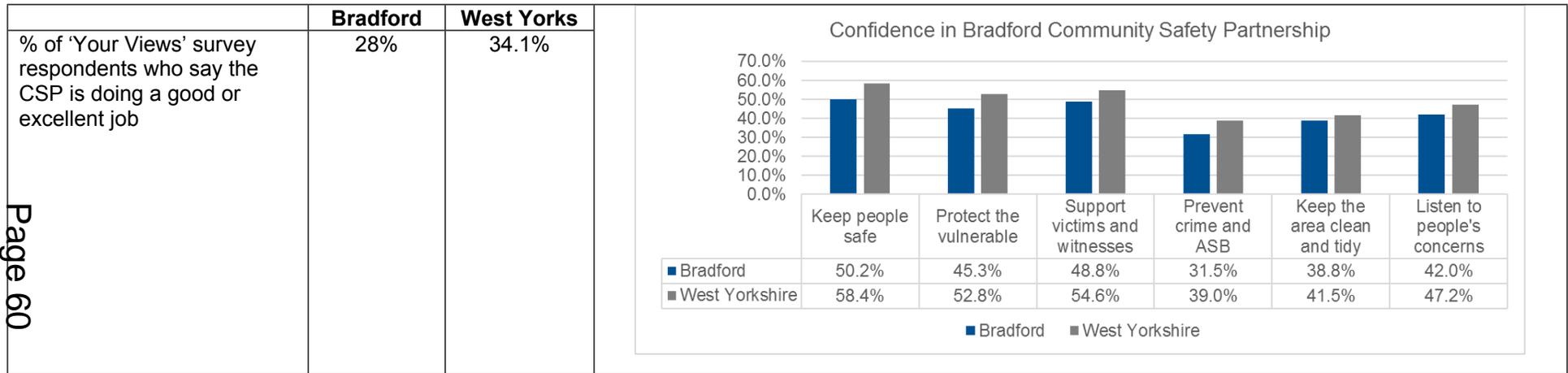
**** Separate performance report which is produced quarterly.**

Bradford Community Safety Partnership – Performance Report

Financial Year 2018/19 - 1st July 17 – 30th June 18



Public Confidence in Bradford Community Safety Partnership



Tackling Domestic Abuse and Sexual Violence

		Q1 17-18	Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Change over 12 months	Area of Concern	Commentary
Domestic Abuse	Domestic abuse victim satisfaction (rolling year)	90.8%	89.1%	88.3%	88.3%	89.2%	-1.7%		139 domestic abuse victims were interviewed during the 12 months to 30 Jun 18 and of these 124 said they were satisfied with the service they received from the Police (89.2%). Bradford has the best performance across West Yorkshire (WY average is currently 83.8%).
	Number of domestic abuse incidents (rolling year)	14,401	14,930	15,374	15,639	16,324	+13.4		The number of domestic abuse incidents has increased by 13% over the last year. There has been a 12% increase in the number of domestic abuse incidents across West Yorkshire for the same period.
	Repeat victimisation rate for domestic abuse (rolling year)	42.7%	43.2%	44.2%	44.7%	45.4%	+6.3		There has been a 6% increase in the repeat victimisation rate for domestic abuse when comparing the 12 months to 30 th June 18 to the same period the previous year. Bradford has the second lowest rate in West Yorkshire for Quarter 1 2018-19.
	Number of domestic homicide reviews	0	0	0	0	0	-		The DHR Standing panel has been working hard to be fully up to date with DHR statuses. 3 have been published, 1 is with the Home office. 1 has been signed off locally ready for HO submission. One is currently on going.
	Number of serious violent crime – domestic abuse offences (rolling year)	101	123	127	129	128	+26.7%		The number of serious violent crimes where domestic violence was involved has increased from 101 to 128 (26.7%).
Sexual Violence	Number of serious sexual offences (rolling year)	1,503	1,598	1,684	1,737	1,778	+18%		There has been an 18% increase in the number of serious sexual offences however a large proportion of the increase is due to non recent cases.

Tackling Crime & Reoffending

		Q1 17-18	Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Change over 12 months	Area of Concern	Commentary
Page 62 OCGM	Number of mapped OCGs					54	N/A		At the beginning of the quarter there were 52 OCG's mapped in Bradford. During this period Bradford mapped an additional 2 OCG's and archived none, increasing the OCGs at the end of the quarter to 54. One OCG was identified by analytical work carried out by West Yorkshire Police in relation to Organised Acquisitive Crime (Burglary – Hanoi) and the second was a previously archived OCG which had reformed with different members. At the end of quarter 1 there were 427 persons who were mapped as OCG member in Bradford District.
	Number of OCG Disruptions (Quarterly data)					94	N/A		Bradford claimed 94 disruptions in Q1 (Apr-Jun 18), these included arrests, charges, convictions, warrants and planned operations with partners.
	Number of Firearms Discharges (rolling year)					19	N/A		Firearms Incident figures are calculated based on the criminal discharge of any lethal barrelled weapon capable of discharging a projectile as defined by Section 1, 2 and 5 of the Firearms Act.
	Value of Drugs Seizures					£442,500	N/A		This measures the amount of drugs seized by Bradford Organised Crime Unit (BOCU), however this includes all drugs seizures, not just those relating to OCG. This figure will also only apply to BOCU and not other teams.
	Proceeds of Crime (POCA) Seizures					£698,841	N/A		Asset recovery performance is made up of a number of different components such as confiscation orders, forfeiture orders, S27/S143 Orders etc.

Total Recorded Crimes (rolling year)	63,080	65,604	67,811	69,103	71,443	+13%	<p>The total number of crimes recorded has increased by 13%. The rise in crime is mainly within low level violence against the person offences and improved recording has almost certainly driven this increase. Vehicle crime, theft offences and shoplifting have all fallen. Recent figures for burglary (Apr-Sept 18) show a reduction on the previous year.</p> <p>Bradford has the highest crime rate within West Yorkshire and within its Most Similar Groups.</p>
Number of first time entrants to the Youth Justice System	410	435	455	429	N/A	+3.4%	<p>Bradford's FTE rate per 100,000 of 10-17 population increased by 3.4% in the latest reporting period (12 months to 31st Mar 18) compared to the previous twelve months (from 415 to 429). Nationally there was a 14.9% reduction whilst our comparison family group reduction was 13.8%.</p>
Re-offending rates for Adults	N/A	N/A	N/A	N/A	30.3% (Oct 15 – Sept 16)	N/A	<p>The reoffending rate for Adults is 30.3% for the 12 months to 30th Sept 16. The rate for West Yorkshire is 29.5%. Oct 15 to Sept 16 cohort cannot be compared to previous quarters due to change in data source.</p>
Re-offending rates for Juveniles	N/A	N/A	N/A	N/A	45.2% (Oct 15 – Sept 16)	N/A	<p>The reoffending rate for Juveniles is 45.2% for the 12 months to 30th Sept 16. The rate for West Yorkshire is 44.4%. Oct 15 to Sept 16 cohort cannot be compared to previous quarters due to change in data source.</p>
Satisfaction with overall service (Police)	74.4%	73.1%	73.5%	78.7%	79.4%	+6.8%	<p>Overall victim satisfaction with the Police has improved by 6.8% over the year. This is the greatest improvement of all Districts within West Yorkshire.</p>
Number of hate crimes reported to the Police	1,533	1,519	1,578	1,679	1,826	+19.1	<p>The number of hate crimes reported has increased by 19% over the year. The number of hate incidents has increased by 26% for Q1 18-19 however this is lower than the increase across West Yorkshire which was 32%.</p>

	Hate crime victim satisfaction	76%	74.8%	70.5%	70.6%	70.8%	-6.8%		70.8% of hate crime victims were satisfied with the level of service they had received during the year to 30 June 2018. This is a decline of 6.8% on the previous year. Bradford has the lowest hate crime satisfaction rate across West Yorkshire.
CSE	Number of children / young people assessed as being at risk of CSE	Under development							
Burglary	Recorded Burglary Residential (quarterly)				5,794	5,947	N/A		There were 5,947 burglaries of residential dwellings in Bradford between 1 July 17 and 30 June 2018. Bradford has the highest level of residential burglary in West Yorkshire however more recent data indicates that burglary residential figures for April – Sept 18 is showing a reduction on the same period the previous year.

Tackling Anti-Social Behaviour

		Q1 17-18	Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	% Change over 12 months	Area of Concern	Commentary
Anti-social use of motor vehicles	Number of People Killed and Seriously Injured in Road Traffic Collisions			192 (Jan-Dec 17)					After falling consistently in the last three years, the number of people killed or seriously injured (KSI) in Bradford has risen by 8% from 178 to 192 in 2017. KSI predominantly comprises pedestrians (39%), car occupants (35%), cyclists (13%) and motorbike riders (11%).

Anti-social use of motor vehicles	Number of nuisance driving incidents recorded by the Police (Includes nuisance car/van, nuisance motorcycle/quad, road related offence incidents)	6595	6564	6816	7101	7415	+12.4		The number of nuisance driving incidents has increased by 12% over the previous year due to an increase in the number of road related offence incidents. Nuisance car/van incidents are highest in Keighley Central and City, nuisance motorcycle/quad bike incidents are highest in Eccleshill and road related offence incidents are highest in the City.
	% of Your Views survey respondents who say there is a problem in their area with bad driving (rolling year)	N/A	N/A	N/A	N/A	77.5%	N/A		77.5% of 'Your Views' survey respondents in Bradford said there was a problem in their local area with bad driving. This is the highest score across West Yorkshire.
Supporting Victims	% of Your Views survey respondents who say they feel safe in their local area (rolling year)	N/A	N/A	N/A	N/A	73.8%	N/A		73.8% of 'Your Views' survey respondents in Bradford said they felt safe in their local area. This is the lowest score across West Yorkshire.
	Satisfaction with Service Delivery (ASB)	69.9%	70.1%	69.8%	74.3%	80.3%	+14.9%		80.3% of ASB Victims were satisfied with the level of service they had received during the year to 30 June 2018. This is an improvement of 14.9% on the same period the previous year. Bradford has the highest ASB victim satisfaction rate across West Yorkshire.
	Total recorded ASB incidents by the Police (rolling year)	15,484	15,348	15,521	15,398	15,117	-2%		Total recorded ASB incidents have fallen by 2% over the last year. There were approx. 15,117 incidents recorded by the Police during the 12 months to 30 Jun 18. Youth incidents continue to account for a large proportion of total recorded ASB incidents (39% of the total).

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Report of the Strategic Director, Place to the meeting of Corporate Overview & Scrutiny Committee to be held on 13 December 2018

X

Subject:

Stronger Communities Strategy and Delivery Plan

Summary statement:

Corporate Overview & Scrutiny Committee is asked to consider the Stronger Communities Strategy and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

Steve Hartley
Strategic Director
Department of Place

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Portfolio:

Neighbourhoods & Community Safety

Overview & Scrutiny Area:

Corporate

1. SUMMARY

Corporate Overview & Scrutiny Committee is asked to consider the 'Stronger Communities Strategy and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

2. BACKGROUND

- 2.1 An independent 'Stronger Communities Partnership' Chaired by Bishop Toby Howarth, Bishop of Bradford has been formed to develop Bradford's Stronger Communities strategy and a delivery plan for the district. The Partnership comprised a wide network of individuals and organisations from across Bradford district with a track record of working on cohesion and integration initiatives. This was supported by a smaller 'Steering Group' comprised from the wider Partnership to 'drive' work on the strategy. The Portfolio Holder for Neighbourhoods & Community Safety and Cllr Sinead Engel were represented on both the Partnership and Steering Group.
- 2.2 The Stronger Communities Partnership's strategy and delivery plan also supports delivery of local interventions determined following Bradford's designation as one of five 'Integrated Communities Pilot Areas'. Funding will be provided by MHCLG as part of a 'test and learn' programme to deliver some of the interventions in the Stronger Communities delivery plan.
- 2.3 The Government published its Integrated Communities Strategy Green Paper on 14th March 2018 as a response to the Dame Louise Casey Review. Responsibility for the strategy sits with the Minister for Housing, Communities and Local Government (MHCLG). The strategy outlined a series of key challenges across the themes of: Strengthening leadership; Supporting recent migrants and resident communities; education and young people; Boosting English language; Places and communities; Increasing economic opportunity; Rights and freedoms.
- 2.4 A report on the Stronger Communities Strategy was presented to Executive on 6th November, where the following resolution was made:

That having considered the Council's public sector equality duty as set out in Document "V" the Executive:

- (1) Notes the work carried out in the development of the Bradford Stronger Communities Strategy and Delivery Plan by the Stronger Communities Partnership.*
- (2) Supports the proposals contained in the Bradford Stronger Communities Strategy and Delivery Plan.*
- (3) Agrees to the Council adopting the role of 'accountable body' in relation to funding granted by the Minister for Housing, Communities and Local Government (MHCLG) to respond to the initiatives contained in the delivery plan.*

3. OTHER CONSIDERATIONS

- 3.1 Over the course of the Spring and Summer the Bradford Stronger Communities Partnership developed a local response to the Government's Green Paper. A Bradford 'Stronger Communities Strategy and Delivery Plan' was submitted to MHCLG on the 29th August 2018. A copy of the strategy and delivery plan is attached as appendix A.
- 3.2 Consultation was carried out with district residents through three 'whole day' events that took place at City Park (17th July), Keighley Town Centre (23rd July) and Shipley Town Centre (26th July). Individual meetings with specific interest groups also took place and young people were both consulted and involved in the engagement process through the Youth Service.

- 3.3 The objectives of the engagement process were:

To understand what good integration looks like for communities

To include a shortlist of those ideas/initiatives which have the most support and could potentially deliver the widest or biggest benefit in the Stronger Communities Strategy for Bradford to submit to MHCLG.

To ensure that despite the short timeframe a cross section of the communities within the district were meaningfully engaged and involved.

- 3.4 The engagement focussed on seven shortlisted ideas, whilst also providing space for people to make their own recommendations. The seven themes were:-

Employment Opportunities
English Language
Hope for the Future
Building Respect and Friendships
Dealing with Hate Crime and Intolerance
Sharing Spaces and Places
Linking Up Schools

- 3.5 Over 630 people were engaged in the three events and accompanying workshops, many giving over an hour and a half of their time to share their thoughts. A copy of the Executive Summary of the engagement report is attached as appendix B.
- 3.6 New governance arrangements are being developed to formalise the 'Partnership Board' and the decision making processes. A copy of the draft terms of reference for the planned governance is attached as appendix C.

3.7 The Integrated Communities Green Paper

- 3.7.1 The Green Paper states that true integration is "communities where people, whatever their background, live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. Communities where many religions, cultures and opinions are celebrated, underpinned by a shared set of British values that champion tolerance, freedom and equality of opportunity. A

society in which everyone is a potential friend”.

3.7.2 The Strategy is intended to increase opportunities for people from different backgrounds to: mix together, increase their mutual understanding and respect of each other and reduce misunderstandings and to remove barriers that prevent people from taking full advantage of the opportunities available to all people living in Britain.

3.7.3 The Green Paper and local strategy are intended to amplify the benefits that can be realised from existing programmes that support integration and other programmes that support social mobility such as the Education Opportunity Area Programme and Economic Strategy. The Government intention is that it will set the ground work to ensure that other national strategies such as the Industrial Strategy can be fully realised. Bradford’s approach seeks to build on this at a local as well as a national level.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 Development of the local Stronger Communities strategy and associated consultation has been funded through a combination of mainstream Council funding and through £100,000 of ‘seed funding’ provided by the MHCLG. This funding has been used to employ an ‘Integrated Communities Programme Lead’ to commission reports relating to this area of work and to lead on engagement with people and with district residents on their priorities.

4.2 MHCLG has committed financial support to the five ‘Integrated Communities Pilot Areas’. Bradford Partnership’s submission, through the local ‘delivery Plan’ sought funding of £4.9 million towards delivering a range of projects. MHCLG has allocated £1,187,101 for year one expenditure. A decision on the residual funding for year two will be announced in January 2019. Funding from MHCLG needs to be committed by 31st March 2020.

4.3 In addition to funding from MHCLG separate applications for grants are being made by partners to ‘other’ funding partners to support delivery of the local strategy and delivery plan. At the moment the extent and success of these is not determined, but the type of work is contained in the wider plan.

4.4 A portion of funding from MHCLG will be allocated against project support and evaluation. An internal Council team, supported by specialist support, commissioned by MHCLG will help ensure that local interventions are delivered and monitored so that lessons can be learnt from the work that has taken place.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 A formal governance structure is being applied to the development of the Stronger Communities Partnership to support delivery of the strategy. MHCLG has stated an expectation that the local partnership will have an independent Chair.

5.2 A programme manager has been appointed and a programme management methodology will be deployed in the management of the programme including conventional approaches to managing risks and issues etc.

6. LEGAL APPRAISAL

6.1 Section 149 of the Equality Act 2010 (the public sector equality duty) provides that:

(1) A public authority must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

- (a) tackle prejudice, and
- (b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) The relevant protected characteristics are—

age;
disability;
gender reassignment;
pregnancy and maternity;
race;
religion or belief;
sex;
sexual orientation.

6.2 An equality impact assessment has been prepared on the proposals within the Strategy and Delivery Plan to assist elected members in having regard to this duty and is attached at Appendix D.

6.3 There are no additional legal issues arising from the contents of this report.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 The Stronger Communities Strategy and Delivery Plan support the following Corporate Equality Objectives.

7.1.2 **Community Relations** – Ensure that people of the district get on well together.

The Stronger Communities Strategy and delivery plan is a response to the Government's Integrated Communities Green Paper. This document sets out its vision where people – whatever their background live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. As such the overall ambition of the Stronger Communities Strategy and Delivery Plan underpins this corporate equality objective.

7.1.3 **Employment & Skills** – Promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

Both the Government's Green Paper and the engagement work undertaken locally recognise the importance of work (and people getting on in the workplace) as supporting integration by increasing the size and diversity of social networks and bringing confidence and a sense of belonging. The local delivery plan places significant emphasis on bringing those furthest from the labour market into work. Proposals include indirect measures, such as better coordination and greater opportunity for learning English and more directly by engaging employers in changes to recruitment practice alongside work with the Department of Work and Pensions and Job Centre Plus.

7.1.4 **Organisational Equalities Culture** – The Council is well run, fit for business and is fair and inclusive in its approach.

As an Integrated Communities Pilot area Bradford, and Bradford Council, will raise the profile of equality issues, amongst many of the protected characteristic groups during the course of the partnership with MHCLG. In particular, opportunity will be taken to review certain policies and procedures to determine whether they support integration and resource will be available to instigate change, where this is believed necessary or helpful. Raising the profile of the district's work on integration will raise awareness amongst staff and elected members through the events and activities that are contained in the delivery plan.

7.1.5 **Equality Data** – Our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

MHCLG is working with five pilot authorities to try out new approaches to integration and wants to use these experiences as a means of determining what works well. Bradford's approach has been based both on the analysis of data and engagement

with partners and citizens. A robust evaluation framework is being developed to measure the impact of interventions. The Council will work alongside the MHCLG to ensure that the initiatives have outputs and outcomes that can be effectively measured. Learning about what works, and equally important what does not work, will help to ensure that the district can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits.

- 7.1.6 An equality impact assessment has been carried out that evidences that the proposals within the strategy and delivery plan will make a positive contribution and impact on many protected characteristic groups. There is no perceived detriment from undertaking any of the initiatives within the delivery plan. A copy of the Equality Impact Assessment is attached at appendix D.

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications apparent.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emission impacts apparent.

7.4 COMMUNITY SAFETY IMPLICATIONS

- 7.4.1 Feelings of safety can act as a barrier to people's willingness to engage in those activities that bring people together at a neighbourhood level, which was a factor raised during the consultation work carried out in support of the local Stronger Communities strategy.
- 7.4.2 The new Stronger Communities Partnership will need to align some of its work with the Community Safety Partnership and vice versa. The Portfolio Holder for Neighbourhoods & Community Safety will be a member of the Stronger Communities Partnership and also chairs the Community Safety Partnership. Officers also attend and support both partnerships and the relationship between these two, and other key district partnerships will be key to the success of the overall strategy.
- 7.4.2 Many of the initiatives that sit within the Stronger Communities Delivery Plan should also have a positive impact on peoples feeling of safety, particularly where they bring different groups of people together, building tolerance and understanding.

7.5 HUMAN RIGHTS ACT

- 7.5.1 The Human Rights Act covers various rights including: Freedom from torture and inhumane or degrading treatment; right to liberty and security; respect for your private and family life and correspondence; freedom of thought, belief and religion and protection from discrimination in respect of the rights and freedoms.
- 7.5.2 Building understanding, tolerance and respect will help people to live their lives within the freedoms to which they are entitled.

7.6 TRADE UNION

Aspects of the strategy may focus on change in policy and approach, for example in relation to selection and recruitment practice. If any proposals have Council workforce implications consultation will take place with trade unions as appropriate.

7.7 WARD IMPLICATIONS

To be successful, work to build stronger and more integrated communities will need to take place in all wards and communities across the district. Whilst the strategy will focus on particular areas within the district, the work funded by MHCLG is about learning what works and what does not work and what is 'scalable'. The 'Stronger Communities strategy' identifies work that is planned over the next five years, but needs to be seen within the context of a wider and more long term strategy.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

There are no corporate parenting implications apparent.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The Council will adopt the role of the Controller. In some aspects of the programme the Council will also be responsible for processing data. The Council including any delivery partners commissioned will receive information management training. Projects will be assessed on the sensitivity of their data and potential data linkage to other services within the programme. This will be supported by appropriate data sharing agreements.

8. NOT FOR PUBLICATION DOCUMENTS

There are no 'Not for Publication Documents'

9. OPTIONS

9.1 The Stronger Communities Strategy and associated delivery plan is a partnership document that has been put together in response to the Government's Integrated Communities Green Paper and at the invitation of Government to become one of five Integrated Communities Pilot Areas.

9.2 The Council has agreed to adopt the role of 'accountable body' in relation to any funding granted by MHCLG to respond to the initiatives contained in the delivery plan.

9.3 Corporate Overview and Scrutiny Committee may choose to support and endorse the plan or make recommendations for any changes to the Bradford Stronger Communities Partnership Board.

9.4 Any proposed changes to aspects of the delivery plan that are the subject of grant allocation from MHCLG would need to be agreed by the Stronger Communities Partnership and with MHCLG.

- 9.5 Corporate Overview and Scrutiny Committee may determine to seek regular updates on the delivery plan and impact measures applied to certain interventions that are proposed.

10. RECOMMENDATIONS

Corporate Overview and Scrutiny Committee is asked to note the work carried out in the development of the Bradford Stronger Communities Strategy and Delivery Plan by the Stronger Communities Partnership.

11. APPENDICES

11.1 Appendix A

Bradford Stronger Communities Strategy & Delivery Plan.

Copy of the document prepared by the Local Integrated Communities Partnership and submitted to MHCLG on 29th August 2018

11.2 Appendix B

Executive Summary, Bradford Integration Engagement Report Findings

Report outlines the key findings from three community engagement events that took place in Bradford, Shipley and Keighley.

11.3 Appendix C

Stronger Communities Partnership Governance Arrangements

Draft terms of reference and structure diagram for the local 'Stronger Communities Partnership'.

11.4 Appendix D

Equality Impact Assessment.

12. BACKGROUND DOCUMENTS

- 12.1 Integrated Communities Strategy Green Paper, published 14 March 2018
- 12.2 “It’s Your Place – Tell Us What You Think” Report of the Social Kinetic, produced 14th August 2018.
- 12.3 report and minutes of Executive, 6th November 2018

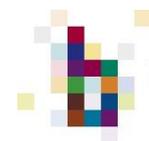
A STRONGER COMMUNITIES STRATEGY FOR BRADFORD DISTRICT 2018 – 2023

Version 6.0

21 / 11 / 2018



Ministry of Housing,
Communities &
Local Government



BRADFORD
working in partnership

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Foreword from Bishop Toby Howarth Chair of Bradford Stronger Communities Partnership



While a great deal of work has gone into producing this Stronger Communities Strategy, it is neither the first nor the last word on this part of our vision for Bradford District.

This Strategy builds on the four “pillars” developed as part of our Delivery Plan (which we refer to as, “Getting On”, “Getting Along”, “Getting Involved” and “Feeling Safe”). It also draws on Bradford’s history of incubating innovative models of social engagement.

Responding to the Government’s Integrated Communities Strategy, launched with a Green Paper in March 2018, we have produced here a local strategy as one of five Integration Areas nationally. But this document makes clear that the work funded within this particular programme is only part of a wider and longer-term vision for Bradford District.

Our five year Strategy has been developed through the late spring and summer of 2018 by a wide group of people who make up the Stronger Communities Partnership. This Partnership has, particularly through a smaller Steering Group, worked with councillors and officers from Bradford Metropolitan District Council and a range of organisations, as well as a team from the Ministry of Housing, Communities and Local Government. We have used data

brought together by British Futures and others (Annex A), as well as a process of community engagement led by The Social Kinetic (Annex B), to guide our discussions of complex and challenging issues and to develop this ambitious programme of work. Some of it will be funded from within the national Integration Strategy framework; other aspects will draw on other means of support.

We are aware that creating and maintaining stronger communities is properly the responsibility of all of us, not least in the District, from individuals and community groups at a neighbourhood level to business, statutory and Third Sector organisations. We are impacted by national and regional policy as well as by economic and political factors, including national and international and often beyond our control. We are also aware that, while it is important to measure the success (or otherwise) of our efforts, this is also not an easy task.

But we have also been clear from the outset, that this is a programme that begins with the considerable strengths and assets within our communities, and particularly the desire of so many within our District to work together as part of a vibrant society which enables and encourages people from all sorts of different backgrounds to flourish and contribute.

The Rt Revd Dr Toby Howarth
Bishop of Bradford

Foreword from Cllr Abdul Jabar Portfolio Holder, Neighbourhoods & Community Safety



My parents came to Bradford from Pakistan in the 1960's, the latest in a long line of people who have settled in this very special place. A place that for over two hundred years, has greeted people

from across the world. People who have made their homes here, working hard, raising families, making their mark; weaving their presence into the fabric of our cultural and economic life to create a unique and vibrant fusion of proud Yorkshire heritage and international influences.

Our diversity is reflected in strong senses of tradition, culture and community that can encompass multiple identities. Sometimes this leads people to pull in different directions which in turn can generate misunderstanding and result in intolerance. On occasion, events have put Bradford at the centre of national debates around integration. Yet each time we have weathered the storm and come back stronger, more resilient and ready to learn the lessons. Its not been easy; its taken leadership, patience and dialogue from all quarters. We've had to be prepared to listen to people, bring them together, change the way we do things and challenge and overcome the voices of the extremists.

Experience tells us that the overwhelming majority of people, whatever their background, share common values and aspirations. Respect for the law and for others; the principle of free speech; wanting the best for their families, good education, homes and jobs. Bradford's

focus then is on common humanity and values not judgements about gender, age, race or faith.

We also know that integration's not just about where people choose to live or who with. Taking part in the economy, having a decent home and avoiding poverty are equally powerful factors. Equality of opportunity must be at the heart of the debate.

Similarly, issues of race, ethnicity, faith, gender, sexual orientation and disability must be addressed together, not separately, because integration does not mean everyone being the same, thinking the same or looking the same rather, it means everyone a having a fair chance, doing their bit and playing by the rules. It means creating the space, understanding and opportunities for difference to be celebrated and respected. It means rejecting all forms of hate and prejudice. It means people pulling together united by shared values, common goals and collective pride.

The issues are complex with no quick fixes. We must guard against complacency, stay close to our communities and keep working to make sure those settled here are integrated and those arriving here get the support they need. The themes of this strategy are not new to us and link directly to the priority outcomes expressed in the District's strategic plan and many other investments and initiatives.

Our challenges are not unique but our experience, expertise and desire to learn means that we are among the cities best placed to meet them. So we welcome the chance to build a body of knowledge that will help to create a better future not just for Bradford District, but also Britain.

Our Ambition

We know that when we feel a great sense of belonging and connection within a place this makes us stronger, happier, healthier and more prosperous while leaving space for diversity and difference. The priorities and measures identified in this strategy will promote how everyone has an essential part to play in our District, impact directly on our strategic priorities and help us to achieve our ambitions for Bradford District. It is through our shared ambition that we believe we can realise this vision.

Our shared ambition, articulated in our District Plan is to make Bradford District a great place for everyone – a place where all our children have a great start in life, where businesses are supported to create good jobs and workers have the skills to succeed, a place where people live longer, and have healthier lives and all our neighbourhoods are good places to live with decent homes for everyone.

Our Priorities

Our priorities have been developed with an understanding of our data and evidence (Annex A) and by talking to people about what is important to them. (Annex B) We know that having reciprocity is key to living a fulfilling life and to be able to achieve this we need to be holistic and inclusive as well as brave and bold in our approach. We will do this by prioritising four areas in our work;

1 Getting On: Equality of opportunity - addressing factors affecting economic participation and poverty including language skills and educational attainment.

Employment: We aim to build better economic outcomes and extend opportunity through alignment with other strategies designed to get more people into employment. This will be a two-prong approach; it will target activity at our poorest communities, improve English language skills and literacy and in particular, work with those most distant from the labour market including the long-term unemployed, older South Asian women, refugees and people with disabilities. It will work with employers to improve recruitment practices, promote diversity in the workforce and create a step change in organisational culture.

2 Getting along: Promoting greater interaction, dialogue and understanding between people from different backgrounds given the diversity of the population and the extent of residential and educational segregation; ensuring that people understand fully their

rights and freedoms and their responsibilities.

Education: We will help to increase social interaction between people from different backgrounds from the earliest age, through Linking Network and by exploring how the 'Admissions Policy' impacts on integration. We will translate this into adulthood building tolerance, understanding and respect.

3 Getting involved: Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership.

Social mixing: We aim to bring people together in a shared purpose to build pride in their communities and local areas and develop a common identity that can cut across ethnicity, faith and geography. We will continue to provide safe spaces for difficult conversations to take place and for issues of concern to be raised. We will encourage and support volunteering and aim to increase participation. We will work to strengthen community leadership resources targeting those areas where intelligence suggests that participation in

community and civic life and satisfaction with the neighbourhood are low. We will develop strategies to ensure that key public sector agencies are better equipped to support groups like Roma and Asylum seekers. We will work to improve perceptions so that people from all backgrounds see Bradford District as a good place to live.

4 **Feeling safe:** Tackling crime and the fear of crime so that everyone feels safe.

These form the key and overlapping pillars on which Bradford's Stronger Communities Partnership will focus its work.

Perceptions of the Other: We will help to increase understanding of acceptable behaviour and of rights and responsibilities. We will work to increase understanding and awareness of hate crime in all its forms whether it's cross-community, interfaith and intergenerational and equip people to manage those conversations. We will also pursue a robust criminal law response to hate in all its forms.

Our Commitment to Building Stronger Communities

Bradford District is big, diverse and globally connected with long-standing traditions of welcoming people from across the world, all of whom have played their part in contributing to its history, heritage and cultural and economic life. This includes the 19th century influx of German merchants and of the Irish community; during the 20th century significant numbers of people arrived from Pakistan with smaller communities from India, Bangladesh and the Caribbean also making their homes here. Latterly, new economic migrants have arrived from Central and Eastern Europe including large numbers of people from Roma communities and the District, as a City of Sanctuary, has welcomed refugees and asylum seekers and was one of the first places to re-settle people fleeing the Syrian crisis.

Through working over many years to bring communities together, promote shared values and connect people to opportunities, our services and community organisations have developed a significant body of expertise about what does and doesn't work. However, we know it isn't easy, that we haven't got all the answers and that we cannot afford to be complacent; we must be open to new thinking and learning and ready to address on-going and emerging challenges.

We are determined to remain at the forefront of thinking, best practice and strong leadership. Experience, self-awareness and a willingness to innovate and learn make Bradford the right place to work on new, sustainable exemplar approaches to creating a stronger District which draws on its diversity.

Bradford District is home to a significant asset base which supports reciprocal participation, interculturalism, social mixing and economic opportunity. Our strengths include;

Experience. We have significant experience of promoting cohesion and opportunity over the last three decades including innovations like the nationally renowned (schools) Linking Network, Bangla Bantams expanding Bradford City FC's fan base, Believing in Bradford bringing people together through a residential to build understanding and advocacy. Get Bradford Working, our flagship employment and skills programme, has seen 3,000 people from disadvantaged groups' access employment. We have worked successfully together to reject the provocation and politics of far-right extremists like the EDL and Britain First.

Youth. Bradford benefits from the unique energy, ambition and talent associated with being the UK's youngest city, teeming with potential. Our Industrial Centres of Excellence are education-industry partnerships that are equipping young people with the skills and experiences

necessary for work helping to create a new generation of skilled and enterprising people. Research has revealed a growing concentration of young urban residents in Bradford – a highly sought-after group who can act as a catalyst for growth and business creation.



CASE STUDY- BORN IN BRADFORD, Born in Bradford (BiB) is one of the largest research studies in the World, tracking the lives of over 13,500 children to find out what influences the health and wellbeing of families.

The health of these children is being tracked from pregnancy through childhood and into adult life. Studying children from before birth is a powerful way of understanding the many influences that shape our lives. We have been able to include how our parents and our wider family, our genes, the way we choose to live, the local environment, the services we access come together to affect our health and well-being. The information collected from our BiB families is being used to find the causes of common childhood illnesses, conditions and to explore the mental and social development of this new generation. We have now started to follow-up all the BiB families to see how their lives have changed since pregnancy. We are doing this through BiB: Growing Up and the Primary School Years projects. The oldest child from this cohort is 11 years.

Community. A strong and vibrant civil society sector with an estimated 1,500 voluntary groups and 100,000 volunteers committed to making Bradford District a better place to live. Our People Can initiative is connecting more and more people to volunteering opportunities in which they can make a difference. Many neighbourhoods are served by community centres that offer a range of health, social and welfare to work support to users from a range of backgrounds. A growing number of community leaders are able to articulate positive messages around integration and the future district that Bradford aspires to be. Bradford Community Broadcasting (BCB) is playing a key part in helping to give our aspiring leaders a voice and to train its broadcasters and advocates of the future.

We have a proud history of welcoming and including newcomers from all corners of the world. City of Sanctuary Bradford was officially launched on 1st October 2008, with a vision to see this culture of welcome and hospitality extended to include those seeking sanctuary in our city. On 18th November 2010 Bradford became only the third city in the UK to be formally recognized as a 'City of Sanctuary'.



CASE STUDY- BOXING DAY FLOODS

The Boxing Day Floods in 2015 left destruction across Bingley and across the Airedale corridor and parts of Wharfedale. Properties, possessions, home and businesses were destroyed. The emergency services were fully stretched and it was apparent that this needed more resources including volunteers. Under the People Can initiative, Minhaj Welfare Foundation part of Minhaj-ul-Quran International (Bradford), were one of the first to respond to the devastation caused by the floods. It offered manpower as well-made arrangements for hot food meals, water and snacks.

Over 300 hot food packs containing rice, meat and vegetable curry along with fresh fruit and water were prepared and distributed. One resident even commented that this will be the first time in her life that she will be eating Asian food. In addition to this teams of volunteers were sent to Halifax at Mytholmroyd were deployed to help and assist families with clean-up operations.

“People Can” is an open invitation to our communities, neighbourhoods, villages, towns, individuals and organisations that make up the district to work together to do things differently, discover how we can all make a difference to our lives and the places we live in. It is an ambitious initiative that is established as a broader district wide approach that succeeds through collaborating with the Voluntary and Community Sector (VCS), the business community and citizens and not through the Council’s work alone.

it is a district wide approach that is gaining wider recognition, building on the ethos that great transformation can take place when communities and others work to support each other. People Can is a:

- Community of people finding new ways to work together,
- Shared approach to solving problems and meeting needs,
- Shared set of tools and resources to get things done.

The People Can work is currently themed in four areas:

- Be neighbourly – carrying out small, informal, every day acts of support and kindness for others,
- Community action – create or be part of a group, activity or event with others to start tackling local issues and needs
- Volunteering – as individuals how can we devote some of our time to helping others
- Finding resources – where we find funds, space and skills to get our project or initiative off the ground.

Enterprise and productive potential. A culture of enterprise and industry supports the most productive businesses of any Northern City. Our businesses are working with education providers to open up opportunities for young people for example, through our network of Industrial Centres of Excellence and 5,000 of our 17,000 businesses are supporting the District's Education Covenant which promotes a culture of lifelong learning. Working together public services and businesses are actively promoting Bradford as a place to live, work, visit and invest and campaigning for a city centre high speed rail stop that would unlock further productive potential and add £1.5bn to the economy.

History, Heritage and Culture. The District is home to significant heritage and cultural assets that help to tell the story of our place, the pioneering part it has played part in shaping the nation and of our international links and influence across the world. These include the Saltaire World Heritage Site, the Hockney gallery, Bronte Parsonage and the magnificent City Hall, Cartwright Hall and Cliffe Castle.

Bradford was designated the first

UNESCO City of Film and is using this to strengthen its global connections and creative industries. Bradford's cuisine is renowned and the city has earned the accolade of UK Curry Capital a record number of times; we are home to Mind the Gap the country's largest theatre company for people with learning disabilities, Kala Sangam, a provider of outstanding South Asian and intercultural arts and Bradford Literature Festival, a rapidly growing and inclusive annual event with a diversity of offer that reflects our many different communities.

Inclusive Public Realm. Public realm investment is increasing civic pride and shared identity. Award winning City Park is attracting millions of visitors, playing host to world class events and bringing people together in an area of "democratic space"; it shows the best of what we aim to achieve.



CASE STUDY- CITY PARK, THE GREAT MEETING PLACE

City Park has given Bradford a versatile meeting place and performance and events space in the city centre. It is quality place for all ages and nationalities, cherished and used by the people of Bradford and attracting new visitors from outside the District. It is changing perceptions of the city and providing widespread opportunities for people of different backgrounds to meet and mingle and to celebrate and commemorate.

The park welcomes on average 5 million visitors per year, almost 27.5 million visits since it opened in March 2012. It is the focal point for Remembrance Day, military and scout parades, Bradford City Fire memorial, Bradford Literature Festival,

and whole host of events dear to the communities of Bradford.

Popular with families, teenagers and young adults and with older people, City Park draws truly diverse crowd and the opportunities it provides for interaction, mixing and sharing of public space promotes positive intercultural experiences and a coming together which help change perceptions about Bradford and challenge assumptions, stereotypes and prejudice. Public feedback reflects

the importance that people attach to this space and the collective sense of ownership and pride that it instils.

Strong Partnerships. We work well together, external assessors such as Ofsted, the Care Quality Commission and Local Government Association Peer Reviewers have repeatedly identified Bradford as having strong, mature and effective partnership working across agencies and organisations that makes a real difference on the ground.

The Challenge

Diversity is our strength, enabling the District to benefit from different skills, knowledge and experience and from the opportunities offered by extensive international links. It also presents some significant challenges;

- The District has the third highest level of residential segregation between White British and BAME (Black, Asian, Minority Ethnic) residents in the country
- High proportions of schools are classed as being segregated;
- Economic participation among some groups is low, particularly among BAME women;
- Anecdotal evidence suggests that many people feel unable to speak freely about issues of cultural norms and behaviours and rights and responsibilities and potentially this can present fertile ground for extremist narratives to take hold.

a. School Segregation

Residential patterns have influenced the profile of local schools. In 2016, according to the Understanding School Segregation Report, 58% of primary schools and 71% of secondary schools were classed as segregated schools based on the extent to which the proportion of White British pupils differed from the local area.

Educational attainment. As the UK's youngest city, connecting young people to educational and economic opportunities is critical to our future well-being. Progress in educational attainment is being made - in 2017 Bradford district was the most improved in the country on the progress 8 measure - but needs to go further faster as the District lags behind national averages on key indicators such as KS2 and GCSE attainment. Poverty is a key factor impacting on educational achievement and in Bradford, just 17% of both white and Pakistani children who received Free School Meals reached their expected levels of attainment and Key Stage 4.

Early years. Research shows that the first 1001 days of a child's life are crucial. The earliest experiences shape a baby's brain development and have a lifelong impact on that baby's mental and emotional health. Access to good quality pre-school experiences, enhances all round development in children. Disadvantaged children benefit significantly from good quality pre-school experiences, especially where they are with a mixture of children from different social backgrounds (EPPE report).

Bradford has a variety of good quality pre-school experiences available such as parent and toddler groups, pre-schools, day nurseries, child minders, independent schools as well as schools and academies. These groups serve their local communities and have a responsibility to promote diversity and difference not just with young children but with their parents too. In Bradford the take up for free early education places for 2's, 3's and 4 year olds compares with national averages however in some disadvantaged areas take up across all age ranges is low and targeted work is being undertaken to improve take up.

What people said

"There was no doubt that people thought mixing and integration at school was important. The public liked the Linking Network. They thought it was essential and a great initiative. What they also said was that it needed to go deeper and build longer and lasting relationships and connections. It needed to extend to parents and teachers who needed the

same support too. There was also a view that in the past integration in schools was better and there was more mixing. There was an ask for equal focus on primary and secondary schools and thinking beyond school to every day life.” (Annex B)

b. Residential Segregation

Ethnicity and Segregation. Bradford’s population is diverse but there are high levels of segregation in housing and education. People identifying as White British form the largest ethnic group at 67.4% however at 20% of the population, the proportion of people of Pakistani origin is the highest in the country. Bradford is also home to sizeable communities from Eastern Europe, India and Bangladesh. There are high numbers of people from Czech and Slovak Roma communities with nearly 5,000 identified Czech and Slovak Roma children enrolled in Bradford schools in 2016, suggesting that the District has one of the highest populations from this group in the UK.

Historic patterns of settlement have seen migrants from South Asian countries, particularly Pakistan and Bangladesh, make their homes in the inner city of Bradford, its immediate surrounding areas and central areas of Keighley where housing is most affordable. This clustering of these ethnic groups in particular areas continues although the settlement of new arrivals largely from Eastern Europe, has led to some increase in diversity in inner city populations. The outcome is that Bradford has the third highest level of residential segregation in England with nearly a third of Council wards having BAME populations of over 50%.

Migration. In 2017 16% of Bradford’s population was estimated to have been born outside of the UK with Pakistan, India and Poland the predominant countries of birth among this group of people. Of this group, 56% said that their reason for coming to the UK was to join a spouse or immediate family member. Many people born outside the UK are longstanding residents and British citizens however the overseas population also includes many new arrivals including those from the EU and those seeking refuge and asylum.

Nationals of other EU countries comprise 5% of the population, with Polish nationals representing the largest group but there are also significant numbers of Czech and Slovak Roma. In March 2018 the District was home to 819 asylum seekers and between 2014 and March 2018 Bradford welcomed 282 Syrian refugees through the Vulnerable Persons’ Resettlement Scheme. Population estimates suggest that 3,000 people born overseas came to the UK as refugees.

In 2017, 3,781 new arrivals to Bradford came from 68 countries. The top three nationalities of new arrivals were Pakistan, Poland and Romania; 57% came from the EU. Following the 2016 referendum on EU membership, the numbers of people coming from EU countries has however, decreased with 22% fewer people arriving in Bradford in 2017 than in 2016. The biggest change was among people arriving from Poland with 302 fewer people. This fall in migration may impact on local employment widening opportunity on the one hand and presenting challenges to in recruitment on the other.

What people said

“People had a lot to say about their spaces and places. For them it’s not just what and where they are that is important, but how people behave and make each other feel when they are there. Whether it’s a physical or online space- people wanted more safe, cared for and well designed spaces for people to come together. Shared spaces and places give people a chance to see other people as people, connect, interact with others in an authentic and human way, help break down prejudices, signalling positivity and hope, building understanding and giving people joy and a reason to smile.” (Annex B)

High levels of segregation increase the risk that people have limited or no social contact with people from different backgrounds which in turn lead to the potential for stereotypes, misunderstanding and intolerance to take hold. Under these circumstances the roles of schools, the workplace and inclusive public realm become increasingly important in promoting integration, dialogue and shared values across different communities.

c. Labour Market Disadvantage

Poverty and economy. Bradford District includes some of the most deprived areas in the UK along with some of its most prosperous. Child poverty affects 21.8% of children. While District-wide, areas with predominantly BAME populations such as City, Manningham, Little Horton, Great Horton and Central Keighley display higher levels of deprivation than mainly white areas, these figures mask issues of entrenched poverty in predominantly poor, white communities that also present challenges to integration. Notably, the two wards with the highest proportions of young people not in education, employment or training (NEET) are Tong and Eccleshill, areas with a predominantly white population.

Unemployment is relatively high at 6.2% with the greatest claimant counts in wards at the centre and South East of the city and in central Keighley. Economic participation is lower than average and there are particular challenges relating to women's participation in the labour market. The proportion of working age BAME females across the district in employment is 38% compared with a rate of 67% for white females.

Whilst total migration into Bradford from overseas has decreased since the 2016 Referendum on EU membership new migrants from various countries including Pakistan, Poland, Slovakia, Romania and the Czech Republic continue to arrive often needing support to integrate for example in English Language, access to employment and awareness of their rights and responsibilities.

There are also a number of issues specifically relating to asylum seekers. Application of the Immigration and Asylum Act 1999 means that some immigrants have no recourse to public funds. These migrants, and especially women, may find themselves unable to support themselves, can be left vulnerable to modern day slavery. Asylum seekers are on the whole barred from undertaking paid employment whilst waiting for their cases to be determined – this in itself excludes them from many activities that would help them to adopt British values and integrate within communities. This also denies Asylum seekers the opportunity to mix with others through work and the other social benefits that work also brings.

What people said

Employment opportunities was viewed as a number one priority, particularly for young people. *“Everything flows from having properly paid jobs with good and equal opportunities to progress. Employers say they have a lot of jobs available- they need the right people with the right skills and most importantly attitude to fill their vacancies and help them prosper.”* Annex B).

Work and skills promote social and economic integration. Lack of access to education, skills or employment act as barriers to integration for individuals in all communities and when different groups of people feel that they are competing with each other for scarce resources and opportunities this can further undermine efforts to support integration. This is why reducing poverty by getting people equipped with education and skills and into work is a one of our key strategic priorities.

d. Lack of English proficiency

English Language Skills. Fluency in English is a key facilitator of social and economic integration and a priority area for action. It is estimated that nearly 24,000 people across the district do not speak English well or at all, some 4.8% of the total population. The evidence

suggests that this includes some long-settled members of the South Asian community, newly arrived migrants, asylum seekers and refugees. Pakistani women aged 45-64 are the most likely group to speak little or no English.

Some 38.8% of the District's school population speaks English as an additional language including those who are fluent as well as those beginning to learn. Among Primary School pupils 41.3% speak English as an additional language. Bradford is home to 29% of the school pupils in the Yorkshire and Humber region whose first language is not English. Research shows that children who arrive in the UK at secondary school age suffer an attainment penalty as a result of varied support for English language skills.

What people said

"Language and local know-how give people confidence, hope and the ability to connect with others and get on with day to day life. If you don't speak English, you won't go far from home and you are unlikely to go far in life. People need learning to be easy, affordable and very local- within their communities. Being able to speak English gives people confidence and social connections so they can mix, find work, connect, understand each other and avoid isolation. Practical connections and know how is equally important- from navigating services, to finding jobs, schools, how to travel, shop and do the basics- so people can get on with day to day life and settle in a new life". (Annex B)

E. PERSONAL, RELIGIOUS AND CULTURAL NORMS, VALUES AND ATTITUDES

Faith. Christianity and Islam are by far the largest of our faith groups. Nearly half (45.9%) of the population identified as Christians in the 2011 census and almost one quarter (24.7%) as Muslim. The Muslim population included the majority those of Pakistani heritage. Just over one fifth of the district's population (20.7%) stated that they had no religion. But this does not demonstrate whether religion is practiced.

Voting: The numbers of people on the electoral register are currently at their highest yet democratic participation in some areas is lower than the UK average, in the 2017 General Election turnout was 64.8% in Bradford east, 60.6% in Bradford South and 67.4% in Bradford West compared to a national average of 68.7%. In parts of the District democratic participation is very low for example, turnout in the 2018 local elections in Tong ward was only 20%. Of Bradford's 90 Elected Councillors, 31% are of BAME background however women are underrepresented at 38.9% of all Councillors and the average age of Councillors is 54.

International. The district is made up of communities from all over the world this means that global conflict and national and regional incidents can create unease and tension in our local communities.

Community and democratic participation.

The District has a large and vibrant voluntary and community sector and high numbers of volunteers however we know that many people feel that Bradford needs to grow its sense of civic pride and belonging and that participation in community and civic life can be a vehicle for achieving this.

What people said

"Like employment, there was a view that where there is hope, everything else will flow. People want hope, joy, aspiration and opportunity. The four corner stones of hope as identified by Bradford District's residents were;

- 1. Employment and a thriving economy*
- 2. Education with great schools where children mix and connect*
- 3. A crime free and well-kept environment, homes and thriving town centres and*
- 4. Pride in Bradford." (Annex B)*

F. LACK OF MEANINGFUL SOCIAL MIXING

Crime and perceptions of safety. Overall crime rates are above national and regional averages and local research indicates that people have particular concerns around the drugs trade, dangerous driving and a general sense of lawlessness in some parts of the District. There were 15,335 recorded reports of anti-social behaviour in 2017-18 with hotspots in City, Bowling and Barkerend and Eccleshill wards. High profile cases of Child Sexual Exploitation have been used by far-right activists in attempts to foment hatred and division.

In the 12 months to December 2017, there were 1,624 incidents of reported hate crimes, the vast majority of which (76%) related to race. Sexual orientation hate crime accounted for the second highest number of reports and 9% of the total; disability and faith hate each accounted for 7% of overall reported hate crime. The city centre is a particular hotspot for incidents of hate crime.

Almost one quarter of Bradford's population are Muslims and research carried out by the Bradford' Hate Crime Alliance suggests that there is strong evidence that Islamophobia and Anti-Muslim sentiment exists in Bradford and that local Muslim people believe it to be increasing.

Bradford District as a place to live. The West Yorkshire Police and Crime Commissioner's survey indicated that 66% of the District's residents are satisfied with their area as a place to live. Some 62.6% agreed that their local area is a place where people live harmoniously however there were wide variations across different places for example, only 38.9% of people shared this view in Keighley West.

What people said

Through our conversations people told us that they liked living in a multi-cultural city, but they wanted more opportunities for mixing. A priority for many was to connect more and *"build understanding across faiths, cultures, ages, at work, at school and in the community. Lack of understanding affects inclusivity, opportunity, confidence, progress and ability to get things done."* (Annex B)

Delivery Plan

Bradford has strong partnership arrangements and a deep-rooted understanding of our communities. Our Delivery Plan has been developed by talking to our partners, to those living and working within our district and to our elected representatives. Our strategy has been written with this rich data and understanding.

Our Delivery Plan focusses on the next two years and builds on our existing strategic priorities shared across partners and incorporates a range of ideas that we know work well and will be scaled up to benefit the maximum number of people. Other elements are innovative ideas that we want to test and learn from.

People told us how our interventions should be designed. Where possible these will be included in the design of our interventions informing not just what we do but how we do it. We recognise our interventions are interlinked and interconnected not just across other activities across the District but also how they will work in practice. This Plan outlines how we will work together to achieve our ambition for the District. The interventions that we propose now will reduce pressure on public services and resources.

Our Focus

Our focus on integration is not a 'one size fits all'. We understand that the challenges facing the District vary from one place to another. What we do in turn needs to vary in a way that is specific to the place and its communities. We know that our focus cannot be entirely on the few but on society as a whole. It should look at addressing the issues of barriers to both integration and to all groups of people having the same life chances. We will ensure that poor white British communities with generations of unemployment, along with other poor communities and those most vulnerable to discrimination and marginalisation, are also included. Our data and evidence show that the following communities need more of our support;

- **Young People** – Attainment, Identity and Belonging, School Segregation, Economic Inactivity, Aspiration
- **Women** – Economic Inactivity, English Language, Participation/Social Mixing, Aspiration and empowerment
- **Poorer Communities** - Economic Inactivity, Aspiration, Participation/Social Mixing
- **New Communities** - Orientation, English Language, Economic Inactivity, Participation/Social Mixing

Our Approach

We recognise the scale of the challenge. We know that it is impossible to do this without talking to other people, bringing others along with us and inspiring commitment to change or reform in practice. To do this we know we need to complement, inform and create synergies with a number of interventions supported by Government, other external bodies and local partnerships, some of which will have overlapping goals. To be able to achieve our ambition for the District we will encourage and facilitate opportunities for reciprocal participation, interculturalism, social mixing and economic opportunities as a general ethos across our work in the District. To make sustainable difference we need to change the systems in which we work and live in, change behaviour and perceptions people may hold of others to create a safe city that provides a fair chance for all.

a. Policy Change

We aim to work across Bradford District on new ways of working. This means that we will work to reconfigure services, processes and procedures that hinder

opportunities to build stronger communities. We also believe to help drive forward this forward we need to work towards a joint political cross-party agreement. It is important that the Government recognises that what we can achieve locally may also be impeded by the impact of wider policy. For example, the following may exacerbate the challenge of segregation;

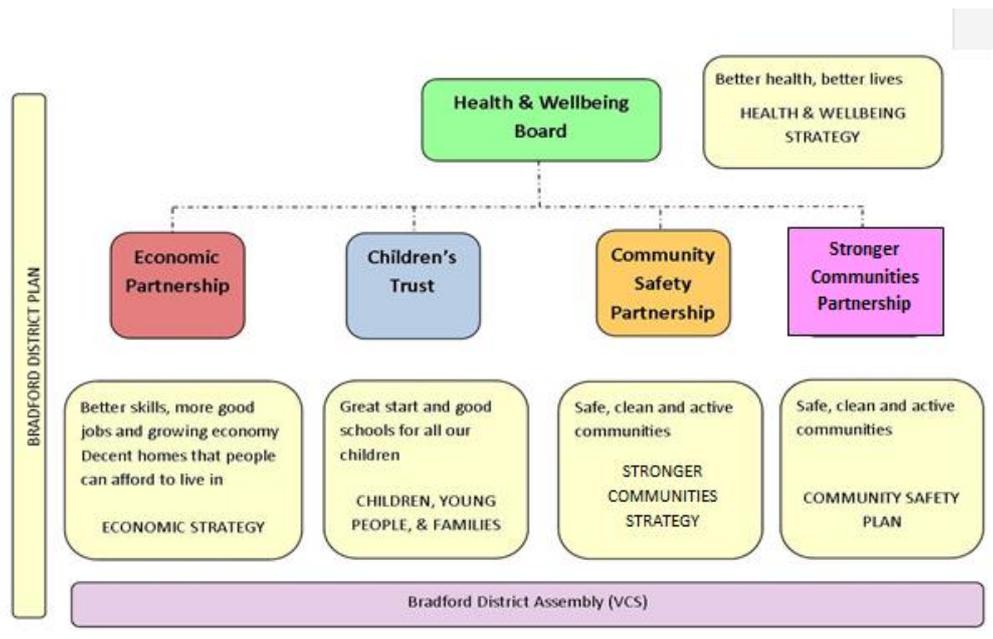
- Austerity,
- Welfare Reform Act
- Parental choice in Education
- Asylum Policy
- Brexit

We think it is critical that the focus should be on all barriers to creating stronger communities and this is why we are one of the few local authorities who consider low income/low wage as a protected characteristic.

b. Partnerships

We will continue to have ongoing conversations to identify areas of overlap, how we can collectively work together and join up our work. We will do this by understanding what can be achieved by sharing data and learning from the evaluation of these programmes.

Getting On: Employment	Getting Along: Education
<ul style="list-style-type: none"> • Anti-Poverty Strategy- provides a framework within which all services in the District can work together to meet agreed outcomes associated with reducing the effects of poverty. • Economic Strategy which sets out our plans to grow our economy by increasing the number of productive businesses and supporting young and enterprising people to innovate, invest and build fulfilling lives in the District. • Community Led Local Development. Projects in Keighley and Manningham designed to build community led approaches to economic development. • Controlling Migration Fund. Supporting communities impacted by migration 	<ul style="list-style-type: none"> • Education Opportunity Area which aims to improve social mobility through education for the most disadvantaged young people. • Better Start Bradford a community partnership to help parents give their children the best start in life. Born in Bradford –helping to unravel the reasons for ill health and bring new scientific discovery to the world. It is also providing a catalyst for communities to work with the NHS and local authority to improve child health and wellbeing • Civic Society Strategy-aims to encourage individuals and organisations to act with creating social value foremost and independent of state control.
Getting Involved: Social Mixing	Feeling Safe: Perceptions of the other
<ul style="list-style-type: none"> • Well North Bradford – working to help transform neighborhoods into dynamic communities where local people can live, work and thrive. • Local Delivery Pilot - a pilot to explore ways to make it easier for people in our poorest communities to access sport and physical activity. 	<ul style="list-style-type: none"> • Safer Communities Plan – outlines the district priorities to build safer communities. • Hate Crime Strategy- which aims to highlight and support Bradford’s approach to tackling hate crime.



c. Public Sector and Businesses

Promoting and supporting diversity in the workplace is an important aspect of making diversity our strength- it's about valuing everyone in the organisation as an individual. This means we need to challenge practices and offer opportunities at leadership. To reap the benefits of a diverse workforce it's vital to have an inclusive environment where everyone feels able to participate and achieve their potential. The Public Sector and Businesses should;

- Be confident to change policies and practices to promote recruitment, retention and progression of employees which better reflects diversity of the District.
- Encourage English language skills of employees whilst in work and encourage a culture of equality and mixing.

d. Voluntary Community and Faith Sector

As resources have dwindled, we know organisations are working in a pressurised, difficult and competitive environment. This makes working in collaboration increasingly more important. The Voluntary Community and Faith sectors should;

- Work together to maximise outcomes especially where funding is being sought or awarded.
- Work together in sharing data so we can better demonstrate our shared impact of our work across the District.
- Share best practice and building on what works.
- Continue working in partnership with others with integration as a general ethos
- Address tensions, stereotypes and perceptions others may hold which impede on building a stronger community in the District.
- Build on the Governments Civic Society Strategy and continue community development, supporting our communities to become role models in their neighbourhoods and families.

e. Community

People who live across our District told us how important reciprocal relationships, interculturalism, social mixing and economic opportunity was to living a fulfilling life across the District. However, many expressed they didn't know where to start. Communities should;

- Be courageous in taking personal responsibility
- Challenge the normalisation of unacceptable behaviour

- Be brave and take opportunities to ask questions and forge relationships with people from different backgrounds
- Challenge attitudes and practices which fosters negativity, stereotypes and hate within themselves, their families or others around them

f. Telling our Story well

Stories powerfully influence people’s beliefs and actions. They strengthen advocacy campaigns by grounding policy proposals in real life examples. We will make a concerted effort to work closely with local media and with the Government on our story and ensure these stories are positive.

We will mobilise a programme of campaigns identified through our conversations such as ‘I am’ and ‘Through the Keyhole’, a mobile exhibition which tells the story of our shared history and debunk myths. This will align closely with the Anti- Rumour Campaign developed through Intercultural Cities which aims to dispel the widespread myths around the topic of immigration. The campaign is a preventative measure against racism that also promotes increased and effective integration of migrants.

We will have a Communications and Marketing strategy that will incorporate these approaches and encourage thought provoking conversations and promote understanding and tolerance by being concrete rather than abstract. We will train advocates involved in the delivery of our plan in social media messaging and encourage people to talk about the positive work that is taking place, providing a balance to divisive narratives. Our Stories will inspire others and show how community change is carried out. We will share our learning on what works and what doesn’t and make sure this is disseminated widely.

Our Pillars

Using our guiding principles, we have considered where we can have the most impact and deliver the greatest change. To do this well, we will;

1. Continue to have on-going ‘conversations’ to gather the views of Bradford’s residents. Where appropriate, communities will be involved in co-designing our programme. We will also involve communities to co-produce to deliver sustainable change. Where needed we will feedback so communities know we have listened. We will maximise existing resources and skills by developing local community researchers to make sure information remains current.
2. Agree a set of measures that can track our progress towards becoming a truly integrated community.
3. Agree a method of sharing data across our stakeholders, the local authority, our programmes and the District through our Partnership and events to gain a better understanding of the impact of our work on integration. We will gather feedback on the work we are doing as well share what is and isn’t working.

**Pillar One: Getting on
More people will have improved their quality of life, feeling happier about the future, being able to fully participate and better equipped to engage in the economy.**

Our objectives are to;

- Improve opportunities for those furthest away from the labour market enabling them to engage in the economy.
- Provide opportunities for anyone who wants to learn to speak, read and write English so they can fully participate in education, employment or life in Bradford District.

- Create clear pathways and referral routes to enable people to easily navigate services and the District

What we will do

Priority: Employment

Challenge: Labour Market disadvantage

We want to make sure that everyone in Bradford has chances to achieve their potential, regardless of their background. This means reviewing the services we offer and working collectively to meet and appropriately respond to existing and emerging needs of different communities.

Building on the Economic Strategy, we will work with a range of organisations and other programmes across our District to review the support that is being offered to people who struggle to find work. We will use this review to help us to address gaps in training, employability support and reshape how organisations recruit at all levels. We will invest in a programme of activities for those furthest from the labour market. We will base our activities on a person centred approach which will support their journey into work and assist with long term preparation for employment. This will include raising aspirations and attitudes through a mentoring scheme, providing opportunities to build sector based skills such as digital and catering and support for finding and getting a job. A particular scheme will be delivered for graduates who do not go onto employment. We will look to support people in keeping and progressing when they are in employment. Our ambitious programme will also involve trailing a change in how public sector and businesses recruit. Where possible we will take a proactive approach to recruitment practices by making sure they do not act as unintentional barriers. We will make sure that employers have more knowledge about different communities by recruiting volunteers that are able to speak about themselves as 'an open book'. Groups, businesses and organisations wanting to learn more about 'the other' will be able to ask for someone talk about their life, culture and answer questions that we are

sometimes too embarrassed or don't feel able to ask. We will equip employers with the confidence to recruit more diversely.

Challenge: Lack of English Proficiency

People told us that English language should be accessible and practically available for everyone at all levels, within formal or informal setting. To do this we need to understand what the current level of need is and how we can capture this data. We will invest in a central unit that will support the way the provision of English language teaching (ESOL) for adults in the District is currently being accessed. Through our working group of providers delivering ESOL, we will make sure that all adults have access to high quality English language provision. This will range from conversational English delivered in local community venues, building confidence for those who have some or little English to more formal learning for those who require it for work or education.

We will continue our work from the Government's Controlling Migration Fund increasing capacity across the district to respond to migrant communities. We know from our community engagement activities how limiting life can be when people cannot access services they need or navigate with confidence in a new place. We will make sure that people who are new to Bradford and Britain receive the help that they need to secure their immigration status and are able to access employment and English language opportunities.

We will pilot a way of working which will concentrate on those seeking asylum and refuge. It will focus on managing the impact on those arriving into our District offering more timely and appropriate support that addresses immediate needs. We will use this approach to better understand and consider how national

systems, processes and priorities interact with local services and complement each other. It will explore gaps, good practice

and opportunities for co-design and co-production.

Pillar Two: Getting along

More people will have a greater understanding of other people's views and cultures across Bradford District.

Our objectives are to;

- Influence schools to test new approaches to their School Admissions Policy.
- Increase social contact between people of different backgrounds including school age children providing opportunities for open dialogue and to learn from each other.

What we will do

Priority: Education

Challenge: School Segregation

We want the District's residents to connect with each other, at school, college, work and in the neighbourhoods, they live and across the District. We want to influence where possible process and policy barriers that stop us from doing this. We know that social mixing can reduce anxieties and stereotypes we might hold about people who are different to ourselves.

We will test and learn from the new approach of two new sixth form colleges in the city ward to encourage social mixing of young people living in different parts of Bradford. We will take this learning and look at ways we can encourage other

schools to re-evaluate their Admissions Policy and share best practice.

We will continue our support for The Linking Network. We will make sure that all Year Four children in primary schools across our District have the opportunity to link with children in a school different from their own. We will expand our reach offering linking experience to a small number of secondary schools and parents of different backgrounds enabling them to extend their existing social and support networks. Our school linking training and toolkit will enable us to work with our 138 supplementary schools across the District. We will also look to share learning from the Strengthening Faith Institutions pilot.

Pillar Three: Getting involved

More people from all backgrounds will feel they understand, respect and connect with each other.

Our objectives are to;

- Work with registered social housing landlords on how housing provision is allocated.
- Increase social mixing across the District, widening exposure and opportunities in building friendships and networks.
- Provide safe spaces where difficult conversations can be held, and conflicts can be resolved.
- Improve coordination between partners and services so people have a fair chance.
- Create clear pathways and referral routes to enable people to easily navigate services and the District

What we will do

Priority: Social Mixing

Challenge: Residential Segregation

Building trust within and between communities is central to building stronger and more resilient communities. Integration involves people feeling empowered to be active in their communities and contribute to civic life. But where people live can stop those conversations and interactions to take place. Volunteering is one of the ways in which people of different backgrounds come together to support causes they are passionate about and it has been demonstrated to improve mental and physical well-being. It enables all of us to feel we have a stake in the place we live and builds shared values and common goals. Our residents have a strong tradition of volunteering and we want to build on this.

Our approach to residential segregation is two pronged. We will explore approaches on how we can influence where people live to encourage more social mixing and creating opportunities for more meaningful dialogue over a prolonged length of time through shared spaces.

We recognise that social housing landlords are an important resource in developing a local integration approach, having well established community links. We will influence well thought out housing provision as we know it can facilitate social interaction, sustainability and a sense of pride in the community. Where we do not have the answers, we will look at best practice nationally and internationally through our work with Intercultural Cities. We will research on how best to tackle residential segregation and understand people's motive for 'white flight' and why people to choose to live in or leave a place.

Lack of Meaningful Social Mixing

We will build community resilience through development training and empower residents to challenge and take social action. We will continue our work in the District by encouraging debates around integration, develop understanding of our neighbours and communities and provide support to expand existing social networks

reducing isolation and loneliness. We recognise safe spaces are critical in building relationships especially if they are seen as shared and neutral. Where this is desired and appropriate we will support transfer of assets. We will bridge community divides by offering more opportunities for community dialogue. We will provide an on-going programme of support for groups of people to hold difficult conversations and space for talking about issues they care about. Communities will be supported in turning their ideas into actions. We will run more targeted services for young people enabling them to build bridges across boundaries and areas they wouldn't normally go into. We will work through our existing staff and networks to deliver team challenges, team building and cultural awareness sessions.

We know when we leave ourselves open to opportunities for social integration, making friends and travelling to places we normally wouldn't, can result positively on our views and experiences of the world. It raises our confidence and aspirations to do more. We will use Travel and Tourism, local community centres and faith organisations to promote a new innovative app that challenges us to engage in activities and with others we normally wouldn't, increasing positive experiences. We will work with communities in the development of this app, increasing digital skills and creating gaming environments.

We will use our festivals and events to bring communities together by involving them in the design and delivery of them. We will also build on our work on understanding of different faiths by growing our Faith walks and Iconic Places of Worship Tours to engage more people. We know a minority of people hold views of certain areas and places as 'no go zones'. This work will aim to dispel these beliefs. We will include opportunities for sustained dialogue over a length of time for those who are receptive and open through conversation cafes.

We will continue our support for People Can, which will increase volunteering and neighbourliness. We will continue to celebrate volunteering and make sure that volunteers feel valued and rewarded. We fully support the extension of Believing in Bradford/ Catalyst which will include developing leadership skills for 600, 16-26 year olds and women across the District, creating role models who will become Ambassadors for our campaigns and volunteer across our Stronger Communities work.

We recognise that there is more to be done for those whose needs are not being met. As such, these people can rarely make space for others. In these circumstances, we will work with the Council, Health, Police, Fire & Rescue Service and alongside Voluntary,

Community organisations to develop a District wide strategy as an organisational response with and for the Roma community. This will look at how to improve the community's social integration and ensure equal access to opportunities. We will carry out research to understand how better to support Refugees, Asylum Seekers, African, African Caribbean's, LGBT, Gypsy and Travellers who are often marginalised and discriminated. We will look at what their key barriers are in accessing and engaging with services such as Health, Education, Police and Business. We will develop a strategy and action plans for each service and will monitor their progress through the Partnership.

Pillar Four: Feeling Safe

More people will say they feel satisfied with their neighbourhood and feel safer across our District.

Our objectives are to;

- Reduce negative views and stereotypes that some of the Districts residents hold about people who are different from themselves.
- Equip people with the skills to resolve conflict
- Facilitate activities through the Safer Communities Partnership

What we will do

Priority: Perceptions of the Other Challenge: Personal, religious, cultural norms, values and attitudes

We want to build a society based on shared values and responsibilities. Safety and security underpin the work that we want to do. But too many of our residents feel unsafe, at home, in the streets and across the District. The prejudiced attitudes of a minority can hold us back and stop us becoming an integrated society.

We will kick-start our work on the District's Hate Crime Strategy and use it to test delivery. This work will be monitored through the Safer Communities Partnership. We will work more closely with partners to identify key areas for staff development. We will work with partners,

residents and voluntary, community and faith organisations to raise awareness of all hate crime and act on crime against those most vulnerable such as LGBT, disabled people, Refugee and Asylum seekers and develop learning on how to tackle Islamophobia. We will do this through the production of resources such as videos, vlogs and positive social media campaigns to counter and challenge harmful narratives. We will test initiatives such as restorative justice, which will allow perpetrators to face victims in a safe environment to learn the impact their actions have on others. We will work together to support the rejection of racist messages. This includes listening to the concerns and fears expressed in the community, such as misconceptions around preferential treatment of some groups. There may also be a need to take action to dispel myths and to ensure

transparency about decision-making. This can help local people understand and accept how and why priority decisions are made.

There is also work to be done to bring different parts of the community from diverse ethnic and social backgrounds together to develop mutual understanding and respect. We will look at ways to find out more about current views and perceptions of local people in a neighbourhood. Its purpose is to understand what the most pressing issues are and if they could be leading to increased local tensions, for example if there has been a local incident that may have fuelled tension. A local issue can also be a source of community harmony as residents come together to campaign on a locally important issue. The more we have a developed awareness of local issues and directly talk to local people, the better we can understand what we can do about it. From our community engagement activity, people told us nuisance and dangerous driving was a huge cause of tension between communities. We will research on the causes of this and the affects this has on community perceptions of the other.

Many of those we spoke to talked about the general perception of the area as a major concern. We will test out the best way to involve, include and engage with our communities in a sustainable programme of behaviour change by running a range of interventions in six wards.

What We Still Don't Know

a. Test and learn from what we deliver

To drive meaningful transformation at scale, we must be open to the adoption of a test and learn culture, which will enable us to optimise opportunities for good social integration, create and enhance first-class interventions and develop learning across this programme. By doing this we will be able to make good decisions about what we invest in based on interventions we know that work. Where results prove to be positive we will either scale up reaching more people or test them in other areas with different communities.

b. Stronger Communities Innovation Fund

Innovation is critical in enabling us to achieve the ambitions set out in this strategy, to increase the pace and scale of change, and deliver better outcomes for those living and working across Bradford District. We know decisions made on assumptions can be unwise. It is important that we look for answers to questions we don't know the answers to and look to explore ways to further our own understanding rather than providing solutions. We will develop an Innovation Fund to research new ideas. Our community engagement exercise produced a range of ideas that we are keen to explore further. (Annex B). We are also in a changing environment where challenges may arise we currently do not have interventions for. The Innovation Fund allows flexibility to respond to these, whilst also exploring interventions tested elsewhere and have a good evidence base of success.

c. Behaviour change

We will inform some of our services with 'Community Readiness'. This has been piloted by the Innovation Hub and University of Bradford. This tool makes sure our services are designed at an appropriate level which responds to where communities are around social mixing. This assessment will be carried geographically and for communities of interest groups. We will explore other appropriate behaviour change methodology and weave this into our communications, training and conversations such as Nudge Theory and effective Story Telling. We will develop effective ways to measure its impact. This will help us understand how best we can create a culture of tolerance that targets society as a whole and not just those who access the programme's interventions.

d. Learn from best practice- local, national and international

We recognise that to be foreword thinking we need to harness the talent and energy of our growing diversity. We will continue to develop, negotiate and implement a comprehensive strategy, taking into consideration best practice at all levels to realise Bradford District's diversity advantage. We are joining the Intercultural Cities Network to help us develop and deliver a long-term strategy that takes this into account, enabling us to share our learning with other areas and cities.

How Will We Know It Works?

The programme will build on evidence of best practice as well as developing new and innovative approaches where these are necessary and where they respond to an evidence of need. We will work with Government to develop a series of measurable outputs and outcomes in order that impact of the interventions made can be measured and understood. We will invest in good methods for evaluation and data, so it can be adequately collected, analysed and evaluated quickly.

Our approach will link to and continue to deliver on our District wide work on integration building strength and resilience within our communities. Where funding is not required for interventions through Government, we have clearly stated this clearly in the Delivery Plan. We expect this plan to go through a number of reiterations whilst interventions undergo a comprehensive and robust design process.

Our Partnership – and how you can be involved in our work

The Stronger Communities Partnership and will keep oversight of the delivery of this work as well as the wider priorities of the Integrated Communities programme. We are committed to devolving decision making to those who this programme affects, which is why we have an independent board. We are passionate about community voice, power and fair representation. Therefore, getting our partnership approach right is important to us.

The Partnership's role is to provide reliable and consistent strategic advice and informed guidance on the achievement of the Stronger Communities Priorities. It will be made up of a wide range of experts and strategic leads. Our Partnership Board will be informed by the Stronger Communities Delivery Forum which will incorporate delivery partners, analysts and researchers.

The Partnership will develop a channel for community voice that will ensure our Board and community continue to work together. It will also be informed by what happens locally, nationally and internationally. In this way the work of the wider Stronger Communities agenda will benefit from members' ideas and perspectives in respect of their individual areas of expertise and experiences, which we might otherwise have missed.

The Health and Wellbeing Board is the lead partnership in the Bradford District Partnership. The Stronger Communities Partnership will report to this board. The Stronger Communities Partnership will also report to the Corporate Overview and Scrutiny Committee to make sure our decisions and services are being made fairly and with transparency.

We are currently exploring this approach and will seek feedback from partners, local residents, councillors and representatives on our governance proposal.

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STRONGER COMMUNITIES DELIVERY PLAN 2018-2020 v1.1

OBJECTIVES	ACTIVITY <i>What will they do? (including system / behavioural changes)</i>	TARGET AREAS inc stakeholder considerations <i>Based on a considered segmentation strategy (e.g. geography, demographics)</i>	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes)			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what's the hypothesis they're testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		
Create a culture of test and learn	<p><u>System, Perception and Behaviour Change- Stronger Communities Innovation Fund</u> We will develop an Innovation Fund to research new and emerging trends; it will also be used to address gaps and pilot new ideas. The Innovation Fund will primarily focus on;</p> <p>1) Interventions and services tested elsewhere both nationally and internationally and there is a good evidence base of success. 2) New emerging challenges such as post Brexit, international tensions and/or negative focus on a new area or group i.e. Refugees and Asylums. 3) New ideas that are untested and have not been trialled.</p> <p>Project Proposals will emerge through our learning and collaborative networks and groups, market place events which will encourage proposals from the VCS and from what is already working and what isn't, it will then go to our People's Advisory Group for consultation before going to the Board for decision.</p>	Annex A and Annex B	Develop process and criteria	<p>New projects/ research is/are proposed</p> <p>New projects are commissioned</p>	<p>New projects are evaluated</p> <p>Learning is shared across the District</p>	<p>Our community engagement exercise produced a range of ideas that we are keen to explore further. (Annex B).</p> <p>Our landscape is changing i.e. preparation for post Brexit.</p>	<p>Increased involvement from the community</p> <p>Increased emphasis on designing interventions based on what we know</p> <p>Test and learn culture is developed</p>
To empower local people ensuring the people voice is at the	<p><u>System, Perception and Behaviour Change- Community Researchers</u> We will 'grow our own' community researchers which will be trained as part of their involvement in the People's Advisory Group. The role of the</p>	A number of leadership programmes run across the District but no further	Deliver community engagement	<p>Consult with communities about the values</p> <p>Start process</p>	<p>1,000 people sign up to the values Group</p>	<p>Our community engagement exercise showed how keen people were to get involved. (Annex B).</p>	<p>More people will lead in their communities.</p>

<p>heart of everything we do</p>	<p>researchers will be to help influence our campaign work and support the implementation of the project improvement cycle. This will introduce a new way of working not just for the programme but also could act as a wider reference group for our partners in the District. Members of the People’s Advisory Group will;</p> <ol style="list-style-type: none"> 1) Consult with local people within their own communities about project design and delivery 2) Carry out focus groups to build further understanding and intelligence for example Community Readiness. This will inform the level of intervention to be delivered and support any re-design of projects. 3) Endorse projects and interventions worked up through the Forum to the Board 4) Champion the Community Values and become ambassadors on integration in their community 5) Inform the Board how the campaigns are working by using a range of qualitative methods such as observations and informal conversations 6) Be a wider think tank for solving community problems and challenges. 	<p>routes for board experience.</p> <p>Our programme will constantly be engaging with communities through consultations and focus groups.</p>	<p>feedback events</p> <p>Develop community values</p> <p>Develop process for recruitment</p>	<p>of getting communities to sign up the values</p> <p>Recruitment process begins.</p> <p>32 people are recruited for the People’s Advisory Group.</p> <p>32 trained as Community Researchers.</p> <p>Community Readiness is carried out.</p> <p>Consultation, focus groups and qualitative research is carried out.</p>	<p>meets quarterly.</p> <p>Community Readiness informs current projects.</p> <p>Rapid evaluation is shared.</p>		<p>More people will be able to influence what is delivered across the District</p> <p>More communities will be engaged because our services will be appropriate.</p> <p>More people will indirectly benefit from the programme even if they haven’t been involved in an activity.</p>
<p>To change perceptions and behaviour using positive marketing and communications methods</p>	<p><u>Perception and Behaviour Change- Communications and Marketing</u></p> <p>Our Programme will have highly visible brand, where we will control the narrative we tell. This brand will be positive making it clear this programme is for everyone. Integration for us isn’t just about creating opportunities for those who need our support but also how we bring everyone else along with us in the vision we have about the District. It will celebrate positive stories and highlight good practice, Our communications will include;</p> <ol style="list-style-type: none"> 1) Strong social media presence 2) A separate website 3) Communications support for our projects so they 	<p>Interventions do not work unless communities themselves recognise or understand the perceived issue to be an issue. (Community Readiness).</p> <p>We understand that there is disparity between</p>	<p>Commission brand and design</p>	<p>Consult with communities on branding.</p> <p>Branding is agreed.</p> <p>Commission social media.</p> <p>Newsletter is produced.</p> <p>Commission</p>	<p>4 newsletters produced each year (both for stakeholders and community)</p> <p>Social media campaigns are monitored</p>	<p>Our community engagement exercise showed that people wanted positive stores. (Annex B).</p>	<p>More people will change their perceptions and attitudes of other people who are different from them</p> <p>More people will stand up against hate crime</p>

	<p>can talk about the brand and use it appropriately 4) A set of Bradford Values which everyone in the District signs up to.</p> <p>We know communications and marketing can be extremely powerful if used well. Part of our communications work will be informed by behaviour change models for example Nudge Theory. We will develop effective ways to measure the impact of our communications. This will help us understand how best we can create a sense of belonging which looks to build how we live and work together. This will target society as a whole and not just those who access the programme's interventions. We will also embark on a series of campaigns to dispel and debunk myths through a;</p> <p>1) I am Campaign 2) Anti-Rumour – developed by Intercultural Cities. 3) Its' not OK 4) Our Shared History Exhibition</p>	<p>what people say and what people then go on to do.</p>		<p>communication support for projects.</p> <p>Commission website.</p> <p>Website is launched.</p> <p>Commission research on behaviour change in communications and marketing.</p> <p>Campaigns are developed.</p> <p>Campaigns are launched</p> <p>Evaluation on success of campaigns is agreed.</p>	<p>Shared History exhibition is produced and shared across the District i.e. schools, libraries and within shared spaces.</p>		<p>More people will indirectly benefit from the programme even if they haven't been involved in an activity.</p>
<p>To review our strategy, ensuring our work benefits from the diversity advantage</p>	<p><u>System, Perception and Behaviour Change- Intercultural Cities Programme</u> The Intercultural Cities (ICC) is a flagship Council of Europe programme that offers support for cities in developing their diversity strategies. The programme model considers migrants as a resource for local economic, social and cultural development. By participating Bradford Council will undertake a review of our policies and services to ensure there is adequate representation at different levels, positive intercultural mixing and interaction, and capacity to ensure equal access to rights and opportunities for all. The benefit of joining the Intercultural Cities</p>	<p>The programme is being implemented by over 100 cities in Europe, as well as in Japan, Korea, Mexico and Canada.</p> <p>Manchester Council and Wakefield Council are two other</p>	<p>Complete membership process for Intercultural Cities</p>	<p>Complete index questionnaire</p> <p>Receive Bradford report</p> <p>Agree action plan and method of engagement with the programme.</p>	<p>Share lessons across the programme and partners</p> <p>Revisions to current Stronger Communities strategy.</p>	<p>Annex A: Data Pack demonstrates we can do more to bridge the gap between communities.</p>	<p>Strategy is reviewed and revised</p> <p>Better outcomes for the District</p>

	includes; <ol style="list-style-type: none"> Engaging positively with local residents across Bradford District; Build a vision for the diversity future of the city and translate it into a workable strategy; Benefit from the advice and support of peers from other cities; Call on expertise targeted to the city's specific focus and needs; Develop collaborative projects on specific themes; Showcase Bradford and the good practice we've developed over 30 years. 	cities who have recently joined.		Inform Forums and Board of potential Innovation Fund projects.			
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PRIORITY AREA 1: EMPLOYMENT

PILLAR: GETTING ON

More people will have improved their quality of life, feeling happier about the future, being able to fully participate and better equipped to engage in the economy.

OBJECTIVES	ACTIVITY <i>What will they do? (including system / behavioural changes)</i>	TARGET AREAS inc stakeholder considerations <i>Based on a considered segmentation strategy (e.g. geography, demographics)</i>	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes)			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what's the hypothesis they're testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		
1. Improve opportunities for those furthest away from the labour market	Behaviour/ System Change Employment Provide a programme of activities using a person-centred approach offering end to end support for those furthest away from the labour market. Our activities will focus on three groups; 1) Graduates who do not engage in employment. Building on trailed and tested programmes from the	White working-class communities living in Holmewood, Tong and central Bradford and Keighley.	Co-design services using an end to end approach Outline customer	Evaluate/review through rapid cycling testing approach and set up for second and third cohort.	No of people with increased confidence No of people accessing intervention	Bradford University have highlighted that they have students who complete their degrees but fail to obtain suitable employment in the city. This includes	Jobseekers have improved skills and attitudes for employment Jobseekers have improved

<p>enabling them to engage in the economy.</p>	<p>JCP, the provision will take the form of a 13 week programme of activity; claimants will be required to attend for up to 4 days each week, to encourage the behaviours expected in a workplace. Optimum occupancy will be 15-20 claimants per course although referrals for each course could be up to 25. The timing of attendance will be determined locally but claimants will be expected to attend for up to a maximum of 16 guided learning hours per week. Additionally, Providers will be expected to provide refreshments and travel costs. (Childcare or replacement care costs will be met by JCP where appropriate.) The Programme should offer graduates in the main face to face support with the following;</p> <ul style="list-style-type: none"> • Careers and transferable skills advice, • Information about the availability of jobs (nationally), • Help with writing CVs and competency-based application forms, • Advice on how to make speculative approaches to employers, • Advice about Interview techniques and some interview practice if required, • Presentations – content and delivery, • An overview of the benefits of voluntary work and work experience and evidence about how these opportunities can enhance career prospects, • Building on sessions through Work Experience for those graduates who require this support, • Mentoring and Ongoing support <p>They will be required to provide 3 Master Classes. Claimants attending the Employability Skills for Graduates Programme will bring with them varying levels of skills, experience and ability. The provision must be flexible enough to respond to their individual needs. It will provide support which builds on their knowledge, skills and experience rather than seeking to duplicate them.</p>	<p>Women in Manningham, Bradford Moor, Little Horton and Barkerend and Bowling.</p> <p>Young people aged 16-26 living across the District.</p> <p>Thornbury Centre to be utilised as one of the centres. It is situated on the Leeds/Bradford corridor and is easily accessed by public transport, offering free parking in their private car park. It has a computer suite, and comfortable multi- purpose rooms of various sizes, two conference halls and a designed fully equipped training kitchen facility.</p> <p>KAWAC in Keighley.</p>	<p>route of travel</p> <p>Interventions are set up and ready to be promoted</p> <p>First cohort starts accessing services/ interventions.</p>	<p>No of people supported end to end</p> <p>No of people into jobs</p> <p>No of people applying for work</p> <p>No of people with additional or new qualifications</p> <p>No of people being matched with a mentor</p> <p>No of people who feel more confident to speak English</p> <p>No of people who access conversational English</p> <p>No of people who progress in English and into formal</p>	<p>BAME Asian female students who attain their degree but either do not obtain employment on completion or go into low skilled jobs. They have highlighted possible reasons for this; unable or unwilling to travel for employment, restrictions on the types of workplaces they would work, lack of knowledge or aspiration of the types of employment that they could apply for with their qualifications, expectations of family to stay at home and marry and have children.</p> <p>Data illustrates a need to focus on employment opportunities for women particularly BAME (18.3%) compared to white females (3.5%); young people (68%).</p> <p>Economically inactive rate for BAME female 16-64 is 56.4%). Of which Pakistani/Bangladeshi females are 63.4%.</p>	<p>occupation-specific skills and work experience</p> <p>Increased numbers of jobseekers enter and sustain (quality) employment</p> <p>Disadvantaged groups have increased access to relevant employment opportunities.</p> <p>Increased number of people who will feel confident about speaking English</p> <p>Increased number of people who go onto learning English in formal setting</p>
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	<p>support to Bradford employers- both businesses and Public Sector. Trial a new approach with three organisations (of which BDMC will be one) to drive change across our District on;</p> <p>1) Using Business to Business Support, we will review policies and practices on recruitment to reduce exclusion and encourage recruitment of BAME, young people, those with disabilities or mental health and poor white class applicants. We intend to explore recruitment on potential. We will target actively not just low-level entry jobs but also at all levels across organisations including senior management roles.</p> <p>2) Informal culture and behaviours to improve social mixing in and outside of work</p> <p>3) Improving social mobility and diversity across the workforce to reflect greater the District.</p> <p>4) Develop a train the trainer approach and a good Employment Practice booklet to share learning and influence quickly more organisations to adopt a similar approach</p> <p>5) To offer training to front line supervisors/managers to reduce barriers in employment which may be inadvertently discriminatory and reduce unconscious bias or entrenched working practices increasing awareness and understanding of culture and diversity.</p> <p>6) Recruit a bank of volunteers who are willing to be loaned out to businesses groups and organisations to debunk myths and raise awareness. Volunteer give their time to speak about themselves as 'an open book' without judgement about the person/organisation enquiring. Groups, business and organisations wanting to learn more about 'the other' will be able to ask for someone from the 'Library' to talk about their life, culture and answer questions that we are sometimes too embarrassed or don't feel</p>	<p>what can be achieved in the timescale.</p> <p>Organisations will be selected based on size, FTE, maturity, diversity of the workforce (& their geography) and type. We've already had exploratory conversations with businesses such as Northern Powerhouse and BDCFT (Teaching Hospitals).</p> <p>Volunteers reflecting the diversity of Bradford District.</p> <p>Organisations engaged</p>	<p>Mobilisation plan written</p> <p>Scope model of delivery and organisations most receptive to engagement for change</p> <p>Provider is commissioned.</p> <p>Volunteer policy written</p> <p>Recruitment initiated</p>	<p>will commence and early signs of changes will be apparent i.e. change of policy/practice, increased diversity in employment.</p> <p>Create a bank of volunteers.</p> <p>No of volunteers recruited</p> <p>No of volunteers 'loaned' out.</p>	<p>participated</p> <p>No of people from diverse background being recruited</p> <p>No of people from diverse backgrounds applying</p> <p>No of organisations interested in 'signing up'</p> <p>Policy and recruitment practices adapted</p> <p>50 volunteers recruited</p> <p>25 groups and organisations engage someone from the 'People Library' in the first year.</p>	<p>The Disparity Audit also tells us that whilst our population is diverse this is not reflective of those in the highest paid jobs.</p> <p>Public engagement on the local integration delivery plan has 'highlighted' that many people are keen to engage and learn more about other people in the district, but do not believe that they 'permission' or that their questions may be construed to be racist, homophobic or based on prejudice etc.</p> <p>We are one of the BAME Challenge Areas and CLLD areas.</p>	<p>have changed</p> <p>Increased diversity in the workforce particularly at senior levels.</p> <p>Improved culture of the organisation</p> <p>Managers at all levels will have raised awareness of themselves and their own attitudes</p> <p>Increased social mixing will occur in the work place.</p> <p>Attitudinal change takes place across everyone who engages</p> <p>Improved relationships within the workplace</p>
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<p>able to ask. Recruits will be 'sourced' through open advertisement and may also come from 'other' projects such as the Believing in Bradford/Catalyst project. A Project Support Officer would administer the recruitment and allocation until an 'alternative delivery vehicle' can be determined. Expenses would need to be provided, initially through the project, but may ultimately through a 'cost recovery' model tailored to suit individual groups.</p>						
<p>VFM- Systems Change- Equalities and Community Relations Strategic Group As part of our work to increase engagement by all groups, we know we must address the systems, processes and structures that exist that hinder this. Our work in this area is targeted in two areas; 1) A series of thematic engagement events will take place with smaller communities of interest to look at what are their key barriers to access and engagement with services. This will include presentations from relevant professional bodies e.g. Health, Education, Police, Business and work shopping barriers, presenting the findings back to the lead organisations for review and response, including developing strategy and action plans. Governance to sit within the Stronger Communities Partnership and Health and Wellbeing Board. Typical groups to be represented to include: Roma, Refugee, Asylum Seekers, African, African Caribbean, LGBT, Gypsy & Traveller.</p> <p>Placed based model for Asylum Seekers & Refugees 2) The Home Office has approached Bradford Council working collaboratively with Leeds City Council, Sheffield City Council and Calderdale Council, to consider how central and local governments, service providers as well as civil society could work more closely together to improve the management and flow of newcomers into places. Pilot areas have been selected based on geographical mix and service delivery across a range of asylum and resettlement activity. The high level</p>	<p>Some of the smaller communities of interest have not become established to an extent that they have 'voice and influence' through conventional processes e.g. political or community leadership.</p> <p>The pilot will align and identify links with existing work and governance structures to avoid duplication make best use of officer time and learning from Integration Area pilot, Local Authority Asylum Support Liaison Officer Pilot for move on from the asylum system, Controlling Migration Funded</p>	<p>The Equalities and communities strategic group will be reinstated</p> <p>A Single Point of Contact (SPOC) will be appointed from the Home Office and Bradford Council will appoint a dedicated officer to act as joint project lead working in collaboration with the SPOC.</p> <p>The SPOC</p>	<p>Three thematic meetings each year, discussing priorities determined by the 'communities of interest'.</p> <p>A number of bi-lateral meetings with be held involving main partners to establish gaps and practical solutions for change. This work could lead to a series of workshops with the expectation that the Home Office, Bradford Council and partners will jointly agree</p>	<p>7 'communities of interest' actively engaged in discussions pertinent to their community.</p> <p>Action Plans produced that reflects the needs of 'communities of interest' Project support worker allocated.</p> <p>Set priorities for the pilot; discuss the gaps in service provision, areas for improvements, with a focus on improving the</p>	<p>There are 8,415 people on the electoral register in Bradford from Central and Eastern European (CEE) communities (2% of total registrations). 50% of CEE registrations are from the Polish community. Other CEE communities on the electoral register are: Slovakian (1,266, 15%), Latvian (994, 12%), Romanian (597, 7%), Lithuanian (505, 6%), Czech (396, 5%), Hungarian (212, 3%), Bulgarian (112, 1%), Estonian (62, 1%), Croatian (20, 0%) and Slovenian (9, 0%).</p> <p>The wards with the highest number of people from CEE communities on the electoral register are City, Tong, Little Horton and Barkerend. The wards with the highest</p>	<p>Voice and influence provided to communities of interest, giving them confidence to become more involved in the political and community life of the district.</p> <p>Tailored and aligned support provided by agencies to meet the needs of communities of interest.</p> <p>Improved process to access employment and English language opportunities</p> <p>Improved housing</p>

	<p>objectives of the pilot approach are twofold: a) To enable local authorities to better support the UK Government to achieve its existing commitments to asylum seekers, refugees and resettlement; b) To develop a more holistic, people focussed approach to ensure that those who have a right to be here are able to integrate into society and those who do not are facilitated and supported to leave.</p>	<p>projects, VPRS and VCRS Refugee Employment Advisor, Refugee Social worker and psychotherapy support. The pilot will also take learning others projects undertaken by voluntary and community sector such as Connecting Opportunities programme, STEP programme, Working English project, Refugee Action's Asylum Guide and OISC registered advice capacity project, RETA's 28 day transition project etc</p>	<p>will work intensively with Bradford Council officers and other local partners as well as key Home Office staff to draw on knowledge and expertise and explore opportunities to work better together.</p> <p>Whole-system approach to be developed across the range of social policy factors.</p>	<p>actions and next steps/recommendations from these workshops.</p>	<p>successful integration of those being granted protection in the UK in a way that manages impact on the local community.</p>	<p>number of people from CEE communities on the electoral register are City, Tong, Little Horton and Bowling and Barkerend. The LGBT community is another obvious group, but very little data exists about the prevalence of this community. A Government Equalities Office LGB survey carried out in 2016 found that around 2% (just over 1 million) of the UK population identified themselves as lesbian, gay or bisexual. No specific data exists at local authority level. Data on the transgender community is very sparse. Using a survey of gender dysphonia carried out in Scotland in 1998 as a basis, the Gender Identity Research and Education Society estimated that in 2009 there was a prevalence of around 20 per 100,000 people in the UK; i.e. 10,000 people of whom 6,000 have undergone transition. Rates are</p>	<p>options with increased Registered Providers, adapted properties & Private Sector landlords</p> <p>Increased data sharing between organisations</p> <p>Initial screening and information flow is improved through Primary Care and Secondary Care services.</p> <p>Education & English Language provision is improved</p>
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						likely to have increased since this study took place. Some asylum seekers are housed and supported here through the Home Office dispersal system. Published Home Office figures show that at the start of October 2017, 781 people were being supported in Bradford while awaiting a decision on their claim [known as Section 95 support]: 751 people were being accommodated, and there were 30 people receiving subsistence-only support i.e. no accommodation.	
2. Provide opportunities for anyone who wants to learn to speak, read and write English so they can fully participate in education, employment or life in Bradford District.	<p>Systems Change- English Language Improve and reconfigure ESOL infrastructure in the District which will lead to a change in the way learner's access information. The work on English Language will largely focus on what information is not known regarding English language needs, and strategies to capture that data. We will do this in the following way;</p> <p>1) A central unit located within the local authority for English Language will be sourced through Migration Yorkshire. This unit would act as a neutral service to assist learners with accessing existing provision (via initial assessment of need and eligibility and partnership work with existing providers). The journey of the English Language learner is crucial. The working group with support from the unit to map</p>	AEB data indicates that in 16/17, 8% of Bradford's residents with EL needs (based on Census) were engaging in AEB provision. This figure is for one funding stream only, however, it is the main source of funding for ESOL.	Develop mobilisation plan Working group established Sign up to Migration Yorkshire/ English Language Hub Mapping of current	Launch Learning in English Bradford A shared assessment tool is agreed across all providers in the District Learners have a learning plan that meets their needs.	English Learning hub is 'live' Better provision provided as access needs are determined through evidence. No of learners who are able to	There is a need in Bradford to reach out to groups with the lowest levels of English language skills, particularly women. 23,966 people within central Bradford and Keighley District cannot speak English well or at all. 6% of females compared to 3.5% males cannot speak well or at all.	Increased confidence to learn English at times that suit them and in particular support employers and routes to employment. Increased proficiency of the English language and are able to access

	<p>out existing provision and progression and referral routes</p> <p>2) The unit would also be responsible for collecting data on unmet need (including levels, crèche needs, previous education, etc.) and engaging 3 groups of residents with English Language needs, using varied strategies:</p> <p>a) People who want to learn English, but do not know it is available b) People who want to learn English but cannot access it (waiting lists/eligibility), and c) People who do not want to learn English.</p> <p>3) The unit will be appropriately located within the LA, so as not to be seen as partial to any one provider (for example, not in the in-house Adult Learning Service). This will be crucial, as it will act as the gatekeeper to additional EL funding via the programme. The work of the English Language working group includes agreeing one assessment method that is transferable to any provider. Who and at what level the assessment can be made at needs to be agreed.</p> <p>4) The unit could also lead or contribute to partnership meetings with all of the English Language providers and stakeholders such as JCP on strategic issues. The data collected by the unit, if amalgamated with data from providers on engagement, could contribute to a local English Language strategy. A strategy based on actual demand will likely be more effective.</p> <p>5) Deliver additional provision for English Conversational classes such as English for Work and Steeping Stones. Provision will be delivered by a wide variety of partners particularly as grassroot and will be marketed. It will ensure there is close links to our projects across the programme.</p>	<p>23,966 people with little or no English.</p>	<p>ESOL provision</p> <p>Referral pathways and progression routes are identified</p>		<p>access quality and accessible provision</p> <p>No of people feel confident to learn English</p> <p>No of people who increase their proficiency of English</p>	<p>In Manningham ward, for example, some 15% of the population aged over three did not speak English well or at all.</p>	<p>services, engage in life in the district and access the labour market.</p> <p>English Language strategy is written</p>
	<p>VFM- Controlling Migration Fund This programme of activities has been trialled in our</p>	<p>Although City and Little Horton</p>		<p>No of booklets in key</p>	<p>No of organisation</p>	<p>The White population in the District has</p>	<p>More people feel settled into</p>

	<p>Controlling Migration Fund and will be scaled up to benefit more people and partner organisations if we are successful in the new round funding. If successful, we will provide and scale up a range of activities and training to help new communities settle into the district. Sessions involve;</p> <p>1) Citizenship/rights and responsibilities workshops 2) Community workshops on</p> <ul style="list-style-type: none"> • Parenting • Law • Education • Health systems • Safeguarding <p>Understanding Bradford courses including</p> <ul style="list-style-type: none"> • basic English • relevant visits • social action projects • crèche • room venue hire • interpreter/translations <p>We will coordinate this work across the district and measure the impact. We will be extending this work to include work with Landlords. We are aware that some possible work may be developed in Bradford through Building Stronger Britain Together. We would need to make sure this project works closely with any other funded work.</p>	<p>wards experienced the largest population increases, the population was dispersed more widely throughout the District than previous immigrants.</p>		<p>languages, for example 10,000 hard copies</p> <p>Web resource No of videos produced (including translations, using community voices, training)</p>	<p>s participating</p> <p>No of people attending the courses</p>	<p>been falling steadily since the 1970s due to the declining birth-rate and a greater number of people moving to other parts of the UK than came to live here.</p> <p>Legislative changes to enable the free flow of people within the European Union led to an increase in the District's Eastern European population from 2,000 in 2001 to 10,100 by 2011.</p> <p>Labour Force Survey Data for 2017 shows that 58% of people came to the UK as a spouse/partner or child of a UK citizen. 22% came for employment.</p> <p>There were 3821 National Insurance No registrations in the year to March 2018. 57% of NINo registrations in Bradford were from the EU compared to 71% for the UK. There have been a total of 31,925 NINo registrations from CEE countries since 2002. Of these, 42% were from Poland,</p>	<p>the district.</p> <p>More people feel they understand how to access services and contribute.</p> <p>More NINO registrations,</p>
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						23% from Slovakia, 10% from Latvia and, 9% from Romania and 7% from the Czech Republic. Bradford has more registrations from South Asia compared to the UK as a whole.	
3. Create clear pathways and referral routes to enable people to easily navigate services and the District	<p><u>VFM- System, Behaviour and Perception Change- Social Coin</u></p> <p>Providing a sense of place and 'giving people permission' to engage with one another has become a key learning point from our engagement activity. This also includes navigation of the district. Those who are new to the city or have lived here for a significant amount of time expressed in our engagement work how they lacked confidence to venture further than their neighbourhood. This was particularly prevalent among working class. Lack of positive exposure and new experiences can limit the capacity of people to accept others and be open to engaging with those who are different from themselves. Reasons included;</p> <ul style="list-style-type: none"> • Poor English • New to the city • Not knowing what was available • Not sure where to start <p>We will encourage people to travel and experience life across Bradford district. It will work closely with Bradford's department of Leisure and Tourism. We will trial the Social Coin. The Social Coin will reward user when they 'complete' a challenge. The 'Coin' is currently in Beta stage and is being trailed in Hull. This may include vouchers or to subsidise or fund travel and entry fees into events and spaces. This app will allow people to;</p> <ul style="list-style-type: none"> • Explore Bradford- this will have a series of challenges which will encourage users to visit places or try a new experiences 	<p>There are wide variations across the district with 27% of the District's population living in areas classed in the 10% most deprived areas in England and 6% of the population living in areas classed in the 10% least deprived areas in England.</p> <p>People on low income/ or bordering on poverty are less likely to travel outside of their area, be open to new experiences and engage with people they have never met before.</p>	<p>Engage and recruit residents to support design</p> <p>Initiate design process for product</p> <p>Set up process agreed</p>	<p>A number of organisations agree to promote app/and sign up residents</p> <p>Test app/ paper copy is developed for testing</p> <p>Testing beta phase is successful</p> <p>Implementation phase commences</p> <p>Live demos are showcased in centenary square and at Yorkshire Gamers</p>	<p>No of organisations registered to promote to users</p> <p>No of downloads</p> <p>No of paper copies distributed</p> <p>Over 1,000 people engage in celebration events for those who complete</p>	<p>The levels of child poverty in Bradford are unacceptably high, with almost 40,000 (31.8%) of the district's children and young people living in relative poverty as defined by Government.</p> <p>The value of tourism to the district's economy stands at more than £500 million a year, with an estimated 8.6 million day trips within the district. The impact of this is more than 13,500 jobs supported by the tourism and retail sector.</p> <p>A report called "Children and Parents: Media Use and Attitudes Report" published by Ofcom on 29 November 2017 found that, nationally: * Children aged 3-4: 1% have their own</p>	<p>People feel a greater sense of belonging to the district, a better understand the diversity (people and place) People have an opportunity to mix and learn more about different cultures.</p> <p>Perceptions of different communities are improved for people participating.</p> <p>Perceptions about the District are improved for people participating.</p> <p>People have more confidence to</p>

	<ul style="list-style-type: none"> • People Can- promoting volunteering and active participation. • Tell us what you think- we will be able to push out to users a survey that can frequently gauge users responses to the app as well as any learning <p>It will have a number of components;</p> <p>1) Our Project Support Officer will coordinate applications and involve partners such as VCS and Faith in the initial set up to increase downloads or 'sign up's. Our communications and marketing will provide a robust campaign across the city.</p> <p>2) Engage and interact with users.</p> <p>3) A celebration event will take place where people who have completed the activities of their choice are given an acknowledgement of their participation by a civic leader. Entertainment will be provided by different community groups from across the district. The project will have good links with Believing in Bradford.</p>					<p>smartphone and 21% have their own tablet. 40% play games, for nearly 6 hours per week, 53% go online for nearly 8 hours per week. 0% have a social media profile</p> <p>* Aged 12-15: 83% have their own smartphone and 55% have their own tablet. 77% play games for around 12 hours per week, 99% go online for nearly 21 hours per week, 74% have a social media profile.</p>	<p>travel outside of their neighbourhood and engage with 'others'.</p> <p>Attitudinal change and greater tolerance of communities across Bradford district.</p>
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PRIORITY AREA 2: EDUCATION

PILLAR: GETTING ALONG

More people will have a greater understanding of other people's views and cultures across Bradford District.

OBJECTIVES		TARGET AREAS inc stakeholder considerations	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what's the hypothesis they're testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		
4. Influence	VFM- System change- Sixth Form College We will use this as opportunity to learn from a new	The Wards in Bradford where	Launch two new sixth form	Establish learning and	No of students	In 'Understanding School Segregation	Improved social mixing

<p>schools to test new approaches to their School Admissions Policy</p>	<p>sixth form college in the city ward to encourage social mixing of young people living in different part of Bradford. With several local school-based sixth forms closing or proposed to close, Bradford this year has a shortage of Post 16 places. New College Bradford will be a 16-19 sixth form college in Bradford, delivering a curriculum with over 30 A-Levels, a selection of Level 3 BTECs and a Technical Baccalaureate in engineering and manufacturing technologies. When at its maximum, it is planned that it will contain 500 students. New College Bradford is scheduled to open in September 2019. Our proposed provision will also go some way to meeting this need. We will be using this as a new approach to learn from. As the Stronger Communities Partnership we will be monitoring progress.</p>	<p>the proportion of BAME pupils is over 90% are generally Bradford Moor, Manningham, City and Toller. The Wards where the proportion of White British pupils is over 90% are generally Wharf dale, Worth Valley and Ilkley.</p>	<p>colleges Baseline data on attitudes</p>	<p>distance travelled through surveys</p>	<p>aged 16-18 years will attend each college. No of students baselined on attitudes</p>	<p>in England 2011-2016 the study set out to assess whether schools are segregated by socio-economic status and ethnicity. The study found that in 58% of primary schools and 79% of secondary schools in Bradford were classed as ethnically segregated schools; this was a decrease from 2011 where 63% of primary and 89% of secondary schools were segregated. The study compares schools' intake in terms of ethnicity with those of the 10 schools nearest to them. 58% of primary schools and 79% of secondary schools in Bradford were classed as ethnically segregated schools; this was a decrease from 2011.</p>	<p>between young people Better and long term relationships are formed with people different to themselves Better understanding of other people Reduced tensions and rivalry against young people living in different parts of Bradford. Changed policy practice in one or more school</p>
	<p>Systems Change- Schools Admissions Policy Following on from this work, we will take learning and evidence to influence schools to work together to test and trial a new School Admissions Policy.</p> <p>The school admissions system is one of the most contentious areas of education policy, and secondary school admissions in particular have become a highly controversial political issue. Parents naturally want their children to go to the best possible school, and the process of choosing and being allocated a place can be extremely stressful. Each year this is reflected in media features about the 'best' schools, and in stories about over-subscribed schools, disappointments, appeals and the various strategies employed by parents to get what they want for their children. The current system is often described as being based on the principle of parental choice. Yet it is a matter of fact that not all parental choices can be satisfied when popular schools are over-subscribed. Parents have preferences rather than choices.</p> <p>The approach will include exploration of how we can actively monitor the effects of current school's</p>		<p>Utilise existing secondary/primary head cluster meetings to agree collection of data and evidence of current affects of existing admissions policy.</p> <p>Identify 1 or 2 secondary schools willing to trial and learn from an adapted school's admissions policy</p> <p>Monitor</p>	<p>Agree the new admissions policy to test Baseline data Baseline again in six months Baseline at the end of school year</p>	<p>No of school's test and trial new admissions approach No of children the policy has impacted</p>		

	<p>admissions policy on pupil segregation which would provide evidence and data. Using this data and learning from the colleges, we will work with a small selection of secondary schools (possibly 1-2) to test and trial different methods, these could include;</p> <p>1) School catchment areas being redrawn to force a more socially mixed education system</p> <p>2) a review of league tables, selective and semi-selective admissions criteria to make fairer and better mixing of those of affluence and children from poorer backgrounds</p> <p>3) Review “random allocation”, method which designates places using a ballot rather than proximity once a school is oversubscribed.</p> <p>4) To explore possibilities of a fair banding system, schools admit pupils from across the whole ability range; can be combined with the use of parental preferences within each band to create a new system of fair choice. This would equally apply to schools with a religious character, which means that religious faith would no longer take strict precedence over all other factors in allocating places to these schools. This would be compatible with schools maintaining their own distinct ethos, religious or otherwise.</p> <p>We will take the evaluation of this work to propose and encourage other schools to adopt a similar model.</p>		progress of the two sixth form colleges				
5. Increase social contact between people of different backgrounds including school age	<p><u>Behaviour and Perception Change- Schools linking</u></p> <p>We will work all primary schools and a selection of secondary schools in Bradford District. Currently this provision is paid by schools but will be offered for free to all schools. It will;</p> <p>1) Develop a positive, cohesive ethos by helping children, young people and adults to explore identity, celebrate diversity</p>	<p>Primary offer will be delivered across the District. Particularly focussing on the 58% of schools which are most segregated.</p> <p>Linking schools</p>	<p>Create mobilisation plan for the first year of delivery</p> <p>Seek to engage 50% (134 classes) of year 3, 4</p>	<p>Deliver linking schools to primary schools.</p> <p>Develop a 'parent linking' scheme in 6 schools. Pupils.</p>	<p>134 classes across Year 3, 4 and 5 participate</p> <p>10 secondary schools participate</p>	<p>In 'Understanding School Segregation in England 2011-2016 the study set out to assess whether schools are segregated by socio-economic status and ethnicity. The study found that in 58% of</p>	<p>Schools linking are a proven way to help build relationships between children from different backgrounds, developing</p>

<p>children providing opportunities for open dialogue and to learn from each other.</p>	<p>2) Champion equality and promote British Values and community through an expansion of current training, resources and programmes in schools .</p> <p>3) Offer Leadership and staff training to all schools.</p> <p>4) Develop a digital linking platform that will be available to all schools.</p> <p>5) Develop a 'parent linking' scheme in 6 schools.</p> <p>6) Develop a 'home educated' resource pack that will be available to all 'home educated' pupils.</p> <p>7) To link 4 'Special Schools' and 'Maintained Schools'.</p>	<p>offered at secondary schools will be invited based on where the proportion of BAME pupils is over 90% in Bradford Moor, Manningham, City and Toller and where the proportion of White British pupils is over 90% in Wharf dale, Worth Valley and Ilkley.</p> <p>138 supplementary schools from a diverse range of backgrounds offer weekend and after school provision. More than 10,000 children attend.</p>	<p>and 5 pupils in a linking experience in the first year of the programme.</p> <p>Discuss and agree 10 secondary schools.</p> <p>Leadership and staff training will be offered to all schools.</p> <p>Agree participation of a No of supplementary schools.</p>	<p>To link 4 'Special Schools' and 'Maintained Schools'.</p> <p>Develop a digital linking platform that will be available to all schools.</p> <p>Develop a 'home educated' resource pack that will be available to all 'home educated'</p>	<p>1 digital linking platform developed</p> <p>6 schools involved on a 'parent linking' initiative</p> <p>All home educated pupil parents have access to a resource pack.</p> <p>4 'special school and Maintained Schools linked.</p> <p>20 supplementary schools participate</p>	<p>primary schools and 79% of secondary schools in Bradford were classed as ethnically segregated schools; this was a decrease from 2011 where 63% of primary and 89% of secondary schools were segregated. The study compares schools' intake in terms of ethnicity with those of the 10 schools nearest to them.</p> <p>58% of primary schools and 79% of secondary schools in Bradford were classed as ethnically segregated schools; this was a decrease from 2011.</p> <p>138 supplementary schools from a diverse range of backgrounds offer weekend and after school provision but offer no social mixing of groups. More than 10,000 children attend.</p>	<p>their skills and breaking down barriers from an early age.</p>
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	<p><u>VFM- Systems, Perception and Behaviour Change- Supplementary Schools</u> We will take the learning from the pilot scheme that aims to support places of worship in Bradford and district by conducting an organisational 'health-check' on areas such as: policy, governance, finance, safeguarding, access, and equality. Further support, training and signposting to institutions in order to improve effectiveness and long-term sustainability of places of worship to keep them resilient and safe. This will be provided by Bradford Council. This service is provided for any place of worship that could benefit from a robust health-check with a focus on harder to reach and more isolated communities who could use further support with community cohesion. Quality Framework for Supplementary Schools Bradford Council is working in partnership with National Resource Centre for Supplementary Schools to recognise, celebrate, record and improve the achievements of supplementary schools. Supplementary schools can gain a Quality Framework Award at bronze, silver or gold levels. These levels cover teaching and learning, governance and community engagement. Schools must complete the Bronze level first to demonstrate that they have essential management and safeguarding procedures in place. There is also a Special Distinction Award for schools that are disseminating good practice with other supplementary schools.</p> <p>We are aware that Bradford will be receiving some funding for a coordinator to develop further work in this area. Part of this work will include supplementary schools accessing schools linking opportunities. There will be some linkage to the schools linking work.</p>	<p>138 Supplementary schools in the district with more than 10,000 children attending in the evening and at weekends.</p>	<p>Coordinator is in post</p> <p>Mobilisation plan drafted.</p> <p>Initial scoping of interest.</p>	<p>No of supplementary schools access the QF</p> <p>No of supplementary schools who develop action plans</p> <p>N of supplementary schools have a change in practice</p> <p>No of supplementary schools awarded the standard</p>	<p>20 places of worship will be covered in this pilot phase, starting with an emphasis on self-assessment and working with a consultant to guide each organisation through the health-check and follow-up.</p> <p>Quality Framework for Supplementary Schools - 20 Schools per year</p> <p>20 schools will go through a Linking Network</p>	<p>138 Supplementary schools in the district representing Polish, Ukrainian, Chinese, Hindu, Sikh, Kurdish, Syrian, Sudanese, Somalian, Muslim and Christian communities In Bradford more than 10,000 children attend supplementary schools in the evening and at weekends.</p>	<p>This aims to strengthen good inter-faith relations, increase the awareness of the different faith communities in the UK</p> <p>Increase understanding between people of religious and non-religious beliefs.</p>
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PRIORITY AREA 3: SOCIAL MIXING

PILLAR: GETTING INVOLVED

More people from all backgrounds will feel they understand, respect and connect with each other.

OBJECTIVES	ACTIVITY <i>What will they do? (including system / behavioural changes)</i>	TARGET AREAS inc stakeholder considerations <i>Based on a considered segmentation strategy (e.g. geography, demographics)</i>	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes)			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what’s the hypothesis they’re testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		
6. Work with RSL on how housing provision is allocated.	<p>System Change- Residential Segregation</p> <p>We know that segregated communities often breed intolerance and prejudices. We are aware also that school segregation is largely driven by residential segregation across our District. We feel that this is an area that we do not know enough about. We know residential segregation exists, but we don’t fully understand the effects on attitudes and social mixing. Data also suggests within our highly segregated areas there are high levels of mixed race families, which make up 2% of the population in Bradford. This would be interesting to explore. We know some of the reasons for choosing to live in a certain area come from a number of causes and motives. Some of these include;</p> <ul style="list-style-type: none"> • Affordable housing • Social housing stock allocation across the district • Family and social connections • Familiarity of an area <p>Therefore, we propose the following approach; 1) Identify and work with an existing RSL to review their housing allocation process using choice lettings as a basis of good practice. This</p>	<p>The most recent data available to look at residential segregation comes from the 2011 Census. New arrivals from abroad tended to settle in Bradford’s city centre where housing was affordable and available. This pattern of settlement has continued. Most new arrivals, whether from South Asia, the EU or through asylum routes have tended to settle in the city centre and its</p>	<p>Identify RSL to work with</p> <p>Review existing RSL community cohesion practices</p> <p>Carry out evidence review of best practice</p> <p>Commission researcher to explore ‘white flight’ syndrome</p>	<p>Change allocation policy and process in one RSL</p> <p>Agree action plan on how best to tackle segregation, stereotypes and misconceptions across estates</p> <p>Carry out survey</p> <p>Review best practice and agree to implement one or two actions with discussion and decision from partners</p>	<p>Action plan created.</p>	<p>Bradford has the third highest level of residential segregation in England with nearly a third of Council wards having BAME populations of over 50%.</p> <p>There are variations in the patterns of housing tenure between different ethnic groups with BAME communities largely buying.</p> <p>One in nine households in Bradford includes people of more than one ethnic group, higher than most other districts in West</p>	<p>Increased understanding of the impact of segregated communities.</p> <p>Increased understanding of ‘white flight’</p> <p>Possible solutions identified</p>

	<p>has been successfully trailed with BHT (Bradford Housing Trust), now Incommunities. We will need to evaluate the affect of this on families and in particular social mixing and integration.</p> <p>2) Review existing community cohesion approaches across RSL estates to reduce tensions, promoting social mixing and integration opportunities.</p> <p>3) We do not understand enough about causes and motives of 'white flight' and why people to choose where they live or why they leave an area and propose a research project to explore this further.</p> <p>4) Baseline attitudes across a highly residential segregated area with an area which is least segregated to compare attitudes to social mixing, integration and of others to understand the impact of integration based on where you live.</p> <p>5) Explore best practice around the world on approaches to tackling residential segregation through our work with Intercultural Cities.</p>	<p>surrounding wards, or in Keighley. Wharf dale, Ilkley, Worth Valley, Craven and Baildon wards have the highest proportions White British people. Toller, Manningham, Bradford Moor, City and Little Horton wards have the highest proportions of BAME communities.</p> <p>Registered social housing landlords across the District</p>				<p>Yorkshire.</p> <p>Mixed ethnic group has nearly doubled in size since 2001, to 12,799 in 2011, representing 2% of the total population.</p> <p>30,000 properties rented from Registered Providers (RPs) of social housing, representing just fewer than 15% of the total housing stock.</p> <p>Housing rose from 467,100 in 2000 to 531,200 in 2015. The 64,100 rise over 15 years represents a 14% increase. There is projected to be an additional 51,800 increase by 2019.</p>	
<p>7. Increase social mixing across the District, widening exposure and opportunities in building friendships and networks.</p>	<p><u>VFM- Perception Change- Understanding different faiths</u></p> <p>Our pilot projects on faith have had positive feedback from the community. They have been well-attended. People have said that they have a raised awareness and understanding of other people's religion whilst being able to openly ask questions they have felt they hadn't been able to before.</p> <p>1) We will invest in a series of events that will encourage dialogue between those of different faith groups such as conversation cafes. The cafes will be themed allowing conversations to be more focussed on topics that people really want</p>	<p>Faith organisations already engaged for example, Church, Mosque, Gurdwara, Temple and Synagogue.</p> <p>Voluntary community organisations</p> <p>Informal groups</p>	<p>Develop a programme of activity for the first year of the programme, demonstrating scaling up of Faith Walks and Iconic Places of Worship Tour</p> <p>Set a plan of delivery that will include</p>	<p>A programme of faith walks and iconic places of worship tour produced and delivered</p> <p>Conversation café launched</p>	<p>Sustained engagement of people through the intervention</p> <p>Every month approximately a No of people will attend faith walks,</p> <p>Every year</p>	<p>46% of people in the 2011 census listed their religion as Christian. 25% listed their religion as Muslim. This does not consider practice.</p> <p>The 'Your Views' survey suggests that 50% of respondents in Bradford think that people in their local area get on well together.</p>	<p>More people will understand other faiths better</p> <p>More people in our district will respect each other</p> <p>More people will build friendships with people from different backgrounds</p>

<p>to know more about. In order to increase understanding of professional's knowledge; specific tours and conversations will take place so practitioners and professionals can ensure better engagement with people across the district.</p> <p>2) We will continue to deliver Faith walks on the first Saturday of every month from Leeds Road with the Police. An annual faith walk takes place in Manningham. These are open to anybody in the community, whatever their background or age. Faith Walks are designed to make Places of Worship accessible and are open to anyone with an interest in learning more. Places of worship include Churches, Mosques, Temples, Gudwaras and Synagogues.</p> <p>3) Bradford Iconic Places of Worship delivered once a year but would be scaled up for this project is another example of this work where places of worship welcome people into their spaces. We have a diverse range of places for worship with the oldest Synagogue in Bradford described as the Moorish Gem.</p> <p>4) We will also progress with a Twinning Project between Mosques and Churches, this is a national project run by the Christian & Muslim Forum. This will work closely with work on improving opportunities for those furthest away in the job market.</p>			<p>number of conversation cafes based on various themes as follow up</p>		<p>a No of people will attend the faith walk in Manningham,</p> <p>Every year a No of people will attend the Iconic Places of Worship,</p>	<p>White British form the largest ethnic group at 67.4%. The proportion of people of Pakistani origin is the highest in the country. Nearly 5,000 Czech and Slovak Roma communities identified, suggest we are one of the highest populations from this group in the UK.</p>	<p>There will be a reduction of hate crime relating to religion such as Hate Crime.</p>
<p><u>VFM/ MHCLG additional funding to Scale Up- Perception Change- Festivals and Events</u> We are currently trying to establish Bradford as a Festival destination. Bradford and District has a hugely successful programme of activities and events that are organised by a range of organisations, including the Council, third sector, community sector and private organisations. We will involve more residents in the organisation of these. Typical examples of these include: Bradford Festival, Bradford (and Ilkley) Literature</p>	<p>The latest population figures produced by the Office for National Statistics (ONS) on 22 June 2017 show that an estimated 534,300 people live in Bradford District - an increase of</p>	<p>Data compiled on current engagement in festivals and events</p> <p>Engagement of local residents to involve in the design and</p>	<p>Planning teams review festivals and events. Activities are designed with support from local residents.</p> <p>Festivals and events calendar drafted for the</p>	<p>No of people attend an event that they would not typically attend and that is outside of their neighbourhood</p>			<p>People feel a greater sense of belonging to the district,</p> <p>Better understanding of the diversity (people and place) and have an opportunity</p>

	<p>Festivals, Women of the World Festival (WOW), Bingley Music Live, Airedale Agricultural Festival, Keighley Show, Ilkley Gala, theatre etc. This gives people a sense of pride of place and a sense of belonging in the district.</p> <p>1) Using volunteers we will 'buddy' people together who would not normally attend these events to provide new opportunities for social mixing (The Key to Bradford and Believing in Bradford/Catalyst).</p> <p>2) Where gaps exist we will invest in events and programming to extend the 'offer' that is available, making sure that this is better tailored to suit the demographics of the wider district.</p> <p>3) Alongside these events we will continue our work for much more scaled up version of our Great Get Together. The Big Lunch is the UK's annual get together for neighbours. Every year in June since the idea began in 2009; millions of people stop what they're doing and get together with neighbours in a nationwide act of community and friendship. This initiative has been supported by the safer and Stronger partnership Board and fits in with the 'People Can' brand. A Big Lunch or Get Together can be anything from a small gathering in a garden, park or driveway, to a larger party with trestle tables down the middle of your street. The official Big Lunch date in June isn't practical for every community so you can run one at any time you fancy. People from all over the district are invited to come together with friends, neighbours and others they don't yet know to get involved and take part in street parties, picnics, barbeques and bake-off competitions. An annual programme with grants of £200 to enable people to get involved and bring their neighbours together over what can be humble lunches to something very grand. Good examples include more than 400 people gathered</p>	<p>3,100 people (0.6%) since the previous year.</p> <p>The Wards in Bradford where the proportion of BAME pupils is over 90% are generally Bradford Moor, Manningham, City and Toller. The Wards where the proportion of White British pupils is over 90% are generally Wharf dale, Worth Valley and Ilkley.</p> <p>Faith organisations already engaged for example, Church, Mosque, Gurdwara, Temple and Synagogue.</p> <p>Voluntary community organisations</p>	<p>delivery of festivals and events. Data capture on attendees agreed</p>	<p>year.</p> <p>Festivals and events promoted.</p> <p>Get Together funding is open</p> <p>Great Together applications received</p> <p>Great together applications are approved</p> <p>Great together events take place</p> <p>Festivals and events delivered.</p> <p>Impact and evaluation report provided.</p>	<p>ood.</p> <p>No of volunteers supporting those less confident to engage in the life of the District</p> <p>No of new programming (and events) take place that allow people to celebrate and share their culture with 'others'</p> <p>No of community groups supported each year targeting a No of people.</p>	<p>to mix and learn more about different cultures.</p> <p>Perceptions of different communities are improved for people participating.</p> <p>People have more confidence to travel outside of their neighbourhood and engage with 'others'.</p> <p>The Great Get Together provides an opportunity for people to learn about cultures and foods from their neighbours through the well know medium of food bringing people together.</p>
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	<p>in Lund Park for Keighley latest Great Get Together on Saturday July 8th 2017. The park hosted people from different backgrounds cultures and ages all enjoying the sunshine and taking part in archery, cycling, running , games whilst listening to the sound of reggae. A host of organisations were involved in the planning and delivery including Lund Park Community Group, Community Action Bradford and District, Bradford Council, Church of the Nazarene, Keighley Children’s Centres, Roshni Ghar, and Bangladeshi Community Association.</p>						
	<p><u>VFM- Perception and Behaviour Change- People Can</u> “People Can” is an open invitation to our communities, neighbourhoods, villages, towns, individuals and organisations that make up the district to work together to do things differently, discover how we can all make a difference to our lives and the places we live in. It is an ambitious initiative that is established as a broader district wide approach that succeeds through collaborating with the Voluntary and Community Sector (VCS), the business community and citizens and not through the Council’s work alone. People Can is recognised with in the Council that it cuts across all the Council Plan outcomes, it a district wide approach that is gaining a wider recognition that the approach and ethos can have great transformational potential in shifting the public sectors’ relationship with citizens to a one where communities and others work to support each other.</p> <p>1) A timetable of activities is produced for the year with various council depts. and with partner agencies and residents carry out arrange of themed activities throughout the district. Examples of groups of volunteers getting together include the following, Street Angels, Friends of the Deceased - litter picks and maintaining vegetation at Schlemoor cemetery, 'Friends of</p>	<p>The latest population figures produced by the Office for National Statistics (ONS) on 22 June 2017 show that an estimated 534,300 people live in Bradford District - an increase of 3,100 people (0.6%) since the previous year.</p>	<p>Recruit a People Can coordinator which will take on a more strategic role to widen impact of the People Can initiative</p> <p>Coordinate activities for the year</p>	<p>Gather intel on volunteering data including demographics.</p> <p>Produce activities for the year</p> <p>Capture data</p>	<p>10,000 people are engaged across the district.</p> <p>100 VCS organisations engage in People Can</p> <p>1000 volunteers participate across the District</p>	<p>Over 100,000 people volunteer in Bradford District on an individual basis or in groups. They support around 1,500 community organisations in the district and contribute to their neighbourhoods in diverse ways. In 2017 People Can posts had reached 122,000 residents in the district through Facebook</p>	<p>Community of people finding new ways to work together,</p> <p>Shared approach to solving problems and meeting needs</p> <p>Increased neighbourliness - carrying out small, informal, every day acts of support and kindness for others</p> <p>Increased Community action – creating or being part of a group, activity or event with others to start tackling local issues and</p>

	<p>groups e.g. Bowling Park and Community Litter Picks.</p> <p>2) Community Stars Awards- Community Stars was launched as part of a Year of Active Citizens in 2011 and since then the Council, voluntary sector and the Telegraph and Argus have worked closely together to have an annual Community Stars campaign that celebrates what people do within their communities and the People Can Make a Difference campaign will build on this work.</p>						<p>needs</p> <p>Increased Volunteering</p> <p>Increased use of existing resources</p>
<p>8. Provide safe spaces where difficult conversations can be held, and conflicts can be resolved.</p>	<p>Behaviour and Perception Change- Real People Honest Talk</p> <p>1) Small Conversations: We will establish 40 sets of conversations across BMDC area with 15 in each group reaching 600 people. 60% of participants will be women and we will avoid community gatekeepers. Discussion will focus on local issues and each group will develop an action plan for their neighbourhood. We will work within local communities to identify potential participants and encourage them to sign-up, as well as organising the events themselves. We will identify local organisations who can act as hubs for each conversation. Real People Honest Talk experienced community conversation leaders will facilitate the conversations using dialogical approach, and over the course of the programme ideas will be captured and shared. Following on from the Small Conversations, communities will be supported in turning their ideas into actions. Following on from the Small Conversations, communities will be supported in turning their ideas into actions through RPHT Near Neighbours grants.</p> <p>2) Big Conversation: We will organise a city-wide celebration event with up to 600 participants. This will include representatives from LA, Police, CCG's and other public bodies as well as local people who have taken part in the small groups.</p>	<p>The Wards in Bradford where the proportion of BAME pupils is over 90% are generally Bradford Moor, Manningham, City and Toller. The Wards where the proportion of White British pupils is over 90% are generally Wharf dale, Worth Valley and Ilkley.</p> <p>Focus of the programme will be on intergenerational relationships and trust building.</p> <p>The key attribute of the programme is that it brings together people from different faiths and</p>	<p>Agree Project Support Officer to deliver</p> <p>Identify organisations as hubs</p> <p>Recruit conversational leaders</p> <p>Agree RPHT continuation support post this pre-preparation work</p> <p>Local planning stage drawing together key stakeholders.</p> <p>Recruitment of staff and particularly local animators</p>	<p>40 sets of Small group conversations focussed on addressing local needs and raising difficult issues.</p> <p>40 sets of action plans for local mobilisation to foster integration and community capacity building.</p> <p>12 community events aimed at raising the profile of the work and ensuring wider coverage.</p> <p>12 meetings of reference group to identify good practice and learning from</p>	<p>Big conversation gathering with city wide participation including members of small conversation groups, policy makers, representatives from LA, CCG's, police etc.</p> <p>Research report identifying key learning from the programme. Monitoring and evaluation report.</p>	<p>The most recent data available to look at residential segregation comes from the 2011 Census. From the 19th century onwards, new arrivals from abroad tended to settle in Bradford's city centre where housing was affordable and available. This pattern of settlement has continued. Most new arrivals, whether from South Asia, the EU or through asylum routes have tended to settle in the city centre and its surrounding wards, or in Keighley. Wharf dale, Ilkley, Worth Valley, Craven and Baildon wards have the highest proportions White British people. Toller, Manningham,</p>	<p>Numbers of people who have had a positive experience of dialogue across difference.</p> <p>Numbers of people who have had a conversation with a neighbour they did not know from a different faith or ethnicity.</p> <p>Numbers of people having had an honest and open conversation.</p> <p>For participants: Attitude change leading to positive attitude about living in</p>

	<p>This will provide potential for development of a longer-term programme of RPHT events aimed at providing safe spaces through time. Previous events have provided an opportunity to showcase other local work.</p> <p>3) Communications: We will implement a communications strategy to engage local communities and local decision-makers with the Real People, Honest Talk programme. This will include developing digital media platforms as well as, press and TV coverage to share ideas, support 'myth-busting', celebrate successes and publicise project ideas. We will also build links between each of the small conversations so as to provide for an on-going wider conversation.</p> <p>4) Research and Evaluation: We will collect data about changed attitudes and use the opportunity presented by the conversations to build a picture of the key issues of integration as they arise in the lives of local people. We also want to explore the idea of integration guardians (local people who take a special interest in integration) and who have a system wide brief across various aspects of a neighbourhood.</p>	<p>ethnicities.</p> <p>Specific targeting will take place to ensure that each conversation groups is made up of different voices.</p>	<p>Recruitment of local partner organisations about to host conversation groups</p> <p>Evaluation and monitoring process established.</p> <p>Establish reference group of animators, NN staff and key stakeholders to learn and monitor.</p>	<p>the process.</p> <p>Development of a community of practice to promote the programme more widely including academics, practitioners and policy makers (3 meetings during the year)</p>		<p>Bradford Moor, City and Little Horton wards have the highest proportions of BAME communities.</p> <p>The 'Your Views' survey of the West Yorkshire Police and Crime Commissioner suggests that 50% of survey respondents in Bradford think that people in their local area get on well together, compared to 55% for West Yorkshire (the survey has only been running since July 2017 and is too early to be broken down by demographics or neighbourhood).</p>	<p>my neighbourhood.</p> <p>Attitude change leading to feeling safe in my neighbourhood</p> <p>Attitude change so that I feel I can influence decision that affect my neighbourhood.</p> <p>Attitude change so that I have a more positive view of diversity.</p> <p>Attitude change so that I can say I trust my neighbours</p> <p>Capacity to talk more honestly and openly about difficult issues with my neighbours from different ethnic and religious backgrounds.</p>
	<p>System, Behaviour and Perception Change- Street Life As an exemplar model, we will aim to engage and recruit grassroots organisations, faith groups and community activists. We will work across three wards Keighley, Little Horton and Eccleshill to set</p>	<p>Concentrating on Keighley West – (BD22) Bracken Bank which is ranked between the lowest 10-20%</p>	<p>Community engagement carried out in wards and people registered to</p>	<p>Delivery of community development and resilience training</p>	<p>1 social action group per area in Keighley, Little Horton</p>	<p>Desire to/ or history of an asset-based approach to community development</p>	<p>Participants feel that their contribution to their community is valued</p>

<p>up a social action group in each target area with the specific aim of developing safe shared communal spaces (indoors/ outdoors). We will be using a range of action learning and appreciative enquiry techniques. We will support communities to set up their group – including constituting the group to enable them to self-sustain</p> <p>Through our work we have become aware of the lack of shared space where social exchange & debate can take place; instead shared spaces that remain act as mediators of social exclusion. Struggles over limited resources can result in hostility & further division between indigenous white/ BAME and new communities. Community shared spaces are becoming scarcer; many of those that remain come from single ethnic groups and tend to be purposed to accommodate very narrow sections of our communities. We are seeing less integration, cooperation & shared leisure time. Further, the attributes of integration, membership, influence, fulfilment of needs & shared emotional connections, necessary to a sustainable community, are disappearing. Resident feedback supports our findings and heightens our concerns around present state of shared communal spaces. Support asset transfer to create a safe space (where this was appropriate/ desired)</p> <ul style="list-style-type: none"> • Provide Community Development Training to help participants understand the dynamics of communities • Equip and empower residents to lead social action • We will work with each group to develop shared spaces where local people can: • Engage in new debates around integration • Develop new understanding of community and neighbourliness – including social networks to reduce isolation/ loneliness • Build relationship with others of difference 	<p>LSOA across main domains. Ward Profile 2017: 92% white British, 4.5% Muslim, 22% of population under 16/ 61% are between 16-64/ 17% over 64. Little Horton– (BD5) West Bowling area ranked lowest 10-30% across all LSOA domains. Ward Profile 2017: 48.5% Pakistani, 28.8% White British, Mix of other ethnicities 33.2% of the population is aged under 16 and 60.2% is aged between 16 and 64/ approx. 7% over 64.</p> <p>Eccleshill – (BD10) Ravenscliffe area ranked lowest 10-30% across most LSOA domains. Ward Profile 2017 87.2% White British, 7% Muslim, 26% of the population is aged under 16 and 60.8% is</p>	<p>participate in the programme</p> <p>Spaces identified across the District</p>	<p>Groups constituted if wanted</p>	<p>and Eccleshill. 10-12 (30-36 altogether) community residents to deliver and lead gaining volunteering experience</p> <p>30-36 residents attend training</p> <p>30-50 people participating in the social action project either through consultation or involvement in delivery.</p> <p>Increase of spaces being utilised by mixture of groups.</p>	<p>Anti-social behaviour identified as issue on ward plans</p> <p>Higher levels of NEET in the target wards – could impact on levels of crime/ integration</p> <p>High levels of movement of ethnic groups leaving monoethnic communities (Keighley West/ Little Horton)</p>	<p>Participants state they feel their culture is respected and that difference is respected</p> <p>People will begin to feel more independent and will have created better connections with those who live in the area.</p> <p>People will be able to identify with spaces that they feel are welcoming and for 'everyone'.</p>
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	<ul style="list-style-type: none"> Challenge disruptive community influences Host cross cultural community celebration 	aged between 16 and 64.13.4% over 64.					
	<p><u>VFM- Behaviour and Perception Change- Believing in Bradford/ Catalyst</u> Using the models of 'Believing in Bradford and Catalyst we will support 600 young people (between the age of 16 -26) through a four day residential to improve their knowledge of the district and 'the other', develop confidence and commitment to act as positive role models, to commit to engage in a tailored programme of activity over the next 12 months. The programme will emphasise the importance of religious and ethnic diversity in our city and encourages its young people to be understanding and supportive to people of all backgrounds. The programme will run over five years with 32 individual's residential (max 20 people on each). It will cover;</p> <ol style="list-style-type: none"> 1) Develop the confidence and commitment to act as agents of positive change 2) Develop a positive identity for living in a multi-faith, multi-ethnic Bradford 3) Develop creative leaders to act as role models in local communities 4) Develop the skills and experience to play their part in building a strong civil society and enhance their employability. <p>Consideration will be given to areas such as engagement of South Asian women on residential through pre-engagement and direct work with parents etc. and some 'women only' sessions. This project will be a 'Big Lottery' application and 'cost neutral to the 'Integration Programme' Project lead would be 'Well Springs'.</p>	<p>Consideration will be given to areas such as engagement of South Asian women on residential through pre-engagement and direct work with parents etc. and some 'women only' sessions.</p> <p>600 Young people across Bradford</p>	<p>Application is approved by Reaching Communities</p> <p>Mobilisation plan is drafted and agreed</p>	<p>Recruitment of 120 young people</p> <p>Women are pre-engaged</p> <p>6 residential will run in the first year</p>	<p>32 residential where people from different background s mix and develop leadership skills</p> <p>600 people (age 16 - 26) from across the district participate in leadership development programme. 600 positive role models 600 active citizens engaged in a 12- month programme of social action that changes behaviour, attitude and opinion across district.</p>	<p>Raising aspiration and building potential future leaders amongst the districts young people has come out of the consultation as a leading priority. 194,200 (36.3%) of the District's population is aged under 26. 73,900 (13.8%) of the District's population is aged between 16 and 26. 51% male and 49% female. Wharfedale ward has the lowest percentage of this age group (8.9%) followed by Ilkley (9.3%) and Baildon (9.5%). At the other end of the scale: City has the highest percentage (30.7%) followed by Manningham (18.2%) and Toller (17.3%). The 2011 Census provides data by ethnic origin and broad age groups. 57.9% of the 16-29 age group is White, 26.3% is of Pakistani origin, 3.5% is of Mixed origin and 3% is of Indian origin.</p>	<p>16-26 year olds learn to trust and respect and form friendships with people from different backgrounds to themselves</p> <p>Behaviour change, attitude and opinion district</p>

						Raising aspiration and building potential future leaders amongst the districts young people has come out of the consultation as a leading priority.	
	<p>Behaviour and Perception Change- Young People Building Bridges</p> <p>Deliver a targeted programme of cultural awareness sessions for young people enabling them to build bridges across boundaries and areas they wouldn't normally go or interact with. This has been particularly highlighted as an idea from our community engagement activities, describing this as 'Welcome to the Hood'. This would be vehicle to engineer some of those community dialogues and address residential segregation. The programme will include;</p> <p>1) working with specifically with young people aged 13-25 living within two awards in Bradford</p> <p>2) Residential trips to develop leadership skills, team building opportunities and to provide safe space for open dialogue and conflict resolution</p> <p>3) Young people engage in a social action project which may range from older people, homeless or with those with disabilities</p> <p>4) The programme will be enhanced with a cultural element, from appreciation and exposure of arts to religious/cultural places of significance and importance.</p> <p>5) Connection to the Opportunity Area and use of Youth Ambassadors</p> <p>The young people will write about their experiences and share them with other people.</p>	<p>More than one quarter (29%) is aged under 20.</p> <p>48% of 0-14 year olds are BAME.</p>	<p>Mobilisation plan is written</p> <p>Recruitment of young people</p> <p>Mobilisation plan agreed.</p>	<p>2 residential will be delivered</p> <p>50 young people engaged</p> <p>Social action project is delivered</p> <p>Youth ambassadors utilised from the Opportunity area.</p> <p>Reflections by young people are written</p>	<p>Engaging with 1000 young people aged from 13-16 and 18 - 25</p> <p>2 residentials per constituency for 50 young people</p> <p>25 Challenge Days - 5 per constituency. Social Action Projects in the area</p> <p>Activity Days - leadership skills and team building.</p> <p>Visits to faith and</p>	<p>More than one quarter (29%) is aged under 20 and nearly seven in ten people are aged under 50. Younger age groups are more ethnically diverse. Only 10% of the population over 65 years old are BAME, in contrast to 48% of 0-14 year olds.</p>	<p>Breaking down barriers between communities</p> <p>1000 active volunteers</p> <p>Decreasing tension and hate crime.</p> <p>Building Community resilience.</p> <p>Building confidence and integration</p>

					cultural places across the region with other authorities.		
9. Improve coordination between partners and services so people have a fair chance.	<p>System Change- Roma</p> <p>We will develop a strategy and delivery plan that crosses the four large public sector institutions (Council, Health, Police, Fire & Rescue Service). Bringing in specialist external support to work alongside VCS groups that support Roma communities. A strategy will be developed that reflects the local priorities and need. Where necessary VCS workers will have 'back fill' provided to enable a thorough and robust engagement process with the Roma community. We will invest where needed training and travel to support the tailoring of services to meet the needs of Roma community better. We will engage with providers such as Bradford College to develop language courses in more European Languages. Individual delivery plans will be produced for Council, Health, Police and Fire & Rescue Service, monitored through the Stronger Communities Partnership and the Health and Wellbeing Board. This project will create tailored and more localised projects targeting this community.</p>	<p>JCP/DWP Other programmes i.e. CLLD Employability partners Partners i.e. Health, Police, Housing, Education public sector LGBT Women New migrants Refugees and asylum seekers Roma community</p>	<p>Establish working group led by the Stronger Communities team</p>	<p>Clear purpose and actions are agreed.</p>	<p>Three thematic meetings each year, discussing priorities determined by the 'communities of interest'.</p> <p>7 'communities of interest' actively engaged in discussions pertinent to their community.</p> <p>Action Plans produced that reflects the needs of 'communities of interest' Project support worker allocated.</p>	<p>There are 8,415 people on the electoral register in Bradford from Central and Eastern European (CEE) communities (2% of total registrations). 50% of CEE registrations are from the Polish community. Other CEE communities on the electoral register are: Slovakian (1,266, 15%), Latvian (994, 12%), Romanian (597, 7%), Lithuanian (505, 6%), Czech (396, 5%), Hungarian (212, 3%), Bulgarian (112, 1%), Estonian (62, 1%), Croatian (20, 0%) and Slovenian (9, 0%). The wards with the highest number of people from CEE communities on the electoral register are City, Tong, Little Horton and Bowling and Barkerend.</p>	<p>Voice and influence provided to communities of interest, giving them confidence to become more involved in the political and community life of the district.</p> <p>Tailored and aligned support provided by agencies to meet the needs of communities of interest.</p>

PRIORITY AREA 4: PERCEPTIONS OF THE OTHER

PILLAR: FEELING SAFE

More people will say they feel satisfied with their neighbourhood and feel safer across our District.

OBJECTIVES	ACTIVITY <i>What will they do? (including system / behavioural changes)</i>	TARGET AREAS inc stakeholder considerations <i>Based on a considered segmentation strategy (e.g. geography, demographics)</i>	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes)			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what’s the hypothesis they’re testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		
10. Reduce negative views and stereotypes that some of the Districts residents hold about people who are different from themselves.	<p>Perception and Behaviour Change- Nuisance and Dangerous Driving The Integrated Communities Programme commissioned a District wide consultation to talk to local residents about what mattered to them in relation to the seven key areas the Partnership Board shortlisted for discussion. We talked to a very large sample of 630 people in Bradford, Shipley and Keighley. The issues that were raised of particular concern were nuisance and dangerous driving by young people and littering. We would like to explore a piece of research which may or may not highlight any integration links between these two factors.</p> <p>This adds tensions and stereotyping between different communities resulting in people being divisive.</p> <p>NOT FUNDED THROUGH MHCLG 2) We will broaden the scope of Operation</p>	<p>City ward has the highest number of road related offence incidents and there are particular ‘hotspots’ around Great Horton Road, Manchester Road, Ingleby Road, Nelson Street and Thornton Road.</p> <p>Majority of nuisance and dangerous driving have been young people – sometimes resulting in</p>	<p>Design brief written</p> <p>Researcher commissioned</p> <p>Road safety education rolled out to schools</p> <p>Engage with Families First</p> <p>Work in partnership to obtain a District wide PSPO for anti-social use of motor vehicles.</p>	<p>Design potential intervention.</p> <p>PSPO obtained</p> <p>Road safety delivered in schools</p> <p>Obtain further funding for the continuation of work</p> <p>Utilise Youth Ambassadors from Opportunity area programme</p>	<p>Deliver project.</p> <p>Deliver 50 joint educational inputs in primary and secondary schools.</p> <p>Targeted early intervention work with young people identified at risk.</p> <p>Deliver 75 school parking multi days of action.</p> <p>Undertake 75 Operation Steerside multi days of action.</p>	<p>Whilst the number of nuisance car/van incidents has remained stable the number of police recorded road related offence incidents has increased by 23% when comparing the year to 31 March 2018 with the previous year.</p> <p>The ‘Your Views’</p>	<p>Increase % confidence - Your Views Survey.</p> <p>Increase number of reported incidents of ASB/Nuisance driving.</p> <p>As confidence increases this will have an impact on the number of incidents reported.</p> <p>Increase the number of</p>

	<p>Steerside to be a multi-agency response to tackle not only road safety but also concerns regarding anti-social driving and the general perception of driving in the District.</p> <p>a) To work with partners from the Local councils, WYFRS and YAS to provide a rolling programme of road safety education resources available for all school ages. To work with schools and educational establishments to undertake multi agency parking and speeding initiatives across the District utilising pupils to promote education, rather than punishment for incidents and parking issues. Ensure a problem solving approach is taken to repeat offenses. Demand locations identified as having persistent issues with anti-social driving, whether public or private to look to design out the issues.</p> <p>b) We will identify young people involved in anti-social use of motor vehicles as a full family approach utilising Families First scheme to ensure behaviours are addressed and effective interventions. Commitment to work with Third Sector Organisations and Youth Services to target and provide positive role models for youths identified as vulnerable for anti-social use of vehicles.</p> <p>c) Work in partnership to obtain a District wide PSPO for anti-social use of motor vehicles. This will show commitment of the District to tackle the issue and provide a combined partnership enforcement power. Identify opportunities to come and talk to the public about the operation to offer advice, raise awareness and provide materials.</p> <p>d) Promote the Operation through regular Media releases providing clear up dates on activity undertaken to raise awareness of partnership commitment to reduce effect.</p> <p>e) Identify resourcing requirements and where required submit funding applications to support our activity.</p>	<p>pursue and death.</p>	<p>Promote Operation Steerside through media and social media</p>			<p>perception survey was launched by the Office of the Police and Crime Commissioner. Respondents were asked what key community safety issue concerned them the most in their local area and 18% of respondents in Bradford said bad driving (speeding).</p>	<p>prosecutions.</p> <p>Obtain a District Public Space Protection Order (PSPO) for ASB/Nuisance driving</p> <p>Reduce number of KSI collisions.</p>
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	<p>Steerside Strategic Management Group will develop a clear delivery plan with relevant and tangible actions for each partner, which collectively seek to address the issues, priorities and concerns across the District. Members will be in a position of influence and have decision making responsibilities concerning resources and budgets. Together they will look to pool resources, commit finance, and identify opportunities and work together to remove the perceptions of antisocial vehicle use across the District.</p>						
<p>11. Equip people with the skills to resolve conflict</p>	<p>Perception and Behaviour Change- Hate Crime We will use this programme to test a number of interventions outlined in the Hate Crime Strategy. It will kick-start a programme of work, providing data and evidence on what works so the interventions we trial can be built on later through other sources of funding.</p> <p>Whilst developing the Hate Crime Strategy we carried out a number of consultations with people from the protected characteristic groups. Each group was given the opportunity to explore the hate crime strategy and objectives from previous years and asked to comment on what they would like to see in the 2017-20 strategy. Many of the objectives were shared between groups with some very clear overlap and others were specific to that protected characteristic group. The following have been highlighted as key areas of work;</p> <p>1) Research the extent of Hate Crime in our District especially those that go unreported.</p> <p>2) Redesigning the equality and diversity training to include cultural intelligence, further awareness of our own subconscious biases</p>	<p>Following on consultations and data -groups most marginalised and likely to be victimised/ targeted. For example migrants, LGBT and Muslims.</p>	<p>Produce promotional material</p> <p>Establish Evolve as a way to monitor workforce training.</p> <p>Identify groups and organisations requiring support and training.</p> <p>Design restorative justice system</p>	<p>Deliver training to staff/organisations</p> <p>Disseminate material and publicise widely</p> <p>Test and learn from restorative justice in practice / evaluate and share learning</p>	<p>Work with schools and the wider community such as VCS, Faith Organisations and clubs to offer a programme of speakers (People Library) and resources to educate against hate crime in all its protected characteristics.</p> <p>Offered to all organisations, groups and clubs across the district. 40 sessions per year with groups of 15. To include a hate crime conference for teachers, professionals and workers.</p>	<p>Overall, reported Hate Crimes in 2017 stood at 1,579 compared to 1,238 reported in 2016, this being an increase of 28%. 76% of hate crimes in Bradford in 2018 were racially motivated. 58.7% of victims of hate incidents in 2017 were Male and the age group with the highest proportion of victims was the 30-39</p>	<p>Raising awareness of hate crime and hate incidents</p> <p>We aim to reduce the number of hate crime incidents on public transport, the night-time economy and the internet.</p> <p>Increasing the reporting of hate crime</p> <p>Reform those who may be likely to offend again.</p>

	<p>and offering specific training on key subject areas such as Islamophobia and transphobia, refugees and asylums etc. The training will be offered to the entire workforce including employers, businesses, GP's and so on.</p> <p>3) Promotion of hate crime strategy - production of videos, vlogs, social media campaigns, to include positive voices which will develop volunteers and organisations to promote good stories to counter and challenge harmful narratives.</p> <p>4) Develop initiatives such as restorative justice which allows perpetrators to face victims in a safe environment to learn the impact their actions have on others.</p> <p>In particular where possible we see opportunities to connect individuals to other projects within our programme such as Real People, Honest Talk.</p>				<p>Promotion of hate crime strategy - production of videos, vlogs, social media campaigns, to include positive voices which will develop volunteers and organisations to promote good stories to counter and challenge harmful narratives.</p>	<p>groups with 25% of victims. Unfortunately ethnicity data was missing for a large proportion of victims (45%), therefore analysis by ethnicity isn't reliable. 67% of suspects of hate incidents in 2017 were Male. The age group with the highest proportion of suspects was the Under 16 age group with 28%. Research has shown that hate crimes cause victims greater distress than similar crimes without the same motivation.</p>	
12. Facilitate activities through the Safer Communities Partnership	<p>Behaviour and Perception Change- Pride in Place</p> <p>Litter came up repeatedly as a major area of concern across our engagement activities. People expressed how much litter impacted on their own perceptions of where they live including what they thought about their neighbourhood and the District. Whilst we</p>	<p>50% of all streets failing on litter in Bradford over seven years have come from the same 6 wards: Bradford Moor, Manningham,</p>	<p>Design brief written</p> <p>Researcher commissioned</p> <p>Identify 3 areas and 500</p>	<p>Design potential intervention.</p> <p>On site recycling</p> <p>Running of a bulk refuse service</p> <p>More landlords</p>	<p>Deliver project.</p> <p>80% recycling rate compared to 10% in some neighbourhoods currently.</p>	<p>High number of streets failing to achieve an acceptable standard in terms of litter according to</p>	<p>Cleaner street.</p> <p>More people take personal responsibility.</p> <p>Residents and businesses</p>

	<p>appreciate that the long-term benefits of interventions against litter might not be immediate, we believe it may demonstrate a sense of pride in place. We propose to;</p> <p>a) Evaluate and carry out research on perceptions of area pertaining to litter and people's sense of personal responsibility. We will use to compare against wards or areas which are clean and tidy to see whether there is any correlation between perceptions of place to receptiveness to integration.</p> <p>Litter came up repeatedly as a major area of concern across our engagement activities. People expressed how much litter impacted on their own perceptions of where they live including what they thought about their neighbourhood and the District. Whilst we appreciate that the long term benefits of interventions against litter might not be immediate we believe it may demonstrate a sense of pride in place. We propose to;</p> <p>a) Evaluate and carry out research on perceptions of area pertaining to litter and people's sense of personal responsibility. We will use to compare against wards or areas which are clean and tidy to see whether there is any correlation between perceptions of place to receptiveness to integration.</p> <p>NOT FUNDED THROUGH MHCLG</p> <p>b) Target 6 wards with up to 500 properties in 3 different constituencies to run a pilot which will involve trialing different approaches to improve the appearance of the area. This will involve the following:</p> <p>1. Co-ordination of work to improve recycling linked to an on site presence (washing out and reuse of contaminated bins, issuing of new recycling bins, numbering of bins) and regular monitoring and events and other community engagement activities,</p>	<p>Little Horton, Toller, Bowling and Barkerend and City.</p> <p>Regular reports through various engagement events and ward councillors of complaints and tension in neighbourhoods, due to feelings from some residents that more recently-arrived residents are creating issues in the neighbourhood as they are not taking responsibility for their waste.</p>	<p>properties</p> <p>Training delivered for council wardens on recycling</p> <p>Pilot of new systems for Council Wardens</p>	<p>with waste in gardens are dealt with action</p> <p>Recruitment of street champions</p> <p>Civic pride event delivered</p>	<p>Reduction in the No of contaminated bins (would survey at the beginning and end of the pilot).</p> <p>50% reduction in service requests/complaints about rubbish in gardens.</p> <p>20% reduction in the number of streets failing to reach and acceptable level on litter.</p> <p>30% reduction in reports of fly tipping.</p> <p>90% of green and grey bins will be numbered and at the correct properties</p> <p>At least 5 street champions will be in place in each of he 6 wards.</p>	<p>NI195 assessments.</p> <p>High incidence of fly tipping as recorded on fly capture.</p> <p>Complaints about rubbish in gardens reported to the contact centre.</p>	<p>educated to dispose of their litter and waste properly.</p> <p>Cleaner streets and tidier gardens</p> <p>Residents get along better</p>
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	<p>2. Running a mobile bulk refuse service that collects from the area on the same day every week, or as required, to make it easier for residents to responsibly dispose of waste from their gardens (residents would be charged in the same way as for the current service),</p> <p>3. Training for Council Wardens on recycling,</p> <p>4. Work with landlords and letting agents including education and the development of information packs and taking enforcement action against the landlords for waste in gardens and lack of green bins,</p> <p>5. Council Wardens will pilot the use of software that allows them to issue CPWs on site, making it quicker and easier to take low level enforcement action and show residents that we're serious about dealing with the issues,</p> <p>6. Engagement of street champions linked to Council Wardens and</p> <p>7. Civic pride event with awards in each neighbourhood possibly linked to a garden competition.</p>						
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INTERNAL USE ONLY FOR MHCLG INVESTMENT SUB COMMITTEE / IMPLEMENTATION MANAGEMENT										
Cost / VFM analysis	Strategic Lead in IA	Progress	Risks / Mitigation	Issues						
<i>IA to complete - It should include low cost / no cost interventions- we may only be able to provide rough forecasts for now</i>	<i>Who is accountable for implementation progress in the IA?</i>	<i>Measured regularly by MHCLG and IA leads; will also be used to inform updates to the LIP, MHCLG IA board / ministers</i>	<i>As needed- identified by IA</i>	<i>As needed- identified by IA</i>						
Bradford District Council will administer any funding allocated by MHCLG on behalf of the Bradford 'Stronger Communities Partnership'. The Council undertakes its procurement and commissioning processes in accordance with established internal financial regulations and standing orders for	<table border="1"> <tr> <td data-bbox="607 1106 956 1161">Assistant Director</td> </tr> <tr> <td data-bbox="607 1161 956 1300">Programme Lead</td> </tr> <tr> <td data-bbox="607 1300 956 1355">Assistant Director</td> </tr> </table>	Assistant Director	Programme Lead	Assistant Director	<table border="1"> <tr> <td data-bbox="956 1106 1352 1161">Interim chair appointed for the Partnership</td> </tr> <tr> <td data-bbox="956 1161 1352 1300">A number of Partnership and Steering group meetings have taken place to develop guiding principles, delivery plan and strategy</td> </tr> <tr> <td data-bbox="956 1300 1352 1355">Programme Manager recruited and now in post</td> </tr> </table>	Interim chair appointed for the Partnership	A number of Partnership and Steering group meetings have taken place to develop guiding principles, delivery plan and strategy	Programme Manager recruited and now in post	See Risk log	See issues log
Assistant Director										
Programme Lead										
Assistant Director										
Interim chair appointed for the Partnership										
A number of Partnership and Steering group meetings have taken place to develop guiding principles, delivery plan and strategy										
Programme Manager recruited and now in post										

<p>contracts and in compliance with of OJEU legislation, all of which would be applied, at appropriate financial thresholds to any funding received.</p> <p>We use Social Value within our procurements to leverage additional value from our suppliers to benefit the Bradford District. The Social Value requests are aimed at being proportionate to the contract size, deliverable by suppliers and that will provide long term social benefit.</p> <p>As a 'test and learn' process it is not possible to ascertain the value for money that can be derived from the interventions contained in the delivery plan, including whether they can provide a 'scalable benefit' at Bradford or elsewhere. If is envisaged that this would be determined as part of the evaluation plan that will be designed with MHCLG and delivered and monitored by IFF consultants.</p>	Assistant Director	Community Engagement carried out in three areas across Bradford District; Bradford, Shipley with Keighley with over 630 people engaged.		
	Programme Lead	Draft Delivery Plan submitted		
	Programme Lead	Delivery Plan and Strategy approved by Steering Group		
	Programme Lead	Delivery plan and Strategy submitted		

It's Your Place - Tell Us What You Think!

Bradford Integration Engagement Report Findings

To inform the Stronger Communities Strategy for Bradford District

Prepared by: The Social Kinetic
For: Bradford Council and The Partnership
14th August 2018

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Executive Summary

This engagement project used a mix of research methodologies to engage the public over three 'Tell Us What You Think' community research days in three locations (Bradford City, Keighley and Shipley) in July 2018. The approach was designed around tight deadlines and we had 4 weeks to deliver including the design and recruitment of participants. We chose a mix of methodologies to give everyone easy ways to engage that worked for them.

We were greeted with huge enthusiasm by communities who were keen to share their views and had lots to say. We engaged more than 630 individuals, of which 400+ spoke with researchers at length, often for an hour or more. The project was delivered in partnership with SK, The Safer Stronger Communities Partnership, The Partnership and youth volunteers who contributed significantly to its success.

For more detail please see the:

Bradford Integration Engagement Report Findings – Key Headlines

and/or

Bradford Integration Engagement Report Findings – Full report

Mixed methodologies included:

1. **Idea boards** for facilitated and non-facilitated feedback/shortlisting
2. **Focus groups**
3. **Open ended boards** to explore broader views on integration
4. **Online surveys** (taken out into the community)
5. **Vox Pops**
6. **One-to-one** recorded interviews

Purpose

The purpose of the project was to test a list of seven ideas and initiatives on behalf of The Partnership and identify a shortlist which local 'communities' believe will work. In addition to that SK set to find out what other ideas and recommendations local communities have.

The objectives

- To understand what good integration looks like for communities
- To include a shortlist of those ideas/initiatives which have the most support and could potentially deliver the widest or biggest benefit as part of a Stronger Communities Strategy for Bradford, to be submitted to MHCLG at the end of August 2018.
- To ensure that despite the short time frames, a representative cross section of the communities within the district were meaningfully engaged and involved.

What people asked for:

There were clear themes in the things people asked for:

Safe, crime free and clean environments. Connection, relationships and understanding. Hope, aspiration and joy. Status, recognition and belonging for Bradford. No segregation, more mixing and help with where to start in life and to make a difference. Good quality jobs, more for young people, help and support (life coaching and mentoring). Diversity in local leadership across all services, better services, empowerment, and for communities and individuals to take ownership of the problems.

The key ingredients

In the public's view there are 5 key ingredients of a happier, stronger Bradford district:

1. Safe
2. Proud to be part of
3. Optimistic
4. Connected and respected
5. Equal

Note: This project was commissioned by Bradford and District Metropolitan Council to support The Partnership. A democratic body made up of community leaders across the district.



“People were really keen to share their responses and feedback: lots of time, effort and love was received by us”



The overview of what we did. Four stage approach:



1. AGREEING THE PURPOSE AND LONGLIST

A) Literature review and data from a British Future Report informed the approach and content.

Purpose and longlist of ideas

B) SK worked with the Council to agree: project purpose and a longlist of ideas and issues to test with the public.

C) The research methodology and draft narrative was agreed.



2. SHORTLISTING OF IDEAS

A) SK met Council staff/stakeholders- individually and collectively to understand local issues.

B) Developed a set of Guiding Principles with stakeholders including Bishop Toby Howarth to support shortlisting.

C) Shortlisted ideas for research and testing with the Steering Group.



3. COMMUNITY RESEARCH AND ENGAGEMENT

3x community research days in: Bradford City Centre, Keighley and Shipley

Mixed methodologies included:

1. **Idea boards** for facilitated and non-facilitated feedback/shortlisting
2. **Focus groups**
3. Open ended boards to explore broader views on integration
4. **Online surveys** (taken out into the community)
5. **Vox Pops**
6. **One-to-one** recorded interviews



4. ANALYSIS AND SHARING THE FINDINGS

1. **Open ended feedback to establish 'criteria'** (what was important to the public) to measure ideas and wider feedback.
2. **Analyse feedback on ideas, shortlisting and new ideas** – measured against 'criteria' informed by research.
3. Mapped by idea and audience.
4. Presented the findings.
5. Made recommendations.

The 7 shortlisted ideas for testing

The 7 ideas for testing with the public. They were shortlisted and agreed by The Partnership.



Employment Opportunities: Finding ways around things that might stop people applying for or getting jobs, so everyone has the chance to find work and do well at work



English Language and Life: Giving everyone the chance to learn English and adapt to day to day life in the district



Hope for the Future: Helping people feel they have a future in the district so they feel good about living here



Building Respect and Friendships: Between people of all ages, ethnicities, genders and faiths



Dealing With Hate Crime and Intolerance: and the things that make people afraid of or angry with each other



Sharing Spaces and Places: Creating spaces where everyone from the local area can mix-work, play and socialise together



Linking Up Schools: Helping young people to mix with other young people who have different backgrounds to them

Some of the big things people were asking for unprompted.

Safe, crime free and clean environment

- A chance to live without fear and violence
- Retain green spaces

Connection, relationships and understanding

- The chance to build deep, human connections genuine, authentic and in a safe way
- Shared purpose and goals
- Opportunities for people to come together
- More cultural awareness

Hope, aspiration and joy

Good News

Better media coverage
Positive stories

Status, recognition and belonging for Bradford

No segregation more mixing

“Where do I start...”

Good quality jobs

Opportunities for all

More for young people

Spaces, places, opportunities and things to do

Help and support

Life coaching and mentoring

Diversity in local leadership

Better services

Empowerment

To be heard and to influence

Responsibility

For communities and individuals to 'reflect' and own problems

Ranking

It became clear that it was not simply a case of ranking the 7 ideas. Addressing employment and economic regeneration alongside 'hope for the future' was the vision for the future. Addressing 'hate crime/crime and intolerance' was something the public wanted to address and leave behind. Schools linking, shared spaces and places, respect and friendships and English language were seen as stepping stones to building understanding and connection and a future with Hope.

What I want to avoid?



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Hate Crime

Chaos, dirt, violence, fear, insecurity, anxiety, inequality in society

What are the stepping stones?



School linking/mixing at a young age



Shared spaces and respect and friendships



English language and life



Building understanding and connection

What would an ideal integrated society look like?



Employment and regeneration of Bradford



Hope for the future
Pride for the area

- **Connected**
- **Valuable**
- **Equal**
- **Agency**

Summary of findings

The following summarises the responses to the ideas. More detail, including the ideas and recommendations are in the the full report.

Employment

This was viewed as the number one priority, particularly for young people. Everything flows from having properly paid jobs with good and equal opportunities to progress. Employers say they have a lot of jobs available – they need the right people with the right skills and most importantly right attitude to fill them and help them prosper.

Employment was seen as the route out of poverty and the key to regenerating Bradford, giving individuals and their loved ones security and a future. The ask is for: aspiration, education, help to find, get and keep jobs and to progress/do well at work.

Hope

Like employment, there was a view that where there is hope, everything else will flow. People want hope, joy, aspiration and opportunity. Bradford, feels left behind and without hope. With hope comes belief in the potential and momentum for change. Hope will help people feel: inspired to try, optimistic, good about staying and building their future locally.

The 4 corner stones of hope are: **1.** Employment and a thriving economy **2.** Education with great schools where children mix and connect **3.** A crime free and well kept environment, homes and thriving town centres and **4.** Pride in Bradford.

“

If I'm OK and not fighting for survival. If I have a job and a future then I will be more open to others...

”

Dealing with Hate Crime and Intolerance

Everywhere we went people talked about the need to clean up the streets and address crime in all forms. They saw it as fundamental to building the foundations of hope and a successful future for the district. They talked about their experience of general, lawlessness, street crime, drugs, robbery, bullying and shoplifting which went unchecked. Hate crime and racism was experienced by many different people. People felt unsafe and insecure and talked about the absence of action and police not responding.

It makes them fearful and insecure. The view was that you cannot build a future where hate and crime exist. Worryingly it was becoming normal to talk about child grooming and modern slavery. There was recognition that young people didn't have a enough to do or a future to aspire to which was leading them into crime.

The overwhelming majority wanted to help and see it change, to build relationships, understanding and peace.

Schools Linking

There was no doubt that people thought mixing and integration at school was important. The public liked Schools Linking. They thought it was essential and a great initiative. What they also said was that it needed to go deeper and build longer and lasting relationships and connections. It needed to extend to parents and teachers who needed the same support too.

There was also a view that in the past integration in schools was better and there was more mixing. There was an ask for equal focus on primary and secondary schools and thinking beyond school to every day life.

“ If I feel insecure because of crime, then I focus more on me, I get isolated and become prejudice...

If we don't make it better, we will never build relationships and friendships and eventually more people will become angry and aggressive towards each other. People will move away and we will miss out on opportunities to work and prosper together.

”

Shared Spaces and Places

People had a lot to say about their spaces and places. For them it's not just what and where they are that is important, but how people behave and make each other feel when they are there. Whether it's a physical or online space – people wanted more safe, cared for and well designed places for people to come together.

Any shared space needs to be considered from 3 perspectives:

1. Physical spaces and places; clean and safe, well designed with the right tools and infrastructure
2. It's purpose and what you do within it; the vision, experience and benefit
3. How it makes you feel; welcoming, creates ownership, accessible, for me and brings joy

Building respect and friendships

Everyone wanted to connect and see more respect and friendships blossoming across the district – in the community, in schools and at work. They did not believe this was an issue just across faiths and ethnicities but also across ages, genders, class etc. They believed that a sense of community and belonging comes from good relationships. Having strong relationships and friendships helps people feel safe and confident and breaks down barriers. People can flourish with personal and informal support.

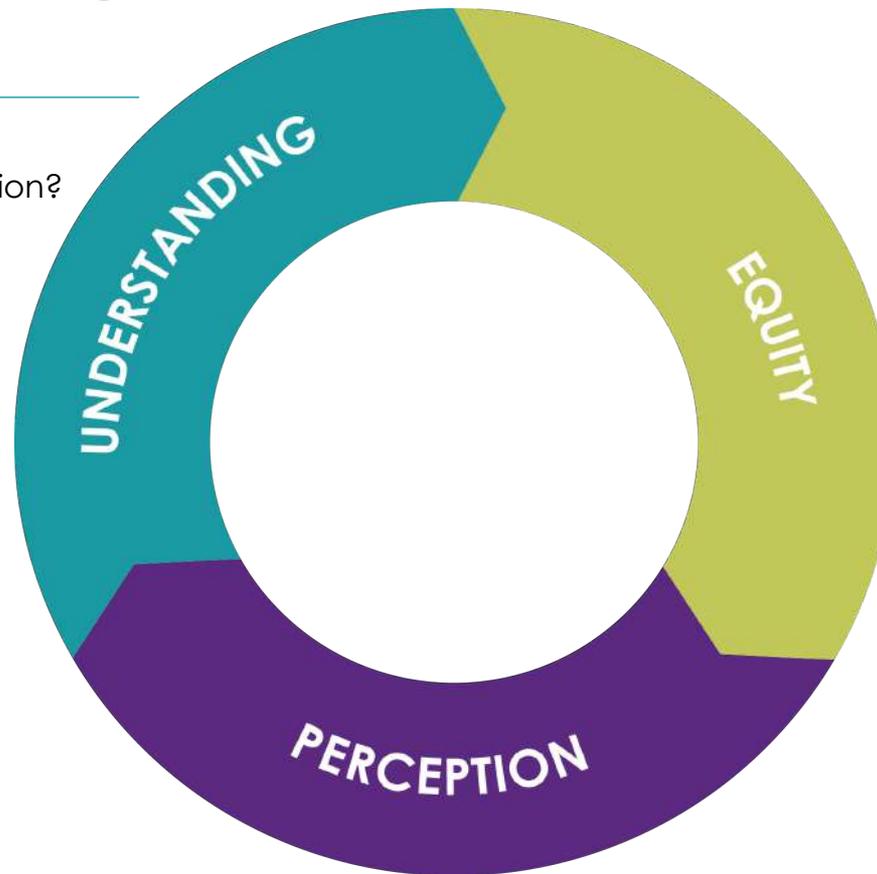
A lot of people said they wanted to connect with others but were not sure how and where to start. Spaces and places played an important role.

Being positive and hopeful is infectious and will change the culture of the district

What feeds integration?

My experience of others?
Meaningful human connection?
Empathy for each other?

Am I okay?
&
Am I getting my
fair share?
(resources + effort)



What I hear about others?
What I think I see?

Conclusions and recommendations

Understanding, equity and perception are what feed integration.

The key asks that appear as clear priorities now are:

1. Cleaning up Bradford - including crime
2. Building hope and aspiration
3. Addressing segregation
4. Creating better quality/paid jobs and getting people in to work
5. More for young people - skills, jobs, mentoring, safe places and things to do
6. Building shared understanding across ethnicities, genders, ages and abilities

And considering how you could leverage community ambassadors, life coaching, mentoring and training to help individuals build their lives and flourish.

Where could you start?

Additional insight

There are some areas which would benefit from additional insight and research which could be done relatively quickly:

1. Young men and in particular young people living on estates
2. Harder to reach groups and individuals who are more closely associated with hate crime and intolerance because they have: suffered, are offenders or have stronger views

More detail is in the full report.

The ideas

The engagement has given you a longlist of ideas and a framework of 'key ingredients' to inform decision making.

Key next steps would be to:

1. Map community resources, people and talent
2. Join up your services, spaces, groups and communities
3. Communicate and share the learning, feed back to the public what they told you and what will happen next. That will be very important.

Step one would be to develop a communications strategy and go back to the communities with the findings and discuss the next steps

How could you do it?

Asset Mapping

We would recommend starting with an asset mapping exercise, plotting the shortlisted ideas across.

It would be good to understand which partners/stakeholders/spaces you can use to test, refine and deliver the best ideas.

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Who and what do you have to work with?

Prototyping

We would then recommend taking each of the shortlisted ideas to the right stakeholders and convert them into quick prototypes.

This could be in the form of paper concepts, storyboards, games, drawings, role plays, models, short pilots

So you can consider how they would work in practice

Testing

Take these prototypes and quickly test them with the right audiences. This would determine if these solutions are the right ones, what is missing and what needs to change in order to make it better, more relevant

So you can learn what really works

Through this process we will be able to:

1. Understand and tap into your existing resources
2. Make your ideas come alive so that we might quickly get feedback, test assumptions and rapidly iterate
3. Harness early learnings and adapt/change course accordingly
4. Understand which are the ideas that have most potential and are most relevant
5. Develop a roadmap and roll out plan

The Social Kinetic

Design thinking and engagement people

We are the team who have worked with you to deliver this research and insight.

We help ambitious clients **design solutions** to societies most wicked problems and the complex challenges faced by leaders, teams and organisations in a changing, connected world, **with dazzling results**.

We also help them deliver and lead change through design, collaboration, experimentation and innovation. **Building a culture of innovation and design thinking** with coaching, training and 'Let's Crack It' Design Workshops.

The result are bigger and better: outcomes, services, morale and productivity, bottom lines, access to new markets, reputations, collaboration and ambition.

Social Design
& engagement

2 Week
Sprint

Ambitious
change

Design
culture

We specialise in social and systemic issues

Such as social Integration, crime, health, housing, homelessness, education and infrastructure. Often multi stakeholder and multi issue – these could be longstanding wicked challenges.

We unleash the collective ideas, knowledge and social energy within communities.



If you would like to find out more about the research or the work we do at The Social Kinetic please get in touch.

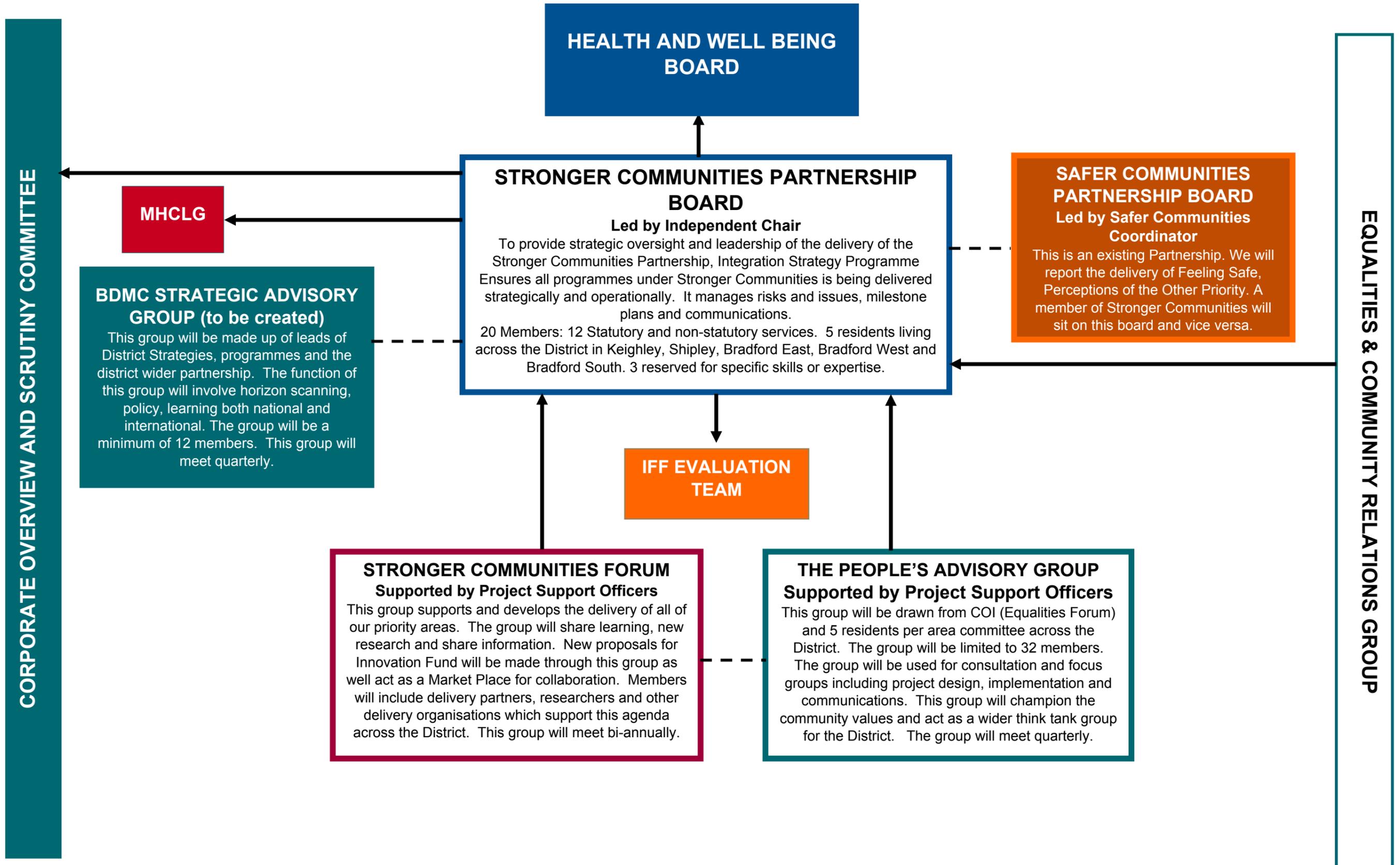
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Equality Impact Assessment Form

Appendix D

Department	Department of Place	Version no	1.0
Assessed by		Date created	09/10/2018
Approved by	Ian Day	Date approved	19/10/2018
Updated by	Zahra Niazi	Date updated	
Final approval	Ian Day	Date signed off	19/10/18

The Equality Act 2010 requires the Council to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

Draft 'Stronger Communities Strategy' and Delivery Plan, produced by the Bradford Integrated Communities Partnership in response to Bradford's designation as one of five Government 'Integrated Communities Pilot Areas'.

1.2 Describe the proposal under assessment and what change it would result in if implemented.

The Strategy sets out its vision where people – whatever their background live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. As such the overall ambition of the Stronger Communities Strategy and Delivery Plan underpins this corporate equality objective. It is intended to increase opportunities for people from different backgrounds to: mix together, increase their mutual understanding and respect of each other and reduce misunderstandings and to remove barriers that prevent people from taking full advantage of the opportunities available to all people living in Britain. The proposal also includes influencing system change across schools admissions, social housing allocation, Government Policy and embedding the ethos of integration across the District in the design and delivery of services. It will challenge processes and practices which hinder opportunities for integration.

Section 2: What the impact of the proposal is likely to be

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

Yes. The proposals within the strategy and delivery plan will make a positive contribution and impact on many protected characteristic groups. There is no perceived detriment from undertaking any of the initiatives within the delivery plan.

Both the Government Green Paper and the engagement work undertaken locally recognise the importance of getting along in the District by increasing the size and diversity of social networks and bringing confidence and a sense of belonging. The local delivery plan places significant emphasis on bringing those furthest from the labour market into work. Proposals include indirect measures, such as better coordination and greater opportunity for learning English and more directly by engaging employers in changes to recruitment practice alongside work with the Department of Work and Pensions and Job Centre Plus. It is intended to increase opportunities for people from different backgrounds to mix together, increase their mutual understanding and respect of each other by reducing misunderstandings and barriers through sustained interactions.

2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.

Yes. As an Integrated Communities Pilot area Bradford, and Bradford Council, will raise the profile of equality issues, amongst many of the protected characteristic groups during the course of the partnership with MHCLG. In particular, opportunity will be taken to review certain policies and procedures to determine whether they support integration and resource will be available to instigate change, where this is believed necessary or helpful. Raising the profile of the districts work on integration will raise awareness amongst staff and elected members through the events and activities that are contained in the delivery plan. The proposal includes aspects of Feeling Safe as this can act as a barrier to people’s willingness to engage in activities that bring people together. The Delivery Plan intends to support campaigns to dispel and debunk myths as well as activities that encourage difficult conversations between different groups of people, challenging prejudices and stereotypes.

2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.

The activities within the Stronger Communities Delivery Plan run are aimed at all people across the District and therefore won’t negatively or disproportionately affect one particular protected characteristic group over another.

2.4 Please indicate the level of negative impact on each of the protected characteristics?

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

Protected Characteristics:	Impact (H, M, L, N)
Age	N

Disability	N
Gender reassignment	N
Race	N
Religion/Belief	N
Pregnancy and maternity	N
Sexual Orientation	N
Sex	N
Marriage and civil partnership	N

2.5 How could the disproportionate negative impacts be mitigated or eliminated?
 (Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

Review of the work being delivered will be effectively measured. Learning about what works, and equally important what doesn't, will help to ensure that the District can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits. This will be supported by a thorough communications and marketing plan and an internal Programme Board which will look to tackle any on-going risks and issues or negative impact on certain groups.

Section 3: Dependencies from other proposals

3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.

The Integrated Communities Partnership represents a number of voices across the District and is made up by a range of Voluntary and Community Sector organisations, Faith organisations, private sector and Council Departments across the city. The Partnership has been involved in shaping the Stronger Communities Strategy and Delivery Plan proposal. There are no further additional equality impacts identified from these exercises.

Section 4: What evidence you have used?

4.1 What evidence do you hold to back up this assessment?

Our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

MHCLG is working with five pilot authorities to try out new approaches to integration and wants to use these experiences as a means of determining what works well. Bradford's approach has been based both on the analysis of data and engagement with partners and citizens. A robust evaluation framework is being developed to measure the impact of interventions. The Council will work alongside the MHCLG to ensure that the initiatives have outputs and outcomes that can be effectively measured. Learning about what works, and equally important what doesn't, will help to ensure that the district can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits.

4.2 Do you need further evidence?

No

Section 5: Consultation Feedback

5.1 Results from any previous consultations prior to the proposal development.

The Social Kinetic was commissioned by the Stronger Communities Interim Board to engage the 'communities of Bradford District' to identify ideas from our list of priorities which in their view will get to the heart of some of the most persistent integration challenges and build happier, stronger communities with more opportunity for everyone. We engaged more than 630 people over three events in Bradford, Shipley and Keighley with conversations lasting more than an hour each. Each event had a mix of people from different ages, faith groups, ethnicities and gender.

We noted there were differences in what people said by area, age and gender and as such our Delivery Plan reflects this.

5.2 The departmental feedback you provided on the previous consultation (as at 5.1).

N/A

5.3 Feedback from current consultation following the proposal development (e.g. following approval by Executive for budget consultation).

N/A

5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.

N/A



Report of the Chair of the Corporate Overview and Scrutiny Committee to the meeting of Corporate Overview and Scrutiny to be held on Thursday 13 December 2018

Y

Subject:

Annual Report for Overview and Scrutiny 2017-18

Summary statement:

This report presents the Draft Annual Overview and Scrutiny Report for 2017-18.

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny
Committee

Report Contact: Mustansir Butt
Phone: (01274) 432574
E-mail: mustansir.butt@bradford.gov.uk

Portfolio:

**Corporate.
Safer and Stronger Communities**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report presents the draft Annual Overview and Scrutiny report 2017-18, to be considered for adoption.

2. BACKGROUND

- 2.1 Under the Council's Constitution, the Corporate Overview and Scrutiny Committee is required to produce an annual report to Council on the activities of the Overview and Scrutiny Committees.
- 2.2 The remit of all the Overview and Scrutiny Committees covers the Council Priorities of:
- Better skills, more good jobs and a growing economy;
 - Decent homes that people can afford to live in;
 - A great start and good schools for all our children;
 - Better health, better lives;
 - Safe, clean and active communities;
 - A well-run council, using all our resources to deliver our priorities.

3. OTHER CONSIDERATIONS

- 3.1 The Annual Report gives a summary of the key activities of the Overview and Scrutiny Committees in 2017-18, key findings from the Overview and Scrutiny Survey, work carried forward into 2018-19 and a foreword from all the Overview and Scrutiny Chairs.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 None.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risk Management across the Council, is a key areas of work for the Corporate Overview and Scrutiny Committee.

6. LEGAL APPRAISAL

- 6.1 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The Corporate Overview and Scrutiny Committee oversees the area of Equality and Diversity.

7.2 SUSTAINABILITY IMPLICATIONS

This is a key area of work for the Regeneration and Environment Overview and Scrutiny Committee.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The remit of Regeneration & Environment Overview and Scrutiny Committee includes Greenhouse Gas emissions impacts.

7.4 COMMUNITY SAFETY IMPLICATIONS

The remit of the Corporate Overview and Scrutiny Committee includes Safer and Stronger Communities.

7.5 HUMAN RIGHTS ACT

None.

7.6.1 TRADE UNION

None.

7.7 WARD IMPLICATIONS

Work of Overview and Scrutiny Committees has ward implications, but this depends on that nature of the topic.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 The Committee may wish to choose to adopt the report as proposed, or make any changes they may wish to make.

10. RECOMMENDATIONS

10.1 That the Committee adopts the proposed Annual Report with any amendments it may choose to make.

10.2 That the Annual Overview and Scrutiny Report for 2017-18 be referred to Council for consideration.

11. APPENDICES

11.1 Appendix 1 – Draft Annual Overview and Scrutiny Report for 2017-18.

12. BACKGROUND DOCUMENTS

12.1 Overview and Scrutiny Annual Survey.

Overview and Scrutiny in Bradford



Overview and Scrutiny Annual Report 2017-18

Email: scrutiny@bradford.gov.uk

Twitter: Bfd_Scrutiny



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Overview and Scrutiny in Bradford	4
Overview and Scrutiny Annual survey results	5
Examples of work undertaken in the past year	7
Looking ahead	10

Welcome from the Chairs

We have the pleasure of presenting the 2017-18 Overview and Scrutiny Annual Report. This report summarises the achievements and contributions made by the Overview and Scrutiny Committees over the last 12 months.

The work of the Overview and Scrutiny Committees is a very important contributor to the delivery of Council Services in a challenging operational environment.

We would like the opportunity to acknowledge and thank all those people who contributed to and supported the work of Overview and Scrutiny and look forward to working with you during the upcoming year.

We are also very appreciative of the Bradford District Councillors and Co-Opted Members, who sat on our Overview and Scrutiny Committees during the year.

Finally, we are pleased to note the positive results of the latest Overview and Scrutiny Annual Survey which continue to show high levels of satisfaction in the overall operation of the scrutiny function. The survey is carried out in March each year and full details can be found on page 5.

Overview and Scrutiny Committee Chairs 2017-2018



Cllr Dale Smith
Children's Services



Cllr Vanda Greenwood
Health and Social Care



Cllr Arshad Hussain
Corporate



Cllr Adrian Farley
Regeneration and
Economy



Cllr Martin Love
Environment and
Waste Management

Overview and Scrutiny in Bradford

Bradford Metropolitan District Council has five Overview and Scrutiny Committees.

Two of the Committees also have additional “co-opted” members.

The Committees are:-

- Children’s Services Overview and Scrutiny Committee;
- Corporate Overview and Scrutiny Committee;
- Environment and Waste Management Overview and Scrutiny Committee;
- Health and Social Care Overview and Scrutiny Committee;
- Regeneration and Economy Overview and Scrutiny Committee;

And their role is to:-

- act as a “critical friend” to the Council’s leadership (the Executive) and senior officers;
- drive improvement in public services;
- enable the concerns of the public to be heard;
- consist of independently minded people who decide their own agenda and how they will do their work.

A total of 43 members and 13 Co-opted members were engaged with Overview and Scrutiny.

The Committees take a thoughtful, evidence based approach to the areas of work they address, which also includes listening to different officers, organisations and the public on topics that are of interest and / or concern to them.

Our meetings are open to the public and we always welcome contributions from people who attend our meetings or send us their views. We are delighted that a number of you came to several of our meetings to tell us what you think.

Overview and Scrutiny Annual Survey 2017-18

Question (1 & 2)	Very Satisfied		Fairly Satisfied		Neither Satisfied nor Dissatisfied		Fairly Dissatisfied		Very Dissatisfied	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
<i>Overall, how dissatisfied or satisfied are you with the general operation of overview and scrutiny in Bradford District?</i>	19%	19% (0%) ↔	56%	50% (-6%) ↓	13%	19% (+6%) ↑	12%	8% (-4%) ↓	1%	3% (+2%) ↑
<i>How dissatisfied or satisfied are you with the level of public involvement in the scrutiny process?</i>	10%	11% (+1) ↑	41%	35% (-6%) ↓	34%	39% (+5%) ↑	13%	14% (+1%) ↑	3%	2% (-1%) ↓

Statement	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know	
	2016	2018	2016	2018	2016	2018	2016	2018	2016	2018
<i>O&S effectively acts as a critical friend to the Council's leadership, senior officers and partners.</i>	25%	21% (-4%) ↓	59%	66% (+7%) ↑	9%	6% (-3%) ↓	1%	2% (+1%) ↑	6%	6% ↔
<i>O&S contributes to improving services in Bradford District*</i>	21%	19% (-2%) ↓	62%	61% (-1%) ↓	9%	7% (-2) ↓	1%	1% ↔	8%	12% (+4%) ↑

Responses – survey carried out Feb/March 2018 (2017 results in brackets)

Overall response rate: 55% (58%)

Total surveyed: 280 (256)

Total number of responses: 155 (148)

Councillors (all): 38 (43)

Co-opted Members and officers (Council and external): 118 (103)

Number of O&S Committee meetings attended by respondents: 0-3 meetings = 68% (59%); 4+ meetings = 32% (42%)

Comment

This year's survey received 155 responses, the largest number since the annual surveys began in 2012. As in previous years, the overall results are very positive: 70% of respondents expressed satisfaction with the overall operation of overview and scrutiny and well over 80% of respondents agreed that Overview and Scrutiny is an effective 'critical friend' and contributes to improving services in the District. While these results do provide reassurance that Overview and Scrutiny is operating well in the District, it is the case that fewer than half of respondents (46%) are satisfied with the level of public involvement in the scrutiny process.

N.B. due to a technical issue, it has not been possible to provide accurate comparison data from 2017 for Statements 1 and 2, so data from the 2016 survey has been used.

Examples of work undertaken in the past municipal year

During the year, the Committees have looked at a wide range of issues which have been of interest and concern to a wide ranging audience. Set-out below are some examples of the work undertaken by the Overview and Scrutiny Committees in Bradford during the municipal year 2017-18.

Anti-Poverty Strategy

Following the detailed Scrutiny Review into Poverty across the Bradford district, in 2016. Members of Corporate Overview and Scrutiny have continued to play an important policy development role in the progress of an Anti-Poverty Strategy for the District.

Finance, Performance and Risk Monitoring

Monitoring Finance, Performance and Risk across the Council is and remains key for the Corporate Overview and Scrutiny Committee. Here members will be considering budget and performance pressures and the effectiveness of steps being taken to address them. For instance, there have been detailed discussions and recommendation made relating to the areas of Waste Management and Children's Social Care.

Workloads of Children's Social Care Services

The Committee received three reports (6 September 2017, 7 December 2017 and 14 March 2018) during the year detailing the workloads of Children's Social Care Services. Members were keen to understand the pressures on the service and also what systems were in place to address any concerns. Social Workers from the service attended Committee meetings to speak about their experiences.

Young Carers

Young carers attended a meeting and explained that many young carers went unrecognised by schools. As a result the Strategic Director of Children's Services is currently working with GPs to develop methods of identifying and referring young carers, so they can access the services they require.

Biodiversity Scrutiny Review

Members of the former Environment & Waste Management Committee undertook a detailed Scrutiny Review into Biodiversity across the District. Members engaged with a wide range of interested parties and developed recommendations for improvement. Members of the Regeneration & Environment Overview and Scrutiny Committee will at its meeting on 26 March 2019, be considering the progress made against the Scrutiny Review recommendations.

West Yorkshire Combined Authority

This remains a key area of work. The former Regeneration and Economy Overview and Scrutiny and Environment and Waste Management Committees, met jointly (due to overlapping priorities), to discuss developments around the West Yorkshire Combined Authority, but with particular reference to Transport links and the Strategic Transport Infrastructure Priorities for the District, along with skills and governance arrangements. The Combined Authority will continue to be scrutinised in the new Municipal Year by the merged Regeneration and Environment scrutiny committee. Members of the Corporate Overview and Scrutiny Committee were also in attendance, due to the Governance aspect.

Renewable Energy

Reports were received from the Environment and Climate Change Unit regarding renewable energy in the District. This has raised a number of further issues to be included in our work programme and members have asked for further information.

Arrangements for dealing with obstructions on the highway (advertising 'A' boards)

Following a referral from the Health and Social Care Overview and Scrutiny Committee, on 18 July 2017 Full Council resolved 'to ask the Council's Executive to implement a full ban on A-boards across the district'. The Executive approved the ban on 7 November 2017 with an implementation date of 1 April 2018. The Health and Social Care Overview and Scrutiny Committee has been asked by the Executive to consider the effectiveness and financial costs of the ban 12 months after implementation.

Non Residential Contributions Policy and Adult Safeguarding

On 16 November 2017 the Health and Social Care Overview and Scrutiny Committee considered a report on adult safeguarding and passed a recommendation that, due to safeguarding concerns associated with the introduction of Universal Credit, consideration be given to appointing a representative of the Department of Work and Pensions (DWP) on to the Adult Safeguarding Board. It was reported on 6 September 2018 that this recommendation had been accepted and that a DWP representative was being appointed to the Board.

'Non-residential contributions' is the amount the local authority requires people to financially contribute for the non-residential services they receive. On 25 January 2018 it was reported to the Health and Social Care Overview and Scrutiny Committee that its recommendation of 8 September 2016 that a phased, incremental approach to introducing the policy be considered, had been accepted and was being implemented.

City Centre Regeneration

The Regeneration and Economy Overview and Scrutiny Committee discussed a report on the ever changing landscape that is Bradford City Centre, following a number of key developments that will help regenerate the City centre, including the former Odeon building and "One City Park".

Call-In

“Call-in” is an important way Scrutiny Councillors can hold the Council’s Executive to account. A call-in delays implementation of an Executive decision until a Scrutiny Committee has had a close look at the decision. The Scrutiny Committee may choose to ask the Executive to reconsider its decision. There were three call-ins of Executive decisions in 2017-18:

- Tuesday 25 July 2017 – Environment & Waste Management Overview and Scrutiny Committee – Bradford Canal Road Corridor Cycleway Scheme.
- Wednesday 20 December 2017 – Corporate Overview and Scrutiny Committee – The Odeon.
- Thursday 25 January 2018 – Corporate Overview and Scrutiny Committee – Strategy for Growth income from Council Tax, Business Rates and Investment.

Engaging the Public

As well as publishing our agenda and reports on the internet, we now also:

- Tweet regularly about scrutiny (@Bfd_Scrutiny);
- Promote our work through local media.

When scrutiny meetings are considering controversial subjects or matters of public interest, we often get several members of the public attending.

Complete Work Programmes for each Committee are available by contacting the appropriate Overview and Scrutiny Lead.

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Corporate

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Environment & Waste Management

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Health and Social Care

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Regeneration and Economy

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Looking Ahead

It is important that we consider the Overview and Scrutiny activity carried out this year, in order to continue to improve the way in which Overview and Scrutiny operates in Bradford.

Furthermore there are some big challenges in the upcoming year and set-out below are some of the key areas of work for Overview and Scrutiny.

Detailed Scrutiny Reviews

Members of Corporate Overview and Scrutiny have been concerned at the sickness absence levels within Bradford Council and have subsequently decided to undertake a Scrutiny Review into this area.

Safer and Stronger Communities within the District will also be the subject of another detailed Scrutiny Review, by Corporate Overview and Scrutiny.

Following a recommendation from Council, the newly formed Regeneration & Environment Overview and Scrutiny Committee will be undertaking a detailed Scrutiny Review into Single Use Plastics across Bradford Council and its Partners.

Regeneration and Environment Overview and Scrutiny members have increasingly become concerned over the levels of air quality across the District and subsequently agreed to undertake a detailed Scrutiny Review into this area, pending the outcome of the feasibility study into air quality across the District

Income Streams

Members of the Corporate Overview and Scrutiny Committee are keen to explore income streams into the Council and how these be further improved, in light of the current financial climate.

Integrated Communities Strategy

Following work planning discussions, Corporate Overview and Scrutiny members will be involved in the development of the Integrated Communities Strategy for the District.

Universal Credit

Corporate Overview and Scrutiny members will be keeping an overview of the implementation and impacts of Universal Credit across the District.

Libraries and Museums

The future provision of Libraries and Museums in the Bradford District, is likely to be a key area of work for members on the Regeneration and Environment Overview and Scrutiny Committee.

Education

Children's Services Overview and Scrutiny Committee plan to hold an education themed meeting, discussing issues including raising standards in the district, Post 16 provision, Pupil Referral Units and the Education Covenant.

Health and Social Care

Priorities for the Health and Social Care Overview and Scrutiny Committee during the 2018/19 Council Year include: autism, mental health (adults and young people), cancer and housing for older people and people with dementia. Bradford Council also continues to be a member of the West Yorkshire Joint Health Overview and Scrutiny Committee and will host a meeting of the Joint Committee in December 2018. Priorities for the Joint Committee during 2018/19 include: acute stroke services, access to dentistry and the next steps for the West Yorkshire Health and Care Partnership.

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Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 13 December 2018

Z

Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2018/19

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2018/19.

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny Committee

Report Contact: Mustansir Butt
Overview and Scrutiny Lead
Phone: (01274) 432574
Email: mustansir.butt@bradford.gov.uk

Portfolio:

**Corporate.
Safer and Stronger Communities**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2018/19, which is attached as appendix 1 to this report.

2. BACKGROUND

- 2.1 The Council constitution requires all Overview and Scrutiny Committees to produce a work programme.

3. OTHER CONSIDERATIONS

- 3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).

- 3.2 The remit of this Committee also includes:

- the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
- supporting the Executive through its contribution towards the improvement of the Council’s performance;
- co-ordinating the development of the Overview and Scrutiny role within the Council.

- 3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.

- 3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Maintaining and Overview of the Councils Financial position, is a key area of work for the Corporate Overview and Scrutiny Committee.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risk Management is regularly scrutinised by this Committee.

6. LEGAL APPRAISAL

6.1 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Community Cohesion and Equalities related issues are part of the work remit for this Committee.

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

A key priority of work for this Committee related to the Overview and Scrutiny of the strategies, plans, policies, functions and services directly relevant to the priority of Safer and Stronger Communities.

As well as this, the Corporate Overview and Scrutiny Committee is also the authority's Crime and Disorder Committee under the provisions of Section 19 of the Police and Justice Act 2006.

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

Work of this Overview and Scrutiny Committee has ward implications, but this depends on that nature of the topic.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 4.1 The Committee may choose to add to or amend the topics included in the 2018-19 work programme for the committee.
- 4.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

- 9.1 That members consider and comment on the areas of work included in the work programme.
- 9.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

11. APPENDICES

Appendix One – 2018-19 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 18th July 2018 at City Hall, Bradford.			
Chair's briefing 27/06/2018. Report deadline 05/06/2018.			
1) 2017-18 Annual Finance and Performance Report.	The Councils overall finance and performance position at the end of 2017-18.	Andrew Crookham/Philip Witcherley.	To be considered by the Executive on 10 July 2018.
2) First Quarter Financial Position Statement.	The forecast financial position as at 30 June 2018.	Andrew Crookham.	To be considered by the Executive on 10 July 2018.
3) Domestic Violence Commissioning.		Liz Barry/Sarah Possingham.	
4) Draft 2018-19 Corporate Overview and Scrutiny Work Programme.	Discussion and agreement over the areas of work for the Committee to focus on, in this Muncipal Year.	Mustansir Butt	
Thursday, 13th September 2018 at City Hall, Bradford.			
Chair's briefing 28/08/2018. Report deadline 30/08/2018.			
1) Verbal update from Bradford Councils representative on the West Yorkshire Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	
2) LGA Peer Review.	Progress against the Improvement Plan be considered in 12 month time.	Philip Witcherley/David Greenwood.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
3) People Can.	Follow-on from LGA Peer Review, focusing on engaging with residents.	David Cawthray.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017. Was due to be considered on Thursday 19 April 2018, but meeting was cancelled.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt	

Corporate O&S Committee
 Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 11th October 2018 at City Hall, Bradford.			
Chair's briefing 19/09/2018. Report deadline 27/09/2018.			
1) Industrial Services Update.		Peter Keeley.	Request from members. Scheduled Thursday meeting for consideration on Thursday 19 April 2018 was cancelled.
2) Bradford Councils Workforce Development Strategy 2015-2021.	12 month progress report, to also include detailed information relating to the member development programme.	Tina Lafferty/Christopher Farquhar.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
3) Risk Management across the Council.		Mark St. Romaine.	Corporate Overview and Scrutiny Committee recommendation from Thursday 25 January 2018.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 15th November 2018 at City Hall, Bradford.			
Chair's briefing 31/10/2018. Report deadline 01/11/2018.			
1) Second Quarter Finance Position.		Andrew Crookham/Andrew Cross.	
2) Mid Performance Outturn Report.		David Walmsley/Philip Witcherley.	
3) Consultatnst Framework for Construction Related Professional Services.	£2m plus Procurement Contract.	Emma Prest/Emma Darby/Ben Middleton/Paul Egan.	Constitutional requirement.
4) Principal Contracts Framework.	£2m plus procurement contract.	Emma Prest/Emma Darby/Ben Middleton/Paul Egan.	Constitutional requirement.
5) Families First Programme.	A progress report be submitted in 12 months time.	Martyn Stenton.	Corporate Overview & Scrutiny recommendation from Wednesday 22 December 2017.
6) Draft Poverty Strategy for the District.	Was due to be considered on Thursday 11 October 2018 - but now deferred.	Steve Hartley/Helen Johnston.	Corporate O&S recommendation from Thursday 25 January 2018 for this to be considered in June 2018.
7) Council Tax.		Martin Stubbs.	

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Corporate O&S Committee
 Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 15th November 2018 at City Hall, Bradford.			
Chair's briefing 31/10/2018. Report deadline 01/11/2018.			
8) Business Rates. 9) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Martin Stubbs. Mustansir Butt.	
Thursday, 22nd November 2018 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 13th December 2018 at City Hall, Bradford.			
Chair's briefing 21/11/2018. Report deadline 29/11/2018.			
1) Equality Objectives.	12 month progress update.	Philip Witcherley/Kathryn Jones.	Corporate Overview and Scrutiny Committee recommendation from Thursday 26 October 2017.
2) District Plan Progress Report.	Performance and Resourcing.	Philip Witcherley/Kathryn Jones.	Corporate Overview & Scrutiny Recommendation from Wednesday 20 December 2017.
3) Safer Communities Plan and Quarter 1 Performance.	To be considered in June 2018. That a progress report on the Bradford District Safer and Stronger Communities Strategic Plan 2017-20 be considered in 12 months time, which includes outcomes and indicators.	Ian Day/Rebecca Trueman.	
4) Stronger Communities Strategy.		Ian Day/Philip Witcherley.	Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.
5) Overview and Scrutiny Annual Report. 6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt. Mustansir Butt.	Constitutional requirement.

Corporate O&S Committee
Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 17th January 2019 at City Hall, Bradford.			
Chair's briefing 19/12/2018. Report deadline 03/01/2019.			
1) Verbal update from Bradford Councils representatives on the West Yorkshire Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	
2) Implementation of Universal Credit across the District.	To focus on the roll out of Universal Credit.	Martin Stubbs.	Corporate Overview & Scrutiny Recommendation from Wednesday 21 February 2018.
3) Organisational Procurement Strategy.		Duncan Farr.	Request from Corporate O&S Chair.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 24th January 2019 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Tuesday, 5th February 2019 at City Hall, Bradford.			
1) The West Yorkshire Police and Crime Commissioner be invited to attend to discuss with members key safer communities issues.		Mark Burns-Williamson.	Corporate Overview and Scrutiny Recommendation from Thursday 13 September 2018.
Thursday, 14th February 2019 at City Hall, Bradford.			
Chair's briefing 23/01/2019. Report deadline 31/01/2019.			
1) Third Quarter Financial Position Statement.		Andrew Crookham.	
2) Draft Digital Strategy.		David Cawthray.	
3) Draft IT Strategy.		Keith Hayes.	
4) Period Poverty.		Sarah Possingham.	Council resolution and then referral from Health & Social Care O&S.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Tuesday, 19th February 2019 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	

Corporate O&S Committee
 Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

Agenda	Description	Report	Comments
Thursday, 14th March 2019 at City Hall, Bradford.			
Chair's briefing 20/02/2019. Report deadline 28/02/2019.			
1) West Yorkshire Combined Services.		Susan Betteridge.	Member request.
2) Updated Prevent Programme for the District.	To include details of the new programme.	Ian Day/Michael Churley.	Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.
3) People Can.	Report should include details relating to People Can projects and activities, along with key outcomes for each project and activity. Also to cover how People Can activity is being co-ordinated across the Council; considering community development as part of the core People Can Development Plan; to explore the integration of the People Can website with the Council app.	Ian Day/Mahmood Mohammed.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September 2018.
4) Gambling.		John Major/Tracie McLuckie.	Corporate Overview and Scrutiny Recommendation from Thursday 11 October 2018.
5) Financing of Children's Social Care.		Jim Hopkinson.	Corporate Overview & Scrutiny Committee recommendation from Thursday 15 November 2018.
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 11th April 2019 at City Hall, Bradford.			
Chair's briefing 20/03/2019. Report deadline 28/03/2019.			
1) Local Government Association Corporate Peer Challenge and Improvement Action Plan.		Philip Witcherley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September 2018.
2) Managing Attendance Scrutiny Review.	Review findings and recommendations.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda

Thursday, 11th April 2019 at City Hall, Bradford.

Chair's briefing 20/03/2019. Report deadline 28/03/2019.

3) Resolution Tracking.

Description

Monitoring the progress of recommendations made by Corporate Overview & Scrutiny.

Report

Mustansir Butt.

Comments

4) Work Planning.

There is a need to regularly review the work programme, in order to prioritise and manage the work programme.

Mustansir Butt.

Democratic Services - Overview and Scrutiny Scrutiny Committees Forward Plan Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Comments
1 New Ways of Working.	Scrutiny Review. Could possibly link in with the Managing Attendance Scrutiny Review.	Mustansir Butt.	
2 Quarterly Performance reports.		Philip Witcherley.	
3 Effectiveness of Bradford Councils approach and key Partners towards tackling dangerous driving throughout the District.		Mustansir Butt.	Member request.
4 Gambling.	Implementation on new Strategy.		Request from Cllr Richard Dunbar.
5 West Yorkshire Joint Services. 18.		Susan Bettridge.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September
6 Financing for regeneration of building on Godwin Street, Bradford BD1 2SU formerly occupied by the Odeon.	Report on options for the financing in respect of the project led by Bradford Live / The NEC.	Andrew Crookham.	
7 Decision making process in relation to major capital projects, including the 2018. cost benefit analysis process.		Andrew Crookham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 15 November
8 Report outlining the value to Bradford residents arising from monies spent 2018. on such contracts.		Duncan Farr.	Corporate Overview & Scrutiny Committee recommendation from Thursday 15 November
9 Poverty. Committee 2018.	Progress report in relation to the work of the Bradford District Anti Poverty Co-ordination Group and progress against the delivery plan.	Witcherley/Heln Johnston.	Steve Hartley/Phil Corporate Overview & Scrutiny recommendation from Thursday 15 November

Corporate O&S Committee

Agenda item	Item description	Author	Comments
10 Council Tax. 2018.	12 month progress report.	Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Thursday 15 November
11 Business Rate Collection. 2018.	That a progress report be presented in twelve months time.	Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Thursday 15 November

