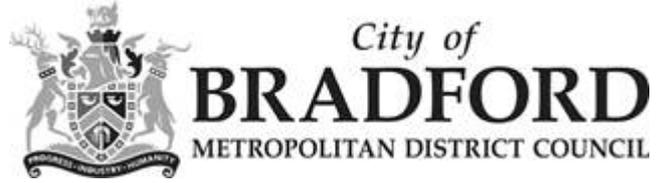


Public Document Pack



Agenda for a meeting of the Executive to be held on Tuesday, 1 December 2020 at 10.30 am remotely

Members of the Executive – Councillors

LABOUR
Hinchcliffe (Chair)
I Khan
Ross-Shaw
Ferriby
Jabar
Farley

Notes:

- A webcast of the meeting will be available to view live on the Council's website at <https://bradford.public-i.tv/core/portal/home> and later as a recording.
- Any Councillors and members of the public who wish to make a contribution at the meeting are asked to email jill.bell@bradford.gov.uk & yusuf.patel@bradford.gov.uk by 10.30 on Thursday 26 November 2020 and request to do so. In advance of the meeting those requesting to participate will be advised if their proposed contribution can be facilitated and those participants that can be will be provided with details how to electronically access the meeting. Councillors and members of the public with queries regarding making representations to the meeting please email Jill Bell & Yusuf Patel.
- Approximately 15 minutes before the start time of the Executive meeting the Governance Officer will set up the electronic conference arrangements initially in private and bring into the conference facility the Portfolio Holders, the Chief Executive and the Council's legal advisor so that any issues can be raised before the start of the meeting. The officers presenting the reports at the meeting of the Executive will have been advised by the Governance Officer of their participation and will be brought into the electronic meeting at the appropriate time.

From:

Parveen Akhtar
City Solicitor

Agenda Contact: Jill Bell / Yusuf Patel

Phone: 01274 434580/4579

E-Mail: jill.bell@bradford.gov.uk / yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. 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.*

2. MINUTES

Recommended –

That the minutes of the meeting held on 9 November 2020 be signed as a correct record (previously circulated).

(Jill Bell / Yusuf Patel - 01274 434580 434579)

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.

(Jill Bell / Yusuf Patel - 01274 434580 434579)

4. **RECOMMENDATIONS TO THE EXECUTIVE**

To note any recommendations to the Executive that may be the subject of report to a future meeting. (Schedule to be tabled at the meeting).

(Jill Bell / Yusuf Patel - 01274 434580 434579)

B. STRATEGIC ITEMS

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

5. **COUNCIL PLAN 2021 - 2025**

1 - 54

The Council Plan is a key document that outlines the Council's overall strategic objectives as a Local Authority over a four-year period and identifies our key priorities. A draft Council Plan was approved for consultation at Executive in October. This paper outlines the results of this consultation and is the first of several key strategic documents presented to this Executive Committee including the future financial strategy, the Equality Plan, the Procurement Strategy and the Council Workforce strategy.

The report of the Chief Executive (**Document "CQ"**) provides a final version of the Council Plan and Key Performance Indicators (KPI's) for approval (included as Appendices 1 and 2). This has been amended following an external consultation on the Council Plan, a summary of this consultation can be found in Appendix 3.

As per the Council's Constitution, the Council Plan is a key Council document. Following Executive's approval, it will need to be approved and recommended to Council for adoption.

Recommended -

- (1) That the draft Council Plan set out in Appendix 1 to Document “CQ” and draft KPI’s and targets in Appendix 2 be approved.
- (2) That following approval, the draft Council Plan and the draft KPI’s be presented to Full Council for full adoption.

(Corporate Overview & Scrutiny Committee)
(Philip Witcherley – 01274 431241)

6. PROCUREMENT STRATEGY 2021-2025 55 - 74

The Procurement Strategy is a key document that outlines the Council’s procurement vision and aims over the next four years.

The Procurement Strategy is an enabling strategy for the Council Plan within the priority area of an ‘Enabling Council’.

The report of the Strategic Director Corporate Resources (**Document “CP”**) provides a summary of the Council’s Procurement Strategy 2021-2025 for Members to consider. The strategy is attached at Appendix 1.

Recommended –

That the Procurement Strategy 2021-2025 be approved and recommended to Council for adoption.

(Corporate Overview & Scrutiny Committee)
(Ian Westlake - 07971 540171)

7. WORKFORCE DEVELOPMENT STRATEGY 2021/2025 AND PEOPLE STRATEGY 75 - 98

The report of the Director of Human Resources (**Document “CR”**) contains background, analysis and recommendations with respect to the scope of and funding for the development of an inclusive People Strategy and the next stage of our Council Workforce Development plan.

The report provides recommendations based on an assessment of internal feedback from staff, existing reports (e.g., Hay, Equalities Objectives etc), current programmes within and outside Human Resources and Organisation Development (e.g. Kickstart) and an external review of latest trends in the Human Resources (HR) and Organisation Development (OD) profession.

The recommendations made will enable the Council as a whole to consolidate the good progress made to date against our current workforce development plan, allow us to prioritise areas where we still need to make improvements (eg performance management) and enable us to implement a strategic people framework that will deliver sustained improvement that ensure our workforce outcomes are directly aligned with the Council plan.

Recommended -

- (1) That with regard to the Council Workforce Development Plan 2021 – 2024, the additional funding needs set out in Document “CR” and the priority needs that must focus on be supported.**

- (2) That with regard to the People Strategy 2021 – 2026, the contents of the report be noted and the following be approved in principle:**
 - The approach to developing the Council People Strategy and associated implementation roadmap outlined in Section 9 and Appendices 3-5 of the report.**

 - Development of the Council Workforce Development Plan for 2021 – 2024.**

 - To review and sign off the People Strategy (date to be agreed) following engagement with key stakeholder groups.**

 - Commit to proactively and consistently support the development and implementation of the people strategy and ensure that Departmental Management Teams will do the same.**

(Corporate Overview and Scrutiny Committee)

(Karen Grave - 07816 082789)

8. PROPOSED FINANCIAL PLAN AND BUDGET PROPOSALS FOR 2021/22

99 - 132

The report of Director of Finance (**Document “CS”**) sets out the update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2021-22.

Recommended -

That Executive, having considered the Council’s public sector equality duty as set out above:

- (a) Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed Council Tax and Social Care precept for 2021/22 set out at in section 6 of Document “CS”.**
- (b) Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed investments as set out in sections 8 to 14 of Document “CS”.**
- (c) Approve for consultation as required with the public, interested parties, staff and Trade Unions the new budget savings proposals for 2021/22 set out in section 15 of Document “CS”.**
- (d) Approve for consultation as required with the public, interested parties, staff and Trade Unions amendments to previously agreed savings proposals for 2021/22 set out in section 16 of Document “CS”.**
- (e) Note the proposed use of reserves as set out in section 18 of Document “CS”.**
- (f) Approve for consultation the proposed new capital schemes PCS1 to PCS7 as set out in section 21 of Document “CS”.**
- (g) Approve the consultation mechanisms and processes set out in section 22 of Document “CS”.**

(Corporate Overview & Scrutiny Committee)

(Andrew Cross – 01274 436823)

8.1 BUDGET AND COUNCIL TAX PROPOSALS FOR 2021/22

133 -
140

The Leader presented and tabled the Labour Group’s Budget and Council Tax proposals for 2021/22.

9. **FINAL DRAFT COUNCIL EQUALITY OBJECTIVES AND EQUALITY PLAN** 141 - 182

The report of the Assistant Director Office of the Chief Executive (**Document “CT”**) provides Executive with a final draft Equality Objectives, and Equality Plan for approval.

The final draft Equality Objectives, and Equality Plan is provided at appendix 1 and the consultation feedback is included as appendix 2 to Document “CT”. Following approval of this plan, we will publish it alongside an easy read version.

Recommended -

That the Executive:

- (1) Approve the final draft Equality Objectives and Equality Plan as outlined in Appendix 1 to Document “CT”.**
- (2) Instruct officers to make arrangements to implement and monitor action against the Equality Objectives as outlined in the Equality Plan.**
- (3) Instruct officers to report progress towards achieving the Equality Objectives to Corporate Overview and Scrutiny Committee every six months and to Executive Committee in 12 months’ time.**
- (4) Instruct officers to report findings and recommendations from the LGA review of the Council’s equality arrangements, as outlined in the Equality Plan, to this Committee as soon as is practical following the review.**

(Corporate Overview & Scrutiny Committee)
(Phil Witcherley/Helen Johnston – 01274 431241)

C. PORTFOLIO ITEMS

HEALTHY PEOPLE AND PLACES PORTFOLIO

(Councillor Ferriby)

10. **MONUMENTS REVIEW** 183 - 220

The Strategic Director of Place will present a report (**Document “CU”**) asking the Executive to note and comment on the report of an externally led review of statues and monuments across the District, in response to the Black Lives Matter movement. The Executive is asked to approve the recommendations for the next stage of the work,

leading to telling a more diverse Story of Bradford District.

Recommended -

- (1) That the recommendations in section 9 of the Steering Group's report be accepted:**
 - (a) Not to remove or move any of the statues and monuments in our public realm, but to better interpret them and provide greater understanding of the role of colonialism in the history of Bradford District through new educational materials, working with local schools and communities, and the Council's libraries and museum services. To do this properly, additional funding is required, and we recommend the Council applies to relevant funding bodies for project funds.**
 - (b) To ensure every opportunity is taken to recognise and celebrate Black Lives and our diverse communities, strengthening the Council's co-ordination of Black History Month and other relevant cultural calendar events, ensuring the District's diverse stories are told.**
 - (c) To ensure that the Council's policies in relation to commissioning new statues and monuments, for agreeing street names and building names, and any other ways in which the public realm commemorates individuals and communities, is diverse and inclusive.**
 - (d) To ensure that the Council's processes for honouring individuals (including the Freedom of the City and other citizen awards) are diverse and inclusive.**
- (2) That the Executive approves this project moving ahead to Phase 2, which will focus on working with local communities to uncover the 'untold' stories of diverse people who helped shape the District.**
- (3) That opportunities for additional funding be explored to provide for new educational materials, working with local schools and communities, and the Council's libraries and museum services.**

(Regeneration & Environment Overview & Scrutiny Committee)

(Christine May – 07970 829265)



Report of the Chief Executive to the meeting of Executive to be held on 1 December 2020

Subject:

CQ

COUNCIL PLAN 2021 – 2025

Summary statement:

The Council Plan is a key document that outlines the Council's overall strategic objectives as a Local Authority over a four-year period and identifies our key priorities. A draft Council Plan was approved for consultation at Executive in October. This paper outlines the results of this consultation and is the first of several key strategic documents presented to this Executive Committee including the future financial strategy, the Equality Plan, the Procurement Strategy and the Council Workforce strategy.

This report provides a final version of the Council Plan and Key Performance Indicators (KPI's) for approval (included as Appendices 1 and 2). This has been amended following an external consultation on the Council Plan, a summary of this consultation can be found in Appendix 3.

As per the Council's Constitution, the Council Plan is a key Council document. Following Executive's approval, it will need to be approved and recommended to Council for adoption.

Kersten England
Chief Executive

Report Contact: Phil Witcherley/Gemma
Paine

Philip.witcherley@bradford.gov.uk

Portfolio:

Leader

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 The Council Plan is a key document that outlines the Council's overall strategic objectives as a Local Authority over a four-year period and identifies our key priorities.
- 1.2 The previous Council Plan period covering 2016-2020 ended this year and a summary of performance against this plan was tabled at Executive in July 2020.
- 1.3 A new draft Council Plan was presented to Executive in October 2020. Following Executive's approval, the draft Council Plan went for consultation with members of the public, Council employees and partners during October and November.
- 1.4 This report provides a final draft of the Council Plan and Key Performance Indicators for Executive approval (included as Appendices 1 and 2). This has been amended following an external consultation on the Council Plan, a summary of this consultation can be found in Appendix 3.
- 1.5 Following approval from Executive and Full Council, the draft Council Plan will be published and promoted in a range of formats, including an easy read version.

2. BACKGROUND

- 2.1 A draft Council Plan for 2021-2025 was brought to Executive on October 6th 2020 for approval for consultation. Following Executive approval, a consultation on the draft Plan took place with the public, Council employees and partners during October and November.
- 2.2 The consultation was composed of:
 - An online survey
 - A series of focus groups including membership of the Bradford and District Voluntary and Community Sector (VCS) Assembly, Women's Health Network, the Cnet equalities forum (including representatives from a range of protected characteristics, including groups for people with disabilities), faith groups, young lives forum, volunteer leads, Bradford for Everyone ambassadors, Safer Communities partnership, equalities and communities strategic group.
 - In addition to this, a focus group on the Council Plan was held with members of the public on the 17th November.
- 2.4 The consultation was promoted on the Council website, via the Council's social media channels including People Can and Safer Bradford and through forum sessions. Additionally, the consultation was promoted via the Stronger Communities e-bulletin and the People Can e-bulletin. Community Action

Bradford & District (CABAD) promoted the consultation in their Daily Briefing to the voluntary and community sector and via their social media channels. A wide number of groups were contacted to circulate and promote the consultation including the Council for Mosques and the Race Equality Network.

2.5 The consultation was also promoted at planned meetings with other strategic boards including focus groups sessions with a range of internal and external stakeholders.

2.6 Details about the consultation were also sent to the following partnership boards:

- The Parish Council Liaison meeting
- Public Services Executive Group
- Sustainable Development Partnership
- Economic Recovery Board
- Positive Aging Partnership
- Young Lives forum
- Assembly Steering Group
- Bradford District Armed Forces Covenant Partnership
- Anti-Poverty Co-ordination Group

2.7 569 people engaged with the consultation, 131 through focus groups and 438 through an online survey. A full overview of the consultation can be viewed in Appendix 3. The revised draft of the Council Plan attempts to address some of the key messages received from the consultation, including:

- Providing a greater focus on co-design and working with our communities in everything we do.
- A broader focus for the Good Start, Great Schools objectives to reflect children and young people's experiences outside of education settings including children's mental health.
- A better reflection on waste and cleanliness.
- More material covering the wider Bradford District outside of the City of Bradford.
- A renamed and wider ranging "Enabling Council" chapter to replace the previous "Well Run Council" chapter.

Changes have been made to reflected this in the attached revised Council Plan (included as Appendix 1)

3. OTHER CONSIDERATIONS

3.1 PERFORMANCE INDICATORS

A number of Key Performance Indicators were approved at Executive in September of consultation. These will enable us to track our progress overtime and play our role in supporting the UN Sustainable Development Goals. Based on feedback the following Key Performance Indicators (KPI's) have been proposed further to those agreed at October's Executive meeting. These are included in Appendix 2 for approval and include:

- A target on employees with a disability
- A target on Council Tax collection rates.

3.2 WORKING IN PARTNERSHIP

As a Council, we are aware that we cannot work to deliver our priorities alone and will work in collaboration with our partners and communities. Further collaborative work will be outlined within the District Plan which is currently being refreshed.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The priorities set in this report have been followed in the budget setting process as outlined in the finance paper presented to this Executive committee.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The final draft of the Council plan will need to be considered and adopted by Full Council in accordance with the Council's constitution.

6. LEGAL APPRAISAL

- 6.1 Implementation of the Council Plan will have legal implications, in specific areas such as employment law, environmental law, social care law and procurement, in addition to public law issues. Legal support and guidance will be provided as required to support the plan's implementation.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

- 7.1.1 Equalities must be at the heart of all we do. To secure the benefits of diversity we are building an inclusive organisation that actively recognises the contribution that people from different backgrounds make to all aspects of the Council's work and the District's communities.

7.1.2 Our Equality Objectives and the plans that sit alongside them are presented at this Executive Committee as a separate item.

7.2 SUSTAINABILITY IMPLICATIONS

Following the Council's decision to declare a climate emergency, the draft Council Plan includes a new outcome area on sustainability. This underpins the seriousness in which the Council takes this issue.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

As in 7.2

7.4 COMMUNITY SAFETY IMPLICATIONS

The draft Council Plan provides a high level overview of our work on the Safe, Strong and Active objective. The intention of this objective is to build safe communities, working with partners such as the Police. This underpins the importance in which the Council places on community safety for our residents and businesses.

7.5 HUMAN RIGHTS ACT

No direct issues arising from this report.

7.6 TRADE UNION

No direct issues arising from this report.

7.7 WARD IMPLICATIONS

No direct issues arising from this report.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

No direct issues arising from this report.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

No direct issues arising from this report.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No direct issues arising from this report.

8. NOT FOR PUBLICATION DOCUMENTS

None.

10. RECOMMENDATIONS

- (1) That the draft Council Plan set out in Appendix 1 and draft KPI's and targets in Appendix 2 be approved.
- (2) That following approval, the draft Council Plan and the draft KPI's be presented to Full Council for full adoption.

11. APPENDICES

Appendix 1 – Final Draft Council Plan

Appendix 2 – Final Draft Key Performance Indicators

Appendix 3 – Consultation Summary

Appendix 1: Final Draft Council Plan

Foreword from Council Leader Councillor Susan Hinchliffe and Chief Executive Kersten England

Foreword

Our Council Plan has been developed amidst unprecedented levels of challenge, complexity and uncertainty as we work alongside our partners and communities to tackle the COVID-19 pandemic.

What has become crystal clear is the critically important role that Council staff, services and resources have played, and continue to play. They are vital to getting our schools, businesses and services back to work while keeping people supported and safe, preventing the spread of infection and maintaining essential services.

In rising to the challenge our staff have taken their place among the nation's key worker heroes. They have earned long overdue recognition for the things they do day in and day out that contribute to the quality of life of everyone, yet are often taken for granted. They care for the vulnerable, collect our waste and recycling, keep our streets safer and cleaner, and they support communities to be stronger.

Less visible, but no less important, is the work we do to help the district's businesses, city and town centres and economy to stay open; to support skills, schools, children and young people; to provide access to green spaces; give homes to the homeless; and plan for the future.

Council services will continue to play a key role as we adapt to living alongside COVID-19 and as we build a better future.

As we have little certainty with which to plan for that future we must be responsive to changing circumstances. But the fundamental challenges we faced before the pandemic are the same ones we face throughout it, and beyond. They have shaped the priorities in this plan.

Advancing educational attainment, raising skills and productivity, and attracting new jobs and investment. Tackling the climate emergency, improving transport connectivity and capitalising on our cultural assets. Keeping communities safe, clean and active, sustaining quality local services and addressing long-standing issues of low income, poverty, inequality and poor health and housing. These issues are central to achieving our ambitions for an inclusive and sustainable district offering opportunities to everyone.

COVID-19 hasn't dampened our ambition, but it has had a disproportionate impact on the poorest and most vulnerable, Black, Asian and Minority Ethnic (BAME) communities, people with disabilities, women and carers. It has widened inequality so we must put working to secure equality and social justice at the heart of all we do.

Resources will remain under pressure and we know the Council has to transform the way it does things in order to sustain services and improve outcomes. The Council must focus on early help and prevention to reduce pressure on expensive crisis services; be bold and inventive; and work to ensure that every pound, every ounce of effort and every day at

work has the maximum impact.

Of course, we will make little progress working alone. Collaboration with others to understand the district, design services and deliver solutions is essential to our prospects for success.

Over 80% of Council staff live in the district. Few councils have a workforce so rooted in and connected to the place that they serve. The tremendous asset that this represents has been evident in the commitment, ingenuity, passion and pride that has characterised the response to COVID-19. These are the qualities that will keep us on course through the pandemic, and beyond, to deliver this Council Plan and progress towards a fairer, more prosperous Bradford District.

Overview: Our district

City of Bradford Metropolitan District Council, working alongside public and private sector partners and communities, delivers services and democratically accountable leadership to a diverse population of over 530,000 people and around 16,000 businesses.

The Council strives to secure better outcomes and equality of opportunity for everyone. It employs more than 8,000 staff.

The Bradford District is the fifth largest Metropolitan Local Authority District in England. It is the youngest district in the UK with nearly a third of the population aged under 20. And it's diverse – ethnic minorities form a third of the population with more than 150 languages spoken within the district.

Geographically, our district includes the city of Bradford itself, the large town of Keighley and a number of smaller towns and villages many with their own strong and distinctive identities.

Outstanding landscapes complement historically important architecture alongside a rich heritage and vibrant contemporary cultural scene. Ilkley Moor, Haworth and Brönte Country, Saltaire World Heritage Site and the National Science and Media Museum in the city centre, amongst a host of other sites, attract 10 million visitors a year.

The scale, diversity and productive potential of the district is reflected in its strong, broad-based, innovative and entrepreneurial business community, which is part of an overall local economy worth £9.5 billion, the 11th largest in England.

Bradford District is home to high-value production businesses across a wide range of sectors, including food manufacturing, engineering, chemicals, digital technologies, energy and utilities. Many businesses support international supply chains in sectors such as automotive, construction, finance and health, making us one of the most internationally connected cities in the UK. The University of Bradford is a hive of technological innovation.

We are proud to be identified by Barclays Bank as the best place in Britain to start a business, named as one of the Sunday Times' top 20 places to do business, and identified as the most improved city in the Price Waterhouse Cooper's Good Growth 2019 Index.

The district has a strong and committed network of voluntary and community organisations

with an estimated 30,000 regular volunteers and 100,000 occasional volunteers. The spirit of our communities is a tangible asset that we want to work on more with people in the future to develop and deliver our shared objectives.

Public services and the voluntary and community sector have a strong track record of working together in mature and effective partnerships and the district's work to bring communities together and promote participation is among the most innovative to be found anywhere in the world.

While the Council and its partners have plenty of assets to work with, the district, like anywhere of its size and complexity, faces some significant and persistent challenges.

- **Poverty:** Whilst the District includes some of the wealthiest areas in northern England, the Bradford District is the fifth most income-deprived in the country. Some 266,000 people live in the poorest areas and nearly one third of our children live in poverty. Fuel poverty affects 13.5% of households. Health inequalities persist and the gap in life expectancy between the wealthiest and poorest areas of the district is around nine years for men and around eight years for women. These levels of poverty and inequality are unacceptable and increase the demand for public services.
- **Connectivity:** We need to do more to improve transport connectivity to Bradford, Keighley and Shipley. Bradford is the largest city in the UK not on a mainline rail station and travel times between all parts of the district and the wider north are too long.
- **Education and skills:** While progress has been made in closing the gap in educational attainment between the district and the national average it has not gone far enough or fast enough and the adult skills base remains relatively low. This affects productivity and potential inward investment decisions.
- **Resources:** The district has high levels of need and demand for public services but the Council has limited ability to raise income locally. Our Band D Council tax is 8% below the average for Metropolitan authorities and 80% of our households are below Band D.

Living with COVID-19

The coronavirus pandemic has presented additional challenges and tests to our organisation, our communities, our public sector partners and our businesses.

COVID-19 has intensified the deep inequalities that already existed in our society. It has had a disproportionate impact on our most disadvantaged people, including young people, large and persistently deprived communities, BAME, women, migrants, people in poverty and on low incomes, and the elderly. As we are the UK's youngest city we are concerned about the impact on our children's health and future prospects. Addressing this is a key priority for the next four years.

The full implications of COVID-19 on the district and its economy are still to be fully understood. Modelling commissioned by the West Yorkshire Economic Recovery Board demonstrates the significant impact the pandemic could have on businesses and

communities.

Even in the event of a relatively strong recovery, the district's economy is still set to shrink over the next year, in line with national trends. If we see a slower, uneven recovery, modelling suggests our economy could shrink by almost 30% by the end of 2021. This will have an impact not only on businesses, but also on people's jobs and livelihoods.

The way we operate and deliver Council services has changed during the pandemic. Apart from frontline roles, most of our staff and councillors are now working remotely with video conferencing replacing physical Council meetings.

Tackling COVID-19 has affected our financial position significantly. It has brought many new costs and has increased demand in many services. At the same time, it has reduced our ability to raise funds and collect expected income from fees and charges.

Our Priority Outcome Areas

This Council Plan will help to set our priorities and inform our future budget and medium-term financial strategies. We have placed a fair, inclusive and sustainable recovery at the heart of this.

In terms of future activity each of our priority areas are divided into two sections:

- a) Living with COVID-19** – how we help our residents, businesses and places overcome the ongoing challenges presented by the coronavirus pandemic.
- b) Building a Better Future** – how we work to secure a better long-term future for the district, its people, its communities and its businesses.

Our priority outcomes are:

- **Better Skills, More Good Jobs and a Growing Economy** - We will grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate, invest and create great jobs.
- **Decent Homes** - We want everyone to have a comfortable home which meets their needs and helps them lead fulfilling lives.
- **Good Start, Great Schools** - We will help our children to have the best start in life by improving life chances, educational attainment and overall quality of life for all young people regardless of their background.
- **Better Health, Better Lives** – We will help people from all backgrounds to lead long, happy and productive lives by improving their health and socio-economic wellbeing.
- **Safe, Strong and Active Communities** – We want the Bradford District to be a place where everyone can play a positive role in their community and be proud to call the district their home.
- **A Sustainable District** – We will make it easier for individuals, households and businesses to adapt, change and innovate to help to address the climate emergency, reduce carbon and use resources sustainably.
- **An Enabling Council** – We will be a council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively. We will manage our resources well and seize all opportunities to bring funding into the district. We will provide good, accessible services.

Our work will be underpinned by the following cross-cutting principles:

Equalities must be at the heart of all we do: This means that everyone can access services regardless of their background, that we embrace our different communities across the whole district and that we build an inclusive organisation. We want to be an organisation which actively recognises the contribution that people from different backgrounds make to all aspects of the Council's work and the district's communities. Our Equality Objectives are published alongside this plan and feature across our outcome areas. Our Equality Objectives and accompanying Equality Plan for the period 2020-2024 will outline how we intend to keep equalities at the heart of all we do.

Working together: We will work with our communities to get them involved at every opportunity. We will empower individuals so that they can be involved in the process of designing how outcomes are achieved. We will collaborate with other public sector organisations and our communities to ensure residents and businesses have the best opportunity to reach their potential. Together we will be strong, creative, innovative and effective, compassionate and thoughtful, delivering the very best services for all. We recognise that no single organisation can achieve our priority outcomes alone and that partnership and working together will be central to success.

Early help and prevention: This means we will support people early and in their communities to prevent their needs from escalating and to improve their outcomes. This will reduce demand on services and improve the quality of life of individuals. We will be supported in delivering on this cross-cutting principle through our Early Help Board Strategy and Action Plan.

Every pound counts: We will adopt effective and value-for-money approaches to service delivery. We will increase the proportion of Council resources spent locally to help grow the Bradford District economy and develop our local supply chains. We will ensure that services are creative, innovative and effective to provide the best outcomes for our residents and businesses. Working with others, we will ensure we get the best and most effective value for every pound spent in Bradford District. Internally the Council has a number of strategies and plans in place, such as our Financial Strategy, our Procurement Strategy and our Council Workforce Plan.

Living Well: We will work alongside our communities and our partners in the NHS, independent sector and Voluntary and Community Sector, to embed Bradford's Living Well, whole systems approach to improving health and wellbeing for everyone. With energy and commitment, we will actively pursue the Living Well mission – to make it easier for people in the district to adopt healthier lifestyle behaviours' – and in doing so, reduce preventable health conditions, (including childhood obesity), reduce premature deaths and increase the number of years that the district's people live in good health and wellbeing.

Safeguarding: Bradford District will work with partners and communities to do everything it can to ensure that children and adults at risk in the District are kept safe. We will work together to deliver this principle with collaboration with our children's and adult's safeguarding board. This is not just a role for professionals in social care, but will be part of everyone's role in the authority.

We will also embrace the Bradford District Shared Values which have been developed

with our local communities and stakeholders where over 1,400 were engaged in the process.

Bradford District Shared Values



We **PROTECT** each other and the world we share so that everybody can be happy, healthy and safe



We **RESPECT** ourselves, each other and our communities



We **SHARE** ideas, resources, knowledge and skills as well as our challenges and opportunities



We **CARE** for each other and treat each other with kindness



PRIORITY AREA: Better Skills, More Good Jobs and a Growing Economy

Our ambition:

We will grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate, invest and create great jobs in the district.

Our economic growth will be inclusive, sustainable and resilient. We will make sure everyone can contribute to and benefit from growth, helping the long-term unemployed, people with long-term conditions and care leavers into the labour market. We will build a fairer and more cohesive district.

We will make sure growth protects our physical and natural environments, meeting this generation's needs without compromising those of future generations. We will work to ensure our recovery unlocks new opportunities, such as in the low-carbon sector and the digital economy. This will make us stronger and more resilient to future economic trends and shocks.

Our context:

Our local economy has many powerful assets. These include a vibrant small and medium enterprise sector, a number of nationally significant businesses and a growing reputation as a great place to start a business within the UK.

We have a number of challenges including:

- Helping businesses and individuals adapt to the changes in the economy and nature of work as a result of COVID-19 so the local economy can recover safely and effectively and people can access good jobs.
- Creating jobs in new growth sectors.
- Helping people to get the education and training they need to secure highly skilled jobs.
- Tackling transport connectivity across the district and beyond.
- Improving employment outcomes for everyone. This has been made worse as a result of COVID-19 as businesses close, which has hit young people, low-paid workers and BAME residents hardest.
- Supporting our businesses to make the transition as the UK exits the European Union, with or without a deal.

Our priorities:

a) Living with COVID-19

We will:

- Help people into work and give them the skills to succeed. To do this we will create a flexible and agile skills service to retrain local residents who find themselves unemployed, are entering the job market for the first time or are considering self-employment. We will work with businesses to support workforce mental health and wellbeing, which will help boost productivity.
- Help businesses access support to innovate and adapt to the challenges of COVID-19. We will connect businesses to financial and other support packages. We will help businesses to embrace new digital ways of working. We will use our local procurement powers to increase the social value of contracts and develop our local supply chain.

b) Building a Better Future

We will:

- Ensure our young and enterprising population are equipped with the skills and confidence to succeed. We will connect our population to employment opportunities across the district, the North and the UK.
- Support people furthest from the labour market, including those with learning disabilities, into work. We will create new employment opportunities, particularly in sectors with workforce shortages such as health and social care.
- Provide digital platforms and infrastructure to support employment growth and retraining via remote learning, access to peers and wider networks.
- Make the most of our distinctive features and use our unique architecture, heritage and cultural assets to create an environment for growth.
- Develop an outstanding bid to become the UK City of Culture in 2025.
- Create a strong city centre business destination through investment in the One City Park office scheme and other developments.
- Work with the Towns Fund boards to improve the prosperity of Keighley, Shipley and other places in the district.
- Develop and deliver our cultural strategy, Culture Is Our Plan, in recognition of the cultural sector's rich contribution to economic and social wellbeing.
- Work with Arts Council England and National Heritage Lottery to win funding and support for projects.
- Use our cultural assets to attract more visitors to all parts of the district, drive economic growth and create new jobs in the cultural, creative and tourism industries.
- Build on our strong and diverse economy to increase innovation, creativity, productivity and prosperity.
- Make the most of the 'Bradford District Pound' and ensure that an increasing proportion of our £475 million third-party spend goes to local businesses and community organisations.
- Provide enterprise support to our thriving business community and help people who want to start their own businesses.
- Support social enterprises and social entrepreneurs through the Local Access Fund and Impact Hub investments in the district.
- Improve our transport infrastructure by securing support and investment in key projects including the city centre Northern Powerhouse Rail station, Northern Connect, City Centre and Rail Station Masterplans, Calder Valley Rail Line Upgrade and Skipton-Colne rail link.
- Improve digital connectivity to speed up business growth and connect more people to opportunities in the digital economy. We must ensure businesses are able to access high-speed broadband wherever they are in the district.
- Help businesses to increase exports and grow global trade links. We will ensure businesses have the information and support available to thrive following the exit from the European Union.
- Develop the cultural offer in the district through key projects including supporting the successful delivery of the former Odeon cinema into a premier live music venue.

How we will measure success:

1. Increase the years of healthy life expectancy (at birth) in both males and females and close the gap with the national average (shared target with Better Health, Better Lives)
2. Increase the percentage of people with NVQ Level 3 and above and close the gap with the national average.
3. Increase the amount of Council spending on resources locally to 50% of total by 2024.
4. Increase employment overall and close the gap with the national average trend.
5. Increase the earning of employees in the area and close the gap with the national average.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Pioneering, Confident & Connected - An Economic Strategy for Bradford District 2018-2030
- People, Skills, Prosperity - Bradford District's Workforce Development Plan
- Bradford Council Procurement Strategy

PRIORITY AREA: Decent Homes

Our ambition:

We want everyone to have a comfortable home which meets their needs and helps them lead fulfilling lives.

We will increase the supply of homes of the right type, quality and location to meet the needs and aspirations of our diverse and growing population. We want more high quality homes in neighbourhoods where people want to live and can thrive. We want more

developments of the highest quality. We will retrofit existing stock to create homes that are energy efficient and adaptable.

We will work with partner agencies and communities to improve management of our neighbourhoods. We will help ensure the district has green, safe, inclusive, and cohesive places which people are proud to call home.

We will support residents to live independently. We will make sure elderly and vulnerable people can access specialist housing that meets their needs. We will help homeless people into permanent accommodation.

Our context:

Bradford District offers a range of housing choices including attractively priced terraces in close-knit city neighbourhoods, quality social housing in well-kept estates, unique Victorian squares with spacious family accommodation, city centre apartments in new-build schemes or listed buildings in architecturally renowned locations like Little Germany, and executive family homes near beautiful countryside and in some of the most prosperous towns and villages in the country.

We have a number of challenges including:

- Impact of COVID-19 on the housing market, particularly on the incentive to invest to improve the quality of housing.
- Impact of COVID-19 in delaying the delivery of capital investment schemes, on both large and small scale.
- Large number of empty homes.
- Lack of large family accommodation to meet the needs of extended families.
- Changing needs and aspirations of an ageing society.
- Financial viability of developing housing that meets the needs of specific users such as older people and people with disabilities.

Our priorities:

a) Living with COVID-19

We will:

- Maintain social distancing and infection control measures in social housing as much as possible.
- Ensure we keep rough sleepers in accommodation where possible, helping to prevent the spread of infection.
- Work with Government, developers and partners to maximise funding opportunities and the delivery of new homes and improved homes by managing the impact of additional COVID-19 precautions.
- Work with the Government, Leeds City Region and delivery partners to make the most of energy efficiency measures in the Government's new green voucher scheme and other programmes.

b) Building a Better Future

We will:

- Increase the supply of homes of the right type, quality and location to meet the needs of our population, including those with specialist needs.
- Improve the quality of poor housing stock by encouraging and supporting private sector owners and landlords to bring properties, including empty homes, into good repair.

- Support our residents who have a range of specific and specialist needs by improving access to suitable housing and help them sustain tenancies.
- Use Council-owned land and buildings to create good quality new homes, including on brownfield sites where possible.

How we will measure success:

1. Achieve at least 1,703 net new home completions per year.
2. Achieve at least 411 affordable housing units per year.
3. Increase the number of private sector homes with improved housing conditions as a result of our interventions.
4. Continue to be above regional and national average rate for homelessness preventions.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- A Place to Call Home, a Place to Thrive Housing Strategy for Bradford District 2020 – 2030
- Bradford Homelessness and Rough Sleeping Strategy 2020 – 2025

Good Start, Great Schools

Our ambition:

We want Bradford to be a great place to be a child – a place where all our children and young people are given the best start in life and can develop their talents and abilities to the fullest extent. This is reflected in our ambition to become a Unicef Child Friendly District, where the voice of the child is at the heart of all we do and all our children and young people have the opportunity to develop, thrive and prosper.

We will provide the best start by providing high-quality early childhood education and welfare services for all. From this secure base, we will ensure our children can develop their talents by creating a long-term, sustainable improvement in school attainment for all our children and young people.

We want Bradford to be a safe and secure place for children and young people to grow up. We will continue to work with our partners in education, health, police and the community on safeguarding to keep children safe and respond to child protection concerns.

We will work tirelessly to reduce the educational attainment gap and ensure no child is left behind so that our most vulnerable children and young people are protected. Education and schooling should be an engine of opportunity that maximises our children and young people's talents and abilities to their fullest extent and prepares them for successful transitions into adult life, whatever their background.

Our context:

Bradford District is one of the youngest, most diverse places in the country.

Bradford District has a rich cultural and arts scene with world-famous events such as the Bradford Literature Festival. There are great youth and leisure services, award-winning social cohesion programmes and innovative support programmes for some of our most vulnerable children and young people.

In Born in Bradford, we have a unique and internationally renowned research institute, based at Bradford Royal Infirmary, which helps us understand the challenges and opportunities faced by children and young people in the district.

We have a number of challenges including:

- Too many of our children grow up in poverty. COVID-19 has increased the number of children growing up in poverty and the pressure on their families.
- There are great inequalities in health. Our poorest children can expect to live shorter and less healthy lives than our wealthiest children. Children growing up with health problems or whose care is affected by their parents or guardians' ill health are significantly disadvantaged in education. COVID-19 has exacerbated health problems, particularly childhood mental health problems.
- Educational attainment and progress across all stages of education from early years onwards is below the national average and COVID-19 has shown a growing digital educational divide.
- Educational and social outcomes for our most vulnerable and disadvantaged children and young people need to be improved. This is all the more important because the

pandemic has widened the education gap between our poorest and most vulnerable children and the rest.

- COVID-19 has disrupted our children's education. Getting all our children and young people safely in education, ensuring schools are COVID-19 safe places and parents have confidence in sending their children to school is an immediate priority. The pandemic has meant that our children and young people have missed six months of education. The impact of this will be felt by all but falls heaviest on the poorest and most vulnerable who lack access to digital learning and support outside school.

Our priorities:

a) Living with COVID-19

We will:

- Support schools with clear infection control and response procedures to protect their staff, pupils and families.
- Provide children and young people with the equipment and support to learn flexibly, including at home.
- Work with partners to make sure that no child goes hungry through this pandemic. We will continue to provide healthy meals to the District's schools, minimising the use of salt and sugar in food production and also reducing the use of plastics.
- Work with early years settings to ensure that parents are able to access childcare to enable them to work.
- Work as a whole system to promote, protect and improve children and young people's mental wellbeing to be happy and healthy

b) Building a Better Future

We will:

- Ensure children are at the heart of everything we do, and ensure we continue on our journey to become a Unicef Child Friendly District.
- Improve attainment of children and young people at all Key Stages so that they can secure employment and be active and positive citizens.
- Improve levels of attendance so that children and young people can achieve their academic expectations.
- Deliver our 0-5 Early Years Programme including a prevention and early help offer for families to support children and young people from conception to five years.
- Improve social mobility for children, including through the continuation of the Opportunity Area programme, which focuses on children in the most deprived areas of the district.
- As a good and responsible corporate parent, we will support our children and young people in care to achieve their full potential in education and learning.
- Work with early years providers to ensure sufficient places for all children in the district.
- As a good and responsible corporate parent, improve and increase apprenticeship and training opportunities in the Council and district for young people in care and care leavers.
- Work with partners to ensure we have an evidence-based approach to all we do. This includes working with Born in Bradford to make sure that all our interventions are based on Bradford-specific research data.

How we will measure success:

1. GCSE Level 4 English and Maths results to close the gap with the national average.

2. Reduce persistent absence faster than national trend.

3. Improve Key Stage 2 results in line with national trends in Reading, Writing and Maths.

4. Improve Key Stage 1 Phonics in line with national trends.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Bradford Children, Young People and Families Plan
- Bradford District Education Covenant

PRIORITY AREA: Better Health, Better Lives

Our ambition:

We will help people from all backgrounds to lead long, happy and productive lives by improving their health and socio-economic wellbeing.

We will strive to provide personalised health and care services to support quality of life at every stage. We will transform how services are delivered with a digital-first, citizen-centred approach.

We will intervene when necessary to keep our children safe and ensure that residents in need can access services to maintain dignity and independence. We will continue to work with our partners in health, police and the community on to keep vulnerable children and adults safe and secure.

Our context:

COVID-19 has had a devastating impact on health and social care provision. It has meant that services and resources focused on self-care, prevention and early intervention to reduce demand on public services have had to be shifted to manage the pandemic.

COVID-19 has disproportionately affected those facing financial hardship and vulnerable people in our communities, as well as people from BAME groups, widening health inequalities.

The gap between the most deprived and least deprived remains large and will require sustained effort and targeted investment in the most deprived communities and neighbourhoods.

We will need to move resources and investment towards prevention and early intervention activities and make sure allocation is based on need. This will help citizens make long-term positive behaviour changes to improve their health and wellbeing.

Addressing historic health and wellbeing inequalities will require a collective, whole system effort from all partners within the district's health and social care system. It is vital that common areas of need – or interdependencies – across the system are identified and that resources are used to complement and add value.

We recognise the challenges made by Ofsted in 2018 about the quality of children's social care services. We are currently working through our plan to improve children's social care services and aim to be out of special measures by 2024.

Our priorities:

a) Living with COVID-19

We will:

- Make sure robust control measures are in place to reduce infection rates and prevent future outbreaks of COVID-19, including Test and Trace, information, advice and guidance for residents and service providers, and we will respond to COVID-19 outbreaks swiftly and effectively.

- Ensure timely interpretation and localised implementation of national guidance to ensure our plans and approach continue to protect and support residents.
- Maintain provision and support to meet the health and wellbeing needs of all adults and children, while ensuring the most vulnerable and high risk groups are prioritised.
- Use our learning and experience from COVID-19 to accelerate our transformation plans to redesign services to continue our support for communities to help themselves and each other. This will improve outcomes for individuals and families and avoid increased demand on statutory services.

b) Building a Better Future

We will:

- Use a targeted approach to reduce health and socio-economic inequalities by providing support to our service users that is appropriate to their needs and culture and focusing on interventions to improve air quality, reduce obesity and improve physical activity levels.
- Work with partners including education providers, NHS, the police and the voluntary and social sectors to move budgets to prevention and early intervention for all ages. As part of this work, we will deliver a prevention and early help offer for families to support children from conception to five years.
- Improve self-care and personalisation services for adult social care and tailor support to the long-term health and wellbeing needs of individuals.
- Transform how services are delivered with a digital-first, citizen-centred approach. Our services will remain accessible to all those for whom using digital channels will never meet their needs.
- Work closely with our partners across the health and social care system to ensure that resources are pooled, prioritised and channelled to address shared outcomes. This is being enacted through the 'Act as One' strategy and formalised through a Section 75 agreement with the NHS.
- Improve the mental wellbeing and resilience of adults and children through our partnership approach to prevention and early intervention with education providers, NHS, the police and the voluntary and social sectors.
- Strive to make sure that all children are safe. We will prevent and reduce the impact of adverse childhood experiences. We will achieve an improved Ofsted assessment for our children's services.
- Support the protection and welfare of vulnerable children, including providing specialist advice and representation to assist Children's Social Care in achieving their improvement goals following the Ofsted inspection in September 2018.
- Continue to support the continuation of the innovative approach within the Family Court in West Yorkshire.

How will we measure success:

1. Increase the years of healthy life expectancy (at birth) in both males and females and close the gap with the national average (shared target with Better Skills, More Good Jobs and a Growing Economy)
2. Reduce levels of childhood obesity.
3. Increase levels of physically active adults and close the gap with the national average.
4. Bring percentage of referrals to Children's Social Care in the year which were within 12 months of previous referral closing in line with our statistical neighbours.
5. Reduce percentage of children in care with three or more placements during the previous year in line with our statistical neighbours.

6. Improve the emotional wellbeing of Children in Care.
7. People with learning disabilities in settled accommodation. To move up one quartile based on 2018-19 published national data (Adult Social Care Outcomes Framework (ASCOF) data).
8. Percentage of adults who have a learning disability in paid employment. To move up one quartile based on 2018-19 published national data (ASCOF data).
9. Maintain the 2019-20 performance of 555 per 100,000 population (or below) permanent 65+ admissions to residential and nursing homes.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Health and Wellbeing Strategy
- Children's Services Improvement Plan
- Living Well
- Bradford Children, Young People and Families Plan
- Home First - Our vision for wellbeing
- Joint District Health and Wellbeing Strategy
- Happy, Healthy and at Home
- Health & Wellbeing – (Adult Social Care) - Commissioning Strategy and Intentions 2019 – 2021
- Better health and wellbeing for everyone: Our five year plan – West Yorkshire and Harrogate Partnership
- Mental wellbeing in Bradford district and Craven: a strategy 2016-2021
- Care Quality Commission System Review

PRIORITY AREA: Safe, Strong and Active Communities

Our ambition:

Our ambition is to make the Bradford District a great place for everyone to live: one that each one of us can play an active role in, be part of, be enriched by, and feel proud of calling our home.

Our context

COVID-19 presents complex challenges to a district as young and diverse as the Bradford District. As we face them and look to a better future beyond the pandemic we know that we have solid foundations to build that future upon.

We know our communities well – 82% of Council staff live in the district, many with deep rooted connections to our places and people. Decades promoting integration and cohesion have taught us valuable lessons and led to pioneering partnership initiatives such as the School Linking Network; our community ambassadors providing critical insight into the assets and needs of our communities; innovative approaches to increasing participation in the economy; and internationally recognized work to combat racism and extremism.

Our understanding of our communities has been integral to our response to the pandemic as has our recognition that the Council achieves little acting alone. Strong, mature partnerships with our Voluntary and Community Sector and Police, developed over many years, have been critical to community resilience and wellbeing and will continue to be so throughout COVID-19 and beyond.

'People Can' is at the heart of working with people as individuals, families and communities to help get the very best outcomes. We are committed to doing things with people, not to them.

However, we are only too aware of the impact that the behavior of a minority has on the quality of life of the responsible, law-abiding majority. We see it in dangerous and anti-social driving, the drug deals, the litter on our streets and the affront of fly-tipping. Spelling out responsibilities as well as rights and taking robust action to identify and prosecute offenders will be key to our work.

COVID-19 is widening inequality and threatening community cohesion. Hate crime, domestic abuse and social isolation have increased. We must continue to work together with communities and align our local and district-wide services so we can all play a part in creating and sustaining strong, active and safe places.

Our priorities:

a) Living with COVID-19

We will:

- Work with our communities, volunteers and community organisations to reduce social isolation as a result of COVID-19 and support the building of community resilience and cohesion.
- Ensure residents of all communities have access to the support they need.
- Increase the awareness and confidence among victims of domestic violence and hate crimes to report incidents and seek help.

b) Building a Better Future

We will:

- Work to empower communities so we do things with them not to them.
- Improve equality of opportunity by addressing factors affecting economic participation and poverty, including language skills and educational attainment.
- Help people get on better with each other by promoting greater interaction, dialogue and understanding across the district.
- Make sure people fully understand their rights, freedoms and responsibilities.
- Create opportunities for people to take part in community and civic life and strengthening leadership. We will nurture and grow a resilient and vibrant voluntary and charitable sector.
- Keep the district clean and tidy, including waste collection, keeping our public spaces clean and tidy and continue to support measures to address fly tipping.
- Tackle crime and the fear of crime so everyone feels safe.

How we will measure success:

1. Improve the percentage of people from different backgrounds who get on well together and close the gap with the West Yorkshire average.
2. Increase the overall value of Council commissioning spend on charity and voluntary sector contracts. Target is an increase on current spend of £22.2m per year.
3. Reduce the number of people killed or seriously injured in road accidents in Bradford District.
4. Increase in percentage of Your Views survey respondents who say they feel safe in their local area (rolling year) including an improvement in comparison with West Yorkshire average.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Stronger Communities Together Strategy and plan
- Safer Bradford Plan
- Bradford Domestic and Sexual Violence Strategy 2015-20

Our ambition:

Effective climate action presents challenges but also offers opportunities to generate sustainable, clean and fair economic growth, and improve health and wellbeing and environmental quality. We want the Bradford District to be at the forefront in taking advantage of these opportunities.

We acknowledge we need to reduce our carbon emissions to tackle the climate emergency. This will require urgent and significant steps to limit our collective impact on the climate and ensure our residents, businesses and public sector partners can adapt to the challenges of the future.

We want to lead by example and become one of the best councils in the country for our record on reducing carbon emissions and become known for our proactive management on biodiversity, water management. We will make it easier for individuals, households and businesses to adapt, change and innovate to address the challenges presented by climate change.

We will develop a Single Use Plastics Policy and implementation plan to help the Council become a single use plastic-free organisation by 2024.

Our context:

Bradford Council declared a Climate Emergency in 2019 and we are members of the Leeds City Region Climate Coalition. We are also investing in a number of capital and community based projects – for example, through a capital programme to invest in energy efficient street lighting and in reducing the environmental footprint of our own buildings.

The Bradford District currently has relatively low levels of CO2 emissions but still need to do more in order to ensure we are sustainable in the medium to long term. In 2018, the last year where we have data, the district's emissions were 3.8 tonnes per head, compared to 6.5 tonnes for Yorkshire and Humber, and a UK average of 5.2 tonnes.

The district is home to around 10,000 environmental sector jobs and exemplar businesses including Texfelt, a manufacturer using recycled fibres and plastics, Yorkshire Water and the pioneering Ecology Building Society.

We have a strong research base in the district. The University of Bradford is a global leader in the circular economy and has a centre for sustainable environment which is tackling civil engineering climate challenges. The Bradford Institute for Health Research is researching health and wellbeing and undertaking national evaluation work on air quality improvements.

Our business and research strengths offer growth potential in areas including food and non-food crops, renewable energy, flood alleviation, soil management and carbon capture. Research suggests that clean growth could add £11 billion to the Leeds City Region economy and create an additional 100,000 jobs across our wider region.

Our priorities:

a) Living with COVID-19

We will:

- Encourage the use of digital technology to reduce carbon emissions, support business activities and maximise the environmental benefits of home and remote working.
- Improve active travel infrastructure and help people move around the district for business or leisure safely, quickly and sustainably, even with reduced public transport capacity. Ensure that the public are informed about how they can access support on how they can move around the district safely using sustainable forms of transport.

b) Building a Better Future

We will:

- Lead district partners to address the climate emergency through the Sustainable Development Partnership working at all levels from grassroots to large infrastructure projects.
- Work with the West Yorkshire Combined Authority and national government to make the case for sustainable transport development, including Northern Powerhouse Rail.
- Improve green space with initiatives such as 'Tree for Every Child' to plant more than 55,000 new trees, one for each primary school pupil.
- Help businesses and households to be more sustainable and embrace the principles of the circular economy.
- Improve air quality through our Breathe Better Bradford clean air plan.
- Encourage more recycling by households and businesses and improve waste recycling rates.
- Help households access funding to improve energy efficiency.
- Support local food production and food security efforts.
- Expand the network of electric vehicle charging points and number of electric vehicles.
- Increase renewable energy usage and reduce greenhouse gas emission reduction in the Council's business activities.
- Reduce energy use and emissions from the Council fleet and street lighting.
- Increase the efficiency of our buildings and operational assets to reduce energy use and emissions.
- Deliver an Advanced Fuel Centre to allow conversion of the Council's vehicle fleet and support the Council's Clean Air Strategy.
- Identify risks from extreme weather events and work with local and national partners to strengthen infrastructure and buildings.
- Bradford Council is committed to supporting Fair Trade as it supports sustainable farming and production methods whilst also ensuring that farmers and producers receive a fair price for their produce and goods. We will continue to buy Fair Trade goods and produce in line with our commitment, encourage our partners and businesses do so and consider how can support Fair Trade further across the District.

How we will measure success:

1. The Bradford Clean Air Plan will achieve compliance with UK limits by 2022 and maintain this performance in future years.
2. Increase the percentage of household waste sent for reuse, recycling or composting and close the gap with the national average.
3. Reduce CO2 emissions from Council buildings below the 2019 level.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Bradford Clean Air Plan
- Sustainable District Action Plan

PRIORITY AREA: A Enabling Council

Our Ambition

We will be an enabling Council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively, and the buildings they work from will be fit for purpose.

We will work to deploy our resources – people, money, buildings, land, ICT and digital infrastructure – in a sustainable and responsible way.

We will deliver efficient, value for money services, minimise risk and support improved outcomes across the district's key priorities.

We will take an asset-based approach working with the district's communities, the voluntary sector, the local business community and public sector partners to develop and deliver against our shared priorities.

Effective communications will ensure that everyone in the district is kept informed and engaged about local services and activities and the part that they can play in helping to achieve better outcomes.

Council decision making will be open, transparent and democratically accountable.

Our Context

Bradford Council has a net budget for 2020-21 of £378 million and oversees a £734 million capital programme. It employs over 8,000 people with wide-ranging skills and expertise and holds extensive legal responsibilities and powers. These resources make an important and often essential contribution to leading and shaping the district's present and its future.

Over the last 10 years, we have had to find over £300 million in savings and additional income whilst continuing to deliver services for the people, businesses and organisations of the district, work alongside them to make the most of all our assets and provide the leadership and profile necessary to secure private and public investment.

COVID-19 has had a substantial and disproportionate impact on Bradford District. The deployment of Council resources required to respond to the pandemic has been considerable. We have had to adapt rapidly and make changes to the way we work in order to maintain the district's resilience, sustain services and build for recovery.

The Council will continue to work within a changing environment, including working with a Mayoral Combined Authority, preparing for and responding to Brexit, and strengthening our approach to equalities in the light of the pandemic.

That's in addition to sustaining our flexible response to COVID-19 and the recovery of the district post COVID-19.

Our people – We will ensure the authority is a great place to work and reflects the communities we serve. We will encourage, empower and enable our colleagues to deliver great services. We will make sure all employees feel engaged and can have the confidence and tools to achieve their full potential and barriers to success are removed.

Our Financial resources - We will manage public money responsibly and be proactive in identifying and exploiting opportunities to bring additional funding and investment into the district. Responsible and prudent financial management will help us to sustain investment in key priorities even through the challenges presented by austerity, increasing demand, inflation and COVID-19. The Council will work to prioritise and transform the way we deliver our services to improve the impact on people's lives and make the most effective use of Council resources.

We are delivering our Procurement Strategy to provide a first class, service that is fully integrated from procurement to payment and is effective, efficient and respected. We will use procurement of goods and services to deliver social value by securing wider social, economic and environmental benefits to the district and in this way improving outcomes.

Our Buildings and assets – The Council uses its estate and land to support delivery of outcomes across all priorities. In particular, we are proactively supporting economic development and growth throughout the district using the Council's financial strength. We are also working to reduce the carbon footprint of our overall estate. We are funding the redevelopment of key iconic sites directly or indirectly to attract new businesses, cultural, retail and leisure facilities to the district. We are working to ensure our buildings are fit for purpose for our colleagues to occupy and to deliver services from.

Our Information Technology and digital infrastructure - We will lead the digital transformation of public services, not just putting existing services online, but rewiring the local system to take advantage of opportunities to share and integrate digital tools and platforms across services and organisations. The Council will collaborate with all public service providers on a digital platform for genuinely joined-up service delivery. The Council will work with public and private stakeholders to boost digital infrastructure and connectivity across the district.

We are developing creative and innovative solutions for digital service redesign to deliver better outcomes for our residents and businesses, improve Council productivity and make the most of funding and partnership opportunities.

Digital technology will continue to help to ensure that decision making is transparent and subject to appropriate scrutiny despite the limitations imposed by COVID-19 on people meeting publicly.

Democracy – Our 90 councillors will be well supported and our democratic processes will be effective to help them to make decisions. We will do our utmost to comply with the law, adhere to ethical standards and make sure our decision making is transparent and accessible. We encourage the scrutiny of our policy setting and delivery. We will welcome and encourage peer and councillor review and challenge to test our leadership and decision-making, to make sure we are doing the right things and getting the right results. We will put in place robust systems to anticipate and manage opportunities, threats, risks and challenges, and to make sure that we remain focused on our district's priorities.

We will make sure we fully meet the standards expected of well-run public bodies. We will run elections well in a transparent way and encourage more people to register to vote. We will contribute to the information provided to citizens and taxpayers on how we are doing.

Our priorities:

a) Living with COVID-19

We will:

- We will support our workforce to deliver against the challenges of COVID-19, whilst ensuring the risk of transmission for our employees and partners is minimised. We will make sure they have the tools to do their job effectively and support the resilience of our people.
- We will manage public finances effectively and make sure we take advantage of opportunities to secure funding to support our COVID-19 response while investing Council resources if necessary in order to assist the vulnerable, support communities and keep the economy in business.
- We will ensure our buildings are COVID-19 Secure and safe for colleagues and members of the public to use, and to work with Services to review how buildings will be occupied and services delivered in a post COVID-19 world.
- We will continue to pay our suppliers quickly and efficiently to help cash flow.
- We will make sure we have a strong baseline budget to deliver services where needed and attract income and investment to support frontline delivery.
- We will continue to work with our partners to ensure the people of Bradford District are informed of changes to services or practices due to COVID-19 including how to stay safe and where to go for the help they need, using community languages and other channels for those with low levels of literacy or no access to IT.

b) Building a Better Future

Our people

We will:

- Develop and implement an inclusive people strategy which will ensure our colleagues are able to deliver this Council Plan.
- Build and encourage a workforce that represents the communities we serve across all levels through our inclusive approach to recruitment and selection and talent development including a renewed commitment to diverse interview panels and more effective tools to ensure we use appropriate recruitment methods.
- Proactively focus on engagement with all of our colleagues, review and refresh all relevant policies, procedures and effecting culture change.
- Help every employee to reach their full potential through a proactive approach to learning and development and supporting the development of the talent across all of our colleagues.

Our Finances

We will:

- Produce an annual budget and continue to manage the Council's resources. We will take a #teambradford approach with partner organisations to make sure we use all of our resources in a joined-up way where we can.
- Collect revenue from Council tax, business rates and accounts receivable in an effective, fair and efficient way. We will work to prioritise and transform the way we deliver our services to improve the impact on people's lives as well as making the best use of the Council's resources. We will continue to seek opportunities for joining up services and making services work better for people, intervening earlier where we can.
- We will achieve value for money through innovative procurement and contract management practices while ensuring robust and transparent governance.

- We will make best use of the 'Bradford District Pound' by committing to using district-based organisations, directly or indirectly, to deliver supplies, services and works wherever possible.
- We will deliver improved social value and inclusive growth outcomes from procurement procedures.
- We will connect with our local suppliers, particularly the voluntary, community and social enterprise community, to improve understanding of our local supply chains.
- We will modernise our procurement platform to enable efficient and effective payments to suppliers.

Our IT

- We will develop digital access to all our services and tackle digital exclusion in the workforce to ensure that everyone has the tools they need to do their job effectively. Our services must however, remain accessible to people whose needs are unable to be met through digital access.

How we will measure success:

1. Ensure Council spending is within budget and year-on-year savings and investments agreed by Council are delivered.
2. Improve the collection rate of council tax to 93.94% to be in line with our statistical neighbours
3. Percentage of top 5% of employees who are female.
4. Percentage of employees from LGBTQ+ backgrounds.
5. Percentage of employees from BAME backgrounds.
6. Percentage of top 5% employees by income who are from BAME backgrounds.
7. Percentage of employees who identify as having a disability
8. Improve staff satisfaction, measured through the staff survey.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Council Workforce Strategy
- Bradford Council Equality Plan
- Bradford Council Financial Strategy
- Bradford Council Procurement strategy

Appendix 2: Draft KPIs and Targets

Outcome Area	Performance indicator	Target	Current Performance
Better Skills, More Good Jobs and a Growing Economy	Healthy life expectancy (at birth) in males (shared with Better Health, Better Lives)	Increase the years of healthy life expectancy (from birth) in males and close the gap with the national average National Average - 63.4	60.1 (2016-2018 data)
	Healthy life expectancy (at birth) in females (shared with Better Health, Better Lives)	Increase the years of healthy life expectancy (at birth) in females and close the gap with the national average National Average - 63.9	60 (2016-2018 data)
	Percentage of people in the district with NVQ Level 3 and above	Increase the percentage of people in the district with NVQ Level 3 and above and to close the gap with the national average National Average - 58.5%	41.4% (Gap 17.1%)
	Percentage of total third party spend with suppliers operating from within the district	Increase the amount of Council spending on resources locally to 50% of total by 2024	42.1%
	People in work (aged 16 – 64)	Increase employment overall and close the gap with the National Average trend National Average - 76.2%	66.2%

	Median earnings of employees in the area	Increase the earning of employees in the area and close the gap with the national average National Average - £591.30	£500 (Gap with the English National Average £91.30)
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Outcome Area	Performance indicator	Target	Current Performance
Decent Homes	Net number of additional homes provided	Achieve at least 1,703 net new home completions per year	1,690
	Number of affordable housing units	Achieve at least 411 affordable housing units per year	309 <i>Provisional</i>
	Number of private sector homes improved	Increase the number of private sector homes with improved housing conditions as a result of our interventions	99 homes improved
	Homelessness preventions	Continue to be above regional and national average rate for homelessness preventions	<i>Latest percentage of homelessness preventions: Bradford - 72.64 England - 58.51</i>

Outcome Area	Performance indicator	Target	Current Performance
Good Start, Great Schools	Percentage of pupils achieving 9-4 pass in GCSE English and Maths	GCSE Level 4 English and Maths results close the gap with the national average National Average – 59.8%	54.7%
	Persistent absence rates	Reduce persistent absence faster than the national trend National Average – 10.9%	14. %
	Key Stage 2 Reading, Writing and Maths results	Improve Key Stage 2 results in line with national trends in Reading, Writing and Maths National Average – 65%	63%
	Percentage of Year 1 pupils achieving the Phonics standard	Improve KS1 phonics in line with national trends National Average – 82%	82%

Outcome Area	Performance indicator	Target	Current Performance
Better Health, Better Lives	Obesity in primary school age children in Year 6	Reduce levels of childhood obesity National Average - 20.2%	24.4%
	Percentage of physically active adults	Increase levels of physically active adults and close the gap with the national average National Average – 67.2%	62.4%
	Percentage of referrals to Children’s Social Care in the year which were within 12 months of previous referral closing	Bring percentage of referrals to Children’s Social Care in the year which were within 12 months of previous referral closing in line with our statistical neighbours Statistical Neighbour (2018/19) 21.85%	31.98%
	Percentage of children in care with 3 or more placements during the previous year	Reduce percentage of children in care with 3 or more placements during the previous year to be in line with our statistical neighbours. Statistical Neighbour (2018/19) 8.9%	8.45%
	Emotional and Behavioural health of children and young people in care for at least a year and aged between 5 -16 years old (average score from the total of SDQ scores)	Improve the emotional wellbeing of Children in Care	13.2%

Outcome Area	Performance indicator	Target	Current Performance
Better Health, Better Lives	Percentage of people with a learning disability living in their own home or with family	To move up 1 quartile based on 2018-19 published national data (ASCOF data) Target 90%	88.2%
	Percentage of adults with a learning disability in paid employment	To move up 1 quartile based on 2018-19 published national data (ASCOF data) Target 4.5%	3.9%
	Permanent Admissions to residential and nursing homes 65+ per 100,000 population	Maintain the 2019-20 performance of 555 admissions per 100,000 population (or below)	555

Outcome Area	Performance indicator	Target	Current Performance
Safe, Strong and Active Communities	Percentage of people from different backgrounds	Improve the percentage of people from different backgrounds who get on well together and close the gap with the West Yorkshire average West Yorkshire Average – 57.2%	55.7%
	Local (VCSE) Voluntary, Community and Social Enterprise (sector)	Increase the overall value of Council commissioning spend on charity and voluntary sector contracts. Target is an increase on current spend of £22.2m per year	£22.2m
	Number of people killed or seriously injured in road accidents in Bradford District	[As per Operation Steerside Targets] 2020 – 172 2021 - 165	168
	Percentage of people who feel safe in their local area (Suspended due to COVID-19)	Increase in percentage of Your Views survey respondents who say they feel safe in their local area (rolling year) including an improvement in comparison with West Yorkshire average West Yorkshire Average – 81.3%	77.43%

Outcome Area	Performance indicator	Target	Current Performance
A Sustainable District	UK Air Quality legal limits*	The Bradford Clean Air Plan will achieve compliance with UK limits by 2022 and maintain this performance in future years	
	Percentage of household waste sent for reuse, recycling or composting	Increase the percentage household waste sent for reuse, recycling or composting and close the gap with the national average National Average – 41.6%	40.7%
	Greenhouse gas emissions from Council operations	Reduction in CO2 from Council buildings below the 2019 level	47,446 Tonnes

Outcome Area	Performance indicator	Target	Current Performance
	Council Tax Collection Rate	Improve the collection rate of council tax to 93.94% to be in line with our statistical neighbours	58.29%
	Delivery of budgeted savings	Ensure year on year savings agreed by Council are delivered. Target to be set as part of the Budget process	
	Equality targets	Percentage of top 5% employees who are female Target 65%	48.2%
	Equality targets	Percentage of employees from LGBTQ+ backgrounds Target 2%	0.6%
	Equality targets	Percentage of employees from BAME backgrounds Target 33%	27.8%
	Equality targets	Percentage of top 5% employees by income who are from BAME backgrounds Target 27.8%	18.4%
	Equality target	Percentage of employees who identify as having a disability Target: 5.4%	4.3%
	Annual staff survey	Improve staff satisfaction	Baseline to be set when staff survey

		measured through the staff survey	is created.
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*https://uk-air.defra.gov.uk/assets/documents/Air_Quality_Objectives_Update.pdf

Appendix 3: Consultation Summary

Introduction/ summary

Following Executive's approval on the 6th of October 2020, the draft Council Plan 2021-2025 was released for consultation with members of the public, Council employees and partners during October and November.

The consultation also ran alongside the consultation for the draft Equality Objectives for 2020-2024.

Methodology

The consultation was composed of:

- An online survey
- A series of partner focus groups including membership of the Bradford and District Voluntary and Community Sector (VCS) Assembly, Women's Health Network, the Cnet equalities forum (including representatives of people with disabilities), faith groups, young lives forum, volunteer leads, Stronger Communities ambassadors, Safer Communities partnership, equalities and communities strategic group, Race Equality Network and LGBT groups.
- In addition to this, three focus groups on the Council Plan will be held with members of the public on the 17th November.

The consultation was promoted on the Council website, via the Council's social media channels including People Can and Safer Bradford and through forum sessions. Where this was published via People Can it was also shared with the Keighley and Shipley constituency pages to ensure all voices could be heard.

Additionally, the consultation was promoted via the Stronger Communities e-bulletin, the People Can e-bulletin and to those who subscribe to the consultation e-bulletins.

Community Action Bradford & District (CABAD) promoted the consultation in their Daily Briefing to the voluntary and community sector and via their social media channels. A wide number of groups were contacted to circulate and promote the consultation including the Council for Mosques and the Race Equality Network.

The consultation was also promoted at planned meetings with other strategic boards including focus groups sessions with a range of internal and external stakeholders.

Where there was no option to hold a focussed session the consultation was sent to the following partnership boards;

- The Parish Council Liaison meeting
- Public Services Executive Group
- Sustainable Development Partnership
- Economic Recovery Board

- Positive Aging Partnership
- Young Lives forum
- Assembly Steering Group
- Bradford District Armed Forces Covenant Partnership
- Anti-Poverty Co-ordination Group

The focus groups were attended by a broad range of people and the demographics of attendees are summarised below.

	Stakeholder	Date	Attended
1.	Community, engagement or delivery partnerships		
	Bradford and District VCS Assembly	13 th October	9
	Women's Health Network	3 rd November	13
	Equalities Forum (Cnet)	13 th October	7
	Race Equality Network (REN)	11 th November	13
	Faith Groups	20 th October	9
	Young Lives Forum	26 th October	4
	Volunteer Leads	14 th October	7
	Youth Ambassadors		10
2.	Strategic Partnerships		
	Children's Trust – information only	24 th September	
	Stronger Communities Together Partnership (Bradford For Everyone - BFE) BFE Ambassadors	15 th October	12
	Safer Communities Partnership	27 th October	18
	Equalities & Communities Strategic Group	29 th October	9
	Internal Staff		
	Cross Department Equality Group	22 September 2020	20
	Open Community Sessions		
	Three online forums	17 th November	1

Consultation Feedback

Through online focus groups, we have so far spoken to over 130 people and an additional 438 responses were received via the survey. We planned our focus groups to ensure as a full a representative response for the district as possible with two sessions for equalities groups, one with the Race Equality Network and one with faith leaders so that we could ensure open discussion with our BAME colleagues across the district.

From the postcode data we can see that over 40% of the survey responses were from Keighley and Shipley.

Key themes from the consultation responses are as follows:

- The Council should do more in the next four years to further collaboration and co-design, to do things “with” our communities rather than “to” them
- We need to broaden the Safe, Clean and Active chapter and Sustainability chapter to give more prominence to waste and cleanliness of the district.
- We need to broaden Good Start, Great Schools chapter to reflect that it isn’t just about education but also about the District as a place to be a child and young person.
- There needs to be more development of the Well-Run Council objective, including a more active title to An Enabling Council. We have expanded this section to cover more of what we do as a Council, such as our finances, our buildings and democratic services.
- The importance of skills for the future of the District
- Disconnect between villages, towns and cities

Proposed changes to the council plan to reflect comments made

Theme Area	What we changed
<p>The Council should do more in the next four years to further collaboration and co-design, to do things “with” our communities rather than “to” them</p>	<p>We strengthened wording throughout the Council document to reflect our ambition to continue to work with our communities and partners to help make Bradford a better place for all.</p> <p>Some of the areas we made changes include:</p> <ul style="list-style-type: none"> • Within the Council Plan introduction where we make reference to the districts strong and committed volunteers. We acknowledge that <i>‘the spirit of our communities is a tangible asset and we want to work more with people in the future to develop and deliver our shared objectives.’</i> • Strengthen our wording within the cross-cutting principle <i>Working together</i>, to make it clear that <i>‘We will work with our communities to get them involved at every opportunity. We will empower individuals so that they can be involved in the process of designing how outcomes are achieved.’</i> • Within our <i>Better Health, Better Lives</i> ambition – making reference to the fact that we <i>‘will continue to work with our partners in health, police and the community on to keep vulnerable children and adults safe and secure.’</i> • Within the introduction to <i>‘Safe, Strong and Active Communities’</i> made reference to our community ambassadors and how they provide us with a valuable insight to their communities. Our community ambassadors will be integral to help support out work in partnership with communities. • Expanded our first <i>Living with COVID-19</i> priority within our Safe, Strong and Active Communities section to reference that we will <i>‘Work with our communities, volunteers and community organisations</i> to reduce social isolation as a result of

	<p>COVID-19 and support the building of community resilience and cohesion.’</p> <ul style="list-style-type: none"> • Added an additional priority within the ‘<i>Building a Better Future</i>’ section of ‘<i>Safe, Strong and Active Communities</i>’ to say that we will ‘Work to empower communities so we do things with them not to them.’ • Within the newly titled ‘<i>Enabling Council</i>’ chapter we have added the following additional priority under Living with COVID-19, ‘<i>We will continue to work with our partners to ensure the people of Bradford District are informed of changes to services or practices due to COVID-19 including how to stay safe and where to go for the help they need, using community languages and other channels for those with low levels of literacy or no access to IT.</i>’
<p>We need to broaden the Safe, Clean and Active chapter and sustainability chapter to give more prominence to waste and cleanliness of the district.</p>	<p><u>Cleaning the District</u></p> <ul style="list-style-type: none"> • Made more reference to issue that residents have commented on such as fly tipping, dangerous driving etc. within the <i>Safe, Strong and Active Communities</i> ambition section. • Within the <i>Safe, Strong and Active Communities</i> chapter, added an additional <i>Building a Better Future</i> priority, referencing our commitment to keeping the district clean and tidy ‘<i>Keep the district clean and tidy, including waste collection, keeping our public spaces clean and tidy and continue to support measures to address fly tipping.</i>’ • Within the Sustainable District chapter, expanded the Building a Better Future priority around recycling to include, ‘<i>improve waste recycling rates.</i>’ <p><u>Sustainability</u></p> <p>Under our priority outcome area for Sustainable District, have made reference to the fact that we will work to ‘reduce carbon and use resources sustainably.’</p> <ul style="list-style-type: none"> • In regards to housing and sustaining our green spaces, we have made reference within the <i>Decent Homes</i> chapter that we will work to build good quality new homes ‘<i>on brownfield sites where possible.</i>’ • Added additional priorities within the <i>Building a Better Future</i> section of the <i>Sustainable District</i> chapter which include; ‘<i>Lead district partners to address the climate emergency through the Sustainable Development Partnership working at all levels from grassroots to large infrastructure projects</i>’; making reference to ‘<i>sustainable transport development, including Northern Powerhouse Rail</i>’; ‘<i>Deliver an Advanced Fuel Centre to allow conversion of the Council’s vehicle fleet and support the Council’s Clean Air Strategy.</i>’ <p>In addition, we have also added a new cross-cutting principle for Safeguarding.</p> <p>Added our Single Use Plastics Policy into our ambition <i>We will develop a Single Use Plastics Policy and implementation plan to help the Council become a single use plastic-free organisation by 2024.</i></p>

<p>We need to broaden Good Start, Great Schools chapter to reflect that it isn't just about education but also about the District as a place to be a child and young person.</p>	<p>We have strengthened the wording of this priority and widened this section to include the wider reasons alongside education on why we want to ensure that Bradford district is a great place to grow up.</p> <p>We have also added text to reflect the challenges we have seen as a result of Covid-19 – difference in levels of poverty, health equality and digital divide and lack of equipment.</p> <p>Amongst some of our additional priorities, within Living with COVID-19 - Work with partners to make sure that no child goes hungry through this pandemic. We will continue to provide healthy meals to the District's schools, minimising the use of salt and sugar in food production and also reducing the use of plastics.</p> <p>We also added text to reflect the fact we will work as a whole system to promote, protect and improve children and young people's wellbeing.</p>
<p>There needs to be more development of the Well-Run Council objective, including a more active title to An Enabling Council. We have expanded this section to cover more of what we do as a Council, such as our finances, our buildings and democratic services</p>	<p>We have refreshed this section to add wider corporate objectives around our people, our financial resources, our buildings and infrastructure and democracy.</p>

One: The Council should do more in the next four years to further collaboration and co-design, to do things “with” our communities rather than “to” them

- “I really don't see any real commitment to work along side communities on their agendas, there is an expectation that communities will engage with the councils agenda rather than the other way around, and top down initiatives rarely achieve their goal of engaging effectively with communities.”
- “ward officers have a key role and this should be used more, more neighbourhood forums to cover key themes that matter to communities and not just to the Council and use them for consultation and engagement”
- “you need to address the issue of what is in it for communities? Where is the training for community activists to develop their community development skills...?”
- We can't expect a lot of these grass roots groups to continue after the pandemic without investing time and money in the VCS.

- NHS and VCS would like to see links between our staff networks and theirs and the forums, talk and listen equally to build strength and sense of community instead of us and them between sectors.
- “We should do more for integration on the council estates.”
- “Helping those who are the most vulnerable will make a difference to their lives and the way they live and to do so Education and a decent home to live in will help.”
- “Work on communication and delivery between services within the community.”
- “A lot of services have similar priorities and would make sense working together.”
- “Bradford for everyone ambassadors. The purpose of the group is to bring people from different backgrounds together. Projects have been funded with this focus. Worked well. Good example of how this priority is being delivered well in Bradford but needs building on.”

Two: We need to broaden the Safe, Clean and Active chapter and Sustainability chapter to give more prominence to waste and cleanliness of the district.

Comments include issues with fly-tipping, vandalism and an ask to find ways to keep the District clean and tidy.

- “Recycling and initiatives that address waste disposal and reduce landfill”
- “Bins for plastic bottles clearly labelled and in more areas.”
- “More signs saying "There's no dog poo fairy. Pick it up.”
- “Educate children on the importance of the local environment and the effects of litter
- “Further emphasise reducing pollution”
- “Making environmental services such as bin collections responsive to the cultural need of local communities.”
- “Keep Bradford clean and tidy, it is not a place to be proud of at the moment”
- “It is impossible to pay the ridiculous charges that private companies ask to take away waste so fly tipping naturally is on the increase. Your policies of encouraging recycling only work if you have full access to a vehicle large enough to take things to a recycling centre or to take your waste to the tip. The vast majority of those living in poverty do not have a vehicle and nor do they have the money to pay private companies. And you then fine them if they breach your policies with no thought that it was your policy at fault, not them.”

Three: We need to broaden Good Start, Great Schools chapter to reflect that it isn't

just about education but also about the District as a place to be a child and young person.

Comments included that the current draft version of the Council Plan is missing opportunities for young people and support with mental health:

- Young people – opportunities for them?
- Support for young people’s mental health

There were also comments around the digital inclusion gap that the Coronavirus pandemic has highlighted between our wealthiest and poorest communities with this and poverty being overriding themes across all focus groups sessions.

- “Covid has shown the need for better digital inclusion, too many children left behind because poverty means they can't access online learning”
- “Come across lots of children that don’t have the facilities at home. Internet computer etc. and parents can’t help them. They won’t be at the same level as other children where there is support. Anyway to provide facilities to these children will help improve results “
- “Less youth services along with poor education impacts hugely on childrens life chances, particularly children from disadvantaged backgrounds, who are then drawn into crime. Until these basic needs are met there can be no improvements.”
- “Why are most of your grants for capital only when the stated aim is to engage communities who do not traditionally engage - where is the money for community workers, youth workers, drama/ art other community engagement specialist/s; biodiversity experts.”

There were also comments for further to support young people with additional needs:

- “Better educational provision and outcomes for children with SEN particularly children with high functioning Autism”

Four: There needs to be more development of the Well-Run Council objective, including a more active title to An Enabling Council. We have expanded this section to cover more of what we do as a Council, such as our finances, our buildings and democratic services.

- “Able to access information about various aspects that the council has responsibility for. This can only be achieved if the website and e-infrastructure is in place to facilitate this” – better IT infrastructure and ability to search for Council Services
- “A priority should be to build upon the 'digital' image and communications of the Council to disseminate information to wider sections of the community. E.g Covid e-bulletins - many residents I speak to are not aware of these email and no clue

about the status of lockdown within the district. Digital communications should be utilised and built upon to benefit all our citizens.”

- “Be serious about wanting to spend as much as possible within the district, need more than empty words.”
- “I want to see the council in the community. I want to see the council bringing the community into job roles outside of the traditional applications and interview process.”
- “We welcome more investment in local services but this has to be accessible to all in the VCS and not just the same organisations who always get the money. Smaller groups often innovate more but are never heard, listen to them too”
- “Be inclusive and consistent with contact and communication options. Some services are contactable e-mail only, some telephone only, some by online form, some switch between”

Five: The importance of skills for the future of the District

Comments include helping to support people it to work and maintain their jobs, support staff develop their skills and help to address unemployment and poverty by providing and encouraging access to further education, re-training and apprenticeships:

- Support people develop the skills to get and keep a job
- Help to address unemployment and poverty by providing and encouraging access to further education, re-training and apprenticeships
- “More support for volunteering both for Council staff to volunteer in their communities and also for people to volunteer with the Council to gain skills and insight. We’d especially welcome those Council staff who live outside the district to be more involved in communities to really get to know us”

And from staff feedback:

- Support staff to undertake training opportunities that may not be related to their job to help develop skills
- More information provided about development opportunities
- Support with funding for professional posts
- “integrate the university and college students into the economy branch. The council plans to integrate communities but it doesn't start with thinking out of the box. There is a lot of talent available through college and university students or music school even. Little projects in cooperation would integrate new talents with creative minds and university students coming from abroad could integrate new strategies and perspectives.”

Six: Disconnect between villages, towns and cities

Most comments here related more to Bingley, Keighley, Ilkley, Eldwick and Haworth etc. for example:

- “Allow individual areas to have a bigger say in the place they live.(I.e listen to Keighley people)”
- “Try treating areas like Bingley and Eldwick more favourably and not spending all our taxes on Bradford City residents”
- “There are far greater services in the Bradford area. Airedale/Ilkley are part of the council and rarely get mentioned and a distinct lack of resources.”

Online Survey Responses

Council Plan 2021 – 2025 Consultation

Importance of each of the Priority Areas

Priority Area	Percentage of individuals who rated the priority as really important (10) to them (Internal)	Percentage of individuals who rated the priority as really important (10) to them (external)
Great Start, Good Schools	67%	70%
An Enabling Council	55%	54%
Better Health, Better Lives	52%	63%
Decent Homes	49%	59%
A Sustainable District	44%	46%
Better Skills, More Jobs and a Growing Economy	44%	45%
Safe, Strong and Active Communities	44%	49%

Other questions

Should everyone within our communities be treated with respect and be able to access to services that support them to live without fear of violence or abuse?

Important 409 (97%)
Not Important 12 (3%)

Do you think there are any priority areas we have missed in our council plan?

Yes 165 (39%)
No 262 (61%)

Demographic information provided by respondents

Which of the following options best describes your race, ethnic or cultural origin?

	Survey %	Focus groups %
White English //Welsh /Scottish/ Northern Irish/ British	79	40
Any other white background	6	1
Asian / Asian British	11	42
Caribbean/ African	2	8
Any other background	2	9

Age (survey)

Category	%
16-17	0%
18-24	1%
25-34	6%
35-44	20%
45-54	23%
55-64	24%
65-74	15%
75+	5%
Prefer not to say	6%
Totals	100%

*12% of overall focus group attendees were under 25s attending the young lives forum and the youth ambassadors forum

Gender Identity

Category	Survey %	Focus group
Male	34%	51
Female	57%	49
Other	0%	0
Prefer not to say	9%	0
Totals	100%	100%

Sexual Orientation (Survey)

Category	%
Bisexual	3%
Gay man	1%
Gay woman or lesbian	2%
Heterosexual or straight	77%

Prefer not to say	16%
Other – No extra details	1%
Totals	100%

Health issue or disability which prevents you from doing things you want to, need to or have to (survey)

Category	£
Yes, a little	11%
Yes, a lot	19%
No	62%
Prefer not to say	8%
Totals	100%

Health or Disability (survey)	%
Internal - Physical disability <i>(including mobility difficulties)</i>	36%
Learning disabilities	1%
Mental ill health	17%
Autism spectrum conditions	2%
Visual impairment	2%
Hearing impairment	7%
Learning difficulties eg Dyslexia	2%
Other substantial and long term condition	23%
Prefer not to say	5%
Other	5%
Totals	100%

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Report of the Strategic Director Corporate Resources to the meeting of the Executive to be held on Tuesday 1st December 2020

CP

Subject:

Procurement Strategy 2021-2025

Summary statement:

The Procurement Strategy is a key document that outlines the Council's procurement vision and aims over the next four years.

The Procurement Strategy is an enabling strategy for the Council Plan within the priority area of an 'Enabling Council'.

The report provides a summary of the Council's Procurement Strategy 2021-2025 for Members to consider. The strategy is attached at Appendix 1.

Joanne Hyde
Strategic Director Corporate Resources

Portfolio:

Leader

Report Contact: Ian Westlake
Phone: 07971 540171
E-mail: ian.westlake@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

1.1. This report summarises the Council's Procurement Strategy 2021-2025 and seeks approval of the Executive and recommendation to Council for adoption.

1.2. The Procurement Strategy 2021-2025 is attached at Appendix 1

2. BACKGROUND

2.1 The Procurement Strategy is a key document that outlines the Council's procurement vision over the next four years. The Procurement Strategy is an enabling strategy for the Council Plan within the priority area of an 'Enabling Council'.

2.2 The strategy is not intended to be a service improvement plan for Procurement Services but an outward facing document which signals the Council's intentions with regards to the procurement function over the next four years. It will also help align procurement activity across the Council behind the deliverables striving for key common goals, consistency in approach and a higher profile across the Council. Procurement is a key enabler to almost everything the Council does.

2.3 The Procurement Strategy 2021-2025 represents the Council's procurement aims and objectives for the next four years. This strategy will develop as the transformation and modernisation of the procurement function takes place, and it will incorporate a change in methods and techniques designed to meet the varying requirements of the Council and future procurement reforms post Brexit transition period and in the recovery from COVID19.

2.4 There are two key policy documents that underpin the delivery of the Procurement Strategy; the Contracts Standing Orders and the Social Value and Inclusive Growth Policy.

2.5 The transformation and modernisation programme must include discussions about the Council's attitude to risk throughout the procurement process and in its procurement decision making to achieve its goals.

2.6 The vision for this strategy is to provide a procurement function that is *respected and trusted by stakeholders both internally and externally* and a service that will:

2.6.1 Support local businesses and work to enable the third sector in its activities and enable the local market, both large and small organisations, to feel able and willing to work with the Council.

2.6.2 Deliver tangible social value and inclusive growth to the benefit of the residents of the District specifically addressing climate and environmental issues.

2.6.3 Be an influencer in shaping procurement with public sector organisations within the District.

2.6.4 Achieve value for money through procurement and contract management

practice for the Council and the residents of the District.

3 KEY DELIVERABLES

3.1 The Procurement Strategy focuses on five key deliverables:

3.2 Enhanced and Embedded Social Value and Inclusive Growth

3.2.1 This deliverable will ensure that all our procurement activity develops the District's economy in a way that includes and benefits everyone. This includes increasing our forward planning, publishing detailed procurement pipeline plans to allow the market to be aware of our intentions to be able to plan and engage with us.

3.2.2 This deliverable is key to implementing a revised social value and inclusive growth policy that will enable tangible social value outcomes from all our procurements addressing Council priorities such as the climate emergency, modern slavery, Fairtrade and equality and diversity within our supply chain.

3.3 Good Governance

3.3.1 This will ensure that our processes, whilst meeting regulatory requirements, are fit for purpose and support streamlined and flexible procurement activity, both with our first tier suppliers and throughout our supply chain, our aim is to be easy and efficient to deal with and 'open for business'.

3.3.2 The Council must aim to have procurement professionals involved in projects as early as possible to shape procurement strategy and to propose and deliver solutions.

3.3.3 Good governance will be reflected by the high standards of probity that our procurement processes will be subject to with appropriate gateway approvals to mitigate any risks.

3.4 Behaving Commercially

3.4.1 The Council's procurement professionals will think in terms of outcomes rather than process which will challenge disproportionate and bureaucratic procedures. We will engage with suppliers to ensure that we understand our markets and our economy and through our forward planning encourage suppliers to engage with us.

3.5 Developing the Procurement Community

3.5.1 The strategy strives to deliver consistency of practice by procurement professionals across the Council and the District.

3.5.1 Key stakeholders in this deliverable are the Council's partners in other public sector bodies such as the university, the NHS and CCG, the regional local authority procurement forum YORprocure, the Chamber of Commerce, Federation of Small

Businesses, YPO, the VCSE etc. The Council must maintain relationships, presence, collaboration and influence on procurement in these forums.

3.6 Digitally Transforming our Procurement Processes

- 3.6.1 Transactional processes must be as effective and efficient as possible so that payment can be made promptly to the benefit of suppliers and Council accordingly.
- 3.6.2 Work is already underway to improve transactional processes through the procurement of a content management solution to process invoices and payment in a more effective manner leading to a more sophisticated process for prompt payment.
- 3.7 Over the term of the strategy the procurement function will be measured by the following headline indicators;
 - 3.7.1 Increases in third party spend with local providers with an aspiration to achieve 60%, in line with the Council's Economic Strategy and Council Plan.
 - 3.7.2 Year on year increase in spend with the local Voluntary Community Social Enterprise sector.
 - 3.7.3 Prompt payment made to our suppliers.
 - 3.7.4 Further indicators will be established as part of the procurement KPI's relating to social value, governance, commerciality and digitalisation.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 There are no financial implications associated with the Procurement Strategy 2020-2025

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None

6. LEGAL APPRAISAL

The Public Contracts Regulations 2015 encourage market engagement and early consultation with suppliers, along with the transparency of publishing concise, clear documentation in advance. The procurement strategy aims for this will assist in legal compliance.

The move to publish procurement pipelines and upcoming requirements will allow for fuller consultation times within the Council to allow for departments to collate requirements and seek the relevant assistance from procurement support and legal officers, which will in turn ensure robust procurement processes that protect the Council. Corporate governance considerations will be met when time is allowed for the decision-making process through increased visibility of intention.

The improvements to be made to the documentation used in procurement processes will increase compliance and reduce the need for clarifications and dialogue with suppliers during procurement processes, which will ensure the Council's strong position as a procurer in the commercial sector. The procurement documentation will assist the Council in fulfilling its regulatory requirements under legislation including the Social Value Act 2012 and the Modern Slavery Act 2015 by incorporating these requirements.

The Council's Contract Standing Orders and the Public Contracts Regulations will govern all procurement activity.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The implementation of the Procurement Strategy 2021- 2025 will promote equality and diversity in the supply chain. Whilst ensuring that our money is not only delivering high goods works and services but also promoting equality of opportunity. Equality and diversity objectives will be incorporated in to our strategies, policies and delivery and we will expect our suppliers to promote equality within their businesses.

The promotion of equality in procurement will help us deliver more responsive, accessible and appropriate services that meet the needs of the districts residents.

7.2 SUSTAINABILITY IMPLICATIONS

Sustainability will be delivered through the Council's social value and inclusive growth in procurement policy which will be relaunched during the lifetime of this strategy. Organisations that interact with the Council will be required as part of their bids to identify where they can support the following;

- Carbon emissions are reduced
- Air pollution is reduced
- Safeguarding the natural environment
- Resource efficiency and circular economy solutions are promoted
- Sustainable Procurement is promoted

The Procurement Service are also key stakeholders in the Council's general approach to Sustainability.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Greenhouse gas emissions impacts will be delivered through the Council's social value and inclusive growth in procurement policy which will be relaunched during the lifetime of this strategy. Organisations that interact with the Council will be required as part of their bids to identify where they can support the following;

- Carbon savings from energy efficiency measures on site (e.g. increased use of renewables)
- Embodied Carbon reductions in CO2e emissions
- Offset embodied carbon emissions from construction material
- Carbon offset fund payments against new developments

- Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV
- Fleet emissions monitoring programme on the contract, including data collection (miles, type of vehicle, engine type, emission standard)
- Offsets or mitigation initiatives on biodiversity delivered whenever restoration is not available, and when implemented beyond legislative or regulatory requirements: Natural Capital Approach carbon sequestration and air quality benefits
- Volunteering with environmental conservation initiatives or engagement in multi-stakeholder and advocacy initiatives around environmental conservation and sustainable ecosystem management - resources invested including time, funds and in-kind contributions

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

None

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

None

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

8.1 None

9. OPTIONS

9.1 The **recommended option** is that the Procurement Strategy 2021-2025 is approved by the Executive and recommended to the Council for adoption.

9.2 Members may wish to support some parts of the Procurement Strategy 2021-2025 and make their own recommendations.

9.3 The 'do nothing' option is not recommended. The Council currently does not have a document which sets the direction and vision for the procurement function.

10. RECOMMENDATIONS

Recommended –

That the Procurement Strategy 2021-2025 be approved and recommended to Council for adoption.

11. APPENDICES

11.1 Appendix 1 – Procurement Strategy 2021-2025

12. BACKGROUND DOCUMENTS

12.1 [Contracts Standing Orders](#)

12.2 [Social Value and Inclusive Growth Policy](#)

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Buy For Bradford

A Strategy for the Bradford District Economy



Procurement Strategy 2021-2025

Department of Corporate Resources



City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Contents

	Page
1 Executive summary	3
2 Contextual position	4
3 Aspirations	5
4 Key measures for success	6
5 Enhanced and embedded social value and inclusive growth'	7
6 Good governance	7
7 Behaving commercially	8
8 Developing the procurement community	8
9 Digitally transforming our procurement processes	9
10 What next?	9
11 Contact us	9
12 Initial road map for success	10
13 Measurable actions	11

The wording in this publication can be made available in other formats such as large print and Braille. Please call 07971 540171.



Executive Summary

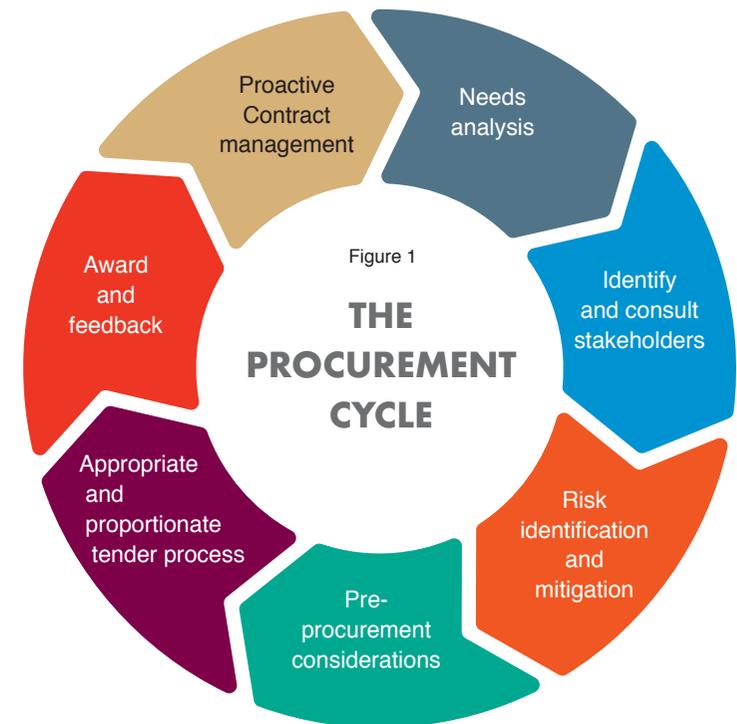
- 1.1 The Council's Procurement Strategy commits to supporting the Bradford District economy. Where possible the Council will, directly and indirectly, use District based organisations to deliver the supplies, services and works it requires.
- 1.2 The Council's vision is to provide a first class end to end procurement service which is effective, efficient, respected and delivers tangible outcomes for the Council and the District.
- 1.3 All procurement activity will be conducted in line with the procurement cycle highlighted in figure 1 giving consideration to both the Council's requirements and the Bradford economy.
- 1.4 The procurement function is embedded within a broader commissioning framework. The procurement function is designed to support and deliver the commissioners intentions in a legal and compliant manner. Commissioning and procurement are not mutually exclusive and the relationship between the two functions is key to delivering this strategy.

The overarching procurement initiatives will transform the Council's approach to procurement including

- Delivering enhanced and embedded social value and inclusive growth in the Council's procurement procedures,
- Adopting good governance throughout the procurement cycle including enhancing visibility of our procurement activity,

- Behaving commercially,
- Engaging and developing the procurement community,
- Digitally transforming procurement processes ensuring our opportunities are easy to access for suppliers and payments to our key suppliers are timely and efficient.

- 1.5 The economic strategy for the Bradford District 2018-2030 states the commitment of both the Council and other anchor institutions to increase the level of local procurement making sure that every penny spent strengthens local businesses and social organisations and supports the wider inclusive economic goals of increasing local supply chains. The Procurement Strategy will be an enabler in meeting this commitment.
- 1.6 The procurement strategy outlined in this document supports the Council's plan for living with COVID-19 and laying the foundations for a better future.



2

Contextual position

2.1 Current Spend

2.1.1 The Council currently spends approximately £475 million externally a year on supplies, services and works:

Department	Capital £m	Revenue £m	Total 19/20 £m	% of Total
Health & Wellbeing	3.2	196.9	200.1	42.1
Place	34.9	108.6	143.5	30.2
Corporate Resources	2.3	60.3	62.7	13.2
Children's Services	10.8	54.6	65.4	13.8
Chief Executive's Office	–	3.9	3.9	0.8
Grand Total	51.2	424.3	475.6	100.0

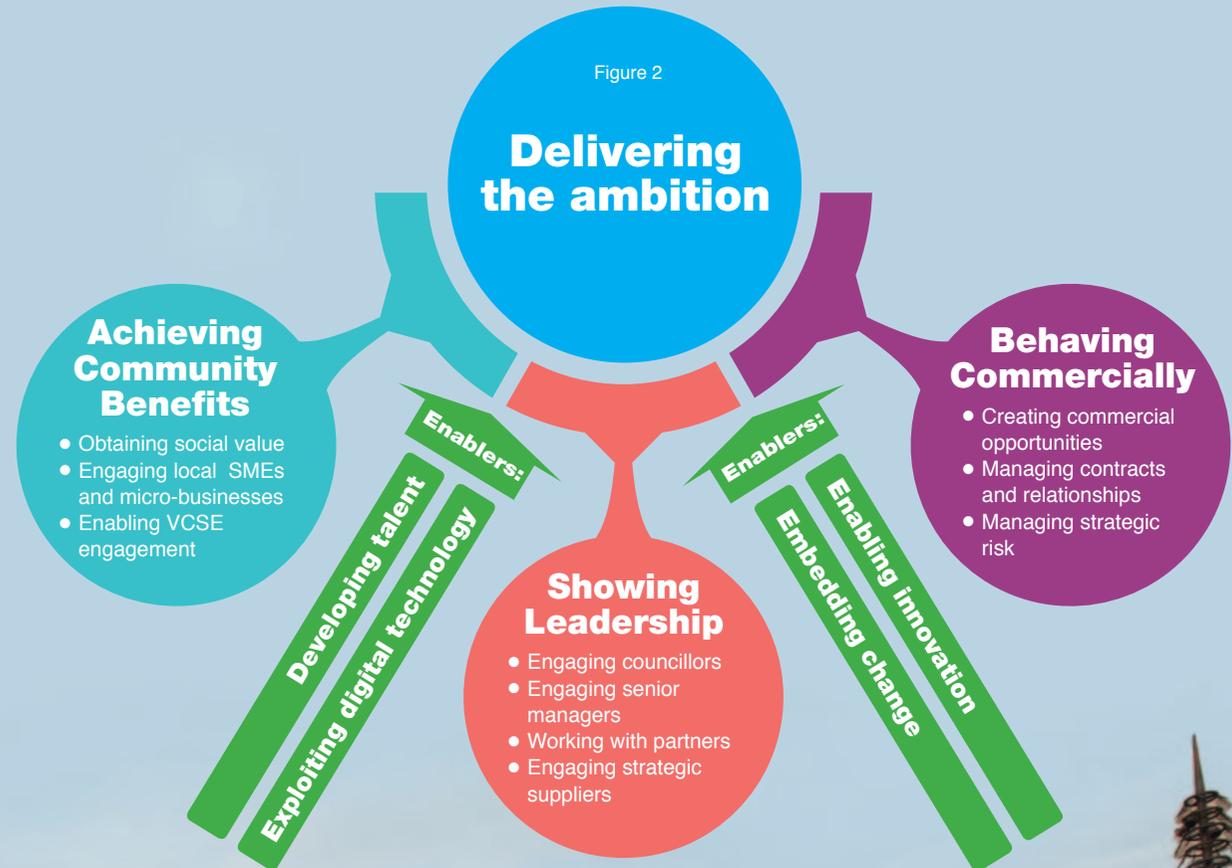
2.1.2 The break down of this spend is as follows:

Indicator	Value of Spend £m	% of Total Spend
Bradford District Spend	195.8	41.2
Leeds City Region Spend	299.3	62.9
SME Spend	351.2	73.9
Voluntary Community and Social Enterprise		
Sector (VCSE) spend	77.2	16.2
Local Voluntary Community and Social Enterprise		
Sector (VCSE) spend	22.2	4.7



2.2 National Procurement Strategy

- 2.2.1 The leading influence of procurement activities is the National Procurement Strategy published in 2018 by the LGA.
- 2.2.2 This strategy has three themes, showing leadership, behaving commercially and achieving community benefits. There are four enablers: developing talent, exploiting digital technology, enabling innovation and embedding change (figure 2).
- 2.2.3 The Council will be benchmarked nationally, through the Local Government Association Diagnostic Tool, against how it is meeting the themes and enablers of the strategy. All procurement activity must be mindful to these themes and enablers.



3

Aspirations

- 3.1 The Council aspires to provide a procurement function respected and trusted by stakeholders both internally and externally. This service will:
- 3.1.1 Support local businesses and work to enable the VCSE in its activities and enable the local market, both large and small organisations, to feel able and willing to work with the Council.
- 3.1.2 Deliver tangible social value and inclusive growth to benefit the residents of the District.
- 3.1.3 Be an influencer in shaping procurement with public sector organisations within the Bradford District.
- 3.1.4 Achieve value for money through procurement and contract management practice for the Council and residents of the District.

4

Key measures for success

- 4.1 **Local Spend** – We must maximise our spend in the Bradford District, there should be no limit on the amount of spend the Council aspires to, directly and indirectly, in the District.
- 4.2 **Voluntary Community and Social Enterprise Sector Spend** – A vibrant VCSE is important for any economy. The Council wishes to see local VCSE spend increase year on year and the VCSE become increasingly engaged in pre-procurement market consultations.
- 4.3 **Tangible Social Value delivered** – A key measure of the procurement function is how much social value is consequently delivered. We must actively pursue added social value and ensure that it is monitored and delivered.
- 4.4 **Simplicity of Process** – Our procurement processes must be easy to use, equitable, proportionate and relevant, for Council officers and suppliers alike. The Council must be open for business
- 4.5 **Visibility of upcoming tenders** – We must be pro-active in publishing our procurement intentions, communicating them to the market and being visible in our procurement activity.
- 4.6 **Prompt and Efficient Payment** – Our digital transformation programme will mean we are more efficient in how we process orders and invoices. We will be monitored on our prompt payment statistics ensuring that the District's suppliers, SMEs and the VCSE are prioritised for payment. We will contractually enforce payments to second and third tier suppliers, wherever possible.



KEY DELIVERABLES

5

Enhanced and embedded social value and inclusive growth

- 5.1 A key element of the procurement functions role is to work with the District's businesses, partner organisations, SMEs and the voluntary, community and social enterprise sectors to help develop our economy in a way which includes and benefits everyone.
- 5.2 We will develop a deeper understanding of the Bradford economy through market engagement, we will develop, improve and share our market engagement plans. Market engagement, either through publication of detailed procurement pipeline plans, market position statements or intelligently through project specific dialogue must become the norm.
- 5.3 Equality is at the heart of procurement at Bradford Council. We must ensure that our money is not only delivering high quality but also promotes equality of opportunity. Procurement professionals will ensure equality objectives are incorporated in our policies, strategies and delivery. We expect suppliers to provide services on our behalf to promote equality within their businesses. The promotion of equality in procurement will help us deliver more responsive, accessible and appropriate services that meet the needs of the districts residents.
- 5.4 The Council's ultimate outcome is the success of its Social Value and Inclusive Growth Policy through a buoyant local economy, a supply chain that addresses social and environmental issues, such as the climate emergency, and a vibrant voluntary, community and social enterprise sector (VCSE) where tangible social value is added in addition to specified supplies, services and works. The ambition is to achieve at least 60% local spend and increase spend with the local VCSE year on year.

6

Good governance

- 6.1 The Council's processes will aid streamlined procurement activity whilst being robust in meeting regulatory requirements. We will seek feedback from our suppliers to ensure our processes are fit for purpose and are annually revised. We will ensure they are reflective of the flexibility offered by procurement law such as using, where appropriate, procedures available for both works and social and other specific services subject to the light touch regime.
- 6.2 Our procuring officers must be provided with useable fit for purpose templates documents that allow them to deliver these aspirations. These documents must be usable for both procurers and suppliers, used consistently meeting the statutory requirements whilst also allowing the Council to procure the desired outcomes. We must aim for a 'tell us once' approach with our suppliers to avoid unnecessary duplication in the bidding process.
- 6.3 Councils and businesses have several statutory duties under the Modern Slavery Act 2015, Bradford Council is committed to the adoption of the Charter Against Modern Slavery. This Charter is a way of recognising what councils can do above their statutory obligations to raise awareness and ensure their own supply chains don't contribute to modern slavery. A Supplier Code of Conduct will be developed and implemented proportionately as a contractual requirement and the Council will adopt a reporting tool which connects to Transparency In Supply Chains (TISC) reporting globally and our suppliers will be expected to register their modern slavery statements as part of our terms and conditions.



7

Behaving commercially

- 7.1 The Council will develop and publish a pipeline of opportunities, market positioning statements and commissioning strategies. By sharing these intentions and plans publicly the market will have opportunity and time to engage with the Council pre-procurement in a considered and intelligent manner. This will allow commissioning and procurement officers to gain important market knowledge when developing the Council's requirements.
- 7.2 The Council will think in terms of outcomes rather than process and use feedback to challenge disproportionate procedures. All procurement's should be solution focused considering risk appropriately.
- 7.3 The Council will apply a mature, fair and proportionate commercial approach to the contracts it manages.
- This approach will increase efficiency, provide continuous improvement over time and added social value for the District.

8

Developing the procurement community

- 8.1 Forums will be created to develop critical supplier relationships the governance of our relationship with suppliers will be of paramount importance . Procurement and Contract Management networks will be established, offering good practice guidance, an environment where procurement practitioners and contract managers can share good practice and development opportunities for other staff whose role may not solely be procurement or contract management.
- 8.2 Training will be extended to suppliers with sessions to be held on procurement and contract management with "How to" topics and buyer engagement events. The Council will be proactive in its supplier development
- 8.3 This community extends to our public sector partners in the Yorkshire and Humber region but also within the District. The Council must maintain a presence regionally through active participation in the YORprocure regional procurement group and also aim to establish a network of procurement professionals with the districts anchor institutions such as Bradford University, Bradford Clinical Commissioning Group and other public sector anchor institutions. This should drive a consistent approach to contractual relationship with our supply chain.

Digitally transforming our procurement processes

- 9.1 The Council's transactional processes will be transformed with a focus on digitalisation and integration of the different elements of the procurement cycle to the benefit of the Council and suppliers.
- 9.2 We will review the Procure to Pay process, making use of new digital technologies to increase efficiency and transparency. Where we can we must increase the use of electronic communications, such as sending and receiving all purchasing documents by email and paying key suppliers as effectively as possible.
- 9.3 During the lifetime of this strategy the Council's e-procurement portal will be re-procured. This is an opportunity to digitise further and expand the solution in to other areas of the cycle such as commission, contract management and spend analysis.
- 9.4 Exploring digital technology is one of the enablers in the National Procurement Strategy and is an area we will look at not only for performance monitoring but to enhance our forward planning.



What next?

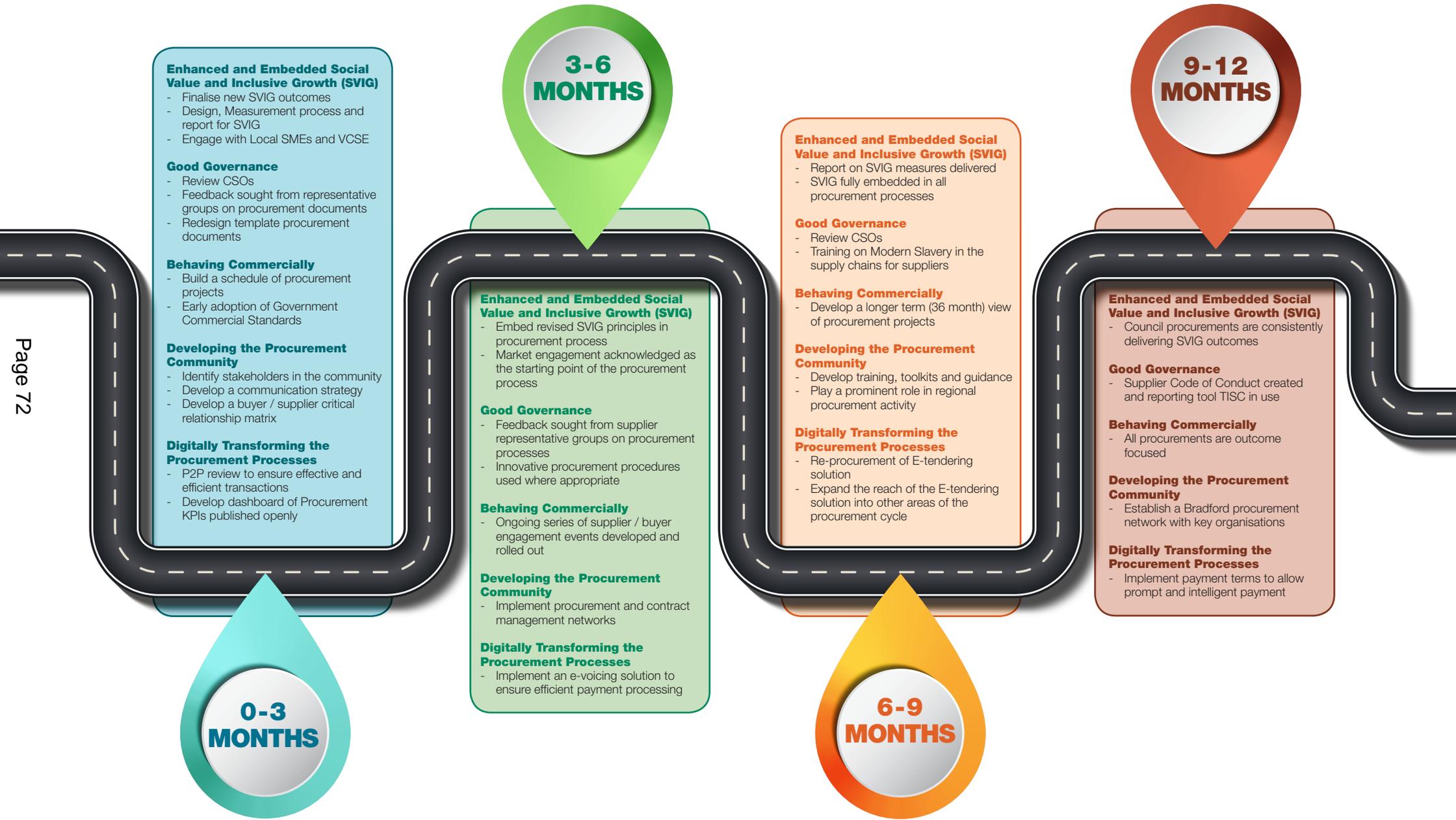
- 10.1 This strategy will help guide and shape our thinking in developing the detailed work plans and Key Performance Indicators required to deliver the aspirations and commitments. Although set against a background of uncertainty and change, the impact of COVID-19 and Brexit on the legislative framework provided through the EU Procurement Directives on procurement activities will become clearer over the life of the Strategy.

Contact us

- 11.1 **Ian Westlake – Head of Procurement**
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Initial road map for success

12.1 The initial road map for the success of this strategy is set out below.



Enhanced and Embedded Social Value and Inclusive Growth (SVIG)

- Finalise new SVIG outcomes
- Design, Measurement process and report for SVIG
- Engage with Local SMEs and VCSE

Good Governance

- Review CSOs
- Feedback sought from representative groups on procurement documents
- Redesign template procurement documents

Behaving Commercially

- Build a schedule of procurement projects
- Early adoption of Government Commercial Standards

Developing the Procurement Community

- Identify stakeholders in the community
- Develop a communication strategy
- Develop a buyer / supplier critical relationship matrix

Digitally Transforming the Procurement Processes

- P2P review to ensure effective and efficient transactions
- Develop dashboard of Procurement KPIs published openly

3-6 MONTHS

Enhanced and Embedded Social Value and Inclusive Growth (SVIG)

- Embed revised SVIG principles in procurement process
- Market engagement acknowledged as the starting point of the procurement process

Good Governance

- Feedback sought from supplier representative groups on procurement processes
- Innovative procurement procedures used where appropriate

Behaving Commercially

- Ongoing series of supplier / buyer engagement events developed and rolled out

Developing the Procurement Community

- Implement procurement and contract management networks

Digitally Transforming the Procurement Processes

- Implement an e-voicing solution to ensure efficient payment processing

Enhanced and Embedded Social Value and Inclusive Growth (SVIG)

- Report on SVIG measures delivered
- SVIG fully embedded in all procurement processes

Good Governance

- Review CSOs
- Training on Modern Slavery in the supply chains for suppliers

Behaving Commercially

- Develop a longer term (36 month) view of procurement projects

Developing the Procurement Community

- Develop training, toolkits and guidance
- Play a prominent role in regional procurement activity

Digitally Transforming the Procurement Processes

- Re-procurement of E-tendering solution
- Expand the reach of the E-tendering solution into other areas of the procurement cycle

9-12 MONTHS

Enhanced and Embedded Social Value and Inclusive Growth (SVIG)

- Council procurements are consistently delivering SVIG outcomes

Good Governance

- Supplier Code of Conduct created and reporting tool TISC in use

Behaving Commercially

- All procurements are outcome focused

Developing the Procurement Community

- Establish a Bradford procurement network with key organisations

Digitally Transforming the Procurement Processes

- Implement payment terms to allow prompt and intelligent payment

0-3 MONTHS

6-9 MONTHS

13

Measurable actions

- Local spend is greater than 60% by 2030
- A year on year increase in spend with the local VCSE
- Payment to all our suppliers will be made in 30 days or less from receipt of valid invoices



Page 73





Page 74



Report of the Director of Human Resources to the meeting of Executive to be held on 1 December 2020

CR

Subject:

Council Workforce Development Strategy 2021/2024 and People Strategy

Summary statement:

This report contains background, analysis and recommendations with respect to the scope of and funding for the development of an inclusive People Strategy and the next stage of our Council Workforce Development plan.

The report provides recommendations based on an assessment of internal feedback from staff, existing reports (e.g., Hay, Equalities Objectives etc), current programmes within and outside Human Resources and Organisation Development (e.g. Kickstart) and an external review of latest trends in the Human Resources (HR) and Organisation Development (OD) profession.

The recommendations made will enable the Council as a whole to consolidate the good progress made to date against our current workforce development plan, allow us to prioritise areas where we still need to make improvements (eg performance management) and enable us to implement a strategic people framework that will deliver sustained improvement that ensure our workforce outcomes are directly aligned with the Council plan.

Anne Lloyd
Director of Human Resources

Portfolio: Leader

Report Contact: Karen Grave
E-mail: Karen.grave@bradford.gov.uk

Overview & Scrutiny Area: Corporate

1. SUMMARY

This report presents an update on the approach to developing the next phase of the Council's Workforce Development Strategy and sets out how that should be incorporated in the development of an overarching Council People Strategy.

It further outlines funding needs in order that we can continue to make progress on the substantial work that has been undertaken on the Workforce Development Strategy 2015 – 2021.

In addition, it sets out and seeks feedback on an approach to developing an inclusive people strategy, owned by HR on behalf of the Council as a whole. This strategy is timely in that it is a much needed opportunity to reflect on the progress made against our workforce development commitments, incorporate current work on equalities objectives and related programmes; ensure we are incorporating lessons from staff engagement sessions held over the summer of 2020, lessons from our response to Covid19 and give us an opportunity to align workforce development activity with the current (and future) HR Service plans.

As such and moving forward, the people strategy will subsume the Council's Workforce Development strategy, although we will still produce a workforce development plan and report progress against that each year (and other times as may be necessary).

The report sets out the additional investment we believe is necessary to support this work. Monies have already been set aside in the draft budget and the report sets out at a high level how we propose to use the investment.

2. BACKGROUND

We are coming to the end of the 6-year Council Workforce Development Strategy 2015 – 2021. Progress has been made to put in the foundational elements that will enable us to deliver on the workforce vision set out in 2018, and in the recent Corporate Overview and Scrutiny Committee report where we reported on progress achieved in the last year.

This vision stated that "Bradford is an enterprising, energetic and extraordinary city. We want our workforce to be proud of the city they serve. We will develop and nurture a culture of high performance, where services are delivered by highly motivated people and teams, who are passionate about delivering good quality services to the people of the District.

Our workforce will be resilient and adaptable to change, will recognise the value of working cross-sector to achieve better outcomes, and will adopt a healthy can-do attitude to their work".

This vision was underpinned by investment funding of £300,000 in 2015 which allowed us to deliver the Council workforce development strategy, that was wholly focused on starting the Council's Talent Management journey and consolidating a central workforce and training team.

Since 2016 and austerity measures, numerous restructures of the Workforce and

Organisation Development (OD) function have seen budget and people distributed back to Health and Wellbeing and Children's Services departments. The team now operates a commissioning model of training and delivery. Department focused training resource and budget exists in Health and Wellbeing and Children's services.

The investment funding was used to implement a range of workforce development, culture change and leadership programmes (e.g., Managers Conferences, Future Leader programmes, Best Solutions for Managing People etc).

As the funding has come to an end, and notwithstanding the pressures Covid19 has placed across the Council, review activity has been undertaken to consider our next steps. Our immediate next steps work has been driven from a broad internal and external evidence base.

Our internal evidence base includes staff feedback from the engagement sessions held during 2020, the draft Council Plan, recently updated equality objectives, outputs from culture and inclusive employer surveys, workshops, networks and group findings and recommendations, induction and LMS evaluation, Hay Report, the current workforce development strategy 2015 – 2021, plus a review of existing KPIs and performance data.

Our external evidence base has included wider benchmarking data (including neighbouring authorities); LGA workforce data, our local Health and Social Care workforce strategy, 21 Century Public Servant and Councillor and latest organisation developments.

We have also taken into account the recent Equalities Objectives Corporate Overview and Scrutiny Committee and Executive Reports comment that we need to "provide a central budget to allocate resource to support learning and talent development". And, a request to cost up the equivalent of 1% of our paybill for a development budget.

3. OTHER CONSIDERATIONS

Our early review work has identified a series of issues, which if left unattended, will become more urgent and will substantially impact our ability to deliver ongoing strategic and operational workforce commitments.

We recognise that whilst this is an issue in and of itself (and is undoubtedly compounded by what we know will be a difficult winter), we have a strategic and operational responsibility to our communities, our partners and the locality more broadly to ensure that we are able to empower, nurture and sustain the inevitable recovery work that post Covid19 recovery will entail.

This means that workforce development and an overarching people strategy is a strategic imperative.

The following issues cover two broad areas, namely infrastructure related items and the impact of our investment.

Infrastructure

Budget

Whilst additional budget and resources exists for specific workforce development activity in other departments, with respect to the current budget for the function the data is stark with respect to the investment we make in developing our people from a corporate perspective.

The Workforce and Organisation Development team's current budget is £851,200 (£603k salary and £248,200 for training budget) with an income target of £5,300. After funding the LMS Evolve license costs and mandatory training requirements¹, we are left with £52,400 for OD and any Learning and Development (L&D) training or other activities.

We have 2 options in how we allocate that money, neither of which is anywhere near the commitment to 1% of paybill. The options available to us are:

Option	Available cost per head
Allocate funding equitably across the workforce (c 8,500 staff)	£6.16 per head To cover any organisation development work, learning and development, leadership and management development, Member development, talent management, staff engagement and rewards and recognition.
Prioritise Leadership and Management Development (c 800)	£62.50 per head Leaving £0.28 remaining for the rest of the workforce.

N.B. There has been a reduction in the income target for the team which has meant that in Financial Year 20/21 as commitments have ended for some talent management programmes, more funding was available. However, it is still insufficient for what is needed.

Assessing how many staff are needed is often a difficult exercise as it depends on volume of work and other contexts. However, a ratio of 1:100 HR team members to employees is recommended.

Bradford's ratio is 1:121 (not including Pact HR). At present we only have a team of 16 people in Workforce Development covering corporate wide training activity across circa 8200 employees. Given the volume of work being done within the existing workforce development strategy, this does not provide for any additional capacity to absorb new work or extend existing work.

¹ First Aid, H&S, ICT, Corporate and frontline worker training

Capacity and capability

Demand for support for the team has increased and the team has been involved in some high profile work. The team has made huge progress on the Apprenticeship Levy and delivering that in such a way as that Bradford achieves maximum value from the contribution the Council makes to the Levy fund.

As other programmes and initiatives develop, e.g., Kickstart programme, Equalities Objectives work and Bradford for Everyone, not only do we need to review capacity (see section 5) but we also need to reflect on the skills, experience and knowledge within the team.

The team's scope of work is as follows:

Workforce Team Scope



Our reality is that most of the work we do is focused on learning and development (L&D), although many of the talent programmes we have delivered and the building blocks we have implemented around Evolve LMS, etc are workforce development activities. And even in our learning and development work, much of that has been focused on operational and system work, e.g., Evolve.

What we need to deliver moving forwards to specifically address staff feedback is increase our capacity and capability to offer strategic support. We also need a common understanding across the organisation of what organisation development, workforce development etc mean for us. That will help our leaders and employees better engage with us, and the team to better target strategic and operational support through future plans. (See Section 7).

We do not currently have much needed Organisation Development (strategic HR) capability or capacity within the team.

Related programmes

In developing the People Strategy and the next stage of the Council Workforce Development plan we need to take into account related programmes and strands of work. These include (but are not limited to):

Bradford for Everyone	The Bradford for Everyone programme has developed shared values. A key aim of the programme is that organisations across the District adopt these values. We need to assess how we do that for our Council workforce.
Pay and Grading programme	The pay and grading programme is being scoped out. Options currently being analysed need to integrate with the development of career pathways and improvements to our recruitment processes.
Kickstart	We need to ensure this programme is also incorporated into the workforce development plan.
Equalities Objectives	We need to incorporate the equalities objectives recommendations throughout our HR and OD work as a matter of priority.

Value for money

Whilst our investment has delivered much of what the 2015 – 2021 workforce development strategy outlined, much of that money was spent on external support. This was the right decision at the time but building in additional capacity within the team will enable us to provide more for less and mean we only have to secure outside support as an exception, rather than the rule. We do therefore need to review whether the current commissioning model is valid for the longer term.

At present we are not optimising the full capability of the Learning Management System, which extends to a full talent management offer, although we are paying associated licence costs. Our licence costs cover internal and external users. We recover some income on our external users, but it is not a full recovery of costs. On balance it is perceived to be in the Council's interest to ensure that other organisations have access to training materials than not.

The current Learning Management System contract terminates March 2022 and we will need to undertake a review on the extent to which the solution meets our needs moving forward.

Impact

At a strategic level the most important measures of success for investment in our workforce is the extent to which behaviour is changed and embedded over the longer term. For example, when looking at Talent Management Programme's we would want to see that people going through the programme are progressing into senior roles and with relevant qualification/accreditation. So we need to track all cohorts and understand progress over time. At a crude level we would want to see an increase in the numbers of people going through talent development programmes.

We should also be creating additional development schemes.

Realistically, we have to recognise that our ability to see progress is impacted by our infrastructure. If we do not have promotion opportunities that will of course impact the pace at which we see real change.

However, the strategic, long-term approach to this is to ensure that we develop meaningful career pathways, that we take these into account in proactive workforce planning activity, that we are developing talent and coaching pools, the skills we need for the future etc.

The need for this strategic, longer term focus is borne out by the following key feedback from the staff engagement sessions and workshops. Progress has been made in delivering building blocks, but we must ensure that our future work is ensuring these building blocks are managed as part of a coherent whole and where resources and investment is targeted to ensure we are delivering value for money and improving overall council workforce performance.

Development Opportunities

Development opportunities – which is not the same thing as career progression – are limited across the council. Staff reported mixed experiences ranging from ambition not being encouraged, to development only be linked to a role a person may be in and needing to proactively seek out development opportunities.

In addition, the issue of meaningful performance management and appraisals has been raised. The number of people reporting that appraisals have been completed through the Learning Management System is still far too low and further emphasis needs to be placed on this in the coming year.

Additional feedback from senior stakeholders is that we need to address structural inequity in development spend across the Council. For example, Children's and Health and Wellbeing have dedicated resource and budget whereas other Departments do not.

Equalities and Diversity

Equalities is everyone's business was a key piece of feedback, together with a heartfelt view that "we must all live and breathe the agenda". Staff said that senior leadership is not reflective of the workforce as a whole and that the lived experience does not match our aspirations to be a fully inclusive employer. Some staff members felt very strongly that inclusion should start with modern recruitment practices, but that we were a long way off that.

Leadership and Management

People expressed a lack of confidence that leaders and managers would do what they said they would. And there was some concern that the Council leadership was characterised by cliques.

A particular issue of note is that staff felt strongly that managers needed better

training on policy and process. Policy and process is often subject to interpretation but it is important that how we implement policy across our workforce is seen to be consistent and equitable. Not only does this increase confidence in leadership and management, it enables us to better manage people related risks to the Council.

An additional observation is that we need to ensure that we recognise that there is a difference between leadership and management roles and leadership and management behaviours that can apply to all levels in the organisation.

The Way We Work

Staff reported that hierarchical ways of working persist in some parts of the Council. Notwithstanding the fact that Covid 19 has substantially forced us to change where we work, there is still much more that needs to be done to fully adopt flexible working. And adopting flexible working inevitably means we have to move to a more outcome focused way of managing people, rather than managing them on the basis of them being in the office or other physical place of work.

Trust

Trust was explicitly referenced in the staff workshops. All of the issues outlined above depend on the extent to which staff feel that they can trust leaders and managers. But trust is important to every member of staff irrespective of grade. A key piece of feedback is that if trust is absent, it is very difficult to bring our whole self to work – it's too risky.

This feedback confirms that we have some way to go to embed the outcomes of the work that we have embarked on. It also indicates that we need to recognise more explicitly that the overarching aim of our work moving forward is to change the culture of the organisation so that all of the work we have done to date (and the investment already made) is seen as part of a proactive, ongoing response to delivering a workforce that is more likely to experience a consistent, positive lived experience in line with our aspirations.

In short, we have an opportunity to refresh and reset the psychological contract with our workforce.

Leading research and thinking across the HR and OD profession

A review of the broader HR and OD profession offers both encouragement for the current direction of travel but clear and present opportunities to incorporate latest thinking. Some of the most relevant developments are set out below and they reflect a move to implementing topics that may be more broadly thought about as behavioural science.

Public services organisations (including the Local Government Association) are increasingly appointing behaviour scientists (usually a chartered psychologist). This reflects awareness that as budgets continue to be a challenge across public services, our focus on workforce development can deliver more sustainable benefits with less.

Inclusion and Intersectionality

Bradford's approach to equality and diversity is compelling and befitting of a vibrant, young, ambitious city. This emphasis clearly aligns across political and chief officer leadership. Although the Council has been without staff networks for people from protected characteristics for a while, the recent commitment to relaunch self-directing networks is an important signal.

However, there are developments that we need to consider. The language we use in this space is profoundly important. From the perspective of HR and OD, what we mean by diversity is driven by The Equality Act 2010, which sets out the definition of protected groups and states that the fundamental purpose of the Act is to increase equality of opportunity. We must also recognise however that harnessing diversity is a profoundly important policy and a means through which we ensure better representation of and for our communities in the services we design and deliver.

Although dedicated networks aligned to a particular characteristic have undoubtedly been a source of support, encouragement, sharing and an opportunity to share, there are real limitations. There is an increasing focus on developing programmes built around inclusion as an outcome – and that emphasis is important. Inclusion is an 'act', it requires intent, whilst diversity is a 'fact'.

Additionally, we now recognise that intersectionality is a more effective lens through which we should consider individuals. None of us fit into a single protected characteristic – we may be female, gay, Muslim; we may be a trans, Christian, black, Asian, abled and so on. How we lead, manage and develop our workforce must be based around intersectionality.

An example of this change in language is in current national discussion about changing the term BAME (Black, Asian and minority ethnic). For many members of the BAME community, the term does not take into account adequately the differences between the many communities who fall under the term. This is already exerting an effect on HR & OD practitioners, particularly in the Covid19 context where it is clear that different communities are experiencing the disease in profoundly disproportionate ways.

A focus on inclusion and intersectionality is anticipated to avoid the risk that our work on equalities becomes a 'tick box' exercise which doesn't deliver visible, lasting change.

Engaging Leadership

We have invested significantly in the development of our leadership and management community, but there is always more that we need to do to ensure that development is embedded and sustained.

Research and practice in the leadership field is ongoing. An especially relevant and public service evidence based development is found in The Real World Group Engaging Leadership Model, developed by Professor Beverley Alimo-Metcalfe.

Developed over a 3-year period with over 6,500 public (and private sector) leaders, the Engaging Leadership model sets out a series of behaviours, values and attributes

that, when adopted by leaders, maximises the potential performance of teams. This translates to improved well-being, increased positive attitudes to work, increased innovation and readiness for change and together this contributes to maximising organisational performance.

This model clearly sets out the relationship therefore between **leadership**, **wellbeing**, **employee engagement** and **performance** (which includes productivity). And what is particularly helpful is that these behaviours are simple and in the context of how busy our leaders (and managers) are, this simplicity is particularly helpful. Additionally, the leaders were deliberately selected to ensure they were inclusive by gender, ethnicity and other demographic characteristics.

Just Culture

A 'Just Culture' is a concept that fundamentally suggests that organisational mistakes are typically a consequence of problems in organisational cultures, rather than solely the responsibility of an individual or individuals.

What is particularly important about the concept of a Just Culture is that it is a concept that applies to Whole-System thinking. It is an approach that has its origins in 'safety culture', which has evolved from a pure process, policy framework to a broader consideration of organisation culture.

Psychological Safety

Another developing and increasingly important area of work is psychological safety which has been championed by Professor Amy Edmondson, Novartis Professor of Leadership and Management at the Harvard Business School.

Psychological safety is sometimes talked about in the context of wellbeing, and there is a correlation between feeling safe in an organisation and being able to speak up, the origin of the concept is very much focused on the performance of an organisation.

For public service organisations, innovation and creativity is ever more essential given ongoing financial pressures. And further, this creativity may be expressed as new ideas, people challenging established policy and process, people thinking differently.

Edmondson's more recent research and model of psychological safety shows that creativity in organisations is expressed through challenge, asking the 'stupid' questions, half formed ideas, deliberate thinking at the edges and so on. So there is an obvious danger in cultures that suppress, silence and ridicule.

Speaking Truth to Power

Another aspect of psychological safety has been explored by Professor Megan Reitz and John Higgins. The role of power in organisations is more often than not explicitly addressed but the cost of silence (and speaking up) can cost lives.

In Speak Up: Say what needs to be said and hear what needs to be heard, Reitz and Higgins note that there are a number of business cases that employees will adopt (knowingly or not) as to why they will speak up. The first is speaking up to thrive, the second is speaking up to survive, the third is speaking up to strive and the final approach is the moral case for speaking up.

Compassion in Leadership

The role of Compassion in healthcare (Leadership and across the care system) has had substantial investment since The Francis Report². Professor Michael West has been the pioneer in Compassionate Leadership and Culture but the work of Professor Paul Gilbert (The Compassionate Mind), Andy Bradley (Compassion Circles) and others has also demonstrated the substantial cognitive and behavioural impact when there is a focus on compassion across the care system.

Whilst improving patient outcomes is a primary focus, work in this area has focused on how compassionate cultures impact the wellbeing of NHS and Care staff and how an improved wellbeing improves/influences innovation and collaboration across workforce boundaries.

Neuroscience

Our brains control our body, our emotions and our behaviour. The more we understand our brains the more we understand the influence that we can exert if we deploy that knowledge to encourage change that is more effective.

Brain science is complex, however the increasing interest in neuroscience across the OD and occupational psychology community over the last 10 years shows that it has utility in organisational development.

This approach to OD differs from work on compassion, psychology safety etc in that it explicitly proposes that we can change behaviours through understanding how our brains work; rather than trying to change our behaviours/attitudes first. The latter approach can undoubtedly be effective, but it typically requires us to align broader, policy, process, sometimes structure, to ensure it is reinforced.

Early applications in HR and OD focused on wellbeing (increasing happiness, reducing stress) and resilience. But there is increasing interest in how we can use neuroscience to enable innovation and creativity and enhance performance overall.

An example of the latter is the concept and organisation 'Civility Saves Lives'. Borne out of the medical community, Civility Saves Lives is a team of medical professionals who are focused on raising awareness of the impact civility has on patient outcomes.

In this context the lack of civility is rudeness – and it is possible to consider rudeness as a relatively minor form of unpleasantness at work. Bullying for example is far at the other end of the scale. Rudeness might not seem to be a big deal. But rudeness impacts our brain – our cognitive capacity to perform. And the more we experience rudeness the more we diminish capacity to perform.

² The Francis Report was established after the Mid-Staffordshire NHS Trust scandal.

Civility Saves Lives data shows that:

- 80% of recipients of rudeness lose time worrying about the rudeness
- 38% reduce the quality of their work
- 48% reduce their time at work, and
- 25% take it out on service users.

Imagine this applied across Council services and our partnerships and the opportunity it provides for improvement. The impact of incivility and its opposite, e.g., compassion, kindness, pervades for a very long time and its impact on individuals can be profound. This recognition has caused a substantial impact in the research in this area.

There are clear interrelationships across these areas of work – and indeed with the feedback our staff have already provided. Additionally, this work, rather than being operationally focused on policy and process (although they are important) is strategic and designed to develop organisational cultures that deliver positive and sustained impact over the shorter, medium and long term.

Without a clearly defined, overarching people strategy aligned with outcomes and a common language that everyone can understand, the risks increase that an organisation will only partly implement necessary changes and dilute both investment expended. The Council is too far along a transformational journey for us to risk that.

What is important is that we assess how the work we are doing, overlaps with these developments so that we can incorporate what we believe to be the most effective inputs that will accelerate our progress.

Section 9 sets out our proposed approach to developing the people strategy, incorporating all of our review work and delivering the next stages of our Council workforce development plan.

4. FINANCIAL & RESOURCE APPRAISAL

Developing our People Strategy and an updated workforce development plan will take time and resource. Notwithstanding the Council wide focus on Covid19 it is critical that we undertake this activity in order that the Council is best equipped to deal with what will be substantial post Covid19 challenges for the district and our local economy.

We will need to engage with Trades Unions, leaders, managers and employees and external partners. Inevitably our communications strategy and approach will need to be Covid19 compliant, but we will also need to take into account workforce colleagues who may not be technology enabled. We intend to work with our Communications colleagues to develop a meaningful engagement strategy.

Investment in development is often a casualty of budget savings. However, there are implications for this. Research by the Open University in 2020 found that employers were spending billions each year plugging skills gaps in their workforce which they had not addressed through training and development. The report showed the cost of

plugging these gaps **tripling from £2.2bn in 2017 to £6.6bn in 2019**. Given how competitive the recruitment marketplace is, employers including the Council cannot assume it can buy much needed skills and experience in. And we already have challenges competing with other public services for some key roles.

So, in order to ensure we are positioned to take advantages of the challenges and opportunities Covid19, Brexit and further local government reorganisation will bring, increasing our investment in our people is imperative.

In addition to the current budget set out in Section 4 (Infrastructure – Budget), we have also set aside £0.85m for the apprentice ship levy for FY 2021/22 onwards³.

A budget uplift of £1m and £250k for equalities are in the draft budget as recurrent annual sums. The £250k is linked to the Equalities Objectives draft plan for 2020-24. Some of this money is required to support policy work, although HR and OD will need to draw from this to support associated work.

In addition to the £1m set aside, we were asked to cost up 1% of the staffing budget for a total development budget. Our assumption is that the 1% - which equates to £2.5m (excluding schools) will include the current L&D budget, apprenticeship levy contribution and the extra £1m.

This vital funding will give us monies to develop additional development programmes, implement coaching and mentoring etc.

At this stage, we envisage that the uplift of £1m will be used to deliver courses, programmes, qualifications and development to our staff, with some resource to broker, manage and sustain the programmes and development, although we will be able to provide additional clarity once we have concluded further work (currently ongoing).

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

As we develop the people strategy and Council workforce plan we will undertake regular and proactive risk management to ensure we are covering any and all statutory requirements and we are engaging effectively with a broad range of key stakeholders.

6. LEGAL APPRAISAL

Development of the workforce strategy may give rise to legal issues, Legal support and guidance will be provided as required to support the strategy's development and implementation.

³ £0.85m is currently budgeted for the Apprenticeship Levy, although actual spend in 19/20 was £0.46m, Confirmation from Finance.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Our intention in the development of the People Strategy is to embed our equalities objectives such that they are at the heart of our work.

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None.

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

We will be working with a range of key stakeholders during this work and this will include our TU representatives.

7.7 WARD IMPLICATIONS

No Ward or area implications anticipated.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

None.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

We will continue to ensure that we are providing opportunities for our looked after children in line with our Corporate Parenting responsibilities.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

At present we do not envisage that we will need to undertake a Privacy Impact Assessment. However, at any point that we determine this to be necessary during the development of the People Strategy and Council Workforce Development plan we will do so.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

We propose the following 4 stage approach to this work, which is shown diagrammatically as follows.

Approach

4 Key Stages to be undertaken – but we propose that this work is prioritised

STAGE	Scope people strategy and workforce development plan	Staff and stakeholder engagement	Develop People Strategy and Workforce Development Plan	Rollout strategy and plan
KEY ACTIVITIES	<ul style="list-style-type: none"> Review current development plan Assess outputs from staff workshops, ERG report Conduct external research as needed Develop approach for CMT Develop strawmen materials for engagement workshops 	<ul style="list-style-type: none"> Identify key stakeholders Develop comms approach and agree with TU's, CEX and senior leadership Prepare and conduct online workshops Develop workshop outputs and obtain sign off 	<ul style="list-style-type: none"> Develop people strategy (full) Refresh Bradford Employee Lifecycle Develop detailed workforce development plan Align workforce plan with related programmes Ensure resource plans and budgets in place Confirm implementation plan 	<ul style="list-style-type: none"> Develop communications plan Arrange rollout plan and timescales Ensure all key stakeholders engaged and prepared Ensure relevant changes to HR & OD services, web pages etc are in place
KEY INPUTS	<ul style="list-style-type: none"> Existing materials and reports CIPD, LGA etc materials Overview and Scrutiny Workforce Development Paper 2019/20 progress 	<ul style="list-style-type: none"> Strawmen materials Feedback from CMT HR service inputs 	<ul style="list-style-type: none"> Existing HR and OD plans and priorities Outputs from previous stages 	<ul style="list-style-type: none"> Existing materials and templates etc Workforce development plan
KEY OUTPUTS	<ul style="list-style-type: none"> CMT Paper Strawman people strategy vision and outcomes Strawman alignment to council plan Strawman workforce development plan 	<ul style="list-style-type: none"> Confirmed People Strategy Outcomes Confirmed workforce development plan phases and key outcomes 	<ul style="list-style-type: none"> Detailed people strategy with outcomes, measures of success and core activities Updated HR and OD service plans with resource and budget allocations 	<ul style="list-style-type: none"> Implementation and rollout plan Communications strategy and timeline Key messages for staff
MILESTONES	<p>1 Phases Priority processes agreed & signed off</p>	<p>2 Existing process landscape fully understood</p>	<p>3 New processes defined & signed off</p>	<p>4 Training materials produced & signed off</p>



A number of strawmen documents have been drafted to feed into a series of staff workshops. Appendix 2 includes the draft Council Plan outcomes and shows diagrammatically how the people strategy and Bradford for Everyone values align with these outcomes. Appendix 3 is a strawman people strategy vision statement and key people strategy outcomes. Appendix 4 is a draft Council workforce development plan for 2021 – 2024. Appendix 5 sets out some anticipated workforce development outcomes.

10. RECOMMENDATIONS

- (1) That with regard to the **Council Workforce Development Plan 2021 – 2024**, the additional funding needs set out in this paper and the priority needs that must focus on be supported.
- (2) That with regard to the **People Strategy 2021 – 2026**, the contents of the report be noted and the following be approved in principle:
 - The approach to developing the Council People Strategy and associated implementation roadmap outlined in Section 9 and Appendices 3-5 of the report.
 - Development of the Council Workforce Development Plan for 2021 – 2024.
 - To review and sign off the People Strategy (date to be agreed) following engagement with key stakeholder groups.
 - Commit to proactively and consistently support the development and implementation of the people strategy and ensure that Departmental Management Teams will do the same.

11. APPENDICES

- Appendix 1: Outputs from Staff Engagement Sessions and Workshops
Appendix 2: The Bradford Context and how we align our People Strategy and Department Plans with our Council Plan
Appendix 3: Strawman Bradford People Strategy Vision and Outcomes
Appendix 4: Strawman Council Workforce Development Plan 2021 – 2024

12. BACKGROUND DOCUMENTS

Bradford Council Organisation and Workforce Development Strategy 2015 – 2021

Appendix 1 – Outputs from Staff Engagement Sessions and Workshops

CMT Workshop outputs – emerging themes

BAME, LGBTQ+, Young people, Women, People with disabilities, Carers, Cross section of staff

Career progression, training and development

Education and awareness

On-going engagement and dialogue

Trust and confidence in leadership to do the right things **Recruitment**

Workforce Representativeness and Diversity

Discrimination, Racism and unconscious bias

**Flexible Working and
Reasonable Adjustments**

**Mutual support and safe places to
speak, be heard and build trust**

Management practice and support Concerns, Challenge and Grievances



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Appendix 2 – The Context and how we align our People Strategy and Department Plans with our Council Plan

To be used as the basis for workshop discussions with a range of stakeholders across the Council

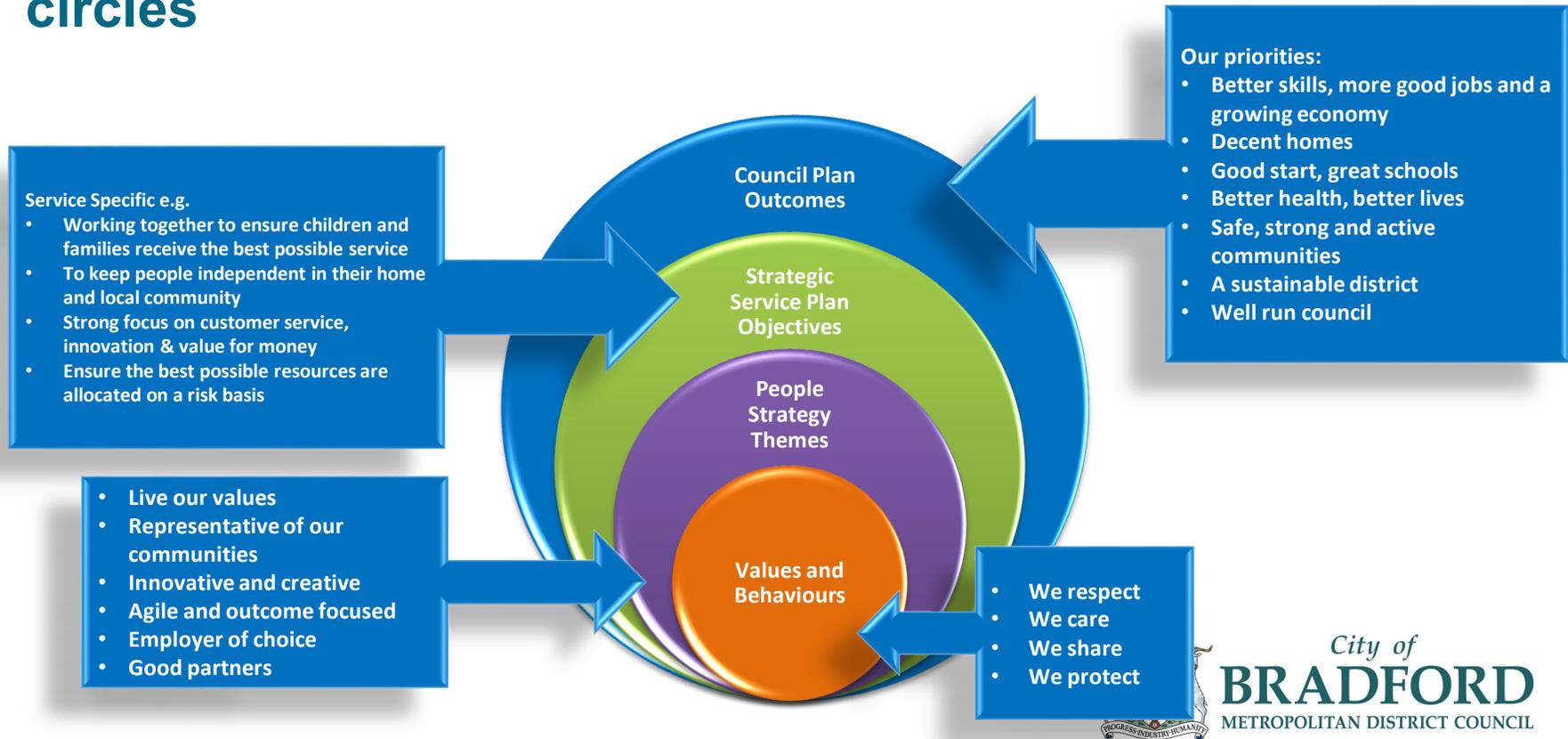
The context – draft Council Plan

7 key outcomes underpin the vision



To be used as the basis for workshop discussions with a range of stakeholders across the Council

Aligning people strategy with the council plan – the 4 circles



Appendix 3 - Strawman Bradford People Strategy Vision and Outcomes

To be used as the basis for workshop discussions with a range of stakeholders across the Council. The Values are those developed by work undertaken by the Bradford for Everyone programme.

People Strategy Outcomes and shared values



OUR PEOPLE STRATEGY WILL DELIVER:

A high performing, inclusive, engaged workforce, representative of our District, delivering value for money, high quality, citizen focused and needs-led services.

We will:

- be an inclusive workforce which proactively values the breadth of our diversity
- be representative of our communities
- ensure that the services we deliver take into account both value for money, needs and high quality considerations
- proactively engage with partner organisations across the District to work as a One Bradford family
- encourage our staff to aspire, thrive and flourish through a broad range of development opportunities
- recognise and value the contribution our employees make.



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Appendix 4 – Strawman Council Workforce Development Plan 2021 – 2024

To be used as the basis for workshop discussions with a range of stakeholders across the Council. This plan is based on the existing 2015 – 2021 plan for consistency.

Draft Council Workforce Development Plan (2021 – 2024)

Phase 4 (2021 – 22)

*Implement career pathways
Implement job families
Inclusion at the heart of
everything we do*

Key activities:

- Continue with outstanding actions from current Workforce Development Strategy
- Deliver Kickstart
- Continue talent development programmes
- Increase OD capacity and capability
- Design and implement job families
- Focus on delivering an inclusive culture
- Develop new talent programme
- New approach to recruitment – implement Success Profiles
- Focus on organisation development with partners across the district (#Team Bradford)
- Review the HR and OD Service offering and structure

Phase 5 (2022 – 23)

*Innovation and creativity
Review Evolve LMS
Increase leadership and
management capability*

Key activities:

- Continually refresh talent management programmes
- Complete implementation of career pathways across the Council
- Refresh targets and measures for our Workforce Development Programme
- Review progress on Apprenticeships, Kickstart and Graduate Development programme
- Focus on performance, attendance and wellbeing
- Develop coaching style of management
- Embed culture where innovation and enthusiasm can thrive
- Review Evolve LMS

Phase 6 (2023 – 2024)

*Complete delivery of our
People Strategy Outcomes*

Key activities:

- Refresh workforce planning
- Focus on innovation and creativity
- Complete implementation of people strategy outcomes



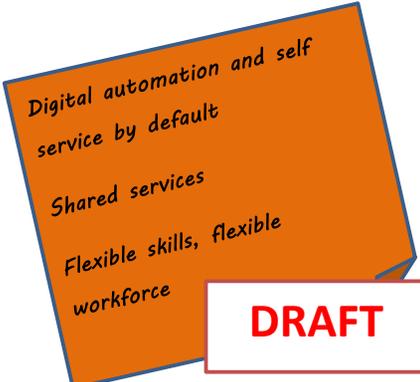
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Appendix 5 – Anticipated Workforce Development Plan outcomes

Phase	Activity	Exemplar Outcomes
Phase 4 2021 – 2022	<p>We will implement phase 4 by:</p> <ul style="list-style-type: none"> • Developing career pathways and align with job descriptions and recruitment approach • Implement Kickstart • Design a new job family structure across the Council • Implement success profiles and align with career pathways • Develop a new talent programme to enable us to continue growing our own talent pool for future promotions – and support workforce diversity at Special Grades and above • Develop and implement our Graduate development programme 	<p>We will deliver:</p> <ul style="list-style-type: none"> • Against our Equality objectives • Increased number of secondments across the Council • Increased number of graduates in the council • Continued progress against our apprenticeship targets • Our Council Plan KPI's

This will be updated as part of our ongoing work.

Bradford Council Organisation and Workforce Development Strategy 2015-2021

Phase 1 (2015-2017)	Phase 2 (2017-2019)	Phase 3 (2019-2021)	Phase 4 (2021 onwards)
			
<p>Key activities:</p> <ul style="list-style-type: none"> • Set future vision (Council Plan) • Set outline Workforce Development Programme • Set corporate Engagement plan • Refresh Bradford Behaviours • Baseline staff survey • Build systems capability (Evolve) • Create OD function 	<p>Key activities:</p> <ul style="list-style-type: none"> • Launch Management development Programme • Assign targets and measures to Workforce Development Programme • Focus on Apprenticeships and recruitment • Focus on performance, attendance and wellbeing • Develop coaching style of management • Embed culture where innovation and enthusiasm can thrive • Focus on organisation development with partners across the district 	<p>Key activities:</p> <ul style="list-style-type: none"> • Full roll out of 'Evolve talent' • Embed new approach to succession planning and career pathways • Supporting & enabling employees to take responsibility for their own growth and development • New approach to recruitment - recruitment for skills for organisation not competencies for roles 	<p>Key activities:</p> <ul style="list-style-type: none"> • Removal of traditional role profiles • On-going employee development, including digital skills training and recruitment • Full roll out of new talent programme - apprenticeships, interns, secondees, graduates
<p>Talent management is about doing the right things today, so that we have the right people with the right skills, behaviour and attitude for tomorrow</p>			



Report of the Director of Finance to the meeting of Executive to be held on 1st December 2020

CS

Subject:

Proposed Financial Plan and Budget proposals for 2021/22

Summary statement:

This report sets out the update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2021-22

Chris Chapman
Director of Finance

Portfolio:

Leader of Council and Corporate

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This Financial plan updates the Medium Term Financial Strategy (MTFS) adopted in September 2020. It sets out the update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2021-22. The proposals have been developed against a backdrop of considerable national uncertainty but invest in priorities, and there will be no new redundancies as a result of these proposals.

2. MAIN MESSAGES

- 2.1 The financial plan sets out a series of proposals that will prepare Bradford District for recovery from the social and economic impacts of COVID. It supports people who are struggling to acquire new skills and get jobs, helps children catch up on what they have missed through schools being closed, promotes social and economic participation and provides investment to sustain vital Council services in the face of increasing demand.
- 2.2 Alongside progress against the investments made in this year's budget to build a sustainable, green and inclusive future and a capital programme designed to secure the transformation of our city and town centres, the plan will help to position the District as a place of opportunity for investment with a diverse and growing economy in which culture plays a central role.
- 2.3 The proposals have been developed against a backdrop of unprecedented levels of uncertainty about the ongoing impact of Covid-19; Brexit, the future of local government finance, the future of Social Care, and increasing demand for services. This level of uncertainty makes financial planning difficult and challenging, and for this reason a revenue budget will be proposed covering just one financial year.
- 2.4 It is proposed that Council Tax is increased by 1.99% in 2021-22 resulting in an extra £28.41 per Band D property. If the Government also allows for the Social Care precept to be increased, it is also proposed that this will be charged at the maximum increase allowable. Indicatively, a 2% Social Care precept would result in an extra £28.46 a year per Band D property per year. Overall Council Tax would still remain low compared to other West Yorkshire Councils and Metropolitan Councils.
- 2.5 As Bradford's Band D Council Tax is around 8% lower than the average for Metropolitan Authorities, and some 80% of properties are below Band D, the amount that the Council can raise from Council Tax and the Social Care precept is lower than for many comparable authorities, and is insufficient to keep pace with increasing demand and rising costs. Indicatively a 1.99% increase in Council Tax raises an additional c£4.0m, where inflationary costs and demographic growth cost an additional c£16m extra per year.
- 2.6 The financial plan proposes a number of investments that are aligned to the priority outcomes set out in the Council Plan 2021-25. These investments are in addition to a total of c£2.4m of funding to meet demographic pressures in adults and children's social care, and waste services.
- 2.7 Headline new proposed investments include:
- £1.0m to help improve skills and employability in response to increased unemployment. This represents a first phase of funding to support skills

development through Bradford's Skills House.

- £2.4m to sustain and raise educational attainment, by providing additional support over the academic year (which goes over two financial years) to help children to catch up in the wake of the COVID-19 pandemic.
- £258K investment in culture.
- £250K to sustain work to support and strengthen communities, promote social mobility and improve opportunities if Government funding ends or is reduced.
- A total package supporting services to the District's most vulnerable children of £6.5m to help manage increased social care caseloads, and improve services
- £0.5m to improve commissioning of services for vulnerable adults.
- £1.0m package to address structural budget pressures in Waste Services caused by increased demand and market price volatility.
- £1.25m for Workforce Development to ensure that the workforce has sufficient capacity and skills to sustain services, build local leadership and reduce inequality.

2.8 Strong, disciplined and responsible financial management over recent years means that the Council is able to make budget proposals for 2021-22 that avoid the need for cuts to services and jobs. Savings of £0.8m are proposed from areas where efficiencies have already been delivered, or savings can be made for example, through deleting vacant posts. New savings proposals are detailed in section 15.

2.9 There will therefore be no new redundancies as a result of the proposals in this plan.

2.10 Further, some deferral of existing agreed savings are also proposed including

- £0.5m deferral of savings in Youth Services
- £0.35m deferral of savings in Welfare advice and Customer services.

These and others are detailed in section 16.

2.11 Overall, a remaining gap for 2021-22 of £28m is closed by the use of reserves. As a result of prudent financial management the Council has relatively robust levels of reserves, and some of these can be deployed in the short term to help get through these extraordinary times.

2.12 The Council's capital programme offers scope for new infrastructure investments including providing laptops to Children (£2.2m spread over the academic year – 2 financial years), expanding Special Educational Needs and Disability (SEND) school places (£6m over 3 year), and providing equipment to enable people to support daily living (£3.3m over 4 years) amongst others. Capital plans are detailed in section 21.

2.13 A number of transformation projects are also being worked on to ensure that the Council remains sustainable in the medium term. The financial impact of these are being assessed and the results will feature in future medium term financial strategy updates and budgets.

2.14 While the Council has demonstrated a strong grip on its financial management, its financial position will be unsustainable without on-going Government support to meet the additional costs and loss of income arising from COVID-19, and stability and certainty in local government funding over the longer term. At the time of publication, the Council is awaiting the Government's spending review at the end of November 2020. This may include announcements that enable a reduction in the proposed use

of reserves by the time the Council has to set its budget in February 2021.

3 Local Context

3.1 Since 2011 national spending cuts, increasing demand and rising costs have meant the Council has needed to find over £300m in reductions, savings and extra income to balance the books by 2021-22. This has been challenging and required some tough decisions to be taken.

3.2 But through good financial management, hard work and responsible leadership, a balanced budget was set in February 2020 for 2020-21 that required minimal additional cuts and invested in our priorities.

3.3 This included: £25m climate emergency investment

£24m for transformational capital plans, including

- LED smart streetlights
- district heat network
- electric vehicles and infrastructure
- renewable energy
- hydrogen.

£1m to support community projects, including a tree for every primary school child (55,000 trees); upgrading the fleet; extending 20mph zones; ward-level climate initiatives; upgrading the council estate; flood alleviation works; increasing recycling rates.

3.4 Further information: <https://www.bradford.gov.uk/environment/climate-change/climate-emergencyand-green-economy>

3.5 One-off investments for 2020-21 included: Major regeneration schemes (One City Park, Darley Street Market, Bradford Live, Transforming Cities), Keighley & Shipley Stronger Towns (£324k), Child Friendly District (£100k/year for 5 years), Libraries (£200k for new facilities plus £700k ongoing Public Health funding), Extended Council Tax support for care leavers (50% discount for age 22-25), Education Covenant and summer education support (£228k), Cleaner Streets (£350k), Real Living Wage (£150k), Parks & green spaces (£500k), Housing First for one year (£360k), Postponed Youth Services cut (£513k), Welfare Advice (£700k from Public Health), and a £3 increase in green waste collections fee.

3.6 While budget pressures, particularly around adult and children's social care remained, as well as uncertainty around local government finance, we entered the current financial year in a relatively stable position.

4. Impact of COVID-19

4.1 COVID-19 has had a significant impact on Council finances including:

- Additional costs – for example in procuring PPE, securing food supplies, communications, supporting the care sector, community engagement, outbreak

- management, infection control and additional waste costs amongst others.
 - Loss of income in fees and charges e.g. sport and leisure, theatres, parking and museums amongst others.
 - Reduced collection rates for council tax and business rates.
- 4.2 The social and economic impact is generating increased demand for services and support and placing budgets under pressure:
- The numbers of children in care has reached record highs and the number of children ceasing care continues to decrease due to lack of court availability.
 - Missing school through the need to self-isolate represents additional risks to vulnerable children.
 - The viability of the residential care market is under threat as a result of under-occupancy.
 - Our specialist domestic abuse service has experienced up to 76% more referrals.
 - Unemployment has risen sharply; Youth unemployment has nearly doubled.
- 4.3 The significant impact of Covid on the 2020-21 budget has been largely mitigated through central government Emergency Covid Support Grant and other government support. The Council has also committed its own resources in key areas – skills, care homes, domestic violence, education and business support amongst others.
- 4.4 However, Covid-19 is expected to continue to impact in the next financial year and beyond. To date, no government funding has been proposed to offset costs and loss of income next year, although we can anticipate that some additional government support is likely. We await with interest the announcements from the government's Spending Review statement due at the end of November 2020.
- 4.5 The Qtr 2 Finance Position Statement for 2020-21 outlined expected additional costs and losses associated with Covid of c£75m (c£82m including Council Tax and Business Rates) in 2020-21, and although the Council has relatively healthy levels of reserves, the Council (along with all other alike Local Authorities) does not have the financial depth or resilience to sustain those additional Covid related costs and losses into the medium term without a continuation of Government support.
- 4.6 The Government has said that it will stand shoulder to shoulder with Local Authorities, and so far it has provided the welcome additional funds required to support the Council. We expect and require this to continue into 2021-22 and for as long as Covid continues to impact.
- 4.7 The financial plan includes measures that, taken together with investments made in the 2020-21 budget will support recovery from the impact of COVID.

5 Financial Uncertainty & Forecasts

- 5.1 COVID-19 has compounded the existing uncertainty around our financial planning:
- Future potential Covid-19 support from Government is uncertain.
 - The period of Covid-19 related impact on service budgets is not known.
 - The Local Government Settlement has not yet been agreed or announced.
 - Fair Funding Review and business rates reform has been delayed again.
 - The impact of Brexit is unknown.
 - The governments Social Care reforms have been delayed.

- 5.2 These factors are outside the direct control of the Council and it is unlikely that any certainty on future allocations for local government will be known until late 2020, which makes planning for 2021-22 and beyond extremely difficult. As a result of the uncertainty a one-year budget is proposed which refreshes the 2020-21 position.
- 5.3 The Medium Term Financial Strategy (MTFS) in September reported a budget gap of c£48m for 2021-22. Since then, Government commitments to funding for PPE, revisions of assumptions about Council Tax and Business Rates, halving of the growth requirement for capital funding, and revisions to assumptions about Covid related income losses have reduced the gap.
- A number of new recurring and one off investments totalling c£14.6m in 2021-22 are proposed as outlined in sections 8 to 14 below.
 - Savings have also been proposed totalling c£0.8m as detailed in section 15.
- 5.4 Taking into account the revisions to the MTFS and the proposals for new investments and savings the outstanding budget gap for 2020-21 is now c£28m.
- 5.5 A number of other factors could improve the budget position by the time the Councils budget for 2021-22 is set in February 2021:
- Inflation is currently running lower than provided for in 2020-21, and may be lower than the 2% increase assumed in this report. A 1% reduction in inflation would equate to c£4m.
 - Additional Social Care grants may be provided - £1bn nationally has been provided in past years which would equate to c£10m for Bradford.
 - Capitalisation of COVID-19 related losses has been recommended to Government as a means of spreading the cost of COVID-19 over a longer period.
 - A Council Tax and Business Rates compensation scheme to help Councils cover deficits on collection funds has also been mooted.
 - Public Health Grant may see growth
 - Social Care Precept may be allowed (at 2% this would equate to c£4m)
- 5.6 As outlined, there is significant uncertainty, but these factors taken together could conceivably reduce the gap by c£10m - £20m leaving an outstanding gap of c£10-£20m. Any gap would need to be filled by using reserves to balance the budget.
- 5.7 Reserves are not a sustainable means of balancing budgets. However, these are extraordinary times, and good financial management over the years has ensured that there is scope for using reserves to balance the budget in 2021-22, ensuring that attention can continue to be wholly focused on service provision, and responding to Covid.
- 5.8 It should also be noted, that since the MTFS update in September 2020 the Government has announced c£22m of additional funding for Bradford Council services in additional emergency grants in 2020-21.
- 5.9 This additional funding will help reduce the risk of the Council overspending in 2020-21 as a result of Covid, and will also help substitute funding for some initiatives that the Executive had previously agreed to fund from Council reserves in the event that additional Government money wasn't received. The overall impact of this is that the

Council will enter the 2021-22 financial year with higher level of reserves, and in better financial health than it otherwise would have done.

- 5.10 Having relatively high levels of reserves has been a real advantage to the Council through the pandemic period as they have afforded capacity to agree to much needed initiatives to support our vulnerable, communities, businesses and young people in the knowledge that they can be committed to, without severely jeopardising the Council's financial health. Without these reserves, the Council may have been forced to not invest in initiatives or worse, needed to look at budget cuts at the worst possible time to implement them.
- 5.11 Reserves can only be spent once however. Using them to balance the budget in 2021-22 will mean that they are not available to balance future year's budget, unless they are built up again.

6. Revenue Budget Strategy 2021-22

Council Tax

- 6.1 It is proposed that Council Tax will increase by 1.99%, the maximum level possible under capping restrictions. This is needed to build up the base budget, increase financial resilience, maintain priority investments and avoid significant cuts.
- 6.2 A Social Care precept will also be proposed if we are notified that the Government intends this. It is unknown as yet whether Government will legislate for this, but all our neighbouring Councils are anticipating this. The amount of Council Tax per Band D property will remain low when compared to other West Yorkshire Councils and other Metropolitan Councils.
- 6.3 As Bradford has a relatively low level of Band D Council tax and some 80% of households fall below Band D, the Council is unable to raise as much money through the Council Tax and the Social Care precept as many comparable authorities and the precept is insufficient to cover fully the costs of increasing demand.

Business Rates

- 6.4 The Council has no control over the business rates system or the setting of business rates. It collects rates from local businesses, then retains 49% and passes the remainder back to Government who then redistribute back to Councils based on an assessment of needs.
- 6.5 The Council operated a business rates pooling arrangement with other West and North Yorkshire Councils in 2020-21, and it is likely that it will operate in a pool with other West Yorkshire Councils in 2021-22.

New Investment

- 7.1 New investments are proposed that align to the priority outcomes set out in the proposed Council Plan 2021-25 and detailed in sections 8-14 below. These investments include measures that will prepare the District for recovery from the impact of COVID-19 on our children and young people and our economy, to support communities, care

for vulnerable adults and build workforce capacity.

8 Better skills, more good jobs and a growing economy

- 8.1 **Skills House (£1.019m growth in 2021-22)** The proposal is to continue to pay for the staffing resource for the Skills House service approved in the Qtr 1 Finance Position Statement 2020-21, into 2021-22 and beyond. The investment will help respond to the expected significant increase in the unemployment rate caused by Covid. The investment will enable Skills House to rapidly upscale its service and build the capacity of partners to align their services. This will help mitigate the impact of large scale unemployment on individuals and the wider district. It is the intention to implement the proposal in a phased approach.

We have a successful track record as a partnership of supporting jobseekers into sustained work, and businesses to recruit locally. The proposal will enable Skills House to upscale this through interventions that address the immediate job losses of the Covid-19 recession and underlying local need: skills gaps, low pay, low productivity and social inequalities; it will also build the capacity of deprived communities and residents to access training to secure sustainable employment and careers. Upscaling Skills House is vital if the system is to have the capacity to support jobseekers and employers to ensure that when economy recovers it does so in a way that is inclusive and sustainable.

- 8.2 **Culture Investment (£0.258m growth in 2021-22)** The next 3 years are critical in positioning Bradford as a cultural powerhouse in the UK. Great efforts have been made to bring extra resources through the Business rates pool & strategic investment from reserves but the reality is we need stability within the budget and to have a dynamic, resourceful team with the right investment programmed. There is far more scope for the department to work together and pool resources and look at external funding opportunities but this needs time resources and capacity.
- 8.3 **Financial Inclusion (£0.05m growth in 2021-22).** The credit union has worked tirelessly to improve the financial capabilities of Bradford's residents. This investment will allow them to continue this work and help residents manage their finances, especially during these difficult times.

9 Great Start, Good Schools

- 9.1 **Strategy for Raising Attainment – Building on the Post Covid Recovery Phase – (£2.4m for the 2021-22 Academic Year)** Following Covid19 there will be need to focus on ensuring the children who have experienced a gap in attending school are not disadvantaged as a result of the pandemic.

The strategy takes into account the investment to date from the Opportunity Area and the next steps for a Council-led approach, in collaboration and partnership with Schools, for improving educational outcomes for both Primary and Secondary children and Young People.

The Strategy will look to raise attainment by investing in seven areas of focus for the duration of the strategy:

- “Language for Learning” – Early Years language acquisition as the foundations to access the school-aged curriculum (£500k per year)

- Focus on Phonics, Literacy & Numeracy targeting groups of children at risk of underachieving in Primary Schools (KS1& KS2) (£500k per year)
- Maths and English core skills focus targeting young people at risk of underachieving in Secondary Schools (KS3 & KS4) (£600k per year)
- A relentless focus on Reducing Persistent Absence, including specialist support for children & young people with SEND (£500k per year)
- Continue to invest in Therapeutic Approaches to engaging with Learning (£317k per year)
- Continue to invest capital funding in Digital Inclusion for Disadvantaged Children & Young People, including investing in an infrastructure to support the above programme delivery across the District (£2.2m of capital spend – see section 21).

The ambition is for the work to continue for 5 years, however due to uncertainties and funding constraints, the proposal is to fund the scheme for one academic year initially. The revenue and capital funding will be incurred in the academic year (starts in September), and will consequently be split over two financial years (starts in April).

- 9.2 **SEND Transport Demographic Growth (£0.5m growth in 2021-22)** due to the increase in children with SEND, the demand on home to school transport has also increased and the service requires £0.5m on-going investment from 2021-22 to address this.

10 Better Health, Better Lives

- 10.1 A package totalling £10.4m will ensure that services to the District's most vulnerable children and adults are able to keep pace with demand, improve performance, decision making, commissioning and ICT and legal support and ensure fit for purpose arrangements for safeguarding.
- 10.2 **Children's services demographic growth - £0.625m** – to keep pace with increasing demand as a result of a growing population.
- 10.3 **Children's Services demand pressures & improvement plan (£6.5m growth in 2021-22)** Bradford Children's Social Care service was subject to an Ofsted inspection in September 2018. The service was judged inadequate and has since been on an improvement journey. The caseloads and number of children in care have increased over the past 3 years significantly in Bradford compared to neighbouring authorities.

The current full year financial forecast highlights a potential £6.6m (excluding COVID19 cost) full year overspend.

A number of pressures have been identified including rising demands for services; increased placement costs; employee arrangements; funding for growth in Kinship, Fostering and Special Guardianship Order payments; Fostering / Youth Offending Social Workers staffing and carer fee payments.

Since 2016, caseloads have increased by c59% and the numbers of Children Looked After have increased by c50%.

An officer group is currently assessing the overall Children's Services budget to seek to confirm any additional budgetary ask and mitigate additional resource requirements where appropriate and possible.

The service currently has a high number of agency workers and activity is in place to recruit more permanent social workers reducing the need for high cost agency placements.

This additional resource will provide capacity to implement and sustain required improvements as part of our Ofsted improvement journey at a good pace; enable us to reduce staff turnover; ensure we have sufficient placement capacity to cope with the rising numbers of children in care; and support healthier and safer working cultures and environments to improve our quality of practice with more manageable workloads.

- 10.4 **IT requirements to support Children's Services (£0.843m growth in 2021-22)**
Budget provision is required to enable effective changes to Children's Services IT infrastructure. The allocation will fund essential upgrades to core Children's Services systems such as Liquid Logic and Controcc; enable a review of all databases and data repositories; provide for effective integration of systems and enable amendment to processes to ensure data is accurate, complete and enables provision of effective management information. The changes are expected to optimise the use of data systems to enhance the provision of timely and complete management information enabling effective decision making. The ongoing budget requirement in 2022-23 will reduce to £0.174m.
- 10.5 **Legal Support – Children's (£0.442m growth in 2021-22)** The investment will enable the provision of necessary additional staff for the legal social care team to provide essential legal advice, representation and support in the specialist and critical area of child protection and welfare. The need arises from a substantial and continuing rise in referrals from Children's Social Care since the Ofsted inspection in September 2018. The number of children in care proceedings has increased by 118%, and the number of pre-proceeding has increased by c150%. The legal capacity problems have now been exacerbated by the impact of Covid 19 on the court process and increases in discharge of care order referrals.
- 10.6 **Adult Social Care demographic growth – £1.6m** – to meet demand pressures arising from population growth.
- 10.7 **Adults Commissioning Team (£0.5m growth in 2021-22)** – At present, the adults team commissions care valued at £137m from 500+ care providers. There are 6.7 full-time equivalent commissioning staff overseeing the value for money of these contracts and meeting Care Act requirements to design and retender them to meet people's needs and expectations.

The team is inadequately resourced to undertake all of the commissioning activity required to deliver the large transformation programme and contribute to demand management savings (£8.5m in 2021-22 rising to £13.9m by 2022-23). Sustained investment is required in order for the Council to meet its statutory duties and create modern Social Care options for people.

- 10.8 **Safeguarding Pressure (£0.128m growth in 2021-22).** Current funding is insufficient to meet the demands and workloads of the service to support the Adults and Children's Safeguarding Boards in delivering their statutory functions. Additional budget is required to cover a high and increasing workload including the resourcing of statutory reviews, extra support from the independent chairs and to support training and other additional costs that are necessary to maintain the effectiveness of the unit.

Discussions are ongoing with partners and alternate funding is being investigated which may reduce the pressure by the time the budget is set in February 2021.

11 Decent homes

- 11.1 **Housing First (£0.36m growth in 2021-22)** Housing first is internationally recognised as a successful approach to supporting and sustaining some of the most entrenched and most chaotic individuals. The Bradford programme has demonstrated that this housing model is highly successful locally for this cohort. This investment would enable the continuation of the Housing First scheme into 2021-22 and beyond.

12 Sustainable District

- 12.1 **Waste services – demographic growth - £125K** – to keep pace with demand arising from population growth.

- 12.2 **Waste Services demand & lower recycling income (£1m growth in 2021-22).** Domestic waste & recycling tonnages continue to increase annually along with the applicable processing and disposal costs. Market prices for recyclable waste are also extremely volatile and the price per tonne received has reduced in recent years.

The service has been doing its utmost to increase recycling tonnages, and also has good long term contracts in place for waste disposal. Despite this, the service has a structural budget shortfall of c£1m. This investment will address that overspend which is largely unavoidable based on the current operating model.

Investigations are being undertaken to look at different operating models to assess the extent to which costs can be lowered in the future by potentially in-housing more recycling processing by investing capital resources into a more capable materials recovery facility. This may help mitigate pressures in future budgets, and work on the business case has commenced.

13 Safe, Strong and Active Communities

- 13.1 **Stronger Communities Team (£0.25m growth in 2021-22)** external funding for the service is currently due to discontinue post March 2021. Current staffing levels are 12 posts of which 11 may be lost due to the temporary nature of their funding, leaving in position one base funded post to oversee the entire service. The Stronger Communities service provides an essential role in the district and is a lead for partner agencies and the VCS through building partnerships, coordination of services, facilitation of resources to meet community needs and by commissioning work to meet the Stronger Communities Together Strategy which aims to increase social mobility and equality of opportunity, economic activity, community safety and community cohesion.

The team oversees several grants to the VCS sector in the district and building resilience and vital support across the VCS sector and communities will be supported by this investment.

This proposal will guarantee the continuation of the services, however it is possible/likely that Stronger Communities funding from the Government will be extended, and if it is, then that would be used/ part used to substitute for Council

funding. We are awaiting an announcement.

14 Enabling Council

- 14.1 Learning & Development and equalities (£1.25m growth in 2021-22).** The Council puts equalities and social justice at the heart of everything it does, internally and externally, to successfully deliver on our equalities objectives.

This investment will enable us to invest in additional courses, programmes, qualifications and development for our staff, with some resource to broker, manage, sustain and provide rigorous challenge and support to deliver the outcomes. Also, to extend our reach across the District in terms of how we deliver services. Other Councils typically invest more in these areas. Bradford's ratio is 1:121 for HR to employees, industry research recommends 1:100; and a number of Councils have staff tasked with driving forward social justice and equalities.

In practice, this investment will support the delivery of

- Improved formal training and development opportunities for all staff to support an inclusive working environment, increase performance and drive culture change.
- Improved recruitment practices with new methods to attract diverse talent.
- Design and delivery of an inclusive strategic talent management programme and expand the talent development offer through secondment, graduate and leadership programmes and the development of career pathways through the Council.
- A stronger internal focus to create more opportunities for employee groups that are underrepresented within the Council.
- Enhanced engagement with equalities groups including low income groups.
- New models of service delivery.

These objectives around staff development and talent management must be matched by equal rigour in our service delivery. This means embedding equalities and inclusion in the delivery of services to ensure equal access for citizens and tackling inequality of outcomes in the district.

- 14.2 Continued funding for administering Community Asset Transfers (£0.120m growth in 2021-22).** Funding for the Estates Management and Legal Services support required to assess and enable community asset transfers is due to run out in 2020-21. Budget growth would enable the continuation of this resource.
- 14.3 Microsoft Licences (£0 growth in 2020-21, but commitment will lead to a £0.7m increase in budget requirement for 2021-22).** The Council's Microsoft licencing needed renewing as it was out of date and unsupported. Non-renewal was not an option. The commitment will lead to £0.7m of additional costs in 2021-22 that will be funded from an IT reserve, however budget growth will be required in 2022-23.
- 14.4 Craft working review (£0.210m growth in 2021-22).** A craft worker review is currently being undertaken into historical pay issues. The outcome of this review will result in additional costs that need to be incorporated into the budget.

Table 1 - Proposed Recurring Investments for 2021-22 for Consultation		2021-22	2022-23
		£'000	£'000
CHR8.1	Children's Services demand pressures & improvement	6,500	6,500
CHR8.3	Skills House - Investment	1,019	1,019
PR8.1	Waste Services demand & lower recycling income	1,000	1,000
CR8.1	Learning & Development and equalities	1,250	1,250
CR8.2	IT requirements to support Children's Services	843	174
CR8.3	SEND Transport Demographic Growth	500	500
HWR8.1	Adults Commissioning Team expansion	500	1,000
PR8.2	Stronger Communities Team	250	500
CRR8.4	Legal Services, to support children service demands	442	577
PR8.3	Culture investment	258	461
CRR8.5	Craft working review	210	210
PR8.4	Housing First	360	360
CXR8.1	Safeguarding Pressure	128	128
CRR8.6	Continuing support for Community Asset Transfers	120	120
HWR8.1	Financial Inclusion	50	50
CRR8.7	Microsoft licences	0	700
	Total	13,430	14,549

Table 2 - Proposed Non Recurring (Time limited) Investments for 2021-22 for Consultation		2021-22	2022-23
		£'000	£'000
CHNR8.1	Raising Attainment in schools	1,210	1,210

15. Savings & cost reductions

15.1 No new material cuts to services are proposed for 2021-22. Any proposed budget reductions are linked to good housekeeping, existing agreed strategies, deletion of vacant posts, or efficiencies that are already in train. There are therefore no new redundancies as a result of these proposals.

Table 3 - New budget proposals for consultation		2021-22	2022-23
		£'000	£'000
8CR1	Reduce added years pensions budget as saving already delivered	-500	-500
8CR2	Saving in Cash handling and transit as saving already delivered	-160	-160
8P1	Delete Vacant post - Programmes Delivery Officer 0.6 FTE	-25	-25
8P2	Fund contract manager post from European Structural Investment Programme 0.6FTE	-35	-35
8P3	Vacant post - delete vacant Housing Technician post	-27	-27
8P4	Fund post from HMO Licensing reserve and remove base budget	-50	-50
	Total	-797	-797

15.2 **Reduce added years' pension budget** – In the past, some people that were made redundant by the Council received additional year's pension contributions as part of their redundancy settlement. As the numbers of these individuals reduces over time, the amount of money required to pay for the added years also reduces. The proposed budget saving reflects this, and no individuals would be adversely impacted.

15.3 **Savings in Cash handling and transit** have already been delivered by the Revenues and Benefits service. This budget saving reflects the efficiencies work that has already taken place.

16 Proposed Amendments to previously agreed savings

16.1 There are also a number of savings that have previously been agreed by Council that are proposed to either be deleted or deferred as they are no longer deliverable.

Table 4 - Amended prior year budget savings for Consultation		2021-22	2022-23
		£'000	£'000
4L1	Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed – Delete the saving as the work of the service has not reduced as expected	50	50
4R14	Asset Management Saving - "Seek to invest in non-operational property to generate surplus income" - Defer the saving as the investment market is impacted by the current economical position created by Covid.	500	500
4E8	Events and Festivals Saving - review to develop a more sustainable and balanced events programme – Delete saving as part of investment in City of Culture bid	120	120
5X1	5X1 - Reduce total cost of top management - the scope is the senior management (Strategic and Assistant Directors) and their PA structure – Delete saving as original proposal not valid	75	75
6X1	Welfare Advice & Customer Service - Fundamental change to the way the Council and its partners deliver customer facing Services, focussed on customers getting the 'right support at the right time'. - Delay the full implementation of the £844k approved saving to 2022-23 as these services are critical to the on-going response to Covid and continue to review their approach to delivery	350	0
5E2	Youth Services Saving – delay the £513k saving to 2022/23 at a cost of £513k as response to Covid has been critical	513	0
Cost of deleting or delaying the implementation of previously agreed savings		1,608	745

17 Savings agreed in prior years that have a continued impact in future years

17.1 The budget is also based on the continued delivery of some savings proposals that the Council approved in prior years.

Table 5 Schedule of agreed savings previously consulted on (for reference only)		2021-22	2022-23
		£'000	£'000
4A1	Adults - Overall Demand Management Strategy - moving from a dependency model to one that promotes independence and resilience (e.g. reducing numbers coming in to care, care system culture change, speeding up integration, redesign enablement, reviewing financial needs, and continued personalisation).	-8,379	-13,868
T1-T6	Remaining Travel Assistance Saving	-250	-250
5E2	Youth Service – The Youth service saving will be delayed by one year to 2022-23 as outlined in Table 4	-513	-513
	Total	- 9,142	- 14,631

18. Reserves

18.1 At 30th September 2020 reserves stand at £258.9m (Council £226.5m, HRA £0.5m and Schools £31.9m). Unallocated reserves stand at £10.3m. Included in the reserves are £33.7m of receipted Emergency grant that will be drawn down in 2020-21.

	Closing Balance 2018-19 £m	Closing Balance 2019-20 £m	Opening Balance 2020-21 £m	Net Movement	Balance as at 30 th September 2020 £m
Council reserves	181.6	207.0	207.0	19.5	226.5
HRA Reserve	0	0	0	0.5	0.5
Schools Delegated budget	27.2	31.9	31.9	0.0	31.9
Total	208.8	238.9	238.9	20.0	258.9

18.2 While reserves can only be used once, if Government support is not forthcoming at sufficient levels to maintain services and invest in priorities in 2021-22, in order to avoid a collapse in resilience and build a platform for recovery, it is proposed that the Council will deploy reserves to balance the budget.

18.3 The £54m Financing reserve was created through a technical accounting exercise enabling Councils to pay back borrowing over a longer period of time than originally scheduled. In future years this money will need to be paid back.

18.4 The draw on the reserve could potentially be £28m, however this could be reduced dependent on announcements from Government between now and the date that the Councils budget is set in February 2021.

18.5 The Council's strategy for reserves is to use them for:

- Time limited investment in a Council priority;
- Smooth the transition to a lower cost base; and/or
- Complete a delayed project connected to a Council priority.

In these extraordinary time, reserves will also be used to provide capacity to respond to the crisis.

- 18.6 The Council will continue to have General Fund reserves of £15m, unallocated reserves of £10.3m and the remaining element of the MRP reserve (c£26m) that will be available to be deployed should Covid costs and losses continue, and the Government doesn't provide additional resource.
- 18.7 Other earmarked reserves are also being reviewed to assess the extent to which they could be repurposed if required.
- 19.0 **Maintaining Grip....Reset... Transform**
- 19.1 To ensure that the Council is sustainable across the medium term a programme of effective financial 'housekeeping' and transformation will also occur.
- **Maintaining Grip**, given COVID and the changes to our working practices we need to ensure we have a management grip on key components e.g. reduce agency spend, remove long standing vacancies, review procurement spend, review previous investments
 - **Reset**, looking at resetting the budget aligned to changing circumstances e.g. fit for purpose structures, service integration where appropriate, review long standing contracts.
 - **Transform**, progressing transformation activity, where the business case exists e.g. Early help & prevention, commissioning and procurement, business support review, demand management.
- 19.2 The above are being developed to ensure that the Council remains sustainable in the medium term. The financial impact of these are being assessed and the results will feature in future medium term financial strategy updates and budgets.

20 **Doing the right things for the District**

- 20.1 Overall, the strategy for the revenue budget avoids cuts, increases grip and provides challenge to the way we do things. It invests in priorities and in preparing the district for recovery from the impact of COVID.
- 20.2 The Council awaits the outcome of the Government's Spending Review and its deliberations over the future of local government finance and the Council's financial settlement for the financial year 2020-21. If sufficient resource is not forthcoming to support the priorities set out in this financial plan, reserves will be deployed in order to protect local services, support social and economic resilience and recovery and to build a better future.
- 20.3 The use of reserves if necessary, is the right thing to do in the long-term interests of Bradford District however this cannot be sustained beyond the short-term. In order to place Council finances and services on a sustainable footing and to attract new investment to the District our services will need to continue to transform, greater certainty and stability is required in government funding and opportunity and infrastructure must be improved. We continue to lobby and position the District's interests with regional and national stakeholders and Government in order to secure the resources and investment we need.

21 CAPITAL INVESTMENT PLAN

21.1 The Capital Investment Plan (CIP) shows budget spend on infrastructure items, such as housing, roads, Council land and buildings, sports centres and vehicles. Technically, the definition for inclusion in the CIP is that the spend delivers a service benefit lasting more than one year: for example, a new-build sports centre.

21.2 The CIP differs from the other (revenue) budget items listed in this report, which relate to day to day spend. An example of day to day spend are the salaries of employees who run sports centres. Being periodic, these costs fit easily into an annual budget cycle.

21.3 In contrast, individual projects in the CIP tend to be one-off and sometimes the build phase cuts across annual budget cycles: so are planned over multi-year periods, updated incrementally at each annual budget for any changes. The current CIP position (prior to any update for the 2021-22 budget cycle), was reported in the Qtr 2 Finance Position Statement for 2020-21 and is shown below:

Table A – Capital Investment Plan Quarter 2 2020-21

Directorate	2020-21	2021-22	2022-23	2023-24 onwards	Total
	£m	£m	£m	£m	£m
Health and Wellbeing	1.8	4.2	1.5	0	7.5
Children's Services	24.1	9.8	2.3	0	36.2
Place - Economy & Development Services	14.6	27.7	10.9	8.2	61.4
Place - Planning, Transport & Highways	28.3	63.1	112.0	16.5	219.9
Place - Other	20.4	11.1	13.9	10.5	55.9
Corp Service – Estates & Property Services	12.4	4.8	0.1	0	17.3
TOTAL - Services	101.6	120.7	140.7	35.2	398.2
Reserve Schemes & Contingencies	31.9	127.1	119.5	57.3	335.8
TOTAL	133.5	247.8	260.2	92.5	734.0

21.4 The CIP is funded from a number of different sources, with the remainder leaving a borrowing requirement, as set out below:

Table B – Capital Investment Plan Quarter 2 2020-21 Funding

	Grants	Capital Receipts	Revenue	Borrowing	Total
	£m	£m	£m	£m	£m
Total	375.3	11.8	2.9	344.0	734.0

21.5 Some funding sources, such as specific capital grants and capital receipts, directly fund the expenditure in the CIP; this avoids borrowing and has no implication for the revenue budget. However, a small element of the CIP is funded directly from Revenue budget, which does have direct cost implication for the revenue budget.

21.6 A larger funding element is provided from borrowing which generates Capital

Financing costs. It is here that there are additional costs within the revenue budget - allocated to Non service, in other lines of this report.

21.7 Capital Financing costs include the allocation of the borrowing amount across revenue budget years: the borrowing amount is usually apportioned over future revenue budgets in equal amounts, for as long as the building or vehicle is expected to be in use - this is known generally as depreciation but is called the Minimum Revenue Provision (MRP) within Local Government.

21.8 Capital Financing costs also include interest on the borrowing amount. These costs are time specific and charged to revenue as they fall.

21.9 Incremental changes to the CIP for the 2021-22 budget cycle will include the continuation of on-going capital programmes. The changes also include new proposals relating to priority outcomes in the Council Plan. Infrastructure investment through the capital programme plays a key role in supporting our efforts to achieve a net zero carbon District and city region.

21.10 Proposals for inclusion in the Council’s revised Capital Programme comprises:-

The rolling programme- this includes the on-going investment that is needed to continue existing services and commitments. The following amounts have been included in the 2024-25 programme:

- Replacement of Vehicles - £3m. This is a nominal figure that is allocated each year
- Property Programme - £2m
- General contingency for unforeseen capital expenditure - £1m

21.11 A number of proposals for further capital investment. It is proposed these be identified as ‘reserve’ schemes, pending the presentation of full project appraisals to the Project Appraisal Group for review before seeking Executive approval. A brief description of these proposals and their benefits is given in the Table below.

Proposed Scheme	Total Budget £000	Description / Benefit
Health & Wellbeing		
PCS1 BACES	3,300 Additional 300k 2021-22 and 750k per year for 4 years, 2022-23 onwards	Additional Investment in Bradford & Airedale Community Equipment Service (BACES) is required beyond the currently approved funding period. The capital budget is an essential part of the BACES requirement for small and minor adaptations to people’s homes that are not Disabled Facilities Grant eligible or for larger items of equipment such as Stair lifts and Hoists. It is intended that there will be a future requirement of £350k for Learning Disability service users and £400k for more general BACES capital items.
PCS2 Great Places to Grow	2,400	The Scheme is already in the CIP for the construction of a new 50 bed short stay residential

Old – Saltaire Residential Care Home		home on the site of Neville Grange in Saltaire.
Place – Sport & Culture		
PCS3 Marley Playing Field	500	Works to riverbank next to the playing field.
Corporate Resources		
PCS4 Core IT Infrastructure	1,220 2021-22	This is for SAP developments and the Digital Strategy capital innovation fund. It will be funded by £0.4m already in the 20-21 Programme, £0.2m revenue contribution and the remainder corporate borrowing.
Children’s Services		
PCS5 SEND Expansion	6,000 2,000 per year for 3 years	This is the estimate of the additional budget need above current Basic Needs Grant. It would be funded by corporate borrowing and be used to complete SEND expansion in mainstream schools and SEN schools.
PCS6 IT Processes and Systems – End to End Review	330	A planned programme of work to systems and processes. The improvements to the systems are designed to promote better practice including facilitating improvements in the quality of analysis and the extent to which the child’s lived experience is captured. This in turn will contribute to enhanced planning and review, helping us to ensure that progress towards clear targets is monitored.
PCS7 Laptops for Children	2,200 split over two financial years (one academic year)	Investment programme for raising attainment across the District. It includes continuing to invest capital funding in Digital Inclusion for Disadvantaged Children & Young People by investing in an infrastructure to support the programme.
TOTAL	15,930	

22. BUDGET ENGAGEMENT AND CONSULTATION, AND EQUALITY IMPACT

- 22.1 The intention of this consultation is to provide the people of the district with opportunities to provide their views on the budget proposals, to help shape and inform final decisions. The budget consultation will seek comments on proposals for the financial year 2021/2022. Given the uncertain nature of the Councils settlement figure, it is anticipated that this will be a dynamic consultation and as information becomes available changes to the budget may be made.
- 22.2 The consultation will be open from 1 December 2020 to 15 January 2021. The consultation will comprise of a survey enabling individuals and organisations to comment on the proposals of their choosing. Responses can be provided online or by writing to the Council using a freepost address. Social media (Twitter and Facebook) and the Council’s app will also be used to promote the consultation.
- 22.3 Consultees will be encouraged to comment on the investment and savings proposals

and also any impacts they feel might be felt by particular groups of people (in line with the Public Sector Equality Duty). For transparency, the Council's consideration of these impacts will be shared through accompanying equality impact assessments

- 22.4 Should the proposed investments be accepted, equality assessments will be undertaken as part of identifying and delivering those investments. Where amends are being proposed to previously agreed savings or where agreed savings are looking to be deferred, equality assessments will continue to be updated and published as projects develop. This will be done independently of the current 2021/2022 budget process.
- 22.5 The outcome of the consultation will be presented to the Council's Executive on the 2nd February 2021. The Executive will then give consideration to the feedback and any equality impacts as they finalise their budget proposals on the 16th February 2021 in advance of Budget Council on the 18th February 2021. It is worth noting that in addition to the current formal budget consultation, other engagement and consultation activities will continue to be run separately by Council Services on budget changes agreed in previous years.

23. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 23.1 The financial plan assumes that remaining savings that are currently behind plan will be fully back on track by 2021/22.
- 23.2 The Comprehensive Spending Review statement from the Chancellor at the end of November 2020, and the following Local Government Financial Settlement could have an effect on the current assumptions underpinning this financial plan. There could be changes to the actual forecast flow of specific grants or a revision to the assumptions.
- 23.3 The extent to which Covid continues to impact on the economy and the Council is also a significant unknown.
- 23.4 Additionally, the impact of any changes to international trading conditions and the national economy could feed through into additional pressures for the Council with the impact of Brexit still a big unknown factor.
- 23.5 Consultation outcomes may mean that specific proposals cannot be delivered or need adjusting.

24. LEGAL APPRAISAL

- 24.1 The Local Government Act 2003 s25(2) imposes a duty on authorities when making a budget calculation to have regard to a report of the chief finance officer as to the robustness of the estimates and the adequacy of the proposed reserves. This is the "S151 officer report" which will be presented to Executive on 16 February 2021.
- 24.2 Authorities are required to monitor and review from time to time during the year their income and expenditure against their budget, using the same figure for financial reserves, If having conducted this review, it appears to the authority that there has been a deterioration in its financial position, it must take such action, if any, as it considers necessary to deal with the situation, and be ready to take action if

overspends or shortfalls in income emerge. This is a statutory duty. If monitoring establishes that the budgetary situation has deteriorated, authorities are required to take such action as they consider necessary.

24.3 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.

Officers have prepared equality impact assessments on the proposals to assist elected members in having regard to this duty.

24.4 Section 3(1) Local Government Act 1999 imposes a duty on local authorities to make arrangements to secure continuous improvement in the way in which its functions are

exercised, having regard to a combination of economy, efficiency and effectiveness. Section 3(2) requires local authorities to consult representatives of

- persons liable to pay any tax in respect of the authority
- persons liable to pay non-domestic rates
- persons who use or who are likely to use services provided by the authority,
- persons appearing to the authority to have an interest in any area within which the authority carries out functions

for the purpose of deciding how to fulfil the duty imposed by Section 3(1).

OTHER IMPLICATIONS

25 EQUALITY & DIVERSITY

Each proposal is subject to an equality assessment, with any proposals showing impacts being published on the Council's web site.

<https://www.bradford.gov.uk/your-council/council-budgets-and-spending/equality-impact-assessments/>

Feedback on the equality assessments will be sought through the consultation process, and will then be updated accordingly.

The consultation provides the opportunity for the Council to better understand the consequences for individuals with different protected characteristics likely to be affected by changes.

Elected Members will have considered the Equality Assessments in full as part of the proposal development and then again as part of their final budget recommendations post consultation.

26 SUSTAINABILITY IMPLICATIONS

Addressing and prioritising investment and action on the Climate Emergency is central to creating a more prosperous, healthy and resilient district. This reflects one strand of the Council and District's response to the UN Sustainable Development Goals. Ensuring the long-term well-being of the district is a central objective of the Council.

Significant transformation will be required across the organisation, in our partnership working and across the district's communities to act rapidly and wisely over the next five to 20 years. We will need to learn to live and work differently, to create a district fit for our children and grand children. The Council is committed to partnership working that supports and protects the most vulnerable in our society as we build an inclusive and prosperous district. The budget and the resources it allocates to our core priorities and services and the specific allocation for environmental action is part of the Council's commitment to community involvement and supporting a more just and resilient district.

27 COMMUNITY SAFETY IMPLICATIONS

Where there are any community safety implications arising from individual budget proposals these will be covered in the consultation exercise. Any implications arising from the consultation will be presented to subsequent meetings of the Executive.

28 HUMAN RIGHTS ACT

There are no direct human rights implications arising from this report.

29 TRADE UNION

The statutory requirement to consult with Trade Unions under S188 Trade Union and Labour Relations (Consolidation) Act 1992 where 20 or more redundancies are proposed within a 90 day period does not arise in respect of the new budget proposals for 2021/22 as these new proposals do not give rise to any proposed redundancies.

It should be noted that consultation on workforce implications on budget changes agreed in previous years will continue to take place.

Senior management will be explaining the financial position and the proposals in more detail to the Trade Unions at the Trade Union meeting to be arranged for early December 2020. Further Consultation will continue on a weekly/bi-weekly basis (if applicable) at Departmental consultation meetings and at OJC1 on 6 January 2021. Any Trade Union feedback will be collated and will be reported at Executive in February 2021 as an addendum to the budget report.

We will share the proposals with the Trade Unions at the start of December after the Executive meeting as they are entitled to be consulted and comment even on the proposals that do not have workforce issues. If there are any questions they can raise them at their departmental meetings. Any feedback we will collate and feed in as stated above.

All employees will be briefed on the budget proposals through line management and key communications/Bradnet that will be cascaded accordingly.

30 WARD IMPLICATIONS

In general terms, where the proposed cuts affect services to the public, the impact will typically be felt across all wards. Some proposals could potentially have a more direct local impact on individual organisations and/or communities. It is expected that the consultation process will allow an analysis of local impacts to inform final decisions.

31. NOT FOR PUBLICATION DOCUMENTS

None.

32. RECOMMENDATIONS

32.1 It is recommended that Executive, having considered the Council's public sector equality duty as set out above:

- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed Council Tax and Social Care precept for 2021/22 set out at in section 6.
- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed investments as set out in sections 8 to 14.
- Approve for consultation as required with the public, interested parties, staff and Trade Unions the new budget savings proposals for 2021/22 set out in section 15.
- Approve for consultation as required with the public, interested parties, staff and Trade

Unions amendments to previously agreed savings proposals for 2021/22 set out in section 16.

- Note the proposed use of reserves as set out in section 18.
- Approve for consultation the proposed new capital schemes PCS1 to PCS7 as set out in section 21 of this report.
- Approve the consultation mechanisms and processes set out in section 22.

33. APPENDICES

Appendix A: Council Budget 2021/22

34. BACKGROUND DOCUMENTS

Document U – The Council’s Revenue Estimates for 2019/20 – Council 21 February 2019

Document V - S151 Officer’s assessment of the robustness of the proposed budget estimates for 2019/20 and of the adequacy of forecast financial reserves – Council 21 February 2019

Document J – Medium Term Financial Strategy 2020/21 to 2022/23 and beyond – Council 9th July 2019

Document X - Mid-Year Finance and Performance Statement for 2019/20 – Executive 5th November 2019

Appendix A- COUNCIL CUMULATIVE BUDGET 2021/22

	2021/22 Budget £'000
NET EXPENDITURE	
2020/21 Budget brought forward	378,080
Reversal of non-recurring investment from 2020/21	(5,630)
Sub total	372,450
Proposed Recurring Investments in 2021-22 (Table 1)	13,430
Funding Changes	1,727
Inflation	14,562
Base Net Expenditure Requirement	402,169
Demographic pressures in Adults, Children's and Waste	2,350
One off investments (Table 2)	1,210
Capital financing and central budget adjustments	1,858
Previously approved budget savings (Table 5)	(9,142)
Amended prior Budget decisions (Table 4)	1,608
New Budget proposals for consultation (Table 3)	(797)
Net Expenditure Requirement	399,255
RESOURCES	
Localised Business Rates	(63,188)
BR Collection fund deficit from 2020-21	29,400
BR Collection fund deficit funded by drawdown from S31 reserve	(28,400)
Remaining forecast BR fund deficit repayment (£1m split over 3 years)	333
Top Up Grant	(69,814)
Revenue Support Grant	(34,886)
Pre-approved use of reserves	(198)
Proposed use of reserves to balance 2021-22 budget	(28,255)
Council Tax	(206,791)
Forecast CTax collection fund deficit repayment (£7m split over 3 years)	2,333
Total Resources	(399,465)
Budget (surplus)/shortfall	0

Addendum to the Budget Proposals 2021-22 following the Chancellor's Spending Review statement on 25th of November 2020

Since the proposals were published on the 23rd November, the Chancellor outlined the Comprehensive Spending Review (CSR) statement on the 25th November, and some of those announcements have a material impact on the proposed 2021-22 Financial Plan.

A number of key announcements in the CSR will reduce the level of reserves required to balance the 2021-22 budget. The current estimated impact of these announcements in the CSR on next year's Council budget as set out in the proposed Financial Plan is outlined below.

Key Measure	Reduced requirement for reserves
	£ms
3% Adult Social Care Precept	£6.082
Share of new £300m Social Care Grant. (c1%)	£3.000
Pay freeze that mirrors Central Government for employees earning more than £24k.	£3.500
Collection Fund Deficit compensation scheme (75% of 2020-21 losses compensated)	£2.000
1.2% Inflation rather than 2%	£1.500
Total	£16.082

The impact of the measures set out above would reduce the call on reserves from c£28m to c£12m in 2021-22.

Further work will be undertaken to assess the full impact of announcements from the CSR, and some of the detail will be published by the Government as part of the Provisional Settlement for Local Authorities. This is expected during the week commencing 14th December 2020.

In addition to these announcements, there were others which may impact on the 2021-22 budget depending on the detail and further analysis.

These include

- Reductions to Public Works Loan Board (PWLB) loan rates – this will help reduce the capital financing budget requirement as new borrowing will cost less - the impact is being assessed. As part of the announcement the government also stated that PWLB loans can't be accessed to generate yield from commercial investments.
- Within the Ministry of Housing Communities and Local Government Department Expenditure Limit, £900m for New Homes Bonus and growth of £200m in "Core Resources funding" was included nationally. We await the detail on New Homes Bonus, but don't currently expect it to make a significant difference to current assumptions. Regarding the Core Resources funding, this could result in some additional support for the Council depending on the detail – The Council typically gets c1% which could equate to c£2m.
- Further, £254m of funding to tackle homelessness and rough sleeping nationally was announced (of which £103m has already been announced). If the funding is one off and part of the Covid response, then there will be no impact on the 2021-22 budget. If it's ongoing then it could be c£2m of increased benefit – it would however likely

come with an equivalent amount of extra costs. In short, this is welcome news, but may not materially impact on the 2021-22 budget unless the funding can pay for the Housing First proposal for example.

- £300m for SEND capital (new SEND school places) in 2021-22 was also announced. There isn't currently enough detail to work out how much more Bradford might receive, but this funding could possibly substitute for the additional Capital amounts put into the budget proposals.
- £2.2bn of additional money for Schools' was already announced in December 2019. The SR 2020 simply confirms these commitments, but does confirm that the national school's budget will not be 'paired back' in 2022/23 in response to COVID. The 2021/22 overall settlement for schools nationally is c3% so above inflation. Any additional funding could possibly substitute for the additional investment amounts put into the budget proposals.
- Subject to further detail confirming what is actually meant, a full pay freeze for teachers at September 2021 will positively benefit school and academy budgets and could mean headroom for schools to re-deploy for COVID catch up activity/ raising attainment for example. However, not all schools will be in a more comfortable financial position (not all schools are going to get 3% in 2021/22).

A number of other announcements were made which could be of benefit to the district such as the £4bn levelling up fund, these would be unlikely to impact on the Councils 2021-22 budget however as any amounts received would come with additional expenditure requirements.

Furthermore, some announcements also provided additional assurance that the Government would continue to fund the additional costs and income losses associated with Covid into next year as had been assumed. Although the amounts provided may not be sufficient to cover the whole of next year, the early announcement does provide some certainty, and we would expect and require the Government to continue to provide additional Covid related support for as long as required.

Although the Chancellors spending review statement will have a positive impact on the Council's budget for 2021-22 and may reduce the call on reserves from c£28m to c£12m based on current proposals, it should also be noted that the CSR indicated that there are likely to be funding reductions in future years.

The Institute of Fiscal Studies outlines that "Department Expenditure Limits will be £13bn lower in 2024-25 than planned in March 2020. Given the government's big commitments on the NHS, schools and defence, that implies an extremely tight funding situation for other public services (including Local Authorities) for the remainder of the Parliament."

Recommendations

- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed 1.99% increase in Council Tax and 3% Social Care precept for 2021/22.
- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed investments as set out in sections 8 to 14 of the main report.

- Approve for consultation as required with the public, interested parties, staff and Trade Unions the new budget savings proposals for 2021/22 set out in section 15 of the main report.
- Approve for consultation as required with the public, interested parties, staff and Trade Unions amendments to previously agreed savings proposals for 2021/22 set out in section 16 of the main report.
- Note the proposed use of £12m of Reserves.
- Approve for consultation the proposed new capital schemes PCS1 to PCS7 as set out in section 21 of the main report.
- Approve the consultation mechanisms and processes set out in section 22 of the main report.

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Ministry of Housing,
Communities &
Local Government

Rt Hon Robert Jenrick MP
*Secretary of State for Housing,
Communities and Local Government*

**Ministry of Housing, Communities and
Local Government**
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To all Council Leaders in England

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27 November 2020

Dear Leader,

LOCAL GOVERNMENT SPENDING

Further to the Chancellor's announcement on the outcome of the 2020 Spending Review, I am pleased to be able to write to you to set out further detail on the action the Government is taking to support you next year.

The SR20 settlement has been drawn up in unique circumstances. Our primary aim, throughout this challenging period, has been to ensure you have the resources and stability you need to continue to provide vital public services and tackle the pandemic.

At the start of the pandemic we said we would support local government, and we have delivered on that commitment. We have provided over £7.2 billion for local authorities; and that is even before the extension of the Contain Outbreak Management Fund for those authorities under the highest level of restriction – potentially worth over £200 million a month – that was announced as part of the Covid-19 Winter Plan. Together with the funding announced by the Chancellor, this means that the total support committed to local authorities in England to tackle the impacts of Covid-19 is over £10 billion – in line with what the Local Government Association called for earlier in the year. In addition we have set up a scheme to reimburse councils for a portion of the sales, fees and charges losses that they have experienced in 2020-21, and the first three months of 2021-22, and have already made payments totalling £528 million in respect of the first 4 months of 2020-21.

Supporting councils to maintain critical public services continues to be our priority. That is why the Spending Review has confirmed that Core Spending Power is forecast to rise by 4.5% in cash terms next year – a real terms increase. This is worth an additional £2.2 billion. Within this, you will have access to an additional £1 billion for social care next year, made up of a £300 million increase to the social care grant and 3% Adult Social Care precept. The additional £1 billion of grant funding announced at SR19 for Adult and Children's Social Care will be continuing, along with all other existing social care funding. Social care authorities will however have the flexibility to defer utilising part or all of the 3% Adult Social Care precept for a year, recognising the pressures that many local taxpayers will face next year. It is incumbent on councillors to balance the issues and determine how best to deliver good local services, while taking into consideration the circumstances of residents.

Beyond social care, we are protecting vital front-line services, by increasing the annual settlement allocations in line with inflation and allowing local authorities to increase council tax by up to 2% next year without holding a referendum. Of course, the threshold is not a cap and councils continue

to have the option of increasing local taxes by holding a referendum – giving local people the ultimate say. This is in line with the Government’s manifesto commitment to continue to protect local taxpayers from excessive council tax increases.

Through the Spending Review, we have secured an additional £254 million to tackle homelessness and rough sleeping next year, including £103 million of previously announced funding. This means the Government will be spending over £750 million to tackle homelessness and rough sleeping next year, supporting our commitment to end rough sleeping this Parliament and fully enforce the Homelessness Reduction Act.

Tackling domestic abuse remains a Government priority, and we will provide £125 million funding in 2021-22 to enable councils to meet the duties set out in the Domestic Abuse Bill to provide support for victims of domestic abuse and their children within safe accommodation.

I am also pleased that we will support vulnerable families through the Troubled Families Programme, which will continue into a new phase with up to £165 million of further funding in 2021-22. The programme has made a huge difference to the lives of hundreds of thousands of families, reducing the number of children in care and young people in prison. This is a considerable achievement by local authorities and their partners.

Localism is central to this Government’s mission to level up all parts of the country. At SR20 we announced a new £4 billion Levelling Up Fund, building on the success of our £3.6 billion Towns Fund. Any local area will be eligible to apply directly to this fund, which will finance the everyday infrastructure, town centre regeneration and culture communities need, and people want. Local government will play an integral role.

We will also be supporting places, such as former industrial areas, towns and coastal communities, by setting out what the UK Shared Prosperity Fund (UKSPF) will invest in, how it will be targeted and how it will work directly with local councils. Growing the national economy, one local economy at a time. The Government will provide a further £220 million of UK-wide funding to support our communities to pilot programmes and new approaches.

Councils are also at the forefront of our response to Covid-19. We have good reasons to be optimistic about overcoming the spread of the virus as a result of new vaccines and the Government’s decisive action. Nevertheless, it is right that we ensure councils have the resources they need. That’s why we have announced £1.55 billion of un-ringfenced grant for councils to manage the immediate and long-term impacts of the pandemic, £670 million to support those least able to afford their Council Tax and an extension of the Sales, Fees and Charges scheme to June. We will continue to support the sector and keep this package under review. Collectively, local authorities in England are expected to receive over £3 billion of additional support for Covid-19 pressures next year.

Following our commitment earlier this year, we are also launching a new reimbursement scheme worth just under £800 million for 2020-21 local tax losses, compensating councils for 75% of irrecoverable losses.

Infrastructure investment and recovery works are also at the centre of the Chancellor’s vision. The Government is funding vital infrastructure, with total capital spending (CDEL) at £100 billion – once in a generation proposals. These plans deliver the highest sustained levels of public sector net investment since the 1970s, funding the biggest hospital building programme in living memory, and £2.2 billion investment in our schools funding our commitment to rebuild 500 schools over the next decade. An additional £1.7 billion was also announced for local roads maintenance and upgrades to tackle potholes, relieve congestion and boost connectivity: delivering the improvements our communities need.

I am very pleased that the Spending Review announcement means we can now give councils some certainty for the year ahead. We will shortly be issuing a consultation on next year's local government finance settlement, with the detailed allocation of funding on a local authority by local authority basis. I very much look forward to hearing from you during this year's consultation and would like to thank you in advance for your comments.

Separately, The Treasury has today published the response to the consultation on proposed reforms to the Public Works Loans Board (PWLB), intended to prevent authorities from using low-cost loans to buy investment property primarily to generate income. My officials have worked closely with HMT on this important work and the reforms will come into effect from today (26 November). The reforms will allow us to lower the interest rate of PWLB lending by 100bps. This brings PWLB interest rates back to the levels they were at before October 2019.

As announced earlier in the year, the government will not proceed with the implementation of the Review of Relative Needs and Resources (formerly the Fair Funding Review) and 75% Business Rates Retention in 2021-22. We have also decided not to reset accumulated business rates growth in 2021-22. The devolution deal pilots and GLA arrangement will be maintained for a further year. We will also continue the existing New Homes Bonus scheme in 2021-22 with no new legacy payments. As the local government finance system moves into a more stable position, we will work with the sector on the way forward.

I am very pleased that the Spending Review announcement means that councils have more certainty for the year ahead. We will confirm further details at the provisional local government finance settlement in December.

Finally, I would like to take this opportunity to thank you for all the work you have done, and continue to do, to protect our communities and local economies throughout the pandemic. Local government has been at the heart of our national response and has mobilised to help keep the country moving while protecting the most vulnerable and continuing to deliver vital public services.

A handwritten signature in black ink that reads "Robert Jenrick." The signature is written in a cursive style and is followed by a horizontal line.

RT HON ROBERT JENRICK MP

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Bradford Council Executive's Budget and Council Tax proposals for 2021/22

For consideration at the meeting of the Executive on 1 December 2020



Council Leader's message

2020 has been a year like no other, the challenge of Covid-19 so deeply affecting us all. That challenge has been met by an equally colossal response by the people of our district.

First and foremost, we offer our heartfelt sympathies to all the families in our district who have so painfully lost loved ones to the virus. The loss of every single person is a tragedy.

We also pay tribute to everyone in the Bradford district who has put in such an incredible response to this emergency. It's been a real team effort, the scale of which has probably not yet fully sunk in. I have been humbled by the work of neighbours, of volunteers and council staff, the voluntary and community sector, nurses, doctors and other public servants – all public service heroes who have worked night and day to keep us safe. Thank you.

The Director of Finance's report sets out just how damaging the pandemic has been to the council's finances, which were already stretched after a decade of Tory Government austerity. The pandemic has hit the council's income, created increased demand for our services and led to more hardship across the district requiring a rapid expansion of support for jobs and the economy.

So we are presenting a strong budget for investment and recovery. Now would not be the time to scale back our ambitions or our support for our communities and businesses. It is a budget in which we increase our resources where they are needed most and in line with our key priorities. It is a budget to support jobs and skills, social mobility, education and culture. It is a budget in which we provide targeted investments to strengthen the support for those who need it. For example, our investment in SkillsHouse will support people to get new qualifications and enhance their career prospects at the time of recovery. Our proposed new Raising Attainment initiative will help children catch up on the learning they lost to the pandemic. And we are proposing to confirm the pioneering Housing First scheme in to our base budget after its successful pilot supporting people to end rough sleeping and address their complex needs. Our proposals also provide much-needed further investment in children's social care and our services for vulnerable adults.

Alongside these new investments, we will also press on with the delivery of our ambitious regeneration plans and climate emergency actions that we set out earlier this year before Covid arrived. These plans are more important than ever as we look ahead to the recovery from Covid-19. We are determined to tackle inequalities and ensure that every child can reach their full potential, whoever they are and whatever their background, and to build a future of new green jobs and world class culture.

We are under no illusions about the scale of the challenge we face, in common with other major cities of the North. Our budget is designed to provide the stability we

need to navigate the perfect storm of drastically reduced income, rising demands for our services and the national economic downturn. The number of children needing our care has reached a record high; we have seen a 76% increase in referrals to our domestic abuse service; we are providing additional support for adult social care, and we have seen a doubling in youth unemployment since the pandemic began. The impact of Brexit is also uncertain, with the Office for Budget Responsibility (the government's independent spending watchdog) forecasting that a no-deal Brexit would reduce economic growth and increase unemployment next year. Whatever changes materialise, we continue to work on our plans so that we can adapt accordingly. For all these reasons, our proposals cover just one financial year.

Our ambitions for the district are undimmed. We have great belief in our people, businesses and partner organisations. Collectively we can work towards a resilient recovery. And our communities can be reassured that we continue to invest to support them and to create new opportunities so that the Bradford district is a natural place for investment at the heart of the North.

Long before the pandemic hit, we have spoken as a Labour council about the need to tackle profound inequalities in our society. Covid-19 has cruelly exposed those inequalities and highlighted the urgent need for action on a local, regional and national level. This is a budget with the pursuit of social justice at its core – we are putting our money where our mouth is by investing more in learning and skills, in services for our children to tackle the unfair divide that starts at birth, in services for our older people and our disadvantaged communities who have been disproportionately hit by Covid. Meanwhile despite the challenges of Covid, we proceed at pace with our transformative capital plans to stimulate new growth and opportunities and address the climate emergency.

As we set out these investments, we call on government to work with us and, once and for all, to make its austerity cuts a thing of the past. We repeat our call on government to make levelling-up a reality and to empower our people to fulfil their incredible potential. These are tough times for many of our residents and tough times for our businesses. We will keep fighting for a fairer deal for the people we serve, who we know have the talents to succeed in a world changed by Covid-19.

Finally I would encourage as many people as possible to have their say in this consultation. It is not easy consulting at a time of pandemic but we need to ensure we do so as widely and as well as possible, so we have asked officers to pull out all the stops in undertaking the consultation albeit in different ways this year. Our approach to the budget and achieving our ambitions is made all the stronger thanks to the contribution of the people we serve. We have a track record of listening and we look forward to hearing everyone's views.

Cllr Susan Hinchcliffe, Leader of Bradford Council

Our new investments

SkillsHouse (£1.019m): We have a successful track record as a partnership of supporting jobseekers into sustained work and businesses recruiting locally through the award-winning SkillsHouse. This proposal will enable us to grow this through interventions to address the immediate job losses of the Covid-19 recession and underlying local need: skills gaps, low pay, low productivity and social inequalities. It will also build the capacity of deprived communities to access training to secure sustainable employment and careers. Growing SkillsHouse is vital so that the system will have the capacity to support jobseekers and employers at a time of increased need and to ensure that the economic recovery is inclusive and sustainable.

Strategy for raising educational attainment – building on the post-Covid recovery (£2.4m): Following Covid-19 there has to be a focus on ensuring the children who have experienced a gap in attending school are not disadvantaged as a result of the pandemic. There is a risk that lockdown has exacerbated inequalities, so we need to work with our schools to address that as quickly as possible. The strategy takes into account the investment to date from the Opportunity Area and the next steps for an approach in partnership with schools, for improving educational outcomes at primary and secondary level. The strategy is designed to extend our work to address the root causes of unequal educational outcomes, such as improving attendance and tackling persistent absence, mastering the basics of literacy and numeracy, using evidence-based methods to equip children to be ready to learn and tackling the digital divide which impedes the progress of disadvantaged children. The ambition is for a five-year strategy to achieve the longer term change that is needed, however given the financial circumstances funding is for one year only in the first instance.

Children’s services demand pressures and improvement plan (£6.5m): The council is working at pace to deliver the necessary significant improvements to our services for children. Our ambition is to build a Child Friendly district in which every child, whatever their background, is given the best possible start in life. This investment will help to secure and accelerate progress and, with additional investment to meet **demographic growth (£0.625m)**, we can serve the increasing numbers of children who need our care and support while also increasing the quality of our work. A number of pressures have been identified, including rising demands for services; increased placement costs; funding for growth in Kinship, Fostering and Special Guardianship Order payments; Fostering/Youth Offending Social Workers staffing, and carer fee payments. Since 2016, caseloads have increased by around 59% and the numbers of Children Looked After by around 50%. Work will continue to ensure that the investment is used in the most efficient and effective way to ensure the best outcomes.

We have also identified a need to invest in **legal support (£0.442m)** and **IT provision (£0.843)** to support stronger foundations underpinning the improvement work in children’s services. Legal services are under pressure from a substantial increase in referrals of children’s social care cases, with a 118% rise in children in care proceedings as well as other increasing caseloads. We have also identified the need for further investment in **SEND Transport Demographic Growth (£0.5m)** to serve the growing numbers of children needing home to school transport.

Safeguarding Pressure (£0.128m): This additional funding is needed to meet the demands and workloads of the service to support the Adults and Children's Safeguarding Boards in delivering their vital statutory functions. Discussions are ongoing with partners and alternate funding is being investigated which may reduce the pressure by the time the budget is set in February 2021.

Culture Investment (£0.258m): We are working with partners to position the Bradford district as a cultural powerhouse in the UK. Funding and resources are being sought from a range of sources but there is a need for further strategic investment from the council to increase capacity and build on this work as we develop a top-class bid for City of Culture and its enduring legacy to benefit everyone in the district.

Housing First (£0.36m): Housing First is internationally recognised as a successful and pioneering approach to tackling some of the most entrenched cases of homelessness by supporting individuals into decent homes and addressing their range of needs. The Bradford programme has demonstrated that this housing model is highly successful locally for these people. We are therefore committed to continuing this work and therefore, following its success, we are now pleased to confirm Housing First as a recurring base budget investment for supporting people off the streets and into more fulfilling lives in the years to come.

Adult Social Care demographic growth (£1.6m): This investment is necessary to meet demand pressures arising from population growth. Additionally, we are proposing additional investment in the **Adults Commissioning Team (£0.5m)** which currently has 6.7 full-time equivalent staff overseeing the value for money of some £137m worth of commissioned care from over 500 providers while ensuring they fulfil Care Act requirements and meet people's individual needs. The team therefore needs the additional resource to carry out this high level of commissioning activity while contributing to the large-scale transformation programme and demand management savings (£8.5m in 2021-22 rising to £13.9m by 2022-23). This investment supports our ambition to efficiently deliver high-quality, modern social care that meets our residents' needs.

Learning & Development and equalities (£1.25m): Our staff have done sterling work this year serving the district at a time of emergency. A workforce is any organisation's best asset and this investment reflects the need to identify, nurture and develop the best talent so that the council can be a top-class employer and serve all our communities with distinction. This is about promoting equality of opportunity, vastly improving our training and development offer to staff and our systems of performance management and, importantly, improving how our services are delivered. This means enhancing our engagement with our own staff, our partner organisations and the communities we serve to achieve our ambition of social justice for all. This investment will support our work to tackle inequalities and ensure excellent opportunities and services for individuals with protected characteristics under equalities legislation, including those with low incomes who are a group that we additionally define as a protected characteristic beyond our statutory duties.

Stronger Communities Team (£0.25m): External funding we previously secured for this important work is due to discontinue from March 2021. The loss of this funding

would have a severe impact on the staffing of the team and the capacity to do the work. The Stronger Communities team is a lead for partner agencies and the voluntary and community sector by building partnerships, coordinating services, facilitating resources to meet community needs and carrying out commissioning work to fulfil the Stronger Communities Together Strategy which aims to increase social mobility and equality of opportunity, economic activity, community safety and community cohesion. The team oversees several grants and vital support to the district's VCS sector which will continue to be supported by this investment. We anticipate further funding from government for this acclaimed work which if it is confirmed may reduce or remove the need for this investment.

Waste services – demographic growth (£0.125m): This investment is to support continuing high levels of service while catering for population growth.

Waste Services demand and lower recycling income (£1m): Domestic waste and recycling tonnages continue to increase annually along with the processing and disposal costs. Market prices for recyclable waste are also extremely volatile and the price per tonne received has reduced in recent years. We are working hard to increase recycling and have good long-term contracts in place for waste disposal, nevertheless we are left with a structural budget shortfall. This investment will address that overspend which is largely unavoidable within the current operating model. Investigations are underway to look at different ways of working and the potential for a further reduction in costs in the future, for example potentially by in-housing more recycling processing by investing capital resources into a more capable materials recovery facility. Work has started on the business case.

Financial Inclusion (£0.05m): The Bradford District Credit Union has worked tirelessly to improve the financial capabilities of the district's residents. This investment will allow them to continue this work and help residents manage their finances especially during these difficult times.

Community Asset Transfers (£0.120m): Our successful transfer of buildings to local communities has enabled many much-loved assets to be saved from the government's funding cuts. There is more work to be done on this agenda and therefore we propose this investment to continue the funding for the Estates Management and Legal Services support required to assess and enable community asset transfers, funding which is otherwise due to run out in 2020-21.

Microsoft Licences (£0 growth in 2020-21, but commitment will lead to a £0.7m increase in budget requirement for 2021-22): The Council's Microsoft licencing needed renewing as it was out of date and unsupported. Non-renewal was not an option. The commitment will lead to £0.7m of additional costs in 2021-22 that will be funded from an IT reserve, however budget growth will be required in 2022-23.

Craft working review (£0.210m): A craft worker review is currently being undertaken into historical pay issues and the outcome will result in additional costs that need to be incorporated into the budget.

Council tax: 1.99% rise plus 3% social care precept: We do not take the decision lightly to propose increased council tax. Many people are struggling due to a decade of austerity, the downturn in the national economy and the impact of Covid. We currently have the lowest council tax rates in West Yorkshire, but we are mindful of the strains on household budgets. Unfortunately, it is government policy to put the onus on to the council taxpayer to fund local services as government reduces its central funding for councils. Bradford's Band D council tax is around 8% lower than the average for Metropolitan Authorities, and approximately 80% of the district's properties are below Band D, therefore the amount we raise from council tax and the social care precept is significantly less than many councils. Nevertheless, while the money raised from council tax does not fill our shortfall in funding it does provide vital funds to maintain valued services that might otherwise be lost.

The social care precept generates ring-fenced funds to pay towards the growing pressures in caring for our vulnerable older citizens. Again this is a national issue, with government acknowledging that they are currently enabling councils to charge a precept in the absence of a national solution to tackle the social care crisis. The funds raised from the precept will solely be used to provide social care.

The 1.99% council tax rise adds £28.41 to a Band D bill, while the 3% precept adds a further £42.84. We are also asking officers to identify all options for council tax and hardship support in the light of any increasing scale of need.

Delivering on our regeneration and climate emergency pledges

Alongside the new investments in this budget, we are also reaffirming our ambitious plans to deliver the transformative schemes set out in last year's budget with our firm commitment to One City Park, Darley Street Market, Bradford Live, the Forster Square station redevelopment, City Village and a vision towards a City Centre Masterplan encompassing a new gateway to the Interchange, a new green park, pedestrianisation, a park and ride for South Bradford, cycle routes from the city centre to Thornton and Bradford to Halifax and our aspiration for a revamped state-of-the-art Queensbury Tunnel. We also invested £324,000 to support Keighley and Shipley's Stronger Towns bids, on which we continue to work with the local boards to develop the best possible propositions.

Our £25m investments for tackling the climate emergency and building a cleaner and greener district include: district-wide LED smart streetlights; a district heat network; rollout of electric vehicles and infrastructure; more renewable energy and hydrogen. We also provided £1m of funding to support community initiatives, such as our flagship plant a tree for every child programme now well underway and making good progress as it engages children and families in this exciting change. This links in perfectly with our ambition to be a Unicef-accredited Child Friendly City and district. Work continues at pace to ensure we deliver on these ambitious schemes.

Our ask of government

The Emergency Covid Support Grant paid to councils this year has been a necessary lifeline. But we still face great uncertainty beyond this year when the impact of Covid-19 will continue to be felt on our balance sheet. Councils asked the government to keep their promise to support them to do “whatever it takes” to tackle coronavirus – but we are concerned that the recent Spending Review fell short. We are reluctantly having to propose the use of significant reserves to balance next year’s budget as we await a more sustainable funding stream that matches our district’s needs and ambitions. The government expects to provide £3 billion in additional support to support local authorities in England for Covid-19 pressures next year. This is much less than the existing funding gap of £6.7bn that councils face – meaning there is still a multi-billion-pound shortfall for local government in 2021/22. So while any extra funding is welcome, council finances remain unsustainable without structural change. We also continue to call for a long-awaited national solution to the social care funding crisis.

The government’s policy to put the onus on to the council taxpayer to fund services continues to concern us. They are asking councils to cover increased costs by raising council tax by 5%. This was the only real tax rise announced in the Spending Review, demonstrating the fact that council tax is being used increasingly to fund public services that really national taxation should cover. We are concerned because this has an impact on the many families in the Bradford district struggling to pay bills. We are also concerned that the government’s approach to council tax is counter to its pledge to level up the country and runs the risk of increasing inequality. Councils serving underprivileged communities raise much less income through council tax rises than councils in wealthier areas, so this risks a postcode lottery. We will continue to lobby government for fairer funding.

Thank you to staff

The Executive would like to place on record our heartfelt thanks to council staff for their tremendous efforts this year. It has been the biggest public health challenge in living memory and you have risen to that challenge. It is thanks to your fortitude and flexibility that we have been able to serve our communities and support our most vulnerable right through from the start of lockdown. As we stated above when describing our new investment in learning and development and equalities, you are our greatest asset. Thank you.

We would also like to thank the Trade Unions whose work in partnership with us has once again proved beneficial as we have steered the council through the challenges of national austerity and Covid. We will continue that constructive partnership as we move forward in meeting our challenges and realising our ambitions for this council and the people we serve.



Report of the Chief Executive to the meeting of Executive to be held on 1 December 2020

Subject:

CT

Final draft Council Equality Objectives and Equality Plan

Summary statement:

It is essential that equality and social justice must be at the heart of everything the Council does. It is important that we seek to operate as an authority and in our District leadership role in a way where everyone has opportunities to achieve their full potential regardless of who they are or where they live.

This report provides Executive with a final draft Equality Objectives, and Equality Plan for approval.

Executive of the 6th October was presented with draft Equality Objectives and a draft Equality Plan that had been developed over the summer through engagement with employees and elected members. This had included focus groups with the Council Management Team and all staff as well as individuals with particular protected characteristics. Consultation was also undertaken with Corporate Overview and Scrutiny Committee of the 24 September.

The draft has been informed by further feedback from the public consultation, as agreed by Executive of the 6 October 2020, that ran, in conjunction with consultation on the Council Plan, from 7 October to 18 November.

The final draft Equality Objectives, and Equality Plan is provided at appendix 1 and the consultation feedback is included as appendix 2 to this report. Following approval of this plan, we will publish it alongside an easy read version.

Equality is central to all our work, we will commit to continue to engage on an ongoing basis with our staff networks, at wider staff engagement events, with our communities and partners. As is good practice, we will be reviewing our performance regularly and will look to review targets and report on progress to Executive on annual basis.

Kersten England
Chief Executive

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Portfolio: Corporate

Neighbourhood and Community Safety

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1. The Council is required by law to comply with the Public Sector Equality Duty set out in S149 Equality Act 2010. Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Council is required to prepare and publish one or more Equality Objectives it thinks it should achieve to comply with its duties under S149 Equality Act 2010 (the Public Sector Equality Duty) and review these every four years.
- 1.2. Executive of the 6th October was presented with draft Equality Objectives and a draft Equality Plan that had been developed over the summer through engagement with employees and elected members. This had included focus groups with the Council Management Team which engaged around 220 staff including individuals with particular protected characteristics. Consultation was also undertaken with Corporate Overview and Scrutiny Committee of the 24 September 2020.
- 1.3. The engagement highlighted that we needed to do more and there was a need to enhance the Council's commitment to the equality agenda.
- 1.4. Executive gave approval to consult on the draft Equality Objectives, and Equality Plan together with the Council Plan, for a period of six weeks from the 7 October to the 18 November 2020. This report provides a summary of the consultation, the responses received and proposes a final version of the Equality Objectives and Equality Plan for Executive's approval.
- 1.5. Whilst the pandemic has likely impacted the number of responses received, we offered various means by which people could feedback to us. In relation to staff, this is in addition to the engagement work undertaken throughout the summer.
- 1.6. Engagement and consultation will continue on equality to support the Council to adjust its actions as required to meet its equality objectives.
- 1.7. In relation to employee engagement, work is underway to ensure that the newly formed staff equality networks are able to inform the Council's equality agenda and actions.
- 1.8. As the Council is an employer, a service provider, a leader and a community facilitator, the Equality Objectives have been developed to reflect this. Objective 1: reflects the Council's leadership role, Objective 2, its responsibility to its workforce. Objective 3, to ensure communities have a voice and influence over what the Council does, and Objective 4, to involve stakeholders and residents in designing and developing the services needed to support our people and District.

2. BACKGROUND

- 2.1. As in previous years, development of the new draft Equality Objectives has run alongside the development of the Council Plan. This was to ensure that both the Objectives and the Council Plan align.

- 2.2. Whilst COVID-19 has impeded business as usual it has also exposed the level and depth of inequality experienced across the UK and across our own District. Across our District we have witnessed more negative impacts being experienced by those on low incomes compared to those who are more affluent. COVID-19 has also thrown into sharp relief the health inequalities endured by people and communities from deprived neighbourhoods when compared to those from more affluent parts of the District¹. In recognition of this, our focus is firmly on the lack of equality of opportunity and attainment experienced across our diverse communities and how we might address this.
- 2.3. In the same way, the Black Lives Matter Campaign (BLM) exposed and raised awareness of the inequality experienced by people from a Black heritage at the hands of law enforcers. Reviewing and using our internal disciplinary and grievance processes will be key in helping us to drive out all types of discrimination from our own organisation and services.
- 2.4. Development of the draft Equality Objectives has also been informed by the Local Government Association Equality Framework, the Stronger Communities' Inclusive Employers project report, the Hays' report, development of the Council Plan 2021-25 and through considerable internal dialogue and engagement with staff and elected members as described in this report.

3. OTHER CONSIDERATIONS

- 3.1. Restrictions imposed to mitigate the impacts of COVID-19 have altered how we have consulted and engaged on our new draft Equality Objectives. The consultation and engagement is described in appendix 2.
- 3.2. Internal engagement to support development of the draft Equality Objectives took place through:
 - Staff focus groups with Council Management Team (including with BAME colleagues, carers, colleagues with disabilities, LGBTQ+ colleagues and female staff)
 - Cross Department Equality Group which brings together colleagues from across the entire authority to discuss equality issues
 - Department Management Teams
 - Council Management Team
 - Development workshops by theme including a range of colleagues at different levels in the organisation
- 3.3. The high level draft Objectives for each of the theme areas are:
 - 3.3.1. **Leadership:** We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour.

¹ Section 11 Background Documents contains evidence and reference data used throughout the report

- 3.3.2. **Workforce:** We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.
- 3.3.3. **Communities:** We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

We will ensure through our Social Value Procurement Policy that more resources are retained in the District to support and invest in our people and our voluntary and community sector.

- 3.3.4. **Service Design/Delivery:** We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

We will aim to contract and commission locally wherever possible so that we can support our local economy. This will help us build a local supply chain connected to its wider social responsibilities and offering high-quality employment and training opportunities to local people, while delivering equitable services that are value for money.

- 3.4. Feedback through the engagement process supported the development of the Objectives across the four LGA Equality Framework themes of Leadership, Workforce, Communities and Service Delivery/Design and in alignment with the Council Plan 2021-25.
- 3.5. Feedback and data showed strong evidence for the actions identified within the draft Workforce Equality Objectives and Equality Plan.
- 3.6. Corporate Overview and Scrutiny Committee of the 24 September 2020 received a report detailing progress made against the current Equality Objectives 2016-20 along with the draft Equality Objectives and Equality Plan. The draft Equality Objectives and Equality Plan were presented for consultation. Feedback and comments from this Committee have been considered and reflected in this final draft Equality Objectives and Equality Plan along with feedback from the wider consultation and engagement exercise.

The consultation and engagement exercise

The consultation comprised an online survey questionnaire that was available for external partners and the public to submit their feedback, an online survey questionnaire with additional questions about Workforce Development for Council staff to submit their feedback and via a series of partner focus groups.

The consultation was promoted in a number of ways including to staff via a news story on Bradnet and an all Council news bulletin email. Externally the consultation was promoted on the Council website, via the Council's social media channels

including People Can, shared on the Keighley and Shipley Constituency pages, and Safer Bradford and through forum sessions. In addition, the consultation was promoted via the Stronger Communities e-bulletin, the People Can e-bulletin and to those who subscribe to the consultation e-bulletins. Community Action Bradford & District (CABAD) promoted the consultation in their Daily Briefing to the voluntary and community sector and via their social media channels. We also worked with the Race Equality Network and the Council for Mosques to promote this consultation.

The consultation was promoted at planned meetings with other strategic boards including at focus groups sessions with a range of internal and external stakeholders.

Partner focus groups were held with members of the Bradford and District Voluntary and Community Sector (VCS) Assembly, Women’s Health Network, CNet equalities forum (including representatives from people with disabilities’ groups), faith groups, young lives forum, volunteer leads, Stronger Communities ambassadors, Safer Communities partnership, equalities and communities strategic group, Race Equality Network and LGBT groups. In addition to this, three focus groups on the Council Plan and Equality Objectives were held with members of the public on the 17th November.

Where there was no option to hold a focussed session the consultation was emailed to the following partnership boards:

- The Parish Council Liaison meeting
- Public Services Executive Group
- Sustainable Development Partnership
- Economic Recovery Board
- Positive Aging Partnership
- Young Lives forum
- Assembly Steering Group
- Bradford District Armed Forces Covenant Partnership
- Anti-Poverty Co-ordination Group

We have received responses to the consultation from 568 people, 438 were via the online survey and a further 130 via the focus group engagement.

- 3.7. Appendix 2 provides a summary of the consultation feedback along with a breakdown of the characteristics of those responding.
- 3.8. The direct feedback received from a local sitting Member of Parliament has also been used to inform the Equality Objectives and Equality Plan.

How feedback has been used to inform the final draft Equality Objectives and Equality Plan

- 3.9. The table below shows how feedback from the consultation and engagement has been directly reflected in the Equality Objectives and Equality Plan:

You said....	We did....
We should remove jargon from the documents	We have provided easier read versions of the

and make them easier to understand	Equality Objectives and Equality Plan to support the consultation and will provide final easier read versions once the Objectives and Plan are approved.
We should add the Education Sector to the partners we will work with to deliver on equality across the District	Under our District wide commitment, and under Objective 1; Leadership and in our Equality Plan we have added: the Education Sector to the partners we will work with to deliver equality across the District.
We needed to promote our commonality as well as ensure discrimination and unfairness was eliminated	Under 'we will be a Council that' we have added: that promotes Bradford District as one and many places, with people who share the same and different aspirations, with people who have a common identity and also hold different identities, as a place with unique individuals and communities who share many of the same values.
We should clarify how many days staff would volunteer to enable them to understand communities and services as this was different under Objective 1 and 3 in the consultation documents	Under Objective 1: leadership we have clarified that 'all staff volunteer two days'.
That digital services and accessibility were important and becoming more so and should be reflected in the Equality Objectives and Equality Plan	Under Objective 4: Service design/delivery: Our Ambition and in the Equality Plan we have added: We aim to provide services, both face to face and digital. The Objective is about ensuring services are designed to be accessible.
That Objective 3 and 4 were similar and asked us to clarify them	We have not changed these Objectives' definitions but have referred this comment to the teams working on those Objectives to consider.
That we should define 'what we mean by inclusive'	Under Objective 4:Service design/delivery, how we will achieve and undertake our key actions will include 1) Developing an inclusive service and policy design guide and in the Equality Plan we have added: On occasion, some services may be 'exclusive' to ensure that all communities have fair access to the services they need.
We needed to add 'web site accessibility' to our plans	We have now included this Under Objective 4:Service design/delivery, in 'How we will achieve this' in 'our key actions'. We have also included in our 'Equality Plan' at Under Objective 4: at 3) Ensuring our Website is accessible so that people can access the information they need via this route.
Should 'Service User Experience' be used to inform service design?	Under Objective 4: Service design/deliver and in the Equality Plan we have added: Services are informed by Service User Experience.
We need to be able to evidence why decisions have been made as may not be what communities want or expect	Objective 1: Leadership commits us to review our Equality Impact processes. In addition, a set of Key Performance Indicators have been developed that will provide evidence against equality actions and support future decisions.

<p>We need to consider those on low income in the Objectives and Plan</p>	<p>Under Objective 2: Achieve a workforce that represents the communities we serve, we have added: As part of the review of our recruitment processes, we will explore how we can collect data about the socio-economic background of job applicants and recruits. Having this data will help us to identify the representation from this group in our workforce and to then identify any action we need to take based on that data</p> <p>Under the Equality Plan Objective 2: Achieve a workforce that represents the communities we serve, under the actions, we have added: We will explore how we can collect data about the socio-economic background of job applicants and recruits.</p> <p>Under the Equality Plan Objective 2: Achieve a workforce that represents the communities we serve, under success measures, we have added: Process in place to collect and use data to inform action to address any issues identified about the level of representation of people from lower incomes applying for and being recruited to Council jobs.</p> <p>Under Objective 4: Develop an inclusive design guide, we have added the requirement to address barriers to access for low income individuals and families.</p> <p>We have also added the requirement to address these barriers in the action plan</p>
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3.10. A summary of all feedback received is available at appendix 2 to this report.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. The revised final draft Equality Objectives propose that there is “a renewed commitment to and investment in career development, training and progression opportunities for staff. This is to include offering more apprenticeships and providing paid support towards qualifications to develop new and existing talent, with positive action to address the disproportionately low numbers of staff progressing to higher levels who are BAME or with other protected characteristics such as LGBTQ+ and disabilities”.
- 4.2. This will include a specific HR staffing resource to focus on this issue. This will have an additional burden on Council resources that will need to be considered.
- 4.3. To help deliver the proposed objectives, an additional £1.25m is being proposed in the budget for equalities and workforce.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. 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 equality 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

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 –

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- 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
- 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.

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.

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.

- 6.2. Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Council is required to prepare and publish one or more Equality Objectives it thinks it should achieve to comply with its duties under S149 Equality Act 2010 (the public sector equality duty) and review these every four years.

7. OTHER IMPLICATIONS

7.1. EQUALITY & DIVERSITY

- 7.1.1. The Council must give 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 set for the coming years will enable the Council to focus on key areas where improvement is required.
- 7.1.2. All reports which contribute to the delivery of an Equality Objective currently require a supporting statement acknowledging this fact. This has enabled Committee Members to appreciate more broadly the work taking place to deliver against the Equality Objectives, in addition to the annual progress updates.
- 7.1.3. An action linked to the new draft Equality Objectives for consultation is for the Equality Statements in reports to be more prominent. This is aimed at ensuring equality is at the forefront and not an afterthought. A further action is to review the process for undertaking Equality Impact Assessments. The aim of this action is to ensure all officers undertaking the assessments are clear on what is required and that all negative impacts of changes to services, policies etc. are also recorded and not just where the impact of a particular change is considered to disproportionately negatively affect individuals or communities who share a protected characteristic.

7.2. SUSTAINABILITY IMPLICATIONS

There are no sustainability implications from the proposal to consult externally on the draft Equality Objectives.

7.3. GREENHOUSE GAS EMISSIONS IMPACTS

There are no gas emission impacts from the proposal to consult externally 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.

7.5. HUMAN RIGHTS ACT

There are no Human Rights Act impacts from the proposed Equality Objectives and Equality Plan.

7.6. TRADE UNION

Some of the actions supporting the proposed Equality Objectives and Equality Plan are in connection to the workforce, both in development, training and diversity. Trade Unions will be consulted on the equality elements of the workforce development programme and across actions within the Equality Plan.

7.7. WARD IMPLICATIONS

There will be no specific implications on any one ward as the Equality Objectives have a district-wide impact.

7.8. IMPLICATIONS FOR CORPORATE PARENTING

Some of the specific actions relating to the draft Workforce Equality Objective may support our corporate parenting responsibility.

7.9. ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

This does not apply

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

Members of Executive are recommended to:

- 9.1. Approve the final draft Equality Objectives and Equality Plan as outlined in Appendix 1.
- 9.2. Instruct officers to make arrangements to implement and monitor action against the Equality Objectives as outlined in the Equality Plan.
- 9.3. Instruct officers to report progress towards achieving the Equality Objectives to Corporate Overview and Scrutiny Committee every six months and to Executive Committee in 12 months' time.
- 9.4. Instruct officers to report findings and recommendations from the LGA review of the Council's equality arrangements, as outlined in the Equality Plan, to this Committee as soon as is practical following the review.

10. APPENDICES

Appendix 1: Final draft Equality Objectives and Equality Plan

Appendix 2: Summary report of consultation and engagement exercise feedback that has informed the Equality Objectives and Equality Plan

11. BACKGROUND DOCUMENTS

- [Bradford Metropolitan District Council - Agenda for Executive on Tuesday, 6th October, 2020, 10.30 am](#) – Document CE - Proposed consultation to support development of Bradford Council's Equality Objectives and Equality Plan.
- Bradford Council's Equality Objectives Overview - <https://www.bradford.gov.uk/your-Council/equality-and-diversity/bradford-Council-s-equality-objectives/>
- Local Government Association Equalities Framework for Local Government - [Equality Framework for Local Government | Local Government Association](#)
- [UK Workplace Equality Index | Stonewall](#)
- Report of the Assistant Director Office of the Chief Executive to Corporate Overview and Scrutiny Committee 24 September 2020 - Annual progress report on the Council's Equality Action Plan 2016-2020 and consultation on draft Equality Objectives for 2020-2024 - [Agenda 24th September 2020](#)
- Hay's Report contained in [Talent Management a Workforce Development Programme for Bradford Council - COSC 12 August 2015](#)
- [Equality Act 2010 | Equality and Human Rights Commission](#)
- [Bradford District Public Health Joint Strategic Needs Assessment](#)
- [Bradford Council Workforce Profiles](#)
- C-SAG First 1000 BiB Covid-19 survey summary report: <https://www.bradfordresearch.nhs.uk/wp-content/uploads/2020/07/BiB-Covid-19-First-1000-Briefing-V2.0.pdf>
- Bradford Institute for Health Research: [Covid-19 - BIB research findings and resources](#)
- [Bradford Metropolitan District Council - Agenda for Executive on Tuesday, 6th October, 2020, 10.30 am](#) – Document CE - Proposed consultation to support development of Bradford Council's Equality Objectives and Equality Plan.

Appendix 1: Final draft Equality Objectives and Equality Plan

Bradford District Draft Equality Objectives

Overview

Bradford is a diverse District, home to 534,000 people, a third of whom are Black, Asian or Minority Ethnic (BAME), one in five are of Pakistani heritage and, at the 2011 census, one in four people were of the Muslim faith. The District is home to significant numbers of people from Eastern Europe and some 150 plus languages are spoken here. It is the UK's youngest city with almost a quarter of people aged under 16 and a third of the population are aged under 20 years-old. Our District is geographically diverse, two thirds rural, with a large city and towns and villages each with their own often very strong, identities.

The District's youth and diversity represent significant assets offering a wide range of skills, innovation and experience, connections to global markets. huge productive potential and a rich cultural and community life. Work with and between our diverse communities has led to Bradford being assessed as among the world's leading intercultural cities. There are however, some stark differences in outcomes with marked contrasts between different areas with some high levels of deprivation alongside areas of significant wealth and affluence.

Overall, some 266,000 people live in the District's most deprived areas and 30.9% of children live in poverty. Social, economic and health inequalities are real challenges, reflected in the fact that there is an average of 9.1 (9.5 England) years' difference in life expectancy for male residents in the most affluent and the poorest parts of the District and 8 (7.5 England) years for women. Many people are affected by a combination of different dimensions of inequality e.g. income, ethnicity, gender, sexuality, faith or disability. For example, a third of the population is BAME with a large Pakistani and Bangladeshi populations. Bradford has over 67,000 people in the lowest skilled occupational groups – research shows that nationally 41% of Pakistani and Bangladeshi employees work in those same lowest paid groups, far higher than any other ethnicity.

In order to maximise the benefits of our youth and diversity we must build an inclusive organisation and District that actively recognises the contribution that people from different backgrounds make to all aspects of life. But being truly inclusive is not just about welcoming different contributions. Inclusion also means actively tackling inequalities and advancing greater equality, as well as fostering good relations between different people. Inequality comes with social, economic and environmental costs and has a significant impact on the delivery of public services. Inclusion means removing the barriers – physical, economic or social– that hold people back, so that everyone is and feels a part of the District.

The promotion of equality and social justice is clearly in everyone's interests and must therefore be at the heart of decision making. Equality is an intrinsic part of the job of every Elected Member and Officer and this needs to be accompanied by us all understanding

our District, our people, our communities and our rich cultures along with the inequity that many of our people face on a daily basis. Through this understanding we will be able to ensure our focus stays on making Bradford District a fair and equitable place for all our people.

Equality and social justice must be at the heart of everything the Council does because they are key to the successful and effective delivery of services, the achievement of better outcomes for everyone and the development of a sustainable and inclusive economy. Our Equality Objectives and the plans that sit alongside them are there to help ensure equality is mainstreamed throughout the organisation.

The Equality Act 2010

The Equality Act 2010 requires us to have Equality Objectives, which are monitored and refreshed every four years. The general equality duty requires us to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation, and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

Our Equality Objectives and Equality Plan set out both how we will meet our statutory obligations under this duty and how we plan to go further than those obligations. Creating a successful inclusive place also means recognising that inequality is complex and there are other causes of inequality and exclusion than just those characteristics protected by law.

Tackling inequality

Many people in Bradford District live with the affects that significant inequality brings, from a lack of opportunity through to reduced lifespans, that is linked to one or more of their characteristics that are protected under the Equality Act 2010. These protected characteristics are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In addition to this, Bradford added low income as an additional protected characteristic, reflecting the fact that many people in our District live in poverty.

The COVID-19 pandemic has brought existing inequalities in opportunity, health and life chances into sharp relief and threatens to widen existing gaps and create new inequalities.

The Black Lives Matter Campaign (BLM) has raised awareness of the often negative and disproportionate use of force and deadly force by some law enforcement officers against people from a Black heritage. That some public sector employees, through their actions, believe this treatment is justified indicates there is an additional layer of discrimination and inequality faced by people from these communities.

A District Wide Commitment

Promoting diversity, preventing inequality and tackling discrimination is not solely the responsibility of the Council. Our approach will also consider the wider partnerships we operate in. Whether this is with other public sector bodies, such as the NHS or the Police, our community and faith sector partners, our partners in the Education Sector or our business community. As part of our new Wellbeing Board, will create a new cross partnership, multi-agency, equality group that will work to promote an equal and inclusive approach across the whole of the District.

Our key themes

Our headline objectives are focused on four themes. These themes reflect the Local Government Association (LGA) Equality Framework for Local Government 2020 which is designed to help Councils plan, implement and deliver equality outcomes.

Our Equalities Themes			
<p>Leadership and Organisational Commitment</p> <p>The overall approach the council takes to ensure that equalities is at the heart of decision making and promotes equal opportunities for everyone in the District to achieve their full potential.</p>	<p>Workforce</p> <p>Ensure that our employees feel equal and included and more comfortable. That employees are supported to reach their potential, are not subject to any unfair disadvantages regardless of their background and / or characteristics and are representative of the communities that they serve.</p>	<p>Community</p> <p>Action to support the creation of a place where everyone feels that they belong, are understood, feel safe and are able to fully participate in and contribute to the economic, social and civic life of the District</p>	<p>Service design –</p> <p>Ensure that all our services are designed in an accessible and an inclusive way including co-production with local people and organisations. This includes an approach to procurement and commissioning that values equality and diversity and Everyone in the district has the information they need to access services</p>

Our objectives

Our objectives cut across our four themes.

Objective 1:

We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour

Our Ambition:

An organisation with good leadership invites challenge and creates an environment where people can be comfortable that they can reach their full potential, no matter what their background is. We must all live and breathe this agenda if we are to deliver change and everyone has a part to play. This means that whilst we need to eliminate any unconscious bias and lack of cultural awareness at the top of the organisation, we also need to ensure that everybody has access to training and education on these issues. We need policies that promote better cultural understanding but also eliminate workplace discrimination including racism, homophobia, transphobia, sexism and disability discrimination.

We will be a Council that:

- provides open, visible and accountable leadership on the issues of equality and diversity across Council services and more widely across the District.
- has an environment where our people are empowered and can be confident they can offer their opinions and raise concerns in a safe, neutral environment.
- has a workforce that understands the District and the communities we serve and champions equality strategically ensuring this is a key goal throughout organisation and partnerships.
- ensures decision making is consulted on appropriately and communicated clearly and underpinned by evidence.
- that promotes Bradford District as one and many places, with people who share the same and different aspirations, with people who have a common identity and also hold different identities, as a place with unique individuals and communities who share many of the same values.

How we will achieve this?

Over the next four years, we will take a number of actions to achieve this. **A detailed action plan is included in Annex A.** Our key

actions include:

- 1) **Developing open and accountable leadership** – Equality and fairness must be at the heart of everything the Council does because the successful delivery of services and better outcomes depends on it. Equality will be a regular item for discussion at all levels of the organisation. To ensure we are understanding our strengths and weaknesses as an organisation, we will invite the LGA to conduct a peer review of our organisational approach on equality and action the subsequent recommendations. Performance management procedures to be reviewed and made more robust, incorporating best practice from other organisations, including consideration of linking performance to pay starting with Strategic Directors and Assistant Directors. All managers will have a performance measure in their appraisals on how well they have delivered on equality and empowered their staff to succeed. We will also work with our partner organisations including the NHS, the Police, the Fire Service and the Voluntary Sector along with colleagues and partners in the Education Sector to create a group to champion equality across the District.
- 2) **Creating Safe places to speak, be heard and build trust** – we will increase visibility of senior management to listen to our workforce with lived experience of protected characteristics. Review the Council’s disciplinary, grievance and whistleblowing procedures and look to implement best practice and monitor performance. Ensure that staff are supported to form and sustain self-organised groups configured round protected characteristics.
- 3) **Supporting our workforce to understand the District and champion equality** – including implementing enhanced equality training that is available for all staff and Elected Members incorporating lived experience in training.
- 4) **Ensuring there is zero tolerance for discriminatory behaviour** – we will ensure our review of disciplinary procedure reflects that discriminatory behaviour is wholly unacceptable, imposing the most severe sanctions for proven serious cases or repeated behaviour.
- 5) **Ensuring decision making is informed by engagement, consulted on appropriately and communicated clearly and underpinned by evidence** – We will develop an easy to use corporate toolkit to help to ensure all services and consultations with the public have equality and fairness as a fundamental principle. This will lead to a revised approach to Equality Impact Assessments.

Objective 2:

We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.

Our Ambition

Our aim is to create an environment where equality and inclusion is at the heart of everything that every employee does. We seek to foster a workforce culture that is inclusive, transparent and accountable, and one in which there is zero tolerance for discriminatory behaviour, unconscious or not.

We do not want services full of employees who think and sound alike. Therefore, we must look beyond bias and seek out talent from all areas and backgrounds so that our talented employees are valued irrespective of who they are and any visible or non-visible differences in order to allow everyone to reach their full potential. We want to see an open, inclusive environment where the best people, full of ideas and enthusiasm, can thrive irrespective of who they are.

We will ensure that every talented, committed and hard-working employee has the opportunity to rise to the top, whatever their background and whoever they are.

We will develop our workforce, support and encourage our employees to share their lived experience through staff engagement sessions and periodic surveys. We will listen, and act to remove barriers to success and create an environment and development that supports our workforce to flourish.

We want every employee to know and understand our Equality Objectives. Whilst we are already on this journey and have begun to embed some of the recommendations from recent reports, such as the Hay Report. We recognise there is more to do and this is reflected in this action plan.

How we will achieve this

Our key actions will include:

- 1) Ensure that every employee feels included, is able to bring their whole self to work and that barriers to success are removed.** This will be done through staff engagement, review and refresh of policies, procedures and effecting culture change. We will develop and implement a new People Strategy and a people (HR) policy review cycle and consult widely with staff networks and trade unions.
- 2) Supporting every employee to reach their full potential** through our approach to learning and development. We will Achieve a minimum number of 5 learning and development days per year per employee. We will increase diversity in senior grades (Special Grades and above) through talent development programmes. We will also refresh our management and leadership development programmes, which will equip our managers and leaders with the knowledge and confidence to support their staff. We will produce

ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap. We will also increase completion of equalities awareness through mandatory equality and diversity training.

- 3) **Achieve a workforce that represents the communities we serve** across all levels through our approach to talent attraction, recruitment and selection and talent development. We will work to ensure we have diverse interview panels. We will review job descriptions, adverts and selection practices that can act as a barrier to some groups. As part of the review of our recruitment processes, we will explore how we can collect data about the socio-economic background of job applicants and recruits. Having this data will help us to identify the representation from this group in our workforce and to then identify any action we need to take based on that data. We will increase the representation of BAME employees at senior grades (special A and above), with more representative LGBTQ+, Disability and ethnically diverse backgrounds, and to increase the proportions of staff self-declaring. This will include monitoring and reporting our performance on recruitment and workforce diversity to monitor increased diversity through attraction, recruitment and selection processes and development programmes.
- 4) **Provide a central budget to allocate resource to support learning and talent development.** We will put forward a business case for additional Human Resources resource investment to focus on organisational learning and development and talent.

Objective 3:

We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

We will ensure through our Social Value Procurement Policy that more resources are retained in the District to support and invest in our people and our voluntary and community sector.

Our Ambition

We aim to be a Council that works closely with and for our communities in a way that has the greatest possible impact given our resources and influence to tackling inequalities, challenging discrimination and racism. We will work to support zero tolerance to hate crime in all its forms.

We know that when we understand and work closely with our communities and empower them to be involved in design and delivery we can provide better and more equitable services. We have seen this in our work already through the development of the new Sedbergh Centre. This involved all stakeholders from across all protected characteristics. It has meant that provision is aligned with the needs of and accessible to all who may use the centre.

We recognise we need more examples like this and need to create space for participation and involvement that goes beyond consultation, seeking opportunities for continuous dialogue and where all voices and their different perspectives and backgrounds are heard and recognised at every level.

Our ambition is that we will become a council that fosters trust of, and between communities, and that increases our own interaction and engagement with communities to improve our own understanding. We will also up skill our workforce to do this better, utilising local and community expertise where we have it.

We will work with communities to build their confidence to take more active roles in the life of the District, enabling them to benefit from what the District has to offer.

We will aim to retain as much resource in the District as possible to support and invest in our people and our voluntary and community sector.

How we will achieve this

Our key actions will include:

- 1) **Ensuring people are engaged, involved and consulted and are able to participate.** We will have a review of our existing approach to engagement and consultation. This will aim to ensure that space is provided for people to be heard at all levels and barriers to participation are removed (including those barriers experienced by people on low incomes); whilst creating opportunities for people to fully participate and get involved in decisions that affect them. We will ensure that staff receive the appropriate training to facilitate this.
- 2) **Bridging the gap between staff and the people we serve;** Create space for staff to engage and interact with people who are different from them, through volunteering across services or in the local Voluntary and Community Sector where engagement with communities is regular, sharing stories of our communities and the impact we make.
- 3) **Empowering people to challenge discrimination, prejudice and racism;** We will increase mutual respect and understanding as well as tackle victimisation, harassment and discrimination by having a zero tolerance policy in all of our public spaces. Staff will understand different ways to engage communities, join up and share learning from different services, learn how to challenge respectfully through our Anti-Rumour and Critical Thinking and report hate speech and crime training.
- 4) **Providing space for children and young people to contribute –** We will use mechanisms to encourage children and young people to contribute to discussions in a safe and supported way.
- 5) **Retaining resources in the District to invest in our people and our voluntary and community sector –** We will use our Social

Value Procurement Policy to ensure that the 'social value' requirement of those we contract and commission is used, wherever possible, to invest in our people and our voluntary and community sector.

Objective 4:
We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

We will aim to contract and commission locally wherever possible so that we can support our local economy. This will help us build a local supply chain connected to its wider social responsibilities and offering high-quality employment and training opportunities to local people, while delivering equitable services that are value for money.

Our Ambition:

We aim to provide services, both face to face and digital, that meet the needs and are accessible to individuals across all our communities, regardless of whether we provide these services directly or procure them through contracts and commissions, by involving stakeholders in their design and commissioning through co-productive mechanisms.

We will actively consider the needs of children and young people in the design and delivery of our services by ensuring we follow Child Friendly criteria and encouraging direct input, where appropriate, from children and young people into service design.

We will consider how barriers that prevent people on low income, and those who share protected characteristics, from accessing services can be removed in the design and delivery of services.

We will use our knowledge of Bradford District and our communities in conjunction with engaging with stakeholders to create the best services possible within our resources.

We will provide information about our services in a range of accessible formats so that all our communities and individuals have the information they need to find and access the services available to them.

How we will achieve this

Our key actions will include:

- 1) **Developing an inclusive service and policy design guide** that will provide service managers with a suite of tools to: ensure appropriate engagement and involvement with all stakeholders, use of existing information and data, and other criteria to be considered, such as ‘Child Friendly’ criteria, when designing, contracting or commissioning, services or policies, being aware of and addressing barriers to access for low income individuals and families and those who share other protected characteristics. On occasion, some services may be ‘exclusive’ to ensure that all communities have fair access to the services they need
- 2) **Adopting the Accessible Information Standard across the whole of the Council** to ensure that information about services is easily understandable by our residents and enables them to learn about services that might support them and how to access those services
- 3) **Ensuring our Website is accessible** so that people can access the information they need via this route
- 4) **Ensuring our suppliers and commissioned providers of services** adhere to relevant equality legislation and use good practice required by us. As part of this, we will also aim to ensure we increase our spend on external services with suppliers in the District.
- 5) **Ensuring our suppliers and commissioned providers of services, as far as possible, reflect our diverse communities in their workforce and are based in the District.**
- 6) **Improving our understanding of all our service users and their needs regardless of their protected characteristic or income.**

Monitoring, reporting on progress and further review of objectives

It is essential that we monitor our performance against our Equality Objectives and continue to challenge progress over time. We intend to monitor our progress against a number of KPIs, including:

- Percentage of senior staff (special A and above) with equality targets
- Increased diversity and representation of protected characteristics in our workforce in all grades. This includes increasing the representation of BAME employees at senior grades (special A and above), with more reflective LGBTQ+, Disability and ethnicity data, and to increase the proportions of staff self-declaring.
- Increased staff satisfaction results (to be baselined).
- Completion of equalities awareness training
- Number of protected staff groups supported
- % of staff at different grades
- Equality data collected in services showing a wider spread of usage by people across all our communities.
- Reduction in the number of complaints about service provision

- We meet our target to increase Council procurement spend going to local suppliers.

To report on this, we plan to:

- Publish an annual report on our progress against our Key Performance Indicators (KPIs) with a summary of what we have achieved against our action plan
- Hold an annual event with staff, partners and our communities to celebrate success and challenge where we need to go further.
- At a political level, this work will be scrutinised at Corporate Overview and Scrutiny committee annually
- As part of our annual reporting of equality and inclusion, identify socio-economic trends which can focus our future efforts and reduce socio-economic inequalities. This will be linked to our wider Council Plan.

External challenge

It is clear that our management against progress has the danger of being subjective. We need to ensure that we are open to challenge from outside. Therefore, we will be inviting the Local Government Association to conduct a peer review on all aspects of our overall approach to equality during 2021. This will include an assessment of our position on the Equality Framework for Local Government. We will amend our Equality Objectives to reflect any recommendations that are made by this review.

Annex A: DRAFT Equality Plan

Objective 1: We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour		
Desired outcome	Action	Success measure
Open and accountable leadership.	Equality and diversity performance targets will be agreed with all members of senior management (service head level and above).	Percentage of overall performance appraisals with an equality and diversity target.
	Performance management procedures to be reviewed and made more robust, incorporating best practice from other organisations, including consideration of linking performance to pay starting with Strategic Directors and Assistant Directors.	
Safe places to speak, be heard and build trust	Renew focus at the Health and Wellbeing Board on equality and develop a shared vision of equality across all partners.	Equality group set up and work is embedded and monitored through the District plan.
	Use our partnerships to drive businesses and organisations in the District to look at their own Diversity and Inclusion objectives	
Safe places to speak, be heard and build trust	Self-organised staff groups to be encouraged, resourced and facilitated by the Council, in particular for officers who share protected characteristics or other challenges or interests in common. Each group to be sponsored by Council Management Team and feed into wider equality work.	Staff groups created and feedback/ survey from these groups demonstrate they are valued by their members and are having an impact.
	Review Council's disciplinary, grievance and whistleblowing procedures and implement best practice. Publicise the existing progress, the review and any future changes to it through the internal communications processes	
	Ensure robust accountability of grievance process to reflect this is a shared responsibility for all, including monthly reports from Strategic Directors to the Chief Executive and Leader on grievance processes by directorate.	Grievance review completed Reduction in average time to complete grievances

Objective 1: We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour

Desired outcome	Action	Success measure
	<p>Increase visibility of senior Council staff.</p> <p>Hold a series of sessions to connect people with different backgrounds to senior leaders share lived experiences. Proactively look to create safe spaces to support difficult conversations to take place so that the organisation can seek to address any unequal treatment in whatever form that might take.</p>	
A workforce that understands the District and champions equality	<p>Invest in and introduce innovative equality and diversity training or awareness methods as soon as possible. These methods should effectively challenge attitudes, behaviours and bias (conscious and unconscious).</p> <p>Review our induction programme to ensure that all officers are aware of Bradford District and its diverse communities when they enter a role at the Council.</p>	
	All staff volunteer two days a year across the service where staff can interact and engage with communities.	
	Capture stories of our communities and the impact we make, particularly emphasising where finance, legal and procurement play a role to make this happen.	

Objective 2 - We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.

Desired outcome	Action	Success measure
Ensure that every employee feels included, are able to bring their whole self to work and that barriers to	Undertake staff engagement through staff surveys and also, re-establishment of self-organised/directed staff networks groups.	<p>Improved satisfaction results</p> <p>Improved workforce diversity particularly at senior grades</p>

Objective 2 - We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.

Desired outcome	Action	Success measure
success are removed.		
	Review and refresh of policies and procedures and in-sourced HR Advisory approach	Employee Relations case durations reduced
	Develop and implement a new People Strategy and policy review cycle	
Supporting every employee to reach their full potential through our approach to learning and development.	<p>Complete refresh of talent development programmes</p> <p>Refreshed equality and diversity training that includes unconscious bias and cultural awareness</p> <p>Management training programme developed</p> <p>Refresh our management and leadership development programmes</p> <p>Introduce mandatory Ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap</p>	<p>Minimum number of 5 learning and development days per year per employee</p> <p>Increase percentage of diversity in Special Grades achieved through talent development programme</p> <p>Increased completion and equalities awareness through mandatory equality and diversity training</p> <p>Management and leadership development programme/s in place and performance reported</p>
Achieve a workforce that represents the communities we serve across all levels through our approach to recruitment and	<p>Review approach to attraction, recruitment and selection and remove barriers.</p> <p>We will explore how we can collect data about the socio-economic background of job applicants and recruits.</p> <p>Mandatory diverse interview panels are expected.</p>	<p>Increase diversity in senior grades</p> <p>Increase self-declaration rates</p> <p>Improve recruitment processes</p> <p>Monitor and report performance on recruitment and workforce diversity and increases through</p>

Objective 2 - We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.

Desired outcome	Action	Success measure
selection and talent development.		<p>recruitment and selection and promotion with specific targets for the % of BAME staff at each of the grades of SpA, SpB, SpC and SpD and overall targets for % of staff with specific protected characteristics at senior manager level (SpA and above), with targets as follows:</p> <ul style="list-style-type: none"> • 33% of employees from BAME backgrounds • 27.8% of top 5% employees by income from BAME backgrounds • 65% of top 5% employees who are female • 2% of employees from LGBTQ+ backgrounds • 5.4% of employees who have self-declared they are disabled. <p>Process in place to collect and use data to inform action to address any issues identified about the level of representation of people from lower incomes applying for and being recruited to Council jobs.</p>
Learning and talent development supported	Develop business case for additional Human Resources resource investment to focus on organisational learning and development and talent	Additional resource agreed and workforce objectives achieved

Objective 3: We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

We will ensure through our Social Value Procurement Policy that more resources are retained in the District to support and invest in our people and our voluntary and community sector.

Desired outcome	Action	Success measure
People are consulted, involved and participation is enabled.	Easy to Read Guide (check list) is provided on how to effectively carry out consultations and surveys.	Statistically valid response rate increased Geographic and diversity of respondents is reflective of population.
	Review and publicise more effectively the different routes in which communities can get involved in the Council and this is promoted widely via People Can and BDMC website.	Website tracks engagement levels through traffic data and enquiries sent.
	Review our decision making processes and how we involve diverse communities.	Involvement of diverse communities is increased.
	Work with commissioning and procurement on different ways to involve people in decision making such as participatory budgeting.	Involvement of communities in decision making is increased.
	All Boards will commit to a set of diversity, equality and inclusion principles and measures for example, all will need to appoint local people that reflect the make-up of the District.	Target is set for each partnership and monitored.
	Mechanisms in place to encourage and enable under-represented groups to contribute to discussions in a safe and supported way	Involvement of communities in decision making is increased.
Decision making is communicated Build capacity and understanding of working with	All staff volunteer two days a year in the VCS.	Social value indicator
	Deliver and promote accessible services for all; by reviewing bi-annually accessibility and equality needs through peer to peer service reviews, for example a day interviewing staff.	Services reach satisfactory, good or excellent.
	We will understand the impact of our decisions and develop	

Objective 3: We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

We will ensure through our Social Value Procurement Policy that more resources are retained in the District to support and invest in our people and our voluntary and community sector.

Desired outcome	Action	Success measure
communities Decision making is communicated	clear mitigation reducing any negative impact by logging all decisions clearly with their equality impact. All staff are trained and supported on how to complete Equality Impact Assessments.	
Hate crime is reduced/ eradicated	Communicate our decisions in a balanced and sensitive way by ensuring that staff understand what could be interpreted as inciting community tensions and using up to date terminology.	Increased confidence. Increase understanding.
People are empowered to challenge discrimination, prejudice and racism Hate crime is reduced/ eradicated People are empowered to challenge discrimination, prejudice and racism	Continue to work with partners to operate zero tolerance to hate crime in all its forms across our District	Hate crime decreases. Hate crime reporting increases.
	Ensure that our communities and staff that work in customer service facing roles are trained on effective facilitation, reassurance and mediation.	Increased confidence Number of complaints reduced.
	All staff actively promote the use of 'District Shared Values'. Staff are held accountable to the values in their annual appraisals. Communities and District Partnerships sign up to these.	Number of appraisals successfully completed. Reduction of discrimination cases.
	All staff feel confident to report hate speech and hate crime. Staff are trained on the Anti-Rumour and Critical Thinking campaign. All staff know how to implement a zero tolerance policy if they see or hear a service user or resident being affected.	Increased confidence. Increase understanding. Reduction of discrimination cases. Hate crime decreases.

Objective 3: We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

We will ensure through our Social Value Procurement Policy that more resources are retained in the District to support and invest in our people and our voluntary and community sector.

Desired outcome	Action	Success measure
		Hate crime reporting increases.
Data and intelligence is gathered and shared to inform and improve services People get along together across communities Data and intelligence is gathered and shared to inform and improve services	Promote good relations between and across communities by ensuring that services do not exclude groups and where possible opportunities for social mixing are created.	Increased confidence. Demographics of participants accessing services.
	Carry out a review service by service on what data is currently being held and what intelligence is collected and where it is stored.	
	Agree a minimum data set and measures for each service particularly protected characteristics.	
	A central platform is developed enabling the Council and partners to access information.	
Retain resources locally to support our people and voluntary and community sector		

Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

We will aim to contract and commission locally wherever possible so that we can support our local economy. This will help us build a local supply chain connected to its wider social responsibilities and offering high-quality employment and training opportunities to local people, while delivering equitable services that are value for money.

Desired outcome	Action	Success measure
Services meet the needs and are accessible to our communities	Develop an inclusive service and policy design guide that highlights the need to address barriers to access for low income individuals and families along with highlighting barriers to be removed for people who share other protected characteristics. This will include content on digital services, their inclusivity and the potential barriers to access. The guide will also define when provision may be 'exclusive' to support fair access to services.	Participation in the design stage Equality data collected by services on usage Complaints about access to services Complaints about delivery of services
Ensuring our Website is accessible	Complete the programme of work to ensure the whole public Council website conforms with legislative requirements on accessibility	Passes user testing exercises and meets XX accessibility standard
Children's needs are reflected in our services	Include Child Friendly criteria in the design guide	Newly designed services/policies meet UNICEF's Child Friendly criteria
	Develop mechanisms to enable children and young people to directly input into service and policy design	Participation in the design stage
Service design and delivery has been informed by knowledge and evidence	Services are informed by service user experience	Evidence service user experience reflected in service design
	Ensure knowledge and evidence is available to support service and policy design	Equality data collected by services on usage
	Review the Equality Impact Assessment process	Equality data collected by services on usage
Communities are aware of services available to them and how to access	Adopt the Accessible Information Standard across the Council	External review of a bundle information we provide – via service leaflets, targeted information, , social media, web sites etc.

Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

We will aim to contract and commission locally wherever possible so that we can support our local economy. This will help us build a local supply chain connected to its wider social responsibilities and offering high-quality employment and training opportunities to local people, while delivering equitable services that are value for money.

Desired outcome	Action	Success measure
them		
Externally provided services and commissions adhere to equality legislation and our own requirements	Ensure contracts and commissions are monitored	Rate of compliance with equality requirements in contracts/commissions
External providers reflect diversity in their workforce/are based in the District	Reflect in commissioning and procurement processes	Workforce data/location of offices/factories
More of our commissions and contracts are awarded locally	Reflect in commissioning and procurement processes	% of commissions/contracts awarded locally Increase in proportion of local procurement spend to 50% over the four years to 2024

Appendix 2: Summary of consultation and engagement feedback

1. Overall Summary of consultation and engagement feedback

- 1.1. Feedback received from across the whole consultation and engagement exercise was consistent in terms of comments made about the draft objectives, the Council's past performance in relation to equality, equity of service provision, support for people and staff with specific protected characteristics, the need for accessible information for all and suggestions about what the Council could do to support equality further.
- 1.2. Although response rates to both the Council staff (193) and partner and public (245) surveys have been lower than anticipated, the consistency in views and broad support expressed across all methods of engagement used suggest the Objectives and Plan have broad support and that the feedback received is adequate for us to take action against.
- 1.3. Reasons for the low response rates could be due to:
 - the need to offer only virtual routes to feedback due to the Covid-19 pandemic.
 - Partner organisations working remotely
 - Work pressures due to Covid-19
 - Inability to promote the consultation through usual mechanisms used
 - People not seeing this as a priority during the current pandemic.
 - Staff and others not having trust in the Council
 - Access to required technology to take part
- 1.4. In addition to the online surveys other engagement mechanisms were also used to get a views from different stakeholders including the public, partners and staff.
- 1.5. What is clear from the feedback received is that the majority of all respondents to the survey and those consulted via focus groups and meetings agreed with the broad objectives of the Equalities Plan. They agreed that if the Equality Objectives are implemented then the Council will be able to ensure that it employs a workforce representative of the District's communities, services that meet the needs of all communities and that have had input from our communities in their design.

2. Summary of feedback on Objective 1: Leadership

Online survey

Staff (68%) and respondents to the public online survey (75%) agreed that by following the Objective 'We will lead the Council and the district in an open, visible and accountable way with zero tolerance for discriminatory behaviour', the Council would operate in a more equal way. At 21%, a sizable percentage of all respondents were unsure with a smaller percentage of staff (11%) and public respondents (13%) responding negatively.

	Yes	No	Unsure
Staff	71%	9%	20%
Public	74%	10%	16%

Ninety-two comments were made about this Objective. Some related to specific actions around implementation and will be referred to the team working up implementation plans, such as around 'how we will implement the plans'. Many comments, both from the staff and public survey, reflected a feeling that the Council would not be able to implement this Objective. Other comments relating to provision by specific services will be referred directly to those services for consideration such as around training of managers and staff. Council Management Team will also receive a number of the comments for their consideration, such as comments about more resources being deployed to some localities than others. The need for transparency in leadership was echoed across several responses.

Focus groups and engagement events

Comments made at focus groups and engagement events suggested that the Council include working with Education (along with other partners) to achieve the Objective. There was also comments about the representativeness of elected members, the need to use Plain English and the sharing of Equality Objectives across public services.

3. Summary of feedback on Objective 2: Workforce

Online survey

Broadly the same percentage of respondents to the staff survey (61%) and the public survey (62%) agreed that if the Council worked proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential' that the Council workforce would reflect the communities that it serves.

Again, broadly the same percentage of staff survey (23%) and public survey (21%) respondents were unsure if this action would result in a Council workforce would reflect the communities that it serves.

Twelve percent of staff survey respondents felt that this would not result in a reflective workforce along with 17% of respondents to the public survey.

	Yes	No	Unsure
Staff	64%	12%	24%
Public	64%	16%	21%

Respondents were not given the opportunity through the surveys to comment on this priority. However, a staff survey respondent stated that definition will be needed as to the communities we want to reflect and that a better option might be to consider 'organisation maturity' overtime rather than numbers.

Focus groups and engagement events

A suggestion made that Council staff networks should link in with the voluntary and community sector, NHS etc. networks.

4. Summary of feedback on Objective 3: Communities

Online survey

A similar percentage of staff survey (66%) and public survey (70%) respondents agreed that if we ensure that:

- All service areas are encouraged to better understand their services and actively engage our community to participate in decision-making processes to improve the services we provide.
- We work together with service users, communities and local partners to co-design commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities and improve outcomes.
- We ensure Social Value Procurement Policy that more resources are retained in the District to support and invest in our people and our voluntary and community sector.

That we will improve outcomes for all communities.

A bigger percentage of staff survey respondents (26%) than public survey respondents (15%) were unsure if the actions would result in improvement in outcomes for all communities.

Only 8% of staff survey respondents responded that the actions would not improve outcomes for all communities with nearly double the public survey respondents (15%) sharing this view.

	Yes	No	Unsure
Staff	68%	9%	23%
Public	68%	15%	17%

Ninety-one comments were made by staff and public survey respondents when asked if they had anything to add that would help the Council achieve its communities' priority. These, which included a comment to 'make it easier to understand' has resulted in commitment to provide the final documents in easier read formats. Comments to ensure all groups are considered will be referred to the team working on plans to implement the Objective. Suggestion that the Council shift the focus of work on the Objective to 'outcomes that are co-created' will be considered by the team working on plans to implement the Objective. Several comments were made about the importance of consultation and engagement.

Some respondents commented that 'the best' should be sought to provide the service or do the job rather than it be a local organisation or person. There were comments about services not being equally provided across the district. Another comment suggested discrimination against 'white people'.

Following comments, web accessibility, digital services and inclusion and more consideration of people from low incomes will be reflected in the Equality Objectives and Plan

Focus groups and engagement events

Comments from focus groups and engagement events included the need to build on community/ Council work already taking place. A comment was made that this was a 'box ticking exercise'. Another comment was about resources needed to enable communities to work alongside the Council. A question was asked about the use of 'service user experience'. In addition, faith leaders and VCS groups expressed a desire for more involvement from the Council – both in terms of time and money. A need to engage with all communities was expressed.

Many comments were generalist and related to what the Council has or has not done in the past.

5. Summary of feedback on Objective 4: Service design/delivery

Online survey

Broadly the same percentage of staff survey (69%) and public survey (68%) respondents stated that if the Council follows this priority:

- Designs, commission and delivers services that are accessible, inclusive and responsive to the needs of people and communities and provide accessible information about services.
- aims to contract and commission services locally wherever possible.

Services will reflect the Communities that they serve.

Twenty-four percent of staff survey respondents and 21% of public survey respondents were unsure if this would be the case. Seven percent of staff survey respondents and 11% of public survey respondents stated that it would not be the case.

	Yes	No	Unsure
Staff	72%	7%	20%
Public	67%	12%	21%

Seventy-two comments were made related to this Objective with the majority (27) being made by those completing the public survey.

Comments made by some responding to the staff survey suggest respondents' lack of confidence in local services and people to provide what is needed. Web accessibility was mentioned by both staff and public respondents.

Public respondents requested that consultation be made accessible to all people in all communities. More than one comment made referred to the similarity between Objective 3 and 4. The differences will be considered in the final plan. Again, comments were made about all groups being treated equally. Many comments referred to perceived unequal treatment of different communities by affluence or political allegiance.

Respondents asked that the Council focus on what can be achieved with the available resources.

Focus groups and engagement events

A further comment was made here that digital services were important, would become more so and should be reflected in this Objective. Additionally, and similar to comments made via the online surveys it was suggested that the council work with other partners to deliver equality.

Groups engaged agreed with the Objective and wanted the Council to work with services, partners and community groups to improve on what was already happening.

6. Summary of comments made on the online questionnaire in response to the invitation to suggest other priorities within the Council Plan but that related to equality

- Key priority is to have accessible information and web accessibility
- Need to consider the recruitment policy – such as interview panels not based in work area, ‘
- Build upon the 'digital' image and communications of the Council to disseminate information to wider sections of the community
- Not enough focus on disabled people and employees
- White working class’ needs should be reflected in the plans
- Ensure everyone is respected

7. Summary of general comments made

Online questionnaire

- Attention required on formal and informal aspects of working life for everyone
- Need less focus on BAME and more on issues affecting more people in the District
- ‘Blind’ recruitment process required
- Ask about ‘gender’ when it should be ‘sex’. Council doesn’t know the ‘Equality Act’. Fear that inclusion training will be provided by ‘lobbyist groups’.
- Comments made about how the Council will achieve these Objectives?
- Still a language barrier with some communities – need to ensure key information is accessible and that communities can communicate with the Council
- Requests the Council also looks at ‘equity’. Feelings expressed that some localities, communities (on political allegiance lines) do not get equal services
- Some cynicism was expressed as to whether the Council take action based on the feedback
- Comments related to preferred question styles and request for more open questions and option to state importance of Objectives to the respondents on a sliding scale
- Should be across all protected characteristics.
- Need to also consider differences in need for those living in towns, rural locations and outlying areas.

Focus groups and engagement events

- No senior officers dedicated to equality (roles) seen as an issue
- Council needs to be able to evidence why it has made a decision as not all will be palatable to all communities
- Work needed as homophobic and racist comments not eliminated from the working day.
- Disability training needed for managers.
- Supportive policies are not always there in practice making promotion etc. difficult.
- There are no Black Councillors – need political parties' commitment too- representation should match demographics
- 'Culture' change needed across the District
- All Council management teams need equality as a standing agenda item
- Trust needs to be built with staff
- Long hours" culture as a barrier to senior roles
- look at developing a system of independent complaints (internal grievances)
- Role of carers needs to be appreciated and understood
- need to be creative about roles and hours to ensure we are inclusive and meet staff need
- need for less jargon
- Service user experience needs to be included
- Poverty should also be a key focus and class
- Feel Council forget the 'B' in BAME. Black community leaders want the 'B' separating out. Feeling expressed that the community do not receive specific support required

8. Summary: Council as a listener and recogniser of contributions

Actively listens and recognises contribution that people make

Far fewer of respondents to the to the public survey (16%) than those responding to the staff survey (27%) agreed that in their experience they felt that the Council actively listens and recognises the contribution that people from different backgrounds make.

Of note is that nearly a third of the respondents to the public survey (28%) and nearly a quarter of those responding to the staff survey (21%) felt this was not the case. A higher percentage of staff (42%) compared to public (36%) respondents indicated that they felt the Council sometimes did this

Under 10% of staff survey respondents (9%) and 20% of public survey respondents were not sure if the Council did this.

This feedback could indicate that the Council needs to do more to ensure the public and staff are aware of how their feedback and contributions inform the Council's work.

	Yes	No	Note sure	Sometimes
Staff	27%	21%	9%	42%
Public	16%	28%	20%	36%

Encouraging people and communities to participate and engage in issues that are important to them

A higher percentage of staff survey respondents (37%) felt that the Council works to encourage people from communities to participate and engage in issues that are important to them when compared to 27% of respondents to the public survey. A further 38% (staff survey) and 32% Public Survey) respondents respectively felt the Council did this sometimes.

Of concern is that more than a quarter of respondents to the public survey (28%) and nearly a fifth (16%) of staff survey respondents felt this was not the case.

Just under a tenth of respondents to the staff survey (9%) and 13% of those responding to the public survey were not sure.

This feedback could indicate that the Council needs to do more to ensure that opportunities for staff and the public to engage are promoted across the District.

	Yes	No	Note sure	Sometimes
Staff	37%	16%	9%	38%
Public	27%	28%	13%	32%

9. All comments made have been considered and are either reflected in the Objectives and Plan or have been referred to the relevant teams developing plans to implement the Equality Objectives and/or management or services for consideration. Appendix 1 provides the Final Draft Equality Objectives and Equality Plan.
10. A more detailed report of all comments and actions assigned to them is available on request.
11. Respondents to the online surveys indicated their Protected characteristics as follows:

Table 1a: Race, ethnic of cultural origin – Overall percentages across the surveys and focus groups

	Survey %	Focus groups %
White English //Welsh /Scottish/ Northern Irish/ British	79	40
Any other white background	6	1
Asian / Asian British	11	42
Caribbean/ African	2	8
Any other background	2	9

Table 1b): Race, ethnic or cultural origin –percentages broken down across the staff and public surveys

Race, ethnic or cultural origin		
Category	Staff survey respondents%	Public survey respondents %
White British	76	81
White Irish	1	2
White Gypsy or Irish Traveller	0	0
Any other white background	5	3
Asian / Asian British Indian	4	1
Asian / Asian British Pakistani	8	6
Asian / Asian British Bangladeshi	1	1
Asian / Asian British Chinese	0	0
Any other Asian background	1	0
Mixed white and black Caribbean	0	1
Mixed white and black African	0	0
Mixed white and Asian	1	1
Any other mixed ethnic background	1	1
Arab	0	0
African	1	3
Caribbean	2	0
Any other black / African / Caribbean background	0	>1
Arab / White	0	>1

Table 2: Impact of health or disability

Impact of health or disability preventing respondents doing what they want	Staff Survey %	Public Survey %
Yes, a little	16	23
Yes, a lot	7	14
No	69	55
Prefer not to say	8	8

Table 3: sexual orientation:

Sexual orientation	Staff survey %	Public Survey%
Heterosexual	76	76
Gay	1	2
Lesbian	0	3
Bisexual	4	2
Prefer not to say	19	17

Table 4: gender identity:

Gender identity	Staff survey %	Public survey %
Male	35	51
Female	55	49
Other	0	0
Prefer not to say	10	9

Table 5: Age:

Age range	Staff survey %	Public survey %
16-17	0	1
18-24	1	1
25-34	5	6
35-44	26	15
45-54	35	13
55-64	26	21
65-74	2	27
75+	0	9
Prefer not to say	6	6

*12% of overall focus group attendees were under 25s attending the young lives forum and the youth ambassadors forum

12. Focus group and engagement events

	Stakeholder	Date	Attended
1.	Community, engagement or delivery partnerships		
	Bradford and District VCS Assembly	13 th October	9
	Women's Health Network	3 rd November	13
	Equalities Forum (Cnet)	13 th October	7
	Race Equality Network (REN)	11 th November	13
	Faith Groups	20 th October	9
	Young Lives Forum	26 th October	4
	Volunteer Leads	14 th October	7
	Youth Ambassadors		10
2.	Strategic Partnerships		
	Children's Trust – information only	24 th September	
	Stronger Communities Together Partnership (Bradford For Everyone - BFE) BFE Ambassadors	15 th October	12
	Safer Communities Partnership	27 th October	18
	Equalities & Communities Strategic Group	29 th October	9
	Internal Staff		
	Cross Department Equality Group	22 September 2020	20
	Open Community Sessions		
	Three online forums	17 th November	1

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Report of the Director of Place to the meeting of Executive to be held on 1 December 2020

CU

Subject:

Monuments Review

Summary statement:

Executive is asked to note and comment on the report of an externally led review of statues and monuments across the District, in response to the Black Lives Matter movement. The Executive is asked to approve the recommendations for the next stage of the work, leading to telling a more diverse Story of Bradford District.

Jason Longhurst
Interim Director of Place

Report Contact: Christine May,
Interim Head of Libraries
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Portfolio:

Healthy People & Places

Overview & Scrutiny Area:

Regeneration and Environment

1. SUMMARY

Attached is the full report of the first phase of this externally-led project to review the statues and monuments across Bradford District and to tell a more diverse story of its history and people.

In this first phase, it was important to establish whether there are any links to slavery and colonialism in our statues and monuments. Research has not uncovered any direct links to slavery or slave ownership. However, much of the wealth of individual families, businesses, institutions and the monarchy during Britain's colonial period is reflected in Bradford's history and in the buildings and monuments to 'famous' people across the District, and this should be recognised.

The Steering Group is unanimous in the view that we should not seek to erase any aspect of our history or tear down existing monuments, but focus instead on telling a more complete story about the people our monuments represent, in a balanced way that avoids depicting people as 'heroes' or 'villains', whilst not excusing any atrocities linked to slavery and colonialism.

At the same time, a different picture has emerged of Bradford District as a place that has produced examples of pioneering work in terms of diversity. In the second phase of the project, the Steering Group will set out to explore this in more detail and to uncover the as yet 'untold' stories of the people who have shaped the District.

2. BACKGROUND

This review was commissioned by Cllr Susan Hinchcliffe, Leader of the Council, in response to the Black Lives Matter campaign. Bradford is one of 130 Labour led Councils across the country that agreed to 'examine the appropriateness' of statues in their area following the toppling of the Edward Colston statue in Bristol.

An independent external Steering Group was set up to conduct the Review, led by an independent Chair, Charles Dacres who is Director of Bradford Hate Crime Alliance. The Steering Group is made up of local people who are representatives of diverse communities across the District, the University, historical and educational organisations, and younger people. The Steering Group is supported by a Working Group of Council staff who have carried out research to complete an inventory of statues and monuments across the District. The Steering Group was established in July and has met monthly since then.

The first stage of the Review set out to audit and review the statues and monuments across the District, and to establish any links to colonialism and the slave trade. The Review aimed to be as comprehensive as reasonably possible, looking not just at statues but also plaques, buildings and street names. The Group considered the history and context of key figures commemorated in the District, discussed questions of ethics and agreed the approach to be taken. Their report is attached.

The final report of the project is expected to be presented to Executive in Summer 2021, following completion of phase 2 of the project.

3. OTHER CONSIDERATIONS

Bradford's bid to be the UK City of Culture in 2025, and the development of a new District-wide cultural strategy, will also present a compelling opportunity to bring some of these stories to life, and will help promote Bradford as a pioneering and inclusive city and district on the world stage.

Building on the strengths of our existing museum, library and archive collections, there is an aspiration to tell the Story of Bradford in new, exciting and more diverse ways, potentially linked to the redevelopment of City Hall.

4. FINANCIAL & RESOURCE APPRAISAL

A small budget was established to cover the costs of employing an external Chair and heritage researcher for this project, using existing funds.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risks.

6. LEGAL APPRAISAL

There are no direct legal issues arising out of this report.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

As part of this Review, the Steering Group has recognised the Council's role in decision making in relation to commemorating and celebrating individuals through the naming of streets and buildings, and the erection of public monuments.

It has also acknowledged that the Council takes steps to recognise and celebrate the contribution of living individuals through the award of the Freedom of the City and the Community Stars awards (in association with the Telegraph and Argus).

The Steering Group recommends that the Council reviews its policies in relation to these commemorations, to ensure they are fully inclusive and representative of Bradford's history and communities.

This project links to the Council's principle of making sure that council activity helps to reduce inequality and provides opportunities for everyone.

7.2 SUSTAINABILITY IMPLICATIONS

There are no significant sustainability implications.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no significant greenhouse gas emissions impacts.

7.4 COMMUNITY SAFETY IMPLICATIONS

This project aspires to foster greater knowledge and understanding of the District's history and diverse communities, and in doing so, to inspire local identity, pride and acceptance of others.

7.5 HUMAN RIGHTS ACT

There are no significant implications.

7.6 TRADE UNION

There are no significant implications

7.7 WARD IMPLICATIONS

This report is relevant to all wards across the District.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

7.9 IMPLICATIONS FOR CORPORATE PARENTING

Not applicable.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Not applicable.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. RECOMMENDATIONS

1. That the recommendations in section 9 of the Steering Group's report be accepted:
 - (a) Not to remove or move any of the statues and monuments in our public realm, but to better interpret them and provide greater understanding of the role of colonialism in the history of Bradford District through new educational materials, working with local schools and communities, and the Council's libraries and museum services. To do this properly, additional funding is required, and we recommend the Council applies to relevant funding bodies for project funds.

- (b) To ensure every opportunity is taken to recognise and celebrate Black Lives and our diverse communities, strengthening the Council's co-ordination of Black History Month and other relevant cultural calendar events, ensuring the District's diverse stories are told.
 - (c) To ensure that the Council's policies in relation to commissioning new statues and monuments, for agreeing street names and building names, and any other ways in which the public realm commemorates individuals and communities, is diverse and inclusive.
 - (d) To ensure that the Council's processes for honouring individuals (including the Freedom of the City and other citizen awards) are diverse and inclusive.
2. That the Executive approves this project moving ahead to Phase 2, which will focus on working with local communities to uncover the 'untold' stories of diverse people who helped shape the District.
 3. That opportunities for additional funding be explored to provide for new educational materials, working with local schools and communities, and the Council's libraries and museum services.

10. APPENDICES

Appendix 1 – Report of the Monuments Review Steering Group to Bradford Council Executive, November 2020

Appendix 2 – Annotated list of statues, monuments, plaques, war memorials, and buildings

Appendix 3 – 'pen portrait' of Sir Robert Peel

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Appendix 1

Report of the Monuments Review Steering Group to Bradford Council Executive, November 2020

1. Introduction from Charles Dacres, Chair

I was honoured to be invited by Cllr Susan Hinchcliffe to lead this independent review of the statues and monuments across Bradford District, in response to the focus that the Black Lives Matter movement has brought to statues across the country, and who and what they represent.

This is important work; statues and monuments are highly visible local landmarks that both local residents and visitors recognise as key symbols of our District's heritage and values. We often take them for granted as part of our everyday local landscapes, but this review has allowed us the opportunity to reflect on what and who our local monuments represent, to challenge and question whether they are appropriate in the context of our proud and diverse District, and to start to consider how we would want to represent our District's heritage and values for the future.

On behalf of the Steering Group I am very pleased to present below the findings of Phase 1 of this review, which set out to audit as comprehensively as possible our existing statues and monuments, and to consider their links to slavery, colonialism and Black Lives Matter. We are indebted to Penny Green, Heritage Learning Officer, for her support to the group in carrying out the background research.

Charles Dacres

2. Executive Summary and key findings

From the outset, the Steering Group have been unanimous in their view that [we should not seek to erase any aspect of our history or to tear down existing monuments](#), but instead [focus on telling a more complete story about the people our monuments represent](#), present all the facts honestly, and seek to educate people about them (especially younger people).

Our [research has not uncovered any direct local links to slavery or slave ownership](#) in our most famous historical figures. [However, the wealth produced through slavery](#) funded key aspects of technology in the Industrial Revolution and so [forms the backdrop to our local story and should be recognised](#).

Bradford is not a port city so, unlike cities like Bristol, Liverpool and London, does not have the same links to figures notoriously associated with the slave trade. Nevertheless we have recognised that, in common with the rest of the country, [much of the wealth of individual families, businesses, institutions and the monarchy during Britain's colonial period is reflected in Bradford's history and in the buildings and monuments to 'famous' people across the District](#).

A question mark was raised over Sir Robert Peel (a public petition was initiated to remove this statue, but then abandoned) however it was his father who was linked to slavery; and in common with places up and down the country, we have statues and monuments to well-known national figures linked to colonialism such as Queen Victoria and Christopher Columbus.

Instead, a different picture has emerged of Bradford as a stronghold of non-conformist philanthropists, many of whom were abolitionists, and as a place that has produced examples of pioneering work in terms of diversity that we can be proud of. Bradford is one of the most diverse cities in the country; it has a history of welcoming migrants and refugees, has a most diverse Literature Festival, and the University of Bradford has been named the UK's University of the Year for Social Inclusion in 2020.

This is a story we want to tell more fully through educational tools and materials, fresh interpretation of our monuments, and through our museums. We want to do this in a balanced way that avoids depicting people as either 'heroes' or 'villains' but as products of their time and circumstances, whilst not excusing atrocities linked to slavery and colonialism. We do not want to airbrush history but rather to be honest and informative about it.

This will form part of the second phase of the Review; we will work with schools and communities to create educational tools and materials that tell the full story of our key local statues and monuments, as well as uncovering the untold diverse stories .

Bradford's bid to be the UK City of Culture for 2025, and the development of a new District-wide cultural strategy, will also present our Steering Group, and partners, with a compelling opportunity to bring some of these stories to life, and will help promote Bradford as a pioneering and inclusive city on the world stage.

3. Audit of Statues and Monuments

Research has been carried out from various sources including: Local Studies and Museum collections, information from the Council's Parks & Green Spaces and Conservation teams, the Civic Trust, local historians and members of the Steering Group, in order to build a picture of the main statues and monuments across the District which is as comprehensive as possible. The list is appended to this report at Appendix 2. Inevitably there may be some omissions, and the Group would welcome any further information for inclusion in the list. Similarly, we would be grateful to be informed of any links to slavery and colonialism in our statues and memorials, that we may have missed.

All of the information collected will be held in the Local Studies Libraries in the City and Keighley for public access and research purposes.

The list includes statues and monuments in the following categories:

- 1 Statues of historical figures
- 2 Memorials
- 3 Public Art
- 4 Plaques
- 5 Architectural features
- 6 Sites named after historical figures

We were also interested in street names, however, with more than 10,000 street names across the District, it has not been possible to trawl through them all. We are aware of one – Rhodesia Avenue – which may need additional interpretation, as well as a range of streets that have been named to reflect local diversity including: Karam Close, Quba Court, Syedna Way/Place, Ariba Avenue, Hayaat Walk, Bangla Court and Saddiq Way.

4. Principles, approach and ethical considerations

The Group agreed to focus our more detailed analysis on public monuments in the public realm, rather than those found in private institutions or private monuments in places like cemeteries. We also agreed to focus any decisions on the future of monuments to local figures rather than national figures; the Chair has been in contact with the person leading the City of London monuments review, who has agreed that a common approach across the country to nationally recognised figures would be beneficial. Therefore we have not gone into detail about these national figures and will await the outcome of the London review.

It was recognised that the subject of statues is emotive, that monuments can mean different things to different people, and that the whole subject needs sensitive handling. Nevertheless, there was an appetite for any controversy to stimulate constructive debate, as an opportunity for community reflection, and to promote understanding between people with different viewpoints, rather than to avoid debate altogether.

The Group shared a desire for people to understand the complexity of our history and of individuals through an honest and informative account, and to encourage people to see characters ‘in the round’ rather than in a binary way as either ‘heroes’ or ‘villains’. We want people to engage with the topic, to find out more, and – so far as possible – to use education to foster acceptance and understanding, as well as a sense of pride in Bradford in all its diversity.

For the future, the Group concluded that the whole concept of erecting statues to individuals as ‘heroic figures’ is fraught with difficulty, especially as the passage of time reveals more about their lives and the times in which they lived. We felt that individuals might be better celebrated through lower-key plaques or written accounts than statues, which are also very expensive if they are to last for future generations. Future monuments might be better to be representative of groups of people (e.g. the Windrush generation) with the focus on telling lots of stories of ‘ordinary’ people rather than a few individuals.

Overall, there was a recognition that, whilst much has been done to celebrate the District’s White British and South Asian roots, there are many other (smaller) communities who are often overlooked, including the Irish, Jewish, Polish, Ukrainian, Latvian, Estonian, African and Caribbean communities, for example, as well as the LGBTQ+ community and people with disabilities. In particular, we recognised the need – in the wake of Black Lives Matter – to particularly seek out any links to slavery and colonialism, and to celebrate the contribution of Black African and Caribbean people to our District.

We also recognised the need to consider the implications of any decisions we make today about our monuments, on future generations – both in terms of tearing things down and putting things up. We do not want to deprive future generations of learning about any aspect of our history, nor do we want to prolong any offence that may be felt.

At the same time, the Group acknowledged that some communities – especially Black communities – are hugely under-represented in terms of monuments in the public realm, and these stories need to be more visible, giving young people iconic figures to look up to and be inspired by. However, we also recognise that there is a significant cost to memorialising people, as monuments are designed to last for future generations.

There is no national body to commission and oversee the administration of blue plaques, so this work is generally overseen by local civic societies or other charitable trusts. In Bradford, the Bradford

Civic Society's blue plaque scheme uses a combination of English Heritage guidance and local expertise when deciding on subjects of blue plaques. In line with English Heritage guidance on London plaques – and in common with other established blue plaque schemes in cities such as Leeds and Birmingham – there should *generally* be a delay of some years (varying between 5- 30 years) after the death of a public figure before they can be considered for a blue plaque or other memorial. This allows for a period of reflection and for the full facts of the person's life to be known, and mitigates against any posthumous controversies around individuals. Bradford Civic Society is actively looking to make its scheme more representative and has made a start on this with a focus on recognising notable local women, who have been previously under-represented in blue plaques in the Bradford district.

In terms of living individuals, there are opportunities to acknowledge and celebrate the contribution of people through a variety of awards and honours schemes in place in various institutions, including the Council, and it would be good to ensure that these are fully inclusive.

5. Research findings

Whilst we have not found any direct local links to slave ownership, there are statues and monuments to individuals with more indirect links to slavery and colonialism.

- **Sir Robert Peel**

The statue to Robert Peel was the first public statue in Bradford. It is important to state that the statue is of Robert Peel the 2nd Baron, not his father (also called Robert Peel) who was pro-slavery and whose wealth was based on the cotton industry. Whilst there is no evidence that his son supported slavery, there is no doubt that his inheritance was the wealth his father obtained involving slavery. The statue was controversial even at the time of its erection; Peel was popular with the mill owners in Bradford, but he was very unpopular with the Irish mill workers and an effigy of him was burnt. For more details of Peel and others, see Appendix 3.

The statue has come to the attention of the Black Lives Matter campaign and earlier this year a petition was started for the statue to be removed. However the petition was soon taken down due to the high level of support for the statue to remain.

There are a range of local monuments to national figures who had, sometimes unexpected, links to colonialism and racism including:

- **JB Priestley** - Priestley is rightly recognised for his influence on social reforms; however some of his work has come under scrutiny more recently for content reflecting some of the racist attitudes and language prevalent in his time.
- **Richard Oastler** – whilst he was a committed abolitionist, he also compared the treatment of white child factory workers to black slaves in the Caribbean, calling it ‘Yorkshire slavery’. As a result, Oastler’s name has been appropriated by some white supremacists and linked to their cause.
- **WE Forster** – celebrated for introducing the 1870 Education Act, he was also responsible for overseeing the brutal treatment of indigenous black people in Sudan and the Transvaal in his role as undersecretary of state for the colonies.

- **Christopher Columbus** – his reputation has been reassessed in recent years due to the atrocities carried out under his governance of islands. He is now a very divisive figure and statues of him have been pulled down in America.
- **Kings and Queens of England** - there are many links to colonialism and slavery throughout the English monarchy

More positively, Bradford has emerged as a City with lots of links to abolitionists and positive stories about welcoming immigrants and refugees. Bradford had the first Asian Lord Mayor in the country, Mohammed Ajeeb, who is still active within the community, and Bradford people were responsible for the design of the Windrush flag which has since been widely adopted, used and displayed elsewhere.

- **Isaac Holden** – he made fortunes inventing a wool-combing machine. He was a Methodist and a radical MP; he was against slavery and home rule in Ireland. He had a mansion in Oakworth; the gates from the mansion remain and on top of them are two bronze figures of black males. Of all the statues across the district, these are only ones we can find of black people; they could even be celebrating the freedom of black people from slavery.
- Another monument to a black person exists in Scholemoor Cemetery to a young Somali woman, **Halimo Abdi Batel**, who died of tuberculosis whilst visiting Bradford as part of a group that recreated a Somali village in Lister Park for the Bradford Exhibition in 1904, which marked the opening of Cartwright Hall. She was reportedly given the first Muslim burial in the city, attended by hundreds of people. Today we may see this re-enactment of a Somali village as a demeaning kind of ‘human zoo’, however, it would be a mistake to view this particular group as nothing more than unworldly ‘victims’. On their departure from Bradford, it was noted that half the men wore English suits, many spoke English and were unhappy about the pay for their work - they went to the town hall to negotiate a fairer deal. They were booked to appear in Liege in 1905 and the leader mentioned that working at the exhibition was better than trading sheep.

These monuments and stories deserve greater prominence and a fuller account for local people and visitors in future.

6. Linked projects

Through discussion at both the Steering Group and the Working Group, it has become apparent that there are a range of projects – past and present – that seek to research and tell a more diverse account of the people of Bradford District than our current statues and monuments present. Some of these are outlined below.

- Bradford Museums and Galleries are working with external contributors on a **‘Decolonising the Collection’ project**, in light of the Black Lives Matter movement, to assess objects and stories with colonial links, how the service catalogues objects within the collection and how Bradford Museums’ represent and interpret these objects and stories.
- **The University of Bradford** is working towards becoming an Anti-Racist University; it launched the **Decolonising UniBrad project** in Summer 2020. Decolonising UniBrad seeks to support the university to be a fully inclusive and socially progressive university by tackling racial discrimination and disadvantage on a structural, cultural and individual level. Through this work, the University is seeking to drive change to create a racially inclusive and **anti-racist** institution.

This is an important next step in recognising patterns of inequality and working collectively to design lasting solutions that will benefit the University community.

- **www.Bradford Revealed.org.uk** : <http://www.509arts.co.uk/project/bradford-revealed/> This project is setting out to tell Bradford Stories from across the District in around 500 objects. Collecting local and everyday stories from people that live and work in the District, the online exhibition Bradford Revealed will be an opportunity to create a new and more diverse iconography for the District.
- **Bradford Street Gallery Project:** This is a District wide cultural project capturing images, moments & feelings of the people of Bradford and the District's towns and villages and bringing these iconic images to life on our streets. Creating the opportunity for people to experience the incredible talent we have in Bradford, this 12 month collaborative project will see billboards, sides of houses, pavements, lampposts, windows & school railings be transformed into a canvas of work by the people of Bradford District. The project is likely to include The Windrush photography project by Bradford based artist Tim Smith.
- **Top of Town Project** – a Bradford Museums & Galleries HLF funded project which completed in March 2020 and is in the process of turning into small online exhibition. It involved local schools and artists responding to the architecture and local history around the Top of Town.

7. Education and Learning

The Steering Group is keen to engage local schools and communities in collaborative, inter-generational work to research and co-produce new content about Bradford's local heritage and monuments, fostering increased knowledge and understanding. Naturally schools are preoccupied with the impact of the pandemic currently, however there is opportunity in future to use educational websites to promote and exploit the rich collections held by our local Museums and Libraries, as well as the information and research we have gathered about local statues and monuments. These include the new Bradford Teaching School Hub site <https://www.teachingschoolhub.co.uk/> as well as a new website being developed by the Council's Education Department.

We cannot rewrite history and do not want to sweep it under the carpet, we can only qualify and explain it with a new narrative, and educate people through storytelling. We want to balance telling the complete history, with a new positive narrative celebrating the contribution of our diverse communities.

Bradford Museums and Galleries holds rich diverse collections and offers learning materials including:

- **The Belle Vue Studio collection** which consists of 17,000 glass negatives of photographs taken at the Bradford studio from the early 20th century until its closure in 1975. It documents the immigration to Bradford from around the world (including the Caribbean) and shows us how multicultural Bradford became post-WWII. Almost 11,000 of these negatives have been digitised and are available to view via the [Bradford Museums Photo Archive online](#). There are ongoing efforts to identify individuals and families in the photographs. This collection of extraordinary photographs was the focus on a BBC documentary in '[Hidden Histories: The Lost Portraits of Bradford](#)' (2019).

- **Bradford Heritage Recording Unit** (1983-88) left a collection of oral history recordings and photographs of various Bradford communities, including Caribbean communities. The oral history tapes are currently being digitised by the British Library's Sounds project. Some of the transcripts are accessible via Bradford Local Studies Libraries. The photographs are digitised and available to view via the [Bradford Museums Photo Archive online](#).
- **Bradford Stories:** Many Bradford Stories are presently told in the Bradford Museums' schools workshop offer, which together could contribute to a Bradford 'Placed based' curriculum, following examples elsewhere in Birmingham, Leeds, Bristol and Peterborough. This includes the KS2 'Story of Immigration to Bradford' using the stories of everyday working people
- This idea is being expanded in the **Proud to be from Bradford** Museums & Schools Project (funded by Arts Council England and the Dept. for Education for completion by March 2021) telling stories like that of Marsha Singh who produced the first halal school dinners.

8. Next steps

Having researched and examined the existing statues and monuments across the District, the second phase of the Review will focus on individuals and groups whose stories have not yet been told, and how we can make the public realm, and who is commemorated in it, much more inclusive.

The Group wants to engage as many people locally as possible to uncover the 'untold' and diverse stories of people and communities that have had an impact in shaping our District, and to consider how these should be recognised and commemorated.

We will particularly seek out stories about Black Lives across the District, as we recognise these stories have been the least heard. This will enable us to produce information in the form of a Black History trail or similar.

9. Recommendations

The Steering Group makes the following recommendations to Bradford Council as a result of Phase 1 of this Review:

- 9.1 Not to remove or move any of the statues and monuments in our public realm, but to better interpret them and provide greater understanding of the role of colonialism in the history of Bradford District through new educational materials, working with local schools and communities, and the Council's libraries and museum services. To do this properly, additional funding is required, and we recommend the Council applies to relevant funding bodies for project funds.
- 9.2 To ensure every opportunity is taken to recognise and celebrate Black Lives and our diverse communities, strengthening the Council's co-ordination of Black History Month and other relevant cultural calendar events, ensuring the District's diverse stories are told.
- 9.3 To ensure that the Council's policies in relation to commissioning new statues and monuments, for agreeing street names and building names, and any other ways in which the public realm commemorates individuals and communities, is diverse and inclusive.

9.4 To ensure that the Council's processes for honouring individuals (including the Freedom of the City and other citizen awards) are diverse and inclusive.

Steering Group members:

Charles Dacres – Chair	Bradford Hate Crime Alliance
Udy Archibong	University of Bradford
Amerjeat Sarai	Education Partnership
Rahila Hussain	Author and Historian
Si Cunningham	Bradford Civic Society
Janet Senior	Bradford Historical & Antiquarian Society
Shannen Lang	Bradford Peace Museum
Erika Morris	Ilkley Literature Festival
Tim Smith	Photographer and Historian
John Ashton	Bellevue Collection
Paul Meszaros	IMOS and Hope not Hate
Elliot McKenzie	Younger people and students
Helena Danielczuk	Eastern European Community
Casey Magloire	Younger people and students
Paul Butler	Bradford Teaching School Hub
Nigel Grizzard	Jewish Community
Nikki Thorbrian	LGBTQ Community
Aleks Drobac	Eastern European Community
Zarroof Fazal	Pakistani Community

**Supported by Bradford
Council officers:**

Christine May	Interim Head of Libraries
Penny Green	Heritage Learning Officer
Jeanette Booth	Administration Project Support Officer

Appendix 2: List of statues and monuments across Bradford District

Monuments Review	Site	Area	Postcode	Date	Listed	Links to colonialism, slavery, BLM
Statues of Historical Figures						
City Centre						
Queen Victoria Memorial Statue	Princes Way	Bradford	BD1	1904	Yes	Grade 2
J B Priestley Statue	Princes Way	Bradford	BD1	1986	No	BLM – widely celebrated for his progressive work but some racial stereotypes and racist terminology in his writing
W E Forster Statue	Forster Square	Bradford	BD1	1890	Yes	Grade 2 Colonialism - undersecretary of state for colonies BLM -compared slavery of black people in West Indies to plight of child mill workers
Richard Oastler Statue	Northgate	Bradford	BD1	1869	Yes	Grade 2 calling them the white slaves of Yorkshire
City Hall						
All statues of monarchs and leaders on City Hall pending national approach						
The Wool Exchange						
(now Waterstones Bookshop)		Bradford	BD1	1867	Yes	Grade 1
Statue – St Blaise		Bradford	BD1	1867	Yes	Grade 1
Statue – King Edward III		Bradford	BD1	1867	Yes	Grade 1
Head -Richard Cobden		Bradford	BD1	1867	Yes	Grade 1
Head -Titus Salt		Bradford	BD1	1867	Yes	Grade 1
Head - Robert Stephenson		Bradford	BD1	1867	Yes	Grade 1
Head-James Watt		Bradford	BD1	1867	Yes	Grade 1
Head-Richard Arkwright		Bradford	BD1	1867	Yes	Grade 1
Head -Samuel Cunliffe Lister		Bradford	BD1	1867	Yes	Grade 1

Head- William Gladstone		Bradford	BD1	1867	Yes	Grade 1	
Head -Viscount Palmerston		Bradford	BD1	1867	Yes	Grade 1	
Head -James Cook		Bradford	BD1	1867	Yes	Grade 1	
Head -Admiral Anson		Bradford	BD1	1867	Yes	Grade 1	
Head- Sir Walter Raleigh		Bradford	BD1	1867	Yes	Grade 1	
Head -Sir Francis Drake		Bradford	BD1	1867	Yes	Grade 1	
Head -Christopher Columbus		Bradford	BD1	1867	Yes		
Lister Park							
Samuel Cunliffe Lister Statue	Keighley Road	Bradford	BD9	1875	Yes	Grade 2	
Sir Titus Salt Statue	Keighley Road	Bradford	BD9	1874	Yes	Grade 2	
Peel Park							
Sir Robert Peel Statue	Bolton Road	Bradford	BD3	1855	Yes	Grade 2	Father was pro-slavery. Family wealth linked with slavery.
Roberts Park							
Sir Titus Salt Statue	Higher Coach Rd	Shipley	BD17	1903	Yes	Grade 2	
Oakworth Park							
Bust of Isaac Holden	Keighley Rd	Keighley	BD22				
Keighley Library							
Bust of Andrew Carnegie	North St	Keighley	BD21				

Monuments Review	Site	Area	Postcode	Date	Listed	Links to colonialism, slavery, BLM
War Memorials						
City Centre						
WW1 & WW2 War Memorial	Morley Street	Bradford	BD1	1922		Colonialism: during these conflicts British colonial areas were involved and millions of BAME civilians in these areas lost their lives. BLM: Many black soldiers from British colonies served and lost their lives
Stones/Plaques						
Polish Combatants 1939-2009	Morley Street	Bradford	BD1			
Bradford Pals 1914-18	Morley Street	Bradford	BD1			
For Valour 7 names 1855-1945	Morley Street	Bradford	BD1			
Bradford						
War Memorial	Ladyhill Park	Allerton	BD15	1922	Grade 2	
War Memorial	Clayton Heights	Clayton	BD13			
War Memorial	Victoria Park	Clayton	BD14			
War Memorial WW1 & WW2	Forster Park	Denholme	BD13	1920	Grade 2	
War Memorial	Stone Hall Road,	Eccleshill	BD2			
War Memorial WW1 & WW2	Harrogate Road	Greengates	BD10	1921	Grade 2	
War Memorial	Christopher Street	Little Horton	BD5			
War Memorial	Cleckheaton Rd	Low Moor				
War Memorial Boer War	Harold Park	Low Moor	BD12			Colonialism: War over British colonial interest in SA involved concentration camps (for white Boers) and black South Africans, estimated 20,000 died - links to apartheid in 20th century
War Memorial	Oakenshaw Park	Oakenshaw	BD12		Grade 2	
War Memorial WW1 & WW2	High Street	Queensbury	BD 13	1922 +1950	Grade 2	
War Memorial	Thornton Cemetery	Thornton	BD13	1922	Grade 2	

War Memorial	Tong Cemetery	Tong	BD4	1922 +1950	
	Undercliffe Cemetery	Undercliffe	BD2		
War Memorial WW1 & WW2	St Enoch's Road	Wibsey	BD6		
War Memorial	Wibsey Park	Wibsey	BD6		
Shipley					
War Memorial	Browgate	Baildon	BD17		
War Memorial	Tong Park	Baildon Bolton	BD4		
War Memorial	Bolton Woods	Woods	BD2		
War Memorial	Crowgill Park	Shipley	BD18		Grade 2
Bingley					
War Memorial	Halifax Road	Cullingworth			
War Memorial WW1 & WW2	Otley Road	Eldwick	BD16		Grade 2
War Memorial	Long Lane	Harden	BD16		Grade 2
War Memorial	Myrtle Park	Bngley	BD16	1922	Grade 2
War Memorial	Main Street	Wilsden	BD15		
Keighley					
Coronation Memorial?	Sun Street	Haworth	BD12		
War Memorial	Memorial Building	Crossroads			Grade 2
War Memorial	Bridgehouse Lane Ingrow Parish	Haworth	BD22		Grade 2
War Memorial	Church	Ingrow	BD21		
War Memorial WW1 & WW2	Town Hall Square	Keighley	BD21		Grade 2
War Memorial	Mechanics Institute	East Morton			
War Memorial	Oakworth Park	Oakworth	BD22	1937	
War Memorial WW1	Stanbury Cemetery	Stanbury	BD22		
War Memorial	Kirkgate	Silsden	BD21		
War Memorial	Skipton Road	Steeton	BD20		

War Memorial Ilkley	Morton Cemetery	Keighley	BD21
War Memorial	Main Street (plaque)	Addingham	LS29
War Memorial	Main Street	Burley	LS29
War Memorial	Kings Road	Ilkley	LS29
War Memorial	The Grove	Ilkley	LS29
War Memorial WW1 plaque	Main Street	Menston	LS29

Grade 2

Memorials

City Centre

Bradford Fire Memorial	Centenary Square	Bradford	BD1
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Norfolk Gardens

Holodomor Ukraine Famine		Bradford	BD1
Srebrenica Genocide		Bradford	BD1
City of Sarajevo		Bradford	BD1
Bhopal Workers Memorial		Bradford	BD1
Nagasaki and Hiroshima		Bradford	BD1
Taswar Hussain for Bravery		Bradford	BD1
Police sergeant Michael Hawcroft		Bradford	BD1
Harry Ambler		Bradford	BD1
Sharon Beschenivsky 2006		Bradford	BD1
Norman Angell		Bradford	BD1
Bob Cryer MP for Keighley		Bradford	BD1
Irene Smith Lady Mayoress		Bradford	BD1
Diana Princess of Wales		Bradford	BD1
VC George Chafer		Bradford	BD1
VC Samuel Meekosha		Bradford	BD1
Rotary Club centenary		Bradford	BD1
Cllr Bryan Lynch		Bradford	BD1

Hindu Marathon		Bradford	BD1		
District					
Bradford Fire Memorial	Bfd City Football Gr Lister Park, Keighley	Bradford			
Norman Arch Memorial	Road	Bradford	BD9	1875	Grade 2
Anne Frank Memorial Tree	Lister Park	Bradford	BD9	2015	
Lady Blantyre's Rock & Inscription	St Ives Estate	Bingley	BD16		
William Ferrand Obelisk	St Ives Estate	Bingley	BD16		
Memorial Ferrand Stone	St Ives Estate	Bingley	BD16	2015	
Tramp died 9 March 1915 Stone	Cottingley Cliffe Rd	Cottingley		1915	
Albert Memorial Drinking Fountain	High Street	Queensbury	BD13	1863	Grade 2
Low Moor Explosion Memorial Stone	Victoria Park	Bradford	BD12		

Monuments Review

Public Art

City Centre

Baby of the North Sculpture	Princes Way	Bradford	BD1	2016	No
Camera Lucida Sculpture	Princes Way	Bradford	BD1	1985	No
Extra Installation	Little Horton Lane	Bradford	BD1	2003	No
Mermaid Sculpture	Jacobs Well Sill	Bradford	BD1	c1990	No
Questor	Aldermanbury	Bradford	BD1	1998	No
Peace Plaque	Centenary Sq	Bradford	BD1	1997	No
Bradford -by-the-Sea mosaic	Norfolk Gardens	Bradford	BD1	1997	No
Fibres Sculpture	St Blaise Sq	Bradford	BD1	1997	No
Ivegate Arch	Ivegate	Bradford	BD1	1998	No
Pavement Poems	Ivegate	Bradford	BD1	1987	No
The Needle Sculpture	Duke Street	Bradford	BD1	2000	No

**Links to colonialism, slavery,
BLM**

Homage to Delius	Exchange Sq	Bradford	BD1		No
Grandad`s Clock & Chair	Chapel Street	Bradford	BD1	1992	No
Lap Light	Little Germany	Bradford	BD1	1992	No
Portrait of Hockney in Nails	Chapel Street	Bradford	BD1	2017	
Buried Light Bulb	Forster Sq Retail	Bradford	BD1	1999	No
Landmark	Carlton St	Bradford	BD1	?	No
Untitled Sculpture - Artwork	Leeds Road	Bradford	BD1	1992	No

Shipley

Cross Base & Shaft	Northgate	Shipley	BD17		Yes	Grade 2
Sheep Sculpture -Shipley Shopper	Market Square	Shipley	BD17	2012		

Saltaire Village

4 Stone Lions - Vigilance	Victoria Road	Saltaire	BD17	1869	Yes	Grade 2*
Determination, Peace & War						

Roberts Park

2 Bronze Alpacas	By Café	Shipley	BD17			
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Saltaire Sculpture Trail-15 sculptures

Saltaire	Shipley					
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Lister Park

Hung Out to Dry Nail Sculpture		Bradford	BD9			
Bronze Statue of Diana		Bradford	BD9			
Bronze Statue of The Stag		Bradford	BD9			
Hochlandbew		Bradford	BD9			
Peter Pan Statue		Bradford	BD9			
2 Bronze Lions		Bradford	BD9			

Baildon

Armed Forces Sculpture Trail	Ferniehurst Dell	Baildon	BD17	2013		
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Peel Park

Spring statue of Roman female	The Terrace	Bradford	BD2	1877	Yes	Grade 2
Autumn statue of Roman female	The Terrace	Bradford	BD2	1869	Yes	Grade

Cottingley

Cottingley Arch	Cottingley New Rd	Bingley	BD16			
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Bingley

7 Wooden Sculptures around site	St Ives Estate	Bingley	BD16			
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Silsden

Bent Nail Sculpture by Sam Shendi	Kirkgate	Silsden	BD20			
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Keighley

Giant Rombald Bronze Statue	Shopping Centre	Keighley		1968		
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Ilkley

Story of Wool Sculptural Mural	Ilkley Business Centre	Ilkley	LS29	1968	Yes	Grade 2
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12 Apostles Stone Circle	Ilkley Moor			Neolithic		
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Over 400 carved cup & ring stones	Rombalds/Ilkley Moor			Neolithic		
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Stanza Stones Poetry Trail	Ilkley Moor/Nab Hill					
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	Oxenhope					
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Thornton - Haworth

4 Bronte stones	Thornton/Haworth			2018		
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Haworth

Copper sphere made from coins	Central Park	Haworth	BD22	2014		
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The Meet Sculpture	Central Park	Haworth	BD22	2017		
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Monuments Review**Site****Area****Postcode****Provenance****Links to colonialism
slavery, BLM****Plaques****Bradford City Centre**

Sir Henry Irving	Midland Hotel	Bradford	BD1	Bradford City Heritage
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Florence Moser – TO BE INSTALLED	N.Forster Sq Ent	Bradford	BD1	Bradford Civic Society
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	Opp Old Register			
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York House	Office	Bradford	BD1	Bradford City Heritage
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Bradford Canal Company	Manor Row	Bradford	BD1	Bradford City Heritage
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Architects Andrews & Pepper/Board of Guardians	Manor Row	Bradford	BD1	Bradford City Heritage
Margaret McMillan	Hanover Square	Bradford	BD1	English Heritage Bradford Literature Festival
Branwell Brontë	North Parade	Bradford	BD1	Bradford City Heritage
Old Bradford Library	Darley Street	Bradford	BD1	Bradford City Heritage
Butter Market/ Market Place	Lower Darley Street	Bradford	BD1	Bradford City Heritage
Theatre Royal	Duke St/Piccadilly	Bradford	BD1	Bradford City Heritage
The Old Wool Exchange	Piccadilly	Bradford	BD1	Bradford City Heritage
Bradford Piece Hall 1773	Bank Street	Bradford	BD1	Bradford City Heritage
The Wool Exchange	Bank Street	Bradford	BD1	Bradford City Heritage
Historic Ivegate TO BE INSTALLED	Ivegate	Bradford	BD1	Bradford Civic Society
Felix M Rimmington	Ivegate	Bradford	BD1	Bradford Civic Society
St George's Hall	Hall Ings	Bradford	BD1	Bradford Civic Society
City Hall – TO BE INSTALLED	City Park	Bradford	BD1	Bradford Civic Society
Julia Varley - TO BE INSTALLED	City Park	Bradford	BD1	Bradford Civic Society
Alhambra Theatre – TO BE INSTALLED	Morley St	Bradford	BD1	Bradford Civic Society
New Victoria / Former Odeon – TBI	Princes Way	Bradford	BD1	Bradford Civic Society
Dietrich Bonhoeffer	Gt Horton Road	Bradford	BD7	?
Sir Edward Appleton	Gt Horton Road	Bradford	BD7	Institute for Physics
Holme Mill	Thornton Road	Bradford	BD1	Bradford City Heritage
Thompson's Mill	Sunbridge Road	Bradford	BD1	Bradford City Heritage
Old Manor House 1678	Westgate	Bradford	BD1	Bradford City Heritage
Bradford Women's Humanity League	Westgate	Bradford	BD1	City of Peace
Florence White	Kirkgate	Bradford	BD1	City of Peace
Bradford Market Place 1251	Kirkgate Market	Bradford	BD1	Bradford City Heritage
Manor Hall 1705	Kirkgate	Bradford	BD1	Bradford City Heritage
Laycock's Temperance Hotel	Albion Place	Bradford	BD1	Bradford City Heritage
Shoulder of Mutton Pub	Kirkgate	Bradford	BD1	Bradford City Heritage
Little Germany	Well St	Bradford	BD1	Bradford City Heritage

Eastbrook Chapel 1825	Leeds Road	Bradford	BD1	Bradford City Heritage
Sion Baptist Chapel	Harris St	Bradford	BD1	Bradford City Heritage
Behren's Warehouse	East Parade	Bradford	BD1	Bradford City Heritage
Heugh, Dunlop & Company	East Parade	Bradford	BD1	Bradford City Heritage
Caspian House	East Parade	Bradford	BD1	Bradford City Heritage
Quaker School 1830	Chapel Street	Bradford	BD1	Bradford City Heritage
Thornton, Homon and Company	Vicar Lane	Bradford	BD1	Bradford City Heritage
Rogerson and Company	Well St	Bradford	BD1	Bradford City Heritage
John Sharp, Dean of Norwich	Hustlergate	Bradford	BD1	English Heritage
Paper Hall 1645	Barkerened Road	Bradford	BD1	?
The Cock and Bottle Public House	Barkerened Road	Bradford	BD1	Heritage Inn
Old Manor House 1678	New John Street	Bradford	BD1	Bradford City Heritage
Manningham Mills Strike	Lillycroft Road	Bradford	BD9	Bradford City Heritage
Miram Lord	Lillycroft Road	Bradford	BD9	?
JB Priestley	Saltburn Place	Bradford	BD9	JB Priestley Society
Malachi Whitaker	Clara Road, Wrose	Bradford	BD2	Bradford Civic Society
Andrea Dunbar	25 Brafferton Arbor	Bradford	BD6	?
Barbara Jane Harrison	Kingsdale Crescent	Bradford	BD2	Bradford Civic Society
Other plaques placed by a variety of institutions				
Rev. Nick Baines Bishop of Bfd 2014	Morley St	Bradford	BD1	
Bradford's Twin Towns in Europe	Exchange Sq	Bradford	BD1	?
Rev. William Scoresby, explorer	Bradford Cathedral	Bradford	BD1	Bfd Rotary Club
NMFP&T People's Palace	Media Museum	Bradford	BD1	?
PC Sharon Beshenivsky fell here	Morley St	Bradford	BD1	Police Memorial Trust
Gary - musician and homeless man	Jacob's Well	Bradford	BD1	Simon on the Streets
Jimmy - toothless smiler&rough sleeper	Princes Way	Bradford	BD1	Simon on the Streets
The Labour Institute	Peckover Street	Bradford	BD1	The Labour Party
Billy Liar was filmed here	Southgate	Bradford	BD1	British Film Institute
Room at the Top was shot here	City Hall	Bradford	BD1	British Film Institute

R.J. Appleton inventor -cierscope	58 Manningham Lane	Bradford	BD8	British Film Institute
Rugby League (Manningham)	Bradford City Stadium	Bradford	BD8	?
Dedication to Queen Mother in her 100th year	Queen's Road	Bradford	BD2	Bradford Council
Bradford Centenary	Peel Park	Bradford		Bradford Council
Bingley				
Sir Fred Hoyle was born here	Gilstead	Bingley	BD16	Bingley Civic Society
	Bingley Grammar			
Sir Fred Hoyle was educated here	School	Bingley	BD16	The Physics Society
The Old White Horse Coach Inn	Old Main street	Bingley	BD16	Bingley Civic Society
Mechanics Institute	Main Street	Bingley	BD16	Bingley Civic Society
The Fleece Inn (Dick Hudsons)	High Eldwick	Bingley	BD16	Bingley Civic Society
National School 1814	Lime Street	Bingley	BD16	Bingley Civic Society
Market Hall & Butter Cross	Market Square	Bingley	BD16	Bingley Civic Society
Plaques placed by other institutions				
				Transport Trust -red plaque
Five Rise Locks	Leeds&Liverpool Canal	Bingley	BD16	
Thornton				
Brontë Birthplace TO BE INSTALLED	74 Market Place	Thornton	BD13	Bradford Civic Society
Brontë Birthplace in poor condition	74 Market Place	Thornton	BD13	?
Keighley				
Gordon Bottomley -poet & playwright	Cavendish Street	Keighley	BD20	Keighley Civic Society
Keighley Library				
John T Carrodus (Musican)	North Street	Keighley	BD20	
Joseph Rhodes (Esperanto)				
Herbert Hugill (MBE)				
HB Lees-Smith MP				
Ilkley - Ilkley Civic Society				
Town Hall		Ilkley	LS29	Ilkley Civic Society
Manor House Museum & Gallery		Ilkley	LS29	Ilkley Civic Society

Wells House	Darwin Gardens	Ilkley	LS29	Ilkley Civic Society
Tower Court	Leeds Road	Ilkley	LS29	Ilkley Civic Society
The Old Grammar School		Ilkley	LS29	Ilkley Civic Society
Grove House		Ilkley	LS29	Ilkley Civic Society
Grove Square		Ilkley	LS29	Ilkley Civic Society
Ilkley Playhouse		Ilkley	LS29	Ilkley Civic Society
Chapel House	Wells road	Ilkley	LS29	Ilkley Civic Society
St John's	Queen's Road	Ilkley	LS29	Ilkley Civic Society
Thorpe Hall	Queen's Drive	Ilkley	LS29	Ilkley Civic Society
Railway Station		Ilkley	LS29	Ilkley Civic Society
Deaconess Court		Ilkley	LS29	Ilkley Civic Society
Craiglands Hotel		Ilkley	LS29	Ilkley Civic Society
Pinfold		Ilkley	LS29	Ilkley Civic Society
Hillside Court		Ilkley	LS29	Ilkley Civic Society
Old Wesleyan Chapel	Skipton Road	Ilkley	LS29	Ilkley Civic Society
Crescent Hotel	Brook Street	Ilkley	LS29	Ilkley Civic Society
The Drill Hall		Ilkley	LS29	Ilkley Civic Society

Haworth

Patrick Brontë & Old School Room	Church Street	Haworth	BD22	?
Branwell Brontë/Betty Hardacre pharmacist	Main Street	Haworth	BD22	?
Branwell Brontë drank here (The Black Bull Pub)	Main Street	Haworth	BD22	?

Addingham - Addingham Civic Society

Quaker Meeting House 1869		Addingham	LS29	Addingham Civic Society
Penny Hole - gatehouse to Low Mill		Addingham	LS29	Addingham Civic Society
Mount Herman Wesleyan Chapel	Main Street	Addingham	LS29	Addingham Civic Society
William Brear - Low House	Saw Mill Lane	Addingham	LS29	Addingham Civic Society
Band 'Ole Poor House		Addingham	LS29	Addingham Civic Society

Monuments Review Architectural Features	Site	Area	Postcode	Listed	Links to colonialism, slavery, BLM
City Centre Donkey Fountain in city park	Hall Ings	Bradford	BD1	No	
Bradford Band of Hope Drinking Fountain	Peel Park	Bradford	BD3	Yes	Grade 2
Alderman Thomas Beaumont Drinking Fountain	Peel Park	Bradford	BD3	Yes	Grade 2
Charles P Melly Drinking Fountain	Peel Park	Bradford	BD3		Melly was a philanthropist whose wealth was made on cotton with links to slavery
Old doorway to Bradford Hall	Peel Park	Bradford	BD3	Yes	Grade 2
Shipley Stocks - Northgate	Northgate	Shipley	BD17	Yes	Grade 2
Bobbing Well	Northgate	Shipley	BD17	No	
Bingley Jubilee Gardens Butter Cross	Queen St	Bingley	BD16	Yes	Grade 2
Keighley Oakworth (Holden) Park - Drinking Fountain	Keighley Rd	Keighley	BD22	No	
Oakworth Park - Statues & Gatepiers	Keighley Rd	Keighley	BD22	Yes	Grade 2
Cliffe Castle - North Fountain	Spring Gdns Lane	Keighley	BD20	Yes	Grade 2
Cliffe Castle - South Fountain	Spring Gdns Lane	Keighley	BD20	Yes	Grade 2
Queensbury Perseverance Road Commemorative Stone	Perseverance Road	Queensbury	BD13		

Monuments Review	Area	Postcode	Links to colonialism, slavery, BLM
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Sites named after of Historical Figures

* does not include sites named after saints

City Centre

Margaret McMillan Towers	Bradford	BD1	
Sir Henry Mitchell House	Bradford	BD1	
Oastler Market	Bradford	BD1	
Mary Seacole Court	Bradford	BD5	
JB Priestley Library, Bradford University	Bradford	BD7	

Saltaire

Saltaire Village	Shipley	BD18	
Victoria Hall	Shipley	BD18	

Keighley

Victoria Hall	Keighley	BD 20	
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Schools

Margaret McMillan School	Bradford	BD9	
Miriam Lord School	Bradford	BD8	
Delius Special School	Bradford	BD3	
Bradford Forster Academy	Bradford	BD4	
Bronte Girls Academy	Bradford	BD4	
Co-op Academy Delius	Bradford	BD3	
Dixons McMillan Academy	Bradford	BD5	
Hanson Academy	Bradford	BD2	
Oastlers School	Bradford	BD4	
Titus Salt School	Baildon	BD17	

Parks

Peel Park	Bradford	BD2	
King George 5th Playing Fields	Bradford	BD2	

Asa Briggs Recreation Ground	Bradford	BD13
Emsley Memorial Recreation Ground	Bradford	BD5
Forster Park, Denholme	Bradford	BD13
Harold Park , Low Moor	Bradford	BD12
Ladyhill Park	Bradford	BD15
Lister Park	Bradford	BD9
Norman Ray Playing Fields	Shipley	BD18
Roberts Park	Shipley	BD17
Prince of Wales Park	Bingley	BD16
Victoria Park Oakenshaw	Bradford	BD12
Victoria Park Keighley	Keighley	BD21
Devonshire Park	Keighley	BD20

Appendix 3 – Pen portrait of Sir Robert Peel

Sir Robert Peel, 2nd Baronet

(5 February 1788 – 2 July 1850)

Peel was a British Conservative statesman who served twice as Prime Minister of the United Kingdom (1834–35 and 1841–46) and twice as Home Secretary (1822–27 and 1828–30). He is regarded as the father of modern British policing, owing to his founding of the Metropolitan Police Service leading to a new type of officer known in tribute to him as "bobbies" and "peelers". Peel was one of the founders of the modern Conservative Party.

He played a central role in making free trade a reality and set up a modern banking system. His government's major legislation included the Mines and Collieries Act 1842, the Income Tax Act 1842, the Factories Act 1844 and the Railway Regulation Act 1844 join with Whigs and Radicals to repeal the Corn Laws led to his resignation as Prime Minister in 1846.

In the 20th century Peel was idealized in heroic terms. - *The Great Conservative patriot... a conciliator who put nation before party and established consensus politics.*

The Sir Robert Peel Statue

Peel Park, Bradford 3, Grade II listed, Bronze, Sculptor- William Behnes

Background

Peel was popular with local industrialists for encouraging free trade which benefited the textile industry. In 1850 funding was raised from Sir Robert Milligan, Sir Titus Salt, Forbes and Company and by numerous other private subscriptions to create Peel Park.

Created in 1855, the Peel statue was the first public statue erected in Bradford and was originally located in what was Peel Place on Leeds Road, but re-erected post 1926 in Peel Park.

The Statue Today

Following the Black Lives Matter campaign and the call to remove statues linked with slavery, such as the statue depicting slave-trader, Edward Colston, the focus shifted to Sir Robert Peel and a petition emerged to remove the statue celebrating him in Peel Park.

The initial petition also called for Peel Park itself to be renamed. But a counter-petition, to keep the statue, was quickly created in response . There were 125 signatures on the petition to remove the statue, while 1,308 people signed to say they want to keep it, as of 5pm on Thursday, June 11. The initial petition was then removed and the petitioner said: "I've decided to delete the petition and come up with another way to make a change."

In fact, Sir Robert Peel (second baronet) is often confused with his father (first baronet), who shared the same name and benefited (through the use of cotton in his textile mills) from the slave trade. The first baronet raised a petition in opposition to the Foreign Slave Trade Abolition Bill which he saw as a threat to the cotton industry and merchants' trade interests.

Whilst Peel's father campaigned fervently against ending of slavery, it is not evident what his son's view was. However, it is clear that the younger Sir Robert Peel's education privilege,

power and position as an MP were funded by cash generated through his father's businesses which benefited from slavery.