

Agenda for a meeting of the Regeneration and Environment Overview and Scrutiny Committee to be held on Tuesday, 6 December 2022 at 5.30 pm in Council Chamber - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	GREEN	BRADFORD INDEPENDENTS GROUP
Mohammed Kamran Hussain Cunningham Dearden Hussain Rowe	Herd	Watson	Elahi

Alternates:

LABOUR	CONSERVATIVE	GREEN	BRADFORD INDEPENDENTS GROUP
Choudhry Mukhtar Shafiq Walsh Wheatley	Davies	Warnes	Sajawal

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

To:

Asif Ibrahim
Director of Legal and Governance
Agenda Contact: Su Booth
Phone: 07814 073884
E-mail: susan.booth2@bradford.gov.uk

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The Director of Legal and Governance will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

Members Code of Conduct – Part 4A of the Constitution)

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

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

Notes:

- (1) *Members must consider their interests, and act according to the following:*

Type of Interest

You must:

Disclosable Pecuniary Interests

Disclose the interest; not participate in the discussion or vote; and leave the meeting unless you have a dispensation.

Other Registrable Interests (Directly Related)

Disclose the interest; speak on the item only if the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting unless you have a dispensation.

OR

Non-Registrable Interests (Directly Related)

Other Registrable Interests (Affects)

Disclose the interest; remain in the meeting, participate and vote unless the matter affects the financial interest or well-being

OR

Non-Registrable Interests (Affects)

*(a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and
(b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest;
in which case speak on the item only if the public are also allowed to speak but otherwise not do not participate in the discussion or vote; and leave the meeting unless you have a dispensation.*

- (2) *Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (3) *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.*
- (4) *Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 15 November 2022 be signed as a correct record (previously circulated).

(Su Booth – 07814 073884)

4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

Any referrals that have been made to this Committee up to and including the date of publication of this agenda will be reported at the meeting.

5. 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.

(Su Booth – 07814 073884)

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. MUSEUMS AND GALLERIES SERVICE

1 - 38

The report of the Interim Strategic Director, Place (**Document “P”**) will be submitted to the Committee to provide an update on progress within

the District's Museums and Galleries Service, forward plans, regional context, current challenges and opportunities including an update on the transformation work undertaken since the last report November 2021.

Recommended –

That Members consider and comment on the updates provided in this report.

(James Steward – 07977 590336)

7. LIBRARIES UPDATE

39 - 56

The report of the Interim Strategic Director, Place (**Document “Q”**) will be submitted to the Committee to provide an update on progress with the implementation of the new vision and model for Bradford Libraries, agreed by Executive in March 2020. It describes how progress was severely impacted by the Covid19 pandemic, and how libraries are now showing good signs of recovery, with progress made in many areas.

Recommended –

That Members note and comment on the progress made by Bradford Libraries on service recovery following the pandemic and the implementation of the vision and model for the Service.

(Christine May - 07970 829265)

8. JU:MP PROGRAMME

57 - 70

The report of the Interim Strategic Director, Place (**Document “R”**) will be submitted to the Committee to update Members on the progress JU:MP has made since that time along with other strategic developments that Active Bradford are undertaking.

Recommended –

That the report be noted.

(Zuby Hamard – 01274 432671)

9. WORK PROGRAMME 2022/23

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The report of the Chair of the Regeneration and Environment Overview and Scrutiny Committee (**Document “S”**) will be submitted and presents the Committee's Work Programme 2022-23.

Recommended –

That the Work programme 2022-23 continues to be regularly reviewed during the year.

(Caroline Coombes – 07970 413828)

THIS AGNEDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER



Report of the Strategic Director of Place to the meeting of Regeneration and Environment Overview and Scrutiny Committee to be held on 6th December 2022

P

Subject:

Bradford Museums and Galleries Service

Summary statement:

This report provides an update on progress within the District's Museums and Galleries Service, forward plans, regional context, current challenges and opportunities including an update on the transformation work undertaken since the last report November 2021.

EQUALITY & DIVERSITY:

The Museums and Galleries Service has a duty and moral imperative to represent all of the collections and stories of the businesses, residents and visitors to the District. It should be the first point of contact for visitors or residents to see themselves reflected in all the material culture it represents.

Alan Lunt
Interim Strategic Director Place

Report Contact: James Steward
Phone: 07977 590336
E-mail: james.steward@bradford.gov.uk

Portfolio:

Healthy People and Places

Overview & Scrutiny Area:

Regeneration and Environment

1. SUMMARY

The purpose of this report is to update members on the progress made during 2022, the changes made to the Service, the challenges faced and the response to the challenges ahead, and the opportunities, and considerations for the development of Bradford District's Museums and Galleries as part of the Council's wider cultural ambitions.

2. BACKGROUND

2.1 In January 2022 Bradford Museums and Galleries launched a new ten-year strategy (2022-2032) with a renewed vision and set of strategic priorities (reported to meeting of Executive, 1st February 2022). The Bradford District Museums and Galleries' Strategy sets out our ambition for the next decade in line with the local authority's strategic priorities and the city's creative mission. NPO funding will help make this possible.

The Mission for the Service is,

"Our unique buildings and collections enable the people of Bradford District to tell their own stories. We work with our communities and partners to develop and care sustainably for our shared heritage so that everyone can learn, find their voice, create, be ambitious, connect with others and better understand their place in the world."

2.2 Performance

The long term effects of the Covid Pandemic on museum service opening and public programmes were still being experienced between November 2021 – March 2022 resulting in a significant decline in general visits and school workshop attendances. However public confidence in returning to museums was evidenced by strong visitor figures since the beginning of April 2022. During the period November 2021 – October 2022 a total of 85,000 visits were made including 11,391 school pupil visits.

2.3 National Portfolio Organisation application

In May 2022 an application was submitted to Arts Council England (ACE) to become a National Portfolio Organisation. On 4th November ACE announced that Bradford Museums and Galleries have been successful and will join the National Portfolio from 2023-24.

ACE received a record-breaking 1,663 applications for the NPO 2023-2026 investment programme - more than double the number of National Portfolio Organisations (NPOs) it funded prior to the announcement.

Bradford District Museums and Galleries' NPO plans focus on Creative People (40%) and Cultural Communities (60%). A three year (2023-26) development process offers co-creation and engagement opportunities delivered in partnership and tailored

to the needs of Bradford communities.

Our NPO award is for total £1,145,310 (£382,000 per annum between 2023-2026) and the award of NPO status will help to transform our museums programme and make our museums more representative of local communities. NPO status acknowledges the significant potential for the museums' world-class collections to support the development of a distinctive sense of place based on the area's diverse heritage and culture. The grant will also help drive forward museums' development and leading role we have to contribute for the 2025 City of Culture.

The three-year funding round will help us to develop a better understanding of the communities we serve, expand co-creation in developing exhibitions, and improve access to collections, aiming to ensure that everyone in Bradford District has the opportunity to enjoy high quality art and heritage.

During the first year of the programme (2023-24) we will focus on engagement across all strands of work, building on our existing strengths and proven need, and consolidate delivery partnerships. Delivery will focus on experimentation and testing, trying out new approaches, evaluating. We will move beyond our walls, delivering programmes and exhibitions in community venues to raise awareness and reach people who would not otherwise engage with our museums.

2.4 Community engagement

Communities are integral to every aspect of our museums. We have been working on the development of a new Community Engagement plan that will champion meaningful engagement and participation that will raise the profile of Bradford Museums and have a positive impact on how we are perceived by stakeholders, funders and service users in the life of Bradford Museums and will make the Service more responsive, dynamic and sustainable organisation.

Our priority audiences for community engagement work are:

- Families and young children living within walking distance of our venues
- Young People aged 14-24 engaging with youth services and clubs close to our venues
- People from ethnically diverse communities, especially those living close to our venues
- People with physical and learning disabilities, neuro-diverse people and those living with dementia or other mental health issues

2.5 Community exhibitions and programme

We are committed to the development of long-term and mutually beneficial partnerships with a broad range of community groups. We have actively sought to work with other service providers including health care services, arts partners and youth services in order to reach people from our target audience groups.

During the period Bradford Museums' have successfully delivered a number of community engagement events and exhibitions including a co-created, award-winning exhibition at Cartwright Hall 'Young People's Identity & Wellbeing' with a group of young Healthy Minds apprentices, in partnership with the NHS Act Locally programme.

Managed a British Library funded project to train three young people of African & Caribbean heritage to record, for public archive, the untold stories of twenty-three Windrush Generation elders who came to Bradford in the 1950s. This led to a fully co-curated exhibition at Cartwright Hall to showcase the stories, collaborating with the project participants; Windrush Generations; Bradford Hate Crime Alliance and the Mary Seacole Day Centre. A well-attended and emotional launch day during Black History Month welcomed participants, council members and the press.

Installed new family and school friendly gallery, the Making of Bradford District at Bradford Industrial Museum, working with four local young people and residents.

Established partnership with NHS, Born in Bradford, Bradford Care Trust to initiate planning to make our museums neuro-diverse friendly for the communities we serve.

A site-wide exhibition called 'Rhyme or Reason' about the origin of nursery rhymes was on display at Cliffe Castle 2022 at the start of 2022 before moving to Bolling Hall Museum in April 2022, which used objects on display that link to elements of the nursery rhymes.

New display of artwork from our art collection depicting 'Icons' has been recently installed at Cliffe Castle Museum. Other community outreach and projects include Cliffe Castle installations with Keighley Pride; Healthy Living; and Keighley Creative (Cliffe Castle was a delivery partner with Keighley Arts Festival)

There were displays across all of the sites to celebrate the Queen's Platinum Jubilee using objects in the collection linked to the royal coronation and royal visits to Bradford.

2.5 Schools

School bookings were reintroduced across all sites from September 2021, initially with a maximum of one school per site per day. This has gradually increased as Covid measures have reduced. Local schools report welcoming the opportunity to visit museums locally as this offers them cheaper transportation options. The Bradford Museums and Galleries schools programme aligns well with the national curriculum as well as giving schools a space to provide enrichment and time to include expert-led Cultural Capital in their teaching and learning plans.

A wide range of sessions are available for schools with the most sought after currently being the Victorian Classroom, Early Islamic Civilisation, Hockney Techniques and Egyptians.

Schools are returning in good numbers and despite restricted provision during the past 12 months we have worked with 11,391 pupils in the period 1st November 2021 to 31st October 2022. Pre pandemic annual learner numbers were c. 20,000.

Site	Number of Pupils	Number of Session delivered
Bradford Industrial Museum	3891	135
Bolling Hall	790	28
Cartwright Hall	3566	118
Cliffe Castle	3144	111
	11,391	392

2.6 Collections

Loans

Loan requests have increased post-Covid and some of the exhibitions that had to be delayed have now taken place. In total there have been sixteen outward art loans take place over the period in locations from Liverpool to Falmouth in the UK. They include Nationals such as the Tate and to other Local Authority Museums including a number of Georgian dresses loaned to Bankfield Museum, Halifax for their Gentleman Jack costume displays. Internationally, we have loans out to museums in Sweden, France and forthcoming loans to Germany. Ten loans are currently being progressed for the next two years and include requests from Italy and Japan. Post-Covid, like many organisations, we have become used to virtual couriering where we view the install using video conferencing.

Four Collection Development Panel meetings have taken place during the period with twenty-six new acquisitions accepted (four declined). Approved acquisitions range from a medieval silver brooch to three Bradford Caribbean carnival costumes. Each meeting is open to all museums teams and members of the Museum Friends and Cliffe Castle support group.

Projects

- Bradford Museums' collections staff have been working on the Congruence Engine project, a three-year research project starting in November 2021 that will use the latest digital techniques to connect industrial history collections held in different locations across the UK. It is one of five funded by the Arts and Humanities Research Council under the 'Towards a National Collection' funding stream. Through 27 months of iterative exploration of the textiles, energy and communications industrial sectors, the project will tune collections-linking software to make it responsive to user needs. It will use computational and AI techniques – including machine learning and natural language processing – to create and refine datasets, provide routes between records and digital objects such as scans and photographs, and create the tools by which the curator participants will be able to employ the sources that are opened to them.

Collection Management

- We continue to develop and enhance the collections with new acquisitions, auditing existing collections, and loaning objects to other institutions/organisations.
- Working alongside Asset Management and a broad spectrum of commercial companies to ensure that our buildings are physically and environmentally secure spaces to accommodate our collections while safeguarding the historic buildings themselves.
- Challenging year with projects ranging from re-attaching displaced legs on entomology specimens, constructing dedicated manikins for historic costumes to installing large industrial objects.
- New acquisitions include war memorials from a local church; a Pearly Queen costume outfit made and worn by a local resident – now on display at Bradford Industrial Museum; and around 2,500 souvenirs, costume and photographs relating to the Keighley Cougars rugby club which will form a new exhibition in 2023 at Cliffe Castle Museum.
- During the period staff have audited, photographed and uploaded to the museums' collection management system 6,500 objects.
- During 2022, staff have responded to 344 email enquiries and facilitated 11 research meetings.
- We continue to promote the Bradford Photographic Archive, which this year has included giving talks at the Impressions Gallery about our newly acquired Through Our Lens digital photograph collection and on site promotion of the Belle Vue Studio collection.
- We recently hosted a workshop and talk for the public by artist Esna Su whose knitted sculpture piece, displayed at Cartwright Hall, as part of the series 'The Burden' we acquired last year, supported by the Contemporary Art Society and the Friends of Bradford Museums.

Digital

- This year we provided four new digital exhibitions on our website. One complemented the Queen's Platinum Jubilee displays, and three relate to upcoming displays about the Photo Archive; the designated Worsteds collection; and the history of Bradford District Museums and Galleries.
- We continue to provide collection-focussed and research-driven blogs for our website to publicly share our research.
- We continue providing content for social media linked to collection objects and Bradford's history, including our popular 'What Is It Wednesday' mystery object feature.

2.7 Volunteering and Apprenticeships

During past 12 months Bradford Museums & Galleries have hosted fifteen trainee Kickstart placements including family activity apprentices, catering assistants and front of house roles. Two trainees have been temporarily retained as casual employees at the Refreshment Room Café, all other have gained further employment eg. children's services, theatres, NHS, restaurants/cafes, CBMDC Estates and Facilities, retail and further education/university. Kickstart was a Government scheme to help 16 to 24-year-olds on Universal Credit find work in a tough post-lockdown jobs market.

We currently have one Leaving Care Enterprise Partnership (LCEP) Placement trainee working as a Volunteer Administrator for 12 months. The placement is working with the BM&G Volunteer Co-ordinator providing time and experience with all teams in the museums, library and other services in order to build and increase training and employment prospects.

Volunteer engagement

Bolling Hall held a Need to Weed morning with members of the public invited for coffee and weeding get together in Oct 2021 and a garden volunteer run event Cherry Blossom Festival in May 2022 with nearly 2 000 visitors and planted bulbs and roses with visitors for the Queens platinum jubilee, for which 2000 visitors attended. Bradford Industrial Museum held a Plant a Daffodil Day in October 2021 and Plant a Christmas Crocus Day in December 2021 attracting over 300 visitors. March 2022 Weaving volunteers held an International Women's Day, 'Weave and Spin' event with 230 visitors for this afternoon of weaving, archival reminiscence from BMG archives of mill workers, Morris dancing, Guild of Dyers and Weaving volunteers with sale stall of craft and knitwear. Linking with local community associations for coffee and cake. Print volunteers in the letter press gallery of Industrial have a strong programme for visiting schools, including demonstrations and hand printed certificates for each school. Also bookmarks and posters for special initiatives and projects

Award Winning

In October 2022 BM&G Volunteer Gardeners were awarded the Sustainability Starts Award at the CBMDC Excellence Awards. Sponsored by AWM Waste, this was an incredible accomplishment for the two museum volunteer teams who have been on site for just one year at Bolling Hall and Industrial Museums. We hope this will assist in future funding, staffing and support.

Other volunteering

- Our meeting and greeting volunteers, originally designed for lockdowns in parks and gardens when buildings were closed, has now continued indoors. It has also developed into invigilation e.g. Mill Manager's house – with some visitors becoming authentic 'living history' characters e.g. Mrs Moore, Mill Manager's wife at the Industrial Museum and Frances Tempest, wife of civil war royalist at Bolling Hall.
- We have now uploaded most volunteer profiles and documentation to Better Impact Volunteer Management System
- Adoption of Citizen Coin Bradford App and management reward system for volunteers to access retail discount and rewards for their time volunteering.
- Volunteer Expenses vHelp app now installed and working to enable our volunteers to claim their expenses wherever they are – avoiding petty cash and staff resource time.
- The BM&G website have been updated to incorporate blogs, and voluntary opportunities, apprenticeship pages and Young Ambassador pages.

- We have interviewed and recruited eight volunteers to run the Community Managed Library at Bolling Hall museum. Now open 5 days a week, 10am – 3pm with related volunteer activities and library links for the future.
- We have a corporate gardening volunteer at the Industrial Museum from Virgin Media lending his work time alongside a qualified level 3 horticulture volunteer. This year we have also hoisted corporate volunteers from AMEY PLC working in the print gallery learning letterpress and engaging with the public and schools, and one jet washing the Bolling Hall outside flagstones with her AMEY team.

2.8 Visitor Services

This is the first full year of opening since the Covid pandemic. Visitor Services have worked hard, along with Facilities Management, to bring all the sites up to standard, ensuring all sites are safe, clean, maintained and welcoming to visitors.

The Visitor Services in the past were four teams based across four sites, through hard work and amendment of staff rotas have achieved one strong team working across the organisation.

- Visitor Services have embraced the large number of volunteers to our sites, welcoming them all as part of the team.
- We are now holding numerous events across sites, including family activities, which Visitor Services are taking the lead in ensuring all the correct equipment, furniture is set up and the public programme runs smoothly
- The large number of schools and groups that use our sites are always welcomed with Visitor Services, working closely with other teams in the service that meet the needs of the schools/groups
- Visitor Services have implemented Warm Spaces at Bradford Industrial Museum and Bolling Hall from 1st November 2022 as part of Bradford Municipal District Council's network of community initiative this Winter, providing warm refreshments and comfortable facilities.

3. OTHER CONSIDERATIONS

Business Plan approval for NPO funding agreement (January 2023)

4. FINANCIAL & RESOURCE APPRAISAL

Following service restructure in 2019 and consequent reduction in staff resource, in addition to the ongoing recovery from the Covid Pandemic that has impacted on income generation, there continue to be a number of challenges affecting the business model for Bradford Museums & Galleries.

£0.5m of allocated savings due to be achieved in 2020/21 were deferred due to the COVID19 pandemic and have been reintroduced back into the budget, as an unachieved saving in 2022-23. The saving was to reduce costs through service efficiencies and integration, remodelling of operational delivery and investigate

commercial opportunities, which is being reviewed as part of the medium term recovery plan for Museums. In 2021-22 £531,998 was received from the business rates re-evaluation (back dated to 2017-18). This has resulted in BM&G forecasting a break even position in 2022-23 due delay in VO notification and the rebate off-setting the unachieved savings dating back to 2018

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The Service is an important part of the Council's cultural offer and infrastructure and as such is a key stakeholder and contributor to the Council's 'Culture is Our Plan' and City of Culture 2025 delivery plan.

6. LEGAL APPRAISAL

The general power of competence under s1(1) of the Localism Act 2011 enables the Council to do anything an individual can do unless prohibited by law (and subject to public law principles). The activities referred to in this report including the acceptance of grant funding from the National Arts Council fall under the general power of competence. The use of such funding must meet any purposes and milestones set out in the grant funding agreement with the National Arts Council. There are no legal issues as a result of this report.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

Bradford Museums and Galleries Strategy, the actions and investment as well as the day-to-day operations of the Service fundamentally supports the District Plan 2021-2025 and contributes to the wellbeing, resilience and longer-term prosperity of the District. With a particular focus on key assets including the collections and flagship buildings and their use this is managed as a district-wide resource for present and future generations. The Mission and Vision ensures that our focus is on maximising the value of our buildings and collections to enable the people of Bradford District to tell their own stories; 'working with our communities and partners to develop and care sustainably for our shared heritage so that everyone can have fun, learn, find their voice, create, be ambitious, connect with others and better understand their place in the wider world.'

The Strategy and its six Priorities are structured to deliver on the District Plan and Council Plan 2021-25, connecting to Bradford2025 and specifically a shared focus on sustainability, clean growth and long-term legacy.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

No implications arising from this report

7.3 COMMUNITY SAFETY IMPLICATIONS

No implications arising from this report

7.4 HUMAN RIGHTS ACT

No implications arising from this report

7.5 TRADE UNION

No implications arising from this report

7.6 WARD IMPLICATIONS

Bradford Museums and Galleries serve all wards in the District

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

No implications arising from this report

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

Early help and prevention to support people in their communities underpins our work with children and families in partnership with our colleagues in the public and charitable sectors. It also informs our approach to estate management across our museum and gallery properties, working with built environment colleagues to anticipate and address maintenance issues and prevent problems from escalating.

Safeguarding is at the forefront of our work with children, young people and vulnerable adults. We recognise that safeguarding is part of everyone’s role across the authority.

(Bradford Museums & Galleries Strategy 2022-32, Core Principles)

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No implications arising from this report

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

Members are asked to consider and comment the updates provided in this report.

11. APPENDICES

Appendix 1 - Bradford Museums & Galleries Strategy 2022-32

12. BACKGROUND DOCUMENTS

Bradford Museums & Galleries National Portfolio Organisation application to Arts Council England (submitted May 2022)

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Bradford District Museums and Galleries Strategy 2022-32

January 2022



Bradford Industrial Museum tells the district's story of innovation and endeavour (image: Phil Jackson).



Above: Cartwright Hall reopens after lockdown. Below: Children's art work from the 'Top of Town' project on public display in the Magic Room at Cartwright Hall (image: Naseem Darbey).

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Introduction: Bradford District's Museums and Galleries

Bradford's Museums and Galleries service cares for the district's internationally significant collections that tell Bradford's story from its earliest beginnings in geological time and showcase the diversity of its human and natural history. The collections reflect Bradford District's importance in world history and its diverse communities who bring global connections.

Bradford District Museums & Galleries' (BDMG's) collections have developed over more than 150 years. They cover a vast range of subjects including art and design, archaeology, transport, social and industrial history, natural history, and a significant cross-cultural collection. They include stories of human endeavour, creativity and ingenuity and offer a rich source of inspiration and pride for the people of the district and beyond. The collections and the listed buildings that house them belong to the people of Bradford district. The museum service works to ensure that everyone has the opportunity to experience and contribute to the Bradford district story.

BDMG runs four venues located in different areas of Bradford district that together attract 230,000 visits per year. All of our sites are located in neighbourhoods with diverse and changing populations. These are also areas that experience significant social and economic challenges: each one of our four museums is located in a ward that ranks among the 10% most deprived in England. Our museums and galleries are not just places for people to learn about and celebrate their heritage. They perform a vital social function: they are free, warm, welcoming spaces where people from all communities can feel safe to be themselves and have opportunities to learn, share and create that area not available to them anywhere else. Museums and galleries support people's health and wellbeing, enable learning, combat isolation and loneliness, build confidence, and help people feel connected to the place where they live.

Bolling Hall in West Bowling is one of the oldest buildings in Bradford district. It dates from the medieval period and was originally the seat of two important land-owning families, the Bollings and the Tempests. It has links to Bradford Cathedral, Esholt Hall, Skipton Castle, Calverley Old Hall and Kirkstall Abbey. Now grade I listed, its rich and diverse history includes time as a Royalist stronghold in the 1643 'Siege of Bradford' during the English Civil War and a connection to the story of the Bradford Boar. The building and its occupants were influential in the development of Bradford and particularly the West Bowling Area.

The house was later developed by the famous architect John Carr of York, who also designed Harewood House in Leeds and Buxton Crescent in Derbyshire. Its rooms are now furnished to give a taste of daily life at different periods of the house's history. The collections on display include a rich collection of historical objects and curiosities, Civil War objects, a bed made for Harewood House by Thomas Chippendale, and a piano that belonged to Bradford composer Frederick Delius. The Hall is surrounded by beautiful landscaped gardens and is immediately adjacent to Bowling Park.



Bolling Hall in West Bowling is one of the oldest buildings in the district (image: Phil Jackson)



Tour of the Belle Vue photographic collection at Bradford Industrial Museum. Part of a partnership event with the National Science and Media Museum (image: Lynn Wray).

Bradford Industrial Museum in Eccleshill was originally built in 1875 as Moorside Mills, a small worsted spinning mill. BDMG's industrial collection, which is predominantly displayed here, began in 1966 and now contains over 36,000 objects. The textile collection dates to 1850 and is the world's most significant and comprehensive collection of material relating to the manufacture of worsted textiles, identified by Arts Council England's Designation scheme as being of national and international significance. The Industrial Museum is home to our photographic archive of over 450,000 photographs and negatives, including the important Belle Vue Studio collection that contains images of migrants who moved to Bradford after the Second World War. It also houses the Bradford Heritage Recording Unit collection of oral history recordings covering the stories and life experiences of the district's people and communities from the early 20th century to the 1990s.

Bradford Industrial Museum's displays of textile machinery, steam power, engineering, printing machinery and motor vehicles showcase the district's history of innovation and entrepreneurship and help us tell the story of Bradford district. Temporary exhibitions enable us to respond to the needs of the local community and work with them to tell their own stories.

Cartwright Hall Art Gallery in Manningham opened to the public during Bradford's Great Exhibition in 1904 as a purpose-built art gallery and museum. It is now one of the UK's leading regional galleries. The district's art collection, which is mainly displayed here, is of international significance and dates to 1879 when the first public museum, art gallery and library opened in Bradford.

Bradford District was one of the first UK local authority museum services to actively and intentionally start collecting works by South Asian and Black artists, and BDMG's collection is particularly strong in this area. Cartwright Hall showcases this collection and is also a venue for touring shows, enabling the people of Bradford District to see exhibitions from partners including the National Portrait Gallery, British Museum and the V&A. Cartwright Hall is set in the grounds of Lister Park with a boating lake, adventure playground and Mughal Gardens that are particularly attractive to families.

Cliffe Castle Museum in Keighley was once the home of Victorian textile industrialist Henry Isaac Butterfield. The Butterfield family's business interests included wool textile mills and a shipping business that took British goods to Europe, America and China. The house was completed in the 1880s and was a showpiece of international art and French interior decoration. Today the building is a museum within a public park where visitors can see Victorian rooms and furniture, paintings and decorative art including internationally significant stained glass by Morris and Co, and exhibitions of geology, natural history, archaeology and social history. The district's natural science collections, comprising zoology, geology and an internationally important botany collection, are based here. They are an important resource for understanding the importance of biodiversity and the human impact on the environment.

Our museums are all historically significant Listed Buildings and much-loved iconic places within our communities. All of our sites are Accredited by Arts Council England. Our reference collections are stored and managed at dedicated storage facilities.



Cartwright Hall shows the work of internationally renowned contemporary artists such as Yinka Shonibare alongside historic works (image: Phil Jackson).



Cliffe Castle captures the unique spirit of Keighley alongside displays of local and natural history (image: Phil Jackson).

Our Vision

Museums and Galleries make Bradford District a vibrant, creative, inclusive place to live where everyone feels proud of their diverse heritage and culture.

Our Mission

Our unique buildings and collections enable the people of Bradford District to tell their own stories. We work with our communities and partners to develop and care sustainably for our shared heritage so that everyone can have fun, learn, find their voice, create, be ambitious, connect with others and better understand their place in the wider world.

Our Values

We promote the shared values of Bradford District.

- **We share** ideas, resources, knowledge and skills as well as challenges and opportunities. We are innovative, always looking for new solutions to problems and drawing on Bradford's deep history of enterprise and creativity.
- **We protect** our shared heritage and buildings. We create safe spaces where people can come together to share their own stories and understand those of others.
- **We respect** ourselves, each other and our communities. We value the people of Bradford District as experts in their own lives. We treat the collections which are our shared heritage with the same respect and care.
- **We care** for each other and treat each other with kindness. We want everyone to see themselves represented in Bradford's story.



Volunteer gardeners at Bolling Hall Museum.

Our Principles

Our work in Bradford District is underpinned by the following cross-cutting principles.

- **Equalities** must be at the heart of all we do. Our museums and collections belong to the people of Bradford District, and everyone must be able to access our services regardless of their background or circumstances. Through our sites and collections we celebrate the contribution that people from different backgrounds make to Bradford District's communities.
- **Working together** is core to achieving our aims and making our service stronger and more resilient. We will work with our communities to empower and enable them to tell their own stories through our museums, galleries and collections. We will collaborate with our council colleagues and with other organisations in the District to create innovative, inclusive heritage and cultural opportunities and to make the most of shared initiatives like Bradford 2025 and the Council's shared Cultural Strategy, *Culture Is Our Plan*.
- **Early help and prevention** to support people in their communities underpins our work with children and families in partnership with our colleagues in the public and charitable sectors. It also informs our approach to estate management across our museum and gallery properties, working with built environment colleagues to anticipate and address maintenance issues and prevent problems from escalating.
- **Every pound counts:** we will adopt effective and value-for-money approaches to service delivery. We will prioritise spending resources locally to grow the Bradford District economy and develop our local supply chains. We innovate and work creatively to get the best value for every pound spent. We will work proactively to increase our grant funding and develop new products and services to develop earned income.
- **Living well:** we will work alongside our communities and partners to embed Bradford's Living Well whole systems approach into our Health and Wellbeing work. We will work with our communities and partners and use our buildings, collections and outdoor spaces to actively pursue the Living Well mission, making it easier for people in the district to adopt healthier lifestyle behaviours.
- **Safeguarding** is at the forefront of our work with children, young people and vulnerable adults. We recognise that safeguarding is part of everyone's role across the authority.

Our Strategic Priorities 2022-32

The strategic priorities for our museums and galleries service have been developed following consultation with the public and some of our key stakeholders. They reflect the priorities and principles of Bradford Council¹ over the next five years and are closely aligned with Bradford District's ten-year cultural strategy, *Culture is Our Plan*,² within which the museums and galleries service plays a key role. Our priorities recognise the part we play in the district's visitor economy, attracting visitors from across West Yorkshire and beyond.

The period 2020-21 has been an extremely challenging time for the cultural sector across the UK due to the ongoing impact of the Covid 19 pandemic during which museum venues were required to close for lengthy periods. During this time our team rose to the many challenges, using their creativity, innovation and ambition to support and respond to the needs of our communities, significantly increase our digital offer and improve many of our core functions. We are now building on the learning of the past few years to support a fair, inclusive and sustainable recovery from Covid 19 which is at the heart of the council's priorities from 2021-25 and will be the focus of the first three years of our action plan.

Our strategic priorities also reflect *Let's Create*, Arts Council England's strategic plan for 2020-2030.³ The Arts Council's vision for creative people, cultural communities and a creative and cultural country are at the heart of our aspirations for Bradford and the actions we will take to support these outcomes are woven throughout this plan. The *Let's Create* principles of ambition and quality, dynamism, environmental responsibility, and inclusivity and relevance are embedded in our approach to working with our communities. Bradford District Museums and Galleries service has been a partner in Arts Council England's Museums and Schools programme since 2016 and we intend to seek further investment from ACE during the period of this Strategic Plan.

We have six core strategic priorities for the period 2022-32.

- **Priority 1:** To build a distinctive **sense of place** in Bradford District, based on our diverse heritage and culture.
- **Priority 2:** To promote **physical and mental health and wellbeing** among all our communities
- **Priority 3:** To enable everyone to **learn, develop skills, build confidence, and understand their place in the world.**
- **Priority 4:** To support **Climate Emergency awareness, action and sustainable growth principles** throughout everything we do.
- **Priority 5:** To support a **strong economy** through Bradford district by developing people's skills, diversifying our workforce, working efficiently, and diversifying our income sources.
- **Priority 6:** To **work in partnership** to ensure that everyone in Bradford district has access to **ambitious, world class art, heritage and cultural experiences.**

¹ Bradford Metropolitan District Council, *Our Council Plan, Priorities and Principles 2021-25*

² <https://www.cultureisourplan.co.uk>

³ <https://www.artscouncil.org.uk/lets-create/strategy-2020-2030>



During the summer of 2020 BDMG staff and volunteers distributed 1000 creative activity packs through community hubs and primary schools.



Priority 1: To build a distinctive sense of place in Bradford District, based on our diverse heritage and culture.

Council priority: Safe, Strong and Active Communities. We want 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.

Our Ambition

By 2032 we want all our communities to see themselves reflected in our collections and our museums. We hold the collective memory of the district, and we want this memory to be as diverse and inclusive as possible. Our museums will be distinctively Bradford district, with stories told with, by and for the people of the district. Our four existing venues will be joined by a strong City Centre presence that introduces Bradford's story to visitors to the city centre, increases the visibility and awareness of the district's heritage and enables us to work collaboratively with other cultural providers in the city centre. We will work together with other museums, galleries and cultural providers in the district – for example, the Brontë Parsonage Museum, the Impressions Gallery and the National Media Museum – to join up our cultural provision and audience development work so that we reach out into all the district's communities.

Context

Bradford district is one of the most diverse areas of the UK. It includes an urban city centre, distinctive towns, and is on the edge of the Yorkshire Dales with beautiful rural landscapes. Its population of 532,500 people is equally diverse with 64% identifying as White British and 36% from non-white backgrounds. Bradford district has the highest proportion of under-18s for any city authority at 26.5% of the population.⁴ There is strength in this diversity, however the Covid 19 pandemic has widened inequality and threatens community cohesion.

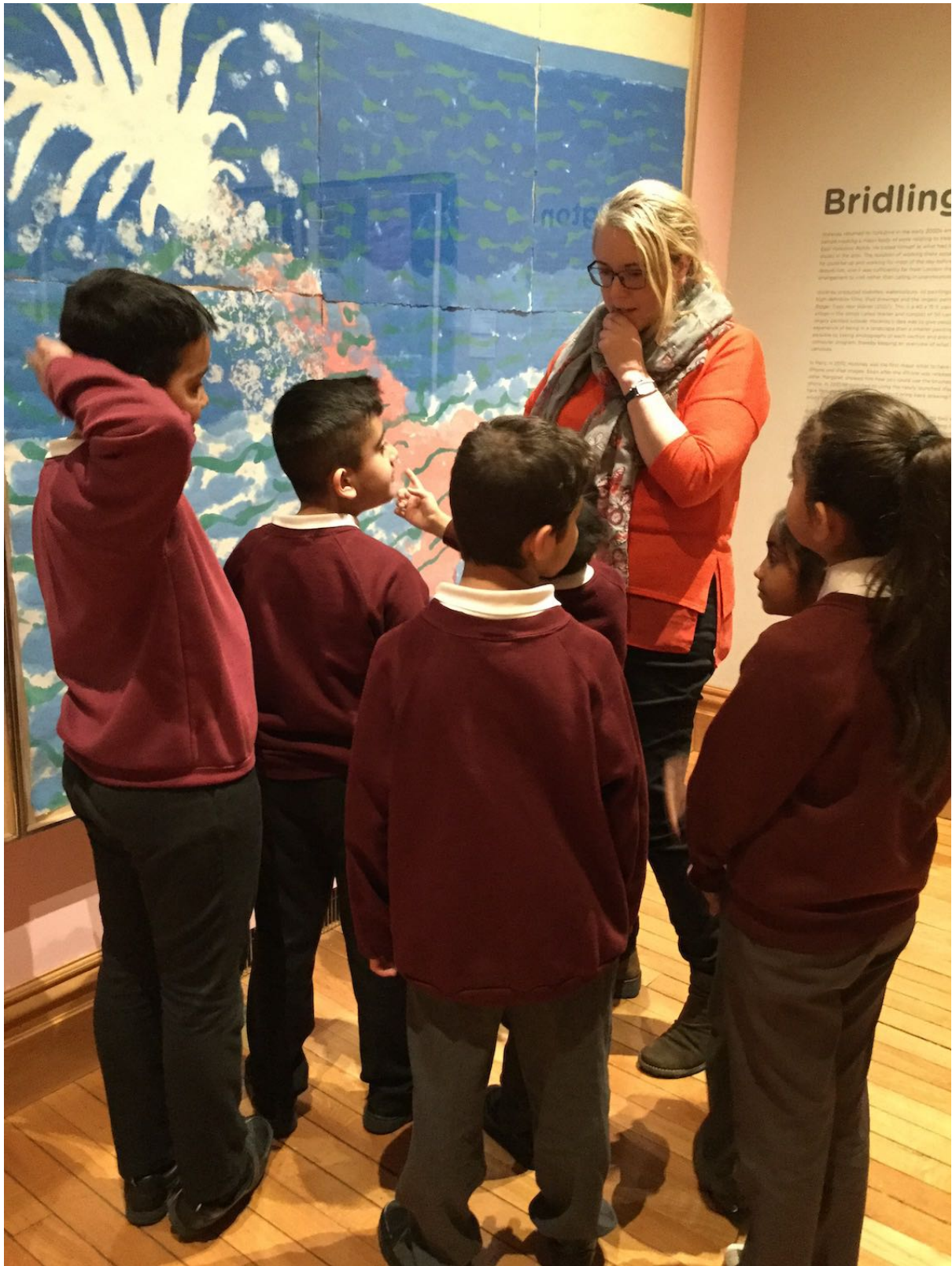
Our museums and galleries belong to the people of Bradford district. Our collections and stories are their stories. We enable the people of Bradford district to discover and interpret these stories for themselves, for each other and for the world. In doing so we bring people together, providing safe and inclusive spaces for people to explore questions of identity, belonging and community, and enable them to get to know one other better.

We celebrate Bradford's diversity through our museums, galleries and collections and will work with the people of Bradford district and with community and cultural sector partners to ensure that our collections, exhibitions and programming fully reflect it.

⁴ Data sourced from the Office of National Statistics, mid-2016 and taken from https://bradfordforeveryone.co.uk/wp-content/uploads/2020/01/bradford_data_pack.pdf

Actions

- **We will invest in our relationships with communities.** Each of our sites is located within a distinctive neighbourhood of Bradford district and this offers the opportunity to get to know our communities and reflect their priorities and concerns. We will invest in research and evaluation to enable us to better know our audiences and reach out to those who don't currently engage. We will develop sustainable partnerships with our colleagues across Bradford Council, other cultural sector organisations and local community organisations to enable us to work together more effectively and maximise the impact of our work.
- **We will research and implement a co-creation model** for delivering exhibitions, events and programmes, based on understanding and meeting the needs of Bradford district's diverse communities. The people of Bradford district are experts in their own lived experience and our programmes will enable Bradford district people to tell their own stories and connect with a wider audience. In doing this we will broaden access to our world class collections, building pride in Bradford and ensuring everyone has access to high quality art and heritage.
- **We will take forward a business case and strategic plan for a city centre venue** for Bradford district's museum collections, working with partners within and outside the council to identify a location, narrative and funding package to progress this vision as part of our suite of venues. It will tell the story of Bradford district and increase the visibility of our heritage and culture for visitors to the city centre. Through this we will develop our partnerships with other city centre venues, develop the visitor economy for the city centre, and ensure a strong voice for the cultural sector in shaping future plans for the city and its people.
- **We will ensure we remain at the heart of planning and delivery for Bradford 2025,** working with partners and communities to showcase Bradford district's heritage and culture and enable participation across the district.
- **We will take a dynamic approach to collection development** that prioritises reflecting all of Bradford's communities through focused acquisition and a strategic approach to disposal and rationalisation. Our collection development programme will recognise the global significance of our collections, which includes a Hockney collection of international significance, a world renowned collection relating to the production of worsted textiles, and an internationally important collection of works by black and south Asian artists. We will strengthen our international relationships based on these collections which are firmly rooted in the story of Bradford district and its diverse communities.
- **We will prioritise infrastructure development across our sites** to create vibrant spaces with and for our local communities that promote active participation, creativity and confidence-building. We will progress a bid to the Government's Levelling Up Fund to transform Bradford Industrial Museum into a creative and cultural hub for Bradford East.



Children see their ideas on display for the first time in the David Hockney Gallery at Cartwright Hall. The gallery was runner-up in the Museums & Heritage Awards 2018 for Best Permanent Gallery.

Priority 2: To promote physical and mental health and wellbeing among all our communities

Council priority: 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.

Our Ambition

Our museums and galleries will help Bradford to know itself. Our buildings are uniquely placed at the heart of local communities and are freely accessible to everyone. We will work to dismantle practical and perceptual barriers to engagement and work with partners to develop a nationally recognised Health and Wellbeing programme, together with a body of evidence from research and evaluation that enables us to understand and maximise the positive impacts for individuals and communities.

Context

Our museums are safe, inclusive, free to access spaces where everyone is welcome. Our collections inspire, soothe, challenge, and offer insight into the human experience past and present. They help people to understand each other and themselves. Two of our sites are located within parkland and all four have excellent outdoor spaces which offer opportunities to connect human creativity with the natural world. Our communities tell us about the power of our sites and museums to support healthy lifestyles, improve mental and spiritual wellbeing and create a life-affirming sense of pride in where they live. We recognise the importance of creativity to health and wellbeing, supporting positive mental health, combating social isolation and enabling people to learn.

All four of our museum sites are located in wards that are among the 10% most deprived in England. This means that the communities living in these areas experience multiple challenges including poverty, poor housing, poor health and lack of access to educational and economic opportunities. The gap between the most and least deprived people in our communities across the District remains significant. Our museums and open spaces are vitally important free public resources and our work will prioritise inclusion and access to services for people in need. Working with partners, we will develop early intervention health and wellbeing support that seeks to prevent problems from escalating.

Actions

We will:

- **Work with core partners within the local authority and third sector** to reach underserved communities, ensuring that everyone living in Bradford district can benefit from free access to their museums and collections. We will work with the district's Health and Wellbeing partnerships to develop innovative new cultural prescribing opportunities.
- **Work with partners including the Born in Bradford project and the Mental Health Partnership Board** to deliver and evaluate specific programmes to support mental health and wellbeing for all our communities.

- **Work with parklands and outdoor spaces and their stakeholders** to reach new audiences, understand their needs and create exhibitions and programming with them that meets their needs and reflects who they are.
- **Create an exhibition programme that demonstrates ambition, reach and quality**, enabling Bradford district residents to see and enjoy loans from national institutions and promoting Bradford district stories across the UK and beyond. We will work with audiences to create dynamic contemporary exhibitions of visual art that are innovative, forward looking and challenging, such as the Healthy Minds apprenticeships at Cartwright Hall co-curating an exhibition that explores art, culture, creativity and young people's mental health.
- **Make our sites inclusive and accessible to all**, working with partners and advocacy groups to make our buildings and services physically, intellectually, cognitively, culturally and economically accessible and inclusive for everyone.



Cliffe Castle Museum in Keighley supports health and wellbeing, connecting visitors with the human and natural worlds (image: Phil Jackson).

Priority 3: To enable everyone to learn, develop skills, build confidence, and understand their place in the world.

Council priority: 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.

Our Ambition

By 2032 our learning offer will reach the citizens of Bradford District at every stage of their lives. Our work with Early Years providers and families will ensure that all children in Bradford district have access to creative learning experiences based on our shared heritage and culture from their earliest years, building a sense of ownership and belonging. Our programmes will be embedded within the curriculum in both primary and secondary schools, based on locally relevant provision, enquiry learning and creativity. Our offer for adults will be holistic and wide-ranging, providing opportunities to develop skills, be creative, and contribute to telling Bradford district's diverse stories. We will explore the connections between creativity, learning, and health and wellbeing, seeking to develop new partnerships at the intersection of learning and health, including children's mental health.

Context

Bradford District Museums and Galleries promote innovation through imaginative learning experiences that use our sites and collections to the full. Our schools programme attracts over 20,000 school children per year. It is rooted in a deep understanding of the district's schools and communities and has been nationally recognised for its creativity, innovation and impact. We celebrate the unique cultural and natural heritage of Bradford district and develop children's skills and experiences through non-classroom based, creative, immersive opportunities that are playful, fun, and thought-provoking. By developing our relationships with schools we are able to reach families, children's services and youth services in the community and therefore work with people who may not otherwise engage with museums and galleries.

Bradford District is one of the youngest areas of the UK with 26% of its population under the age of 18. About 40% of pupils in Bradford district schools have English as their second language. 72% of the district's state-funded primary schools and 58% of secondary schools were rated Outstanding or Good by Ofsted in 2018/19, below the average of 82% of schools in these categories across Yorkshire and the Humber. Educational attainment and progress in Bradford district across all stages of education from early years onward is below the national average. The adult skills base in Bradford district remains relatively low, which affects productivity and potential inward investment decisions: 14% of working age people have no qualifications and 11% of the working age population claim an out-of-work benefit.⁵

Museums and galleries provide inspiring spaces for learning. They are different from school and can inspire teachers to communicate with their pupils in a more creative way. By

⁵ 2019 Indices of Deprivation, taken from <https://ubd.bradford.gov.uk/about-us/poverty-in-bradford-district/>

working creatively with museums and galleries, schools can address issues raised in their Ofsted reports, develop their teaching strategies and increase levels of attainment. Museums and galleries also form a bridge for adults to return to education and support positive family and community relationships through intergenerational learning. Creative and collection-based learning gives children and adults the tools they need to succeed in life through problem solving and real-life experiences that they don't encounter elsewhere.

Actions

- **We will work with partners within and outside the council to make Bradford a UNICEF Child Friendly City.** We will ensure that the voices, needs, priorities and rights of children are an integral part of our policies, programmes and decisions and that children's rights are respected. We will work to ensure that children have the opportunity to shape our service through participation and that all children have the opportunity and confidence to exercise their right to culture.
- **We will develop a dynamic, ambitious and responsive offer for families and children** across our sites, working with internal and external partners to reach families who do not currently engage with our service and support local need. We will use our relationships with the schools near our sites to encourage more visits from local families by developing projects and programmes that engage whole families with their children's work. In doing this we will also support schools with parental engagement strategies.
- **We will work with the district's primary and secondary schools** as a key partner in the Culture Is Our Plan initiative to co-create a bespoke Bradford Curriculum with children and young people, building our relationships with schools and helping young people to develop a sense of place, community and pride in where they live. We will continue to work with the Bradford Cultural Education Partnership as a means of reaching schools and working collaboratively with other cultural sector organisations in the district to support Culture Is Our Plan and other shared strategic objectives.
- **We will deepen our relationships with local primary and secondary schools within walking distance of our sites,** aiming to host at least one year group visit per academic year and to work with schools to embed our offer within their ongoing curriculum. We will develop and refine our schools workshops, developing new place-based culture and heritage curriculum content with primary and secondary schools based on 'Proud to be from Bradford' including untold stories and local history, STEAM education, and our flagship Art and Science of Noticing methodology in a secondary education context. Through this we will support teachers to narrow the attainment gap between children in Bradford district and the national average.
- **We will increase earned income** by marketing our most popular curriculum-linked workshops outside the district while maintaining our ability to create bespoke workshops with our ambitious good user schools.
- **We will develop our digital learning provision,** building on our learning from the Covid 19 pandemic to create a blended learning approach that uses digital engagement to support, rather than replace, on-site school visits. We will use digital to develop and support teacher networks, helping to raise the standard of teaching in Bradford district schools by enabling teachers to bring greater creativity and

innovation into the classroom. We will work with the Bradford Cultural Education Partnership to develop our digital skills and maximise the impact of this work.

- **We will work with Born in Bradford**, a unique and internationally renowned research institute based at Bradford Royal Infirmary, to understand the impact of heritage and cultural learning on children's lives and opportunities.
- **We will create more opportunities for adults to learn creatively through our museums and galleries**, working with partners including Bradford Libraries and Bradford College's Community Education department to take learning opportunities out into communities through our venues.



Children from Westbourne Primary School interview artist Bhajan Hunjan to find out how she made the artwork 'One and the Many' as part of their Arts Award programme at Cartwright Hall (image: Tim Smith).

Priority 4: To support Climate Emergency awareness, action and sustainable growth principles throughout everything we do.

Council priority: A Sustainable District. We will make it easier for individuals, households and businesses to adapt, change and innovate to help address the climate emergency, reduce carbon and use resources sustainably.

Our ambition

By 2032 we will have seen significant investment in our museum buildings, affirming their significance as historic buildings in their own right and contemporary community hubs owned and loved by the people of Bradford district. We will have secured external funding for prioritised capital development programmes to safeguard our estate in line with community need, and to create our innovative, sector-leading Green Collections Hub in Shipley.

Context

Our historic buildings are iconic places within Bradford's communities and evoke strong memories. Our buildings and collections have been built up over time as assets for the long term benefit of the people of Bradford district. We act as custodians to conserve and develop them into the future. The historic estate brings with it challenges of maintenance and conservation, and must be managed in a way that prioritises environmental benefit and sustainable growth as well as supporting the current and future needs of our citizens.

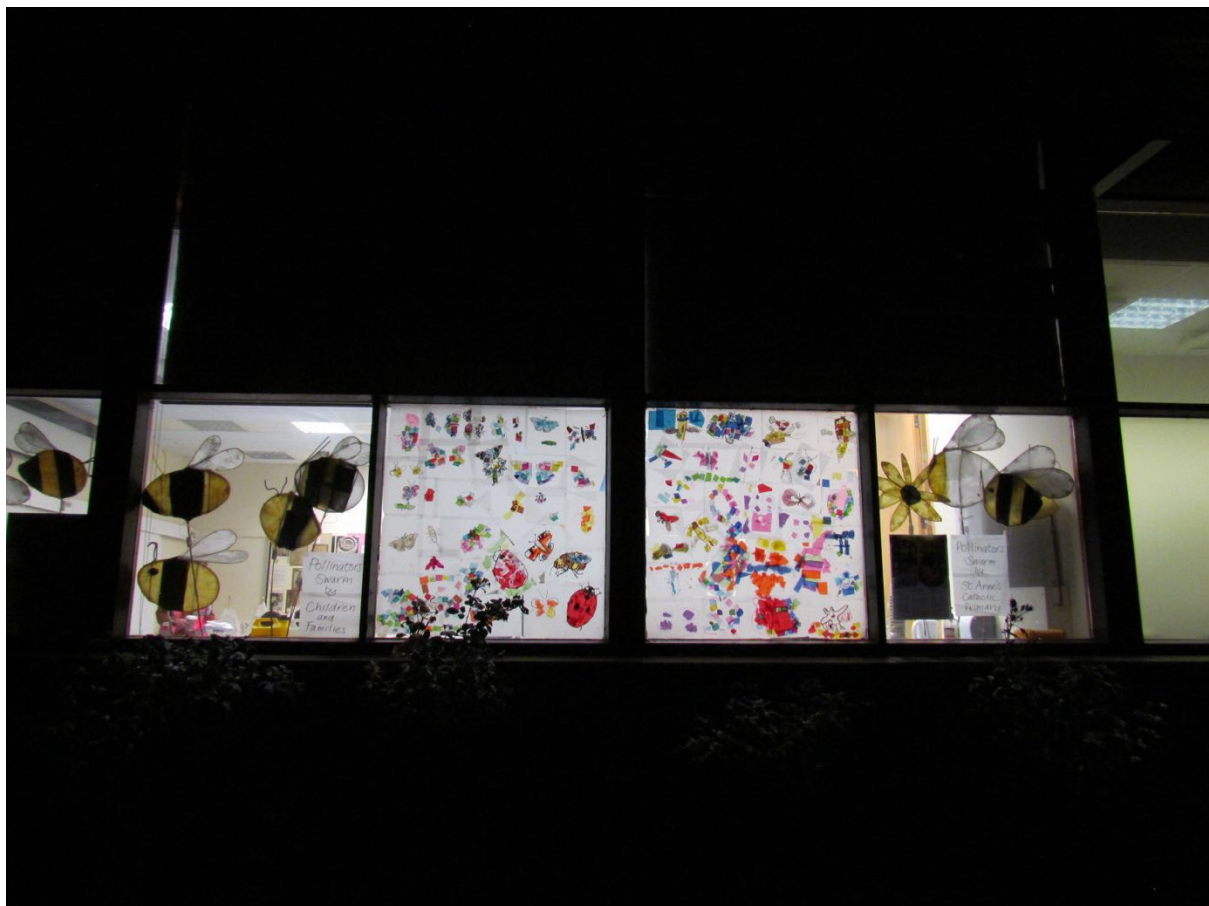
Bradford Council declared a Climate Emergency in 2019 and is a member of the Leeds City Region Climate Coalition. Bradford's Sustainable Development Partnership works at all levels from grassroots to large infrastructure projects to address the climate emergency. Bradford District Museums and Galleries have already made significant progress in prioritising environmental sustainability. We have reduced our carbon footprint and energy usage by installing solar panels at Bradford Industrial Museum, LED lighting across all sites and automatic light sensors where safe and practical to do so. A sustainability statement is included in all our exhibition policies. In 2022 we will launch an exhibition on climate change, and our learning team have begun developing workshops on climate and biodiversity.

Actions

We will:

- **Work with colleagues to develop a Maintenance and Repair Plan and Investment Strategy for each of our historic buildings.** We will focus on pre-emptive and proactive maintenance as the most financially and environmentally sustainable approach to our historic estate.
- **Seek significant external investment to support prioritised improvements to our buildings and facilities** to enable us to further improve visitor facilities and environmental sustainability.

- **Develop the business case and feasibility study for our innovative, flagship Green Collections Hub** which has environmental sustainability at its heart. This innovative capital project will develop a sector-leading sustainable approach to preventive conservation and develop collection management practices that go beyond established professional standards in collections documentation and care. It will create a new visitor attraction for Shipley and enable us to make more of our stored collections available for learning, creativity and research.
- **Use our buildings, collections and open spaces to develop programmes and projects that highlight the Climate Emergency** and spur our audiences into action.
- **Improve our waste recycling rates** and sustainable energy use across all our business activities.



School children and families worked with Cliffe Castle to learn about the importance of pollinators to biodiversity through the museum collection and creative art activities. Part of Keighley Arts and Film Festival, October 2021.

Priority 5: To support a strong economy through Bradford district by developing people’s skills, diversifying our workforce, working efficiently, and diversifying our income sources.

Council priority: 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.

Council priority: 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 Ambition

By 2032 the museum service will be recognised as a significant contributor to Bradford’s ambitions for skills, jobs and the local economy. We will be delivering programmes to support skill development and readiness for work across all our sites and will have secured investment to enable us to create new skilled jobs, particularly through our Green Collections Hub. Our business model will be more diversified, with an increase in the income we generate from corporate hire, retail, catering and other commercial activity to enable us to reinvest in the services we offer the people of Bradford district. We will have made connections between Bradford district’s new industries and the history of innovation and creativity represented in our collections. Our diverse, highly skilled workforce will be fully reflective of the whole of Bradford district’s communities.

Context

Museums and galleries are significant contributors to their local economy: they provide high quality skilled jobs and routes into work through volunteering and skill development, and they attract new visitors to their localities resulting in secondary spend and investment. Culture Is Our Plan recognises the sector’s rich contribution to economic and social wellbeing across Bradford district.

Bradford’s economy has many powerful assets including a vibrant small and medium enterprise sector and a number of nationally significant businesses. However, it contains pockets of economic wealth and deprivation. Bradford district is ranked the 13th most deprived local authority in England and the second most deprived in the Yorkshire and Humber region according to the 2019 English Indices of Deprivation⁶. Within this it is the 5th most income deprived and 6th most employment deprived local authority in England. However, to illustrate the district’s economic diversity, Wharfedale ward is within the 10% least deprived wards in England and in March 2021 the Sunday Times named the town of Ilkley the best place to live in the North and North-East of England.⁷

⁶ The data in this section is taken from <https://ubd.bradford.gov.uk/about-us/poverty-in-bradford-district/>

⁷ <https://www.ilkleygazette.co.uk/news/19187520.ilkley-named-best-place-live-north-northeast-england/>

All four of our museum venues sit within wards that are among the 10% most deprived in England. Our museums are therefore located in communities experiencing significant need and we recognise the important role we have to play in supporting local economic development. Our work will support Bradford district to meet the challenges of the future, including helping people into education and training they need to get highly skilled jobs and supporting the young people, low-paid workers and people from non-white backgrounds who have been hardest hit by the Covid 19 pandemic.

Actions

We will:

- **Contribute to the economic regeneration of Shipley** through the Green Collections Hub which will create new, high quality jobs and volunteering opportunities both during and after its development and create a new visitor destination that will attract more people to the area. The Green Collections Hub will reduce future operational costs through a financially and environmentally sustainable approach to preventive conservation.
- **Develop inclusive practice in recruitment, training and retention**, working with museum sector partners regionally and nationally to drive change so that we create a workforce that is fully reflective of the diversity of Bradford district. We will work with human resource professionals within the Council to explore and test innovations that will make our recruitment more inclusive across the Council.
- **Address existing barriers to participation** in the museum workforce through volunteering, apprenticeships, work placements, and working with partners to explore new routes into the profession particularly for people from communities that are currently under-represented in museum work. Our Equality, Diversity and Inclusion Plan will promote equality and diversity in all aspects of our workforce management and development.
- **Support Bradford district people to develop skills for life and for employment** by providing high quality supported volunteering and personal development opportunities for people from across our communities.
- **Develop our business model**, generating new sources of income through fundraising and earned income. We will develop our retail, catering and corporate hire offers to increase income generation and build the profile of the service. This will need investment to ensure that our services and buildings are able to meet the expectations of our target audiences.
- **Develop new revenue streams through building relationships between our collections and relevant local industries**, working ethically to ensure that collections care, ethical standards and sustainability are prioritised.

Priority 6: To work in partnership to ensure that everyone in Bradford district has access to ambitious, world class art, heritage and cultural experiences.

Our Ambition

We believe the people of Bradford district are entitled to enjoy and participate in world class art, heritage and cultural experiences. We will work together with partners within and outside the cultural sector to maximise these opportunities for the people of Bradford district, West Yorkshire and beyond, securing national and international recognition and investment for our work.

Context

BDMG's buildings and collections are world class. Bradford district's museums and galleries have long been at the forefront of innovative practice in collecting, cultural engagement and cultural and creative learning practices. We have continued to innovate through challenging circumstances, working to support and develop communities in one of the most disadvantaged districts in the country. We believe in the transformative impact that high quality arts, heritage and culture can have on people's lives.

BDMG is part of a vibrant and diverse arts, cultural and heritage sector that reaches across the district and includes national museums (National Science and Media Museum), independent museums such as the Bronte Parsonage Museum and Peace Museum, Saltaire Archive and World Heritage Site, Ilkley Manor House Trust, Bradford Police Museum and the Keighley and Worth Valley Railway. By working effectively in partnership we can maximise the benefit of all our work.

Actions

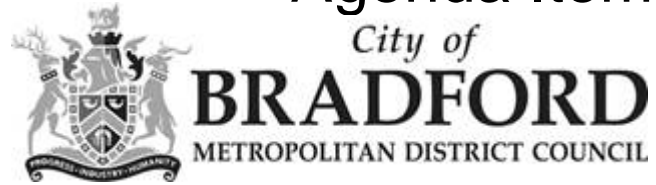
We will:

- **Develop and deepen our partnership work and networking activity** with arts, heritage, cultural and community organisations across the district to maximise the impact for people and communities. We will contribute as a key partner to the delivery of Culture Is Our Plan and to bringing the Capital of Culture to Bradford in 2025.
- **Work to secure significant revenue investment from national funding bodies** that reflect the importance of Bradford's collections and stories and the size and diversity of its population.
- **Deliver high profile exhibitions and programming** that attract visitors from a wider catchment across the north of England and raise the profile of our work. This will include a complete rehang of the permanent galleries at Cartwright Hall working in partnership with our communities and involving a high profile visiting curator.
- **Share our expertise and knowledge** more widely through district-wide, regional and national networks.

- **Develop our international connections** through the British Council, international World Heritage Site networks, and the Islamic Art Subject Specialist Network in order to promote our significant collections and bring international loans and expertise to Bradford district.
- **Promote our work more effectively** through marketing, public relations, networking and advocacy.
- **Work in partnership with our Friends and Supporters Groups**, including Friends of Bradford's Museums and Galleries , Cliffe Castle Support Group and other support groups across the District in pairs and communities to maximise our shared impact.



In the 'A Life More Ordinary' project, people living with dementia and their carers worked with artists, designers and poets to create a series of sixteen large banners to campaign for a better understanding and representation of people living with dementia. The banners are on display at Bradford Industrial Museum (image: Phil Jackson).



Report of the Director of Place to the meeting of Regeneration & Environment Overview & Scrutiny Committee to be held on 6 December 2022

Q

Subject:

Libraries Update

Summary statement:

This report provides an update on progress with the implementation of the new vision and model for Bradford Libraries, agreed by Executive in March 2020. It describes how progress was severely impacted by the Covid19 pandemic, and how libraries are now showing good signs of recovery, with progress made in many areas.

EQUALITY & DIVERSITY:

Bradford Libraries contribute to the 'Community' theme of the Council's equalities objectives, taking '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.' By developing access to more services in libraries, local people will benefit from this more local support.

It also contributes to the 'Service Design' theme of the Council's equalities objectives, 'Ensuring that our services are designed in an accessible and an inclusive way including co-production with local people and organisations.' This principle has been used in the pilot projects in Keighley and Wibsey libraries (see below).

Alan Lunt
Interim Strategic Director of Place

Portfolio:

Healthy People & Places

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Overview & Scrutiny Area:

Regeneration & Environment

1. SUMMARY

This report provides an update on progress with the implementation of the new vision and model for Bradford Libraries, agreed by Executive in March 2020. Work to implement the new model was severely impacted by the Covid19 pandemic, and libraries only fully resumed normal services in September 2021, however the Service is now showing good signs of recovery and good progress has been made in many areas.

2. BACKGROUND

2.1 On 24 March 2020, at the time of the first national lockdown, the Council's Executive agreed a new vision and model for the Library Service for 2020 to 2025. The vision is to "develop a 21st century library service that continues to provide a core library service, that is flexible and enables us to enhance the quality of life of people and communities, is inclusive and vibrant, supports wider district priorities, enables all users to learn, engage and remain connected to their communities, and is outcomes focused at a local level".

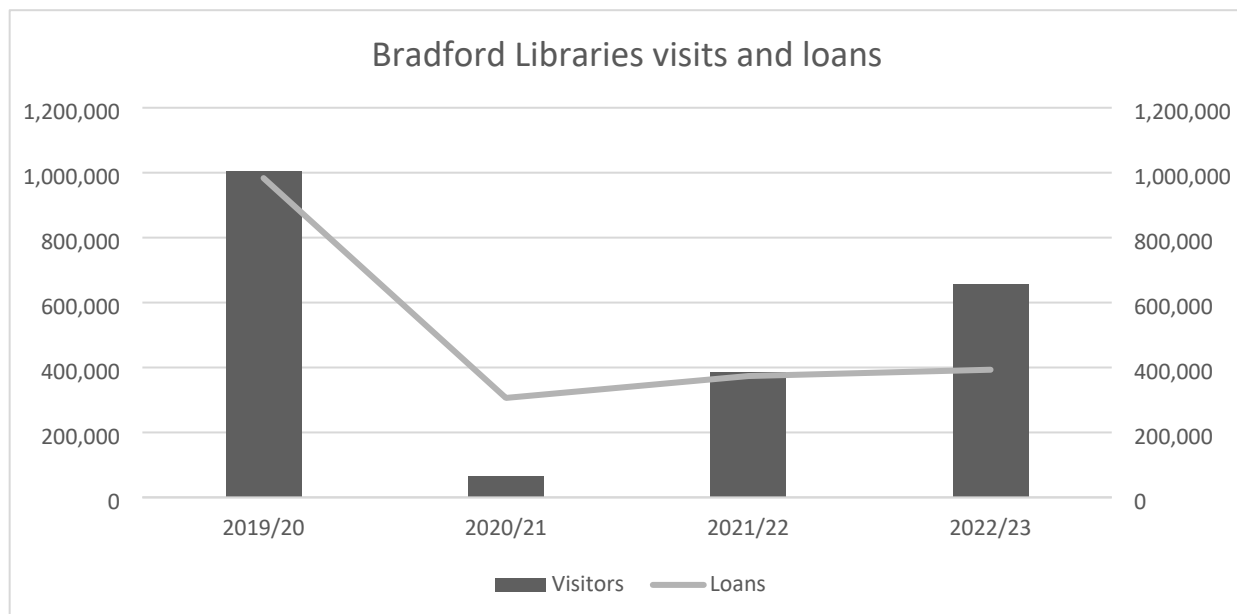
2.2 The report went on to say: "The information gathered [from the public consultation on Bradford Libraries in 2019/20] highlighted that libraries are much more than traditional book lending facilities, as important as that is, there are a wider range of activities that are carried out. This led us to consider what more they could offer to help support outcomes for Health and Wellbeing generally and was central to decisions taken on what the future library service might look like.....Additional investment will be used to build on the work that libraries already do in this area, e.g. activities that support improvements in social isolation like "knit and natter" and "reading groups". Library services will be developed with a focus on enhancing the public health offer with a particular focus on improvements against four public health outcomes: tackling poverty, addressing social isolation, assisting people back into employment and helping with school readiness."

2.3 This vision and model reflected a positive commitment from the Council to keep all libraries open across the District, rather than making further savings. It also recognised the huge potential that libraries have to support the Council's priorities and deliver more services, working in partnership with others. This is in line with the national ambition for libraries to develop as hubs of their communities. It was cemented with £700k annual funding from Public Health, and was designed to maximise the use of the assets of the Library Service (its buildings, staff, IT and connectivity in communities) to support Council priorities rather than looking at reducing or closing services.

2.4 As well as defining a 'core library offer' that will be delivered in *all* libraries across the District the model included the development of a 'tailored offer' for each library, specific to the needs the communities served. Details on how the new model is being implemented are set out in section 4 below.

3. IMPACT OF PANDEMIC, AND SERVICE RECOVERY

3.1 Library services in Bradford were severely impacted by the national lockdowns and restrictions that took effect between March 2020 and September 2021, delaying the implementation of the new model and significantly reducing the numbers of visitors and items loaned. The graph below provides an overview of that impact.



3.2 Library visitor numbers are projected to recover to 65% of pre-Covid levels by the end of the current financial year, which is broadly in line with library services across the country. If the current trajectory continues, we hope to have recovered close to pre-pandemic levels by the end of the next financial year, 2023/4.

3.3 However, loan figures are taking much longer to recover, still at only c40% of pre-pandemic levels. Whilst the loan of e-books and other e-resources saw a fourfold increase during the pandemic, these items represent a small proportion of the overall stock and loans. The reduction in funding for all new stock - from more than £400k in 2019/20 down to £167,400 in 2020/21 - is likely to have had a bigger impact on these figures than the pandemic alone.

3.4 Libraries in Bradford resumed their normal opening hours, service offer, events and activities from September 2021. Some community managed libraries have taken longer to fully resume normal services. As well as the very limited service able to be provided during much of the pandemic, the figures were also impacted by the temporary closures for refurbishment of Keighley, Holme Wood and Wibsey Libraries, the closure of two community managed libraries (Wrose and St Augustine's), restrictions on numbers at Baildon Library due to health and safety concerns with the building, and reduced hours across libraries.

3.5 Throughout the pandemic, the Library Service followed the rules and guidance set out by national government, Bradford Council, and our sector support body Libraries Connected. The Service adapted to deliver services in different ways including distributing books via the 'hubs', a new 'Order & Collect' offer, additional online resources, events and activities online, and new ways of distributing book gifting programmes and Summer Reading Challenge materials. Bradford Libraries won an industry award from the National Acquisitions Group in recognition of its innovation in response to the challenges of the pandemic.

3.6 In July 2020, DCMS wrote to all local authorities setting out its pragmatic approach to libraries as a statutory service in light of the legislation and guidance surrounding the pandemic. DCMS wrote again in September 2021 informing local authorities that it would be reintroducing its usual superintendence of the Libraries and Museums Act 1964 following Step 4 of the easing of restrictions. On both occasions, the Council was required to respond

with details of its plans and timescales for resuming library services, which proved acceptable to DCMS.

4. PROGRESS WITH IMPLEMENTING THE NEW MODEL FOR LIBRARIES

4.1 Governance

4.1.1 The project to implement the new model for libraries was set up and supported for the first year by the Council's Corporate Programme Management Office. A Strategic Board comprising senior colleagues from across the Council was also established to provide oversight and to steer the project. Since May 2021, project implementation has been carried out by the Library Service, with members of the Libraries Management Team leading different work streams. The project was given the title *Building a Better Future*.

4.1.2 As well as action plans developed for the four Public Health priorities (reducing poverty, tackling social isolation, helping people back into work, and school readiness), six work streams were established in line with the key components of the new model: the Core Offer, the Tailored Offer, Staffing, Funding and Buildings, together with an additional work stream was added focused on IT.

4.2 Core Offer

4.2.1 The first step was to articulate the 'core offer' for the Library Service, taking account of national legislation, best practice and guidance, and the library 'universal offers' adopted by Libraries Connected. This was agreed by the Strategic Board in February 2021 and communicated to all libraries; it is attached at Appendix A.

4.2.2 A 'gap analysis' tool was also developed for auditing the offer at each library to ensure the core offer is delivered everywhere. This tool has been used to good effect at the two pilot libraries (see 4.4 below) and is being used in the rollout for all libraries.

4.3 Tailored Offer

Two libraries were selected to be pilots for introducing the new model and developing a tailored offer, these were Keighley and Wibsey Libraries. Library profiles were produced for each of these libraries, setting out details of the local population served in the catchment area, as well as details of the current library offer and how it meets the Core Offer, as well as a 'gap analysis' setting out what more could be done to meet local needs. These documents were shared and discussed with the Working Groups set up for each of the pilots.

5. Keighley Library pilot

5.1 The development of Keighley Library as a pilot for the new model has been supported by a Working Group drawn from representatives of key stakeholders in Keighley and from other local and Council services including: local councillors, Friends of Keighley Library, Cliffe Castle, Neighbourhoods Team, local GP practice, Adult Learning & Skills, Children's Services, Adults Services, Keighley Healthy Living, library staff, Public Health, and Customer Services.

5.2 The project has also engaged with a very wide range of local organisations

including Keighley Association Women & Children's Centre, Roshni Gar, Project 6, Cellar Trust, Keighley Creative, local schools and nurseries, and Ilkley Literature Festival, many of whom are working closely with the library to deliver sessions within the library space. The Friends group assisted with local engagement by taking a stall at the local market and conducting a public survey, and holding an Awareness Day in the library.

5.3 The pilot has benefited greatly from engagement through *Create, Connect, Make*, which is a project between Keighley Library, arts organisation The Leap and artist Jean McEwan, working together with local people in Keighley to grow, test and support new ideas for community-led creativity and culture⁵¹. This included 6 public engagement sessions (including one online) and 11 sessions with specific local groups. These sessions provided the opportunity to engage informally with local people – including those who have never previously used the library - to find out what they want from the library, whilst taking part in creative activities. The project held a Creative Day for all at the library in March this year, and culminated in the 'Create Connect Make Fest' on 8th October, featuring a huge range of creative activities in the library [Our Activities - www.createconnectmake.co.uk](http://www.createconnectmake.co.uk). Those engaged provided lots of ideas for what they wanted to see happen in the library in future, and these ideas have contributed to the ongoing development plan for the library.

5.4 With so many services and organisations wanting to deliver sessions in the library, it became clear that more meeting spaces were needed, to accommodate everything from 1:1 confidential sessions, to small group sessions, and larger meetings. Whilst some group activities can comfortably take place in the open library, some (such as discussions with Living Well Advisors or Skills Advisors) would benefit from more privacy whilst others would be too noisy for the open library or need dedicated space. As a result, work has taken place to install two glass 'pods' in the library, which can accommodate up to 6 people, as well as to secure a large upstairs office (previously Children's Services office) for use as a meeting room. These spaces are already being well used. Please see Appendix B for details of an advice session delivered with partners in the library on 25th October, as an example. The library is also liaising with the Family Hub in Keighley with a view to providing more outreach and activities in the library, starting with a Homework Club and potentially sessions with midwives etc. in future.

5.5 Keighley Library has delivered a great variety of activities and events in the year since fully reopening to the public, including a Crime Fiction Festival in October, a Children's Literature Festival in May, and special events for the Queen's Platinum Jubilee, Yorkshire Day, and the Library Service 150th anniversary celebrations, among others. The library is developing as a vibrant hub in the community, working with a wide range of partners, and providing access to a wide range of services and information needed by the community.

6. Wibsey Library Pilot and Refurbishment

6.1 A Wibsey Library Working Group was established to guide and participate in the development of Wibsey Library as a pilot, in line with the new vision and model for the Service. The group has met regularly throughout the year and includes representatives of local councillors, library staff, library users, Adults and Children's services, Health & Wellbeing service, the Family Learning Service, and ward officers, with local organisations including health, Alzheimer's, local schools etc. also invited.

6.2 Key to developing the library as a hub for the South Area was ensuring that the building was made fit for purpose for the future and for use by partners and local community groups. The library closed in February due to emergency health and safety concerns with the floor, and over the intervening months a full programme of refurbishment works was planned and agreed. This included complete replacement of the floor and sub floor, replacement boiler and heating / cooling system, rewiring, new LED lighting, new insulated ceiling, new automatic opening doors, full redecoration, new flexible library furniture and layout, the installation of a fully accessible public toilet, refitted meeting room and meeting / staff room with kitchenette.

6.3 A preview for councillors and members of the Working Group was held on Thursday 22nd September ahead of reopening to the public on Monday 26th September. The formal launch of the refurbished library took place on Saturday 22nd October by the Lord Mayor and Leader of the Council. The Library now offers partners and community groups the opportunity to use the library space outside of opening hours (all the freestanding shelving and equipment is movable) and for smaller groups the opportunity to hire the smaller meeting rooms. The library is set to work much more closely with other services in future, including early years, adult services and family learning, with much interest in using the library to host more events and pop-up services.

6.4 During the closure period, a public engagement exercise was carried out to seek local views on proposed changes to the library. There was a high level of support from respondents for changes made possible by the refurbishment, as well as many ideas and suggestions for activities people would like to see in the library such as film shows, book groups, gaming and hobby nights, more activities for children and older people. These ideas and input from the Working Group and will form the basis of the library development plan going forward.

7. Staffing

7.1 The main focus of the Staffing work stream has been on preparing staff to undertake the role of supporting people with a wider range of information and support needs. Working with Public Health, the service has an ambition for all library staff to complete the Public Health training PHSE Level 1. Staff at the 2 pilot libraries have completed this training, and it is now being rolled out to other staff. Some staff are also being trained as 'Digital Health Champions' as part of the Council's Digital Inclusion work.

7.2 In this work stream, a comprehensive training audit has been completed, identifying all the training and competencies that library staff require, and identifying the source of the training, linking to online courses and toolkits etc. In tandem with this, a staff survey has been completed, asking staff to identify what training they have received and where the gaps are. This will be used to build a prioritised training plan for the Service.

7.3 Included in the training audit is new training arising out of liaison with a wide range of partners looking to use libraries as outlets to promote campaigns linked to wellbeing, including: Domestic Violence 'Safe Spots' scheme; Protect (anti Hate Crime) awareness raising, Independent Living awareness (including demonstration of gadgets for use in the home), Autism awareness and Dementia awareness.

7.4 In addition, a comprehensive review of the staffing structure and job profiles has been carried out, with new roles and a new structure proposed as more fit for purpose for

the future. Staff and union consultation was carried out on this during August, and the response to consultation will be presented during November. These proposals are not linked to savings or redundancies, but have involved updating nearly all job profiles across the service. The proposals are also intended to remodel the Service based on strengthening the relationship between libraries and colleagues working in the Neighbourhood Teams and others based on the 5 constituency Areas of the District, helping the Service to play its role in supporting the priorities of the Local Area Plans.

8. Buildings

8.1 The key focus for the Buildings work stream has been on making library buildings more flexible and fit for purpose for a wider range of partners and community organisations to use the space, in line with the vision and model for the Service. £200k capital funding had been set aside to support the service to implement the new model, and some of this funding has been used for the adaptations at both Keighley and Wibsey pilot libraries as described above.

8.2 £50k of the funding was used as match funding for a bid for £200k to the Arts Council England's Libraries Improvement Fund, which was successful. This will enable adaptations in 10 further libraries across the District over the 2 years from April 2022 including new pods and meeting spaces, movable shelving, and equipment to enable meetings including tables, chairs, digital screens etc. This has started with the creation of a small meeting room with kitchenette at Wyke Library during the October school holiday. This will enable partners to use the space for 1:1 sessions and the kitchenette will enable staff and partners to provide refreshments for events.

8.3 As well as the Wibsey Library refurbishment, there has also been investment in a number of other library buildings. In 2021, work was undertaken at Keighley Library (with repairs to flooring, redecorations and new lighting); in December 2022 Holme Wood Library will reopen following complete refurbishment at the TFD Centre; and in 2023 Baildon will move into new refurbished premises at the former Baildon Social Club following its move into temporary accommodation in September.

9. Funding

9.1 The Service successfully gained a free place on a 'Future Funding' training cohort offered by Libraries Connected, the public libraries sector support organisation, which took place during 2021/2. The training provided skills and best practice in bid writing and grant applications, as well awareness raising of potential external sources of funding. Library staff are also making greater use of Grant Finder to identify potential funding sources, and also passing relevant details onto Community Managed Libraries.

9.2 As well as success in gaining £200k external funding to help develop libraries, the Service also successfully bid for Community Infrastructure Levy (CIL) funding, and was awarded £80k in 2021 and a further £64k in 2022. This is the first time libraries have benefitted from CIL funding in Bradford. Staff are currently working on further funding bids to Arts Council England for the future.

10. IT

10.1 In 2020 it was identified that the core library service systems, including the library management system (LMS) which controls the catalogue and borrowing records, and the self-service machines in libraries, all required renewal as their contracts were due to expire. As a result a bid was successfully made for £200k capital funding to renew this technology.

10.2 Following a tender process using a regional framework, a new Library Management System was procured and went live in July 2021. This was a major change for staff and public to adapt to a new system, 'Symphony' by Sirsi Dynix. This system is now used by 9 library authorities across Yorkshire and Humberside, enabling the sharing of expertise across services, and led to a significant saving compared to the costs of the previous system.

10.3 The Service is now planning the re-procurement of self service facilities in libraries, as well as the introduction of chip and pin and online payments.

11. Contribution to health and wellbeing

As well as the 6 work streams outlined above, the Service has also worked on increasing activity related to the agreed priorities of activities that help to tackle:

- loneliness and isolation
- poverty
- assisting people back into employment
- school readiness

as these are known to be key determinants of health and wellbeing.

A joint action plan was developed with colleagues in Public Health. This included developing staff as health champions through health literacy training and awareness (as outlined under Staffing above), adapting spaces for use by Living Well advisors and others (as outlined under Buildings above), and using the library service network to promote Living Well campaigns (which the Service does throughout the year, both in the physical spaces and on its virtual platforms). Building on the existing library service offer, the priorities have been developed further as follows:

11.1 Loneliness and Isolation

Bradford Libraries successfully bid to take part in [Reading Friends](#) a funded project from The Reading Agency. This aims to tackle loneliness by bringing people together to read, chat and share stories. Bradford Libraries was included in the original pilot, working with the Home Library Service, local groups and the Home Educated Group, and received further funding this year to extend the project. This includes working with Anchor Housing to bring reading and engagement to their housing estates across the District, including a number in the South Area. This work is ongoing.

11.2 Poverty

The Library Service is playing a key role in the provision of 'Warm Spaces' this winter, as part of its contribution to helping with the Cost of Living crisis. All 10 Council libraries and many community managed libraries are offering libraries as warm spaces where people can linger, use the IT, read a book, study, have a hot drink, and play a game or complete a jigsaw. This has been made possible by funding from the Household Support Fund and

Public Health. All library overdue charges have also been dropped as a way of supporting those on low incomes and encouraging customers back into libraries.

11.3 Skills for Employment

A joint action plan between Libraries and Skills for Work has also been developed. As a result, more ESOL and basic skills courses are now being delivered from libraries, and this is set to increase as more meeting spaces and facilities are created. The Service has also launched a Business & Intellectual Property (IP) Centre at City Library, as part of the Leeds City Region BIPC offer in libraries, supported by Government funding. The Centre offers specialised books and online databases (used for market research and IP research etc.) as well as access to webinars, business events and 1:1 advice and monitoring. [Visit your nearest BIPC across West Yorkshire \(leeds.gov.uk\)](#) Towns funding has been secured for a second BIPC outlet to be opened at Shipley Library, which is currently in the design phase, and it is hoped to extend the offer to Keighley Library too.

11.4 School Readiness

Bradford Libraries has developed an action plan to support school readiness, shared and agreed with Children's Services. This has been featured on the Local Government Association (LGA) website as part of a mini peer review that took place earlier this year. [How council library services can support children and families in the earliest years | Local Government Association](#) Bradford Libraries was selected to take part in this review, conducted by the LGA, into how libraries and early years services can work more closely together. Two good practice case studies from Bradford Libraries feature on the website, the School Readiness Plan and Bradford Libraries' annual Rhyme Challenge, and on completion of the review our Development Officer for Early Years has since been asked to present at 3 LGA Webinars across the country on these subjects.

Some innovative work has taken place with partners including auto enrolment for babies to libraries through Council Registrars (launching 14 Nov 2022) and Stay and Play sessions developing in libraries in partnership with the Early Years Alliance.

Bradford Libraries also supports [BookTrust Storytime | BookTrust](#), a national book gifting programme delivered through libraries. Bradford is the third largest in our region of 25 local authorities with a birth rate of 7,000. This year Bradford Libraries has taken part in a pilot project to enhance this with special Story Times encouraging families to read and visit their local library. The service has also teamed up with Bradford Royal Infirmary to provide books to newborns: [Bradford Royal Infirmary teams up with local library service to give babies the best start in life with books | BookTrust](#). BookTrust have made significant changes this year to the Bookstart offer and Bradford Libraries have worked hard to target toddler and pre-school packs to families in need with 1-2 year olds and 3-4 year olds through innovative new partnerships with health and childcare settings.

12. Conclusion

12.1 Bradford Libraries has made great progress in implementing the new vision and model for the Service, working proactively with a much broader range of internal and external partners, gaining external funding to make library buildings fit for purpose, launching new and innovative services, and preparing staff to support people with a wider range of queries. The two pilot projects have provided templates and tools for local

engagement and service planning, which will now be rolled out to all libraries across the District. Recruitment to a Programme Support Officer post is underway, to support the roll out and delivery of the Libraries Improvement Funded project.

12.2 Development plans for all libraries will be produced as part of the roll out, linked to locality working and Local Area Plans. Libraries have great potential to support early help and prevention activity with other public sector partners, providing online and printed information for people to self-help as well as signposting and connecting into local community organisations and services that can provide more specialist support. They are also idea bases in communities for local groups, council staff and partners to meet, hold events and deliver customer facing services.

13. FINANCIAL & RESOURCE APPRAISAL

The net budget for the Service is £1.75m which includes an income target of £175k. The Library service also receives funding from Public Health, totalling £700k.

The largest elements of expenditure are employees at just over £2m and premises at just under £600k. The Service is currently reporting more than £500k projected overspend to the end of this financial year. This is made up of an unachieved saving of £350k (representing the balance remaining from the original £1.05m savings requirement for the service in 2020/21 partly met by a £700k investment by Public Health) and £150k pressures particularly in relation to premises costs.

Work is ongoing to look at how these pressures can be met and will be considered as part of the Council's overall budget planning for 2023/4 and beyond.

14. RISK MANAGEMENT AND GOVERNANCE ISSUES

No significant issues have been identified, but see below.

15. LEGAL APPRAISAL

The Library Service is a statutory service under the Public Libraries & Museums Act 1964.

16. OTHER IMPLICATIONS

No other significant implications have been identified.

17. RECOMMENDATIONS

Members are recommended to note and comment on the progress made by Bradford Libraries on service recovery following the pandemic and the implementation of the vision and model for the Service.

18. APPENDICES

Appendix A: Core Offer for Bradford Libraries (poster and description)
Appendix B: Example of new offer at Keighley Library (poster)
Appendix C: Wibsey Library survey response (summary extract)

19. BACKGROUND DOCUMENTS

Report to Executive March 2020 which agreed the new vision and model for libraries: [Bradford Council - Agenda for Executive on Tuesday, 24th March, 2020, 10.30 am \(moderngov.co.uk\)](#) (item 115)

Bradford Libraries

Building A Better Future

Our Core Offer for a modern, efficient & comprehensive service.

Books & Resources

Free access to a range of book stock to browse and borrow for adults and children.

Free Internet access, access to Wi-Fi and online resources incl. e-books/audiobooks.

Library membership available to all from birth.

Inter-library loans and reservations.*

Printing facilities.*

Learning & Activities

A Community of Readers through reading groups, activities and recommendations.

Events & Activities – for adults and children.

Provisions for learning including courses and workshops.

Access to Local History resources, support and information.

Programmes in the community incl. outreach work and the Home Library Service.

Information & Support

Support and help to get online – Learn My Way course.

Commitment to customer service with trained, welcoming and helpful staff/volunteers.

Information, support and signposting.

Health & Wellbeing Information, activities, signposting and support.

Job Hunting support.

Great Spaces

Safe neutral spaces – incl. study spaces, space for groups and societies to meet.

Family Friendly Libraries.

*Charges may apply



bradford.gov.uk/libraries



Bradford Libraries Core Offer

Introduction

The new model for Bradford Libraries (Building A Better Future) provides a core offer that residents can expect to see as a minimum in our Council run libraries, with an ambition that all our libraries including those delivered by communities will sign up to a commitment to delivering the core service in the future. The core offer will drive consistency in the range of services that our residents receive and support our ambition of operating a single library network across all libraries. This means that regardless of which library you visit you will receive the same core offer.

Core Offer for Bradford Libraries

Our Bradford Libraries Core Offer will be implemented through a range of provisions.

It will reflect the national Universal Offers from Libraries Connected in Reading, Health & Wellbeing, Culture & Creativity, Digital & Information as well as the Children's Promise and Vision & Printed Impairment Promise. Other drivers include our council priorities, customer priorities taken from the recent consultation on the new model and our recent Bradford Libraries Public Health Plan.

The core offer for libraries in Bradford will include the following provisions:

- ***Library membership available to all from birth.***
- ***Free access to a range of book stock to browse and borrow for adults and children including e-books/e-audio books.*** Our stock specification is created by library staff to ensure we reflect our communities needs and that we offer varied materials for loan and reference in hardback, paperback, e-book, e-audio and large print. We will provide access to the library system to issue, renew and request/reservation.
- ***Inter-library loans and reservations collections.***
- ***Free Internet access for all, access to wi-fi and online resources offer***
 - **Online offer** - eLibrary (includes online services) – www.bradford.gov.uk/libraries customers can access eBooks and reference material, browse our 24 hr catalogue, reserve items and book events online. We will offer a range of online activities.
 - **Free public access to PCs including wi-fi** - We will offer public computers and help people to develop their digital skills and confidence.
 - **Support and Help to get online** – Customers can access help and support to get online with our Learn My Way courses.
 - **Printing facilities** will be available (*charges may apply).
- ***Commitment to customer service and trained, helpful staff/volunteers offering face to face support.***
- ***Information, support and signposting*** – we will help people access library services and materials, and signpost to services offered by partners including other council departments, third sector information and links with community organisations and initiatives in the area.

- **A Community of Readers** through reading groups, activities and recommendations. Reading group sets will be available for loan.
- **Safe neutral spaces** – we will provide spaces which are welcoming for a range of age groups and diverse needs. We will offer study spaces, space for groups and societies to meet and we will work with other partners to ensure the space is utilised to maximise capacity.
- **Health & Wellbeing Information, activities, signposting and support** – we will work closely with our partners in Public Health and deliver a health and wellbeing support plan detailing provision of information, activities, support and signposting for our customers around health outcomes. We will provide Books on Prescription/Reading Well/Shelf Help book collections to support and help customers manage and understand health and wellbeing using helpful reading.
- **Events & Activities** - our libraries will deliver activities for the community that provide cultural and creative experiences and benefit our customer's health and well-being. We will liaise with partners on national reading schemes including the Summer Reading Challenge and more local initiatives such as The Bradford Libraries Rhyme Challenge. Our libraries will offer regular activities for adults. Libraries will also offer regular activities for children and families including story time and rhyme time.
- **Provisions for learning** including courses and workshops.
- **Programmes of engagement with the community including outreach initiatives and ways of encouraging wider usage.** Libraries will offer access to the Home Library Service for Bradford and district residents who find it difficult to get to their local library, whether that be due to disability, illness or caring responsibilities. Libraries will support school class visits.
- **Job Hunting support** – Bradford Libraries will help unemployed people in their search for work.
- **Access to Local History resources, support and information** – Bradford Libraries aim to provide a safe repository for the collection of sources for the study of local and family history.
- We will provide **Family Friendly Libraries** - we provide a warm welcome for families with accessible environments for book sharing, study and reading for pleasure. Bradford Libraries are part of the NHS Breastfeeding Welcome Here Scheme and the NHS Compassion for Mum's Wellbeing initiatives.



COMMUNITY ADVICE SURGERY

Drop in sessions



- Welfare & Benefit Advice/No Visa Required
- Covid & Flu Vaccinations/Health Advice
- Immigration & Legal advice
- Careers Advice/CV Writing/Return to work
- Social/Physical/Mental/Financial Advice
- Wellbeing & Healthy eating Advice
- Computer/Internet Advice
- Children activities available

Date & Location

Tuesday

25th October

10:00am - 4:00pm

KEIGHLEY LIBRARY

North Street, Keighley, BD21 3SX

07376738407



City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL



**modality
partnership**
A Commitment to Care

Bradford District and Craven
Health and Care Partnership



KHL Healthy
Living



ALEXANDER COUSINS
CRIMINAL DEFENCE SOLICITORS

manningham
HOUSING ASSOCIATION



Appendix C: Survey response – support for planned new facilities and activities in Wibsey Library

All of these sound amazing ideas, and would be an excellent addition for the residents of Wibsey!

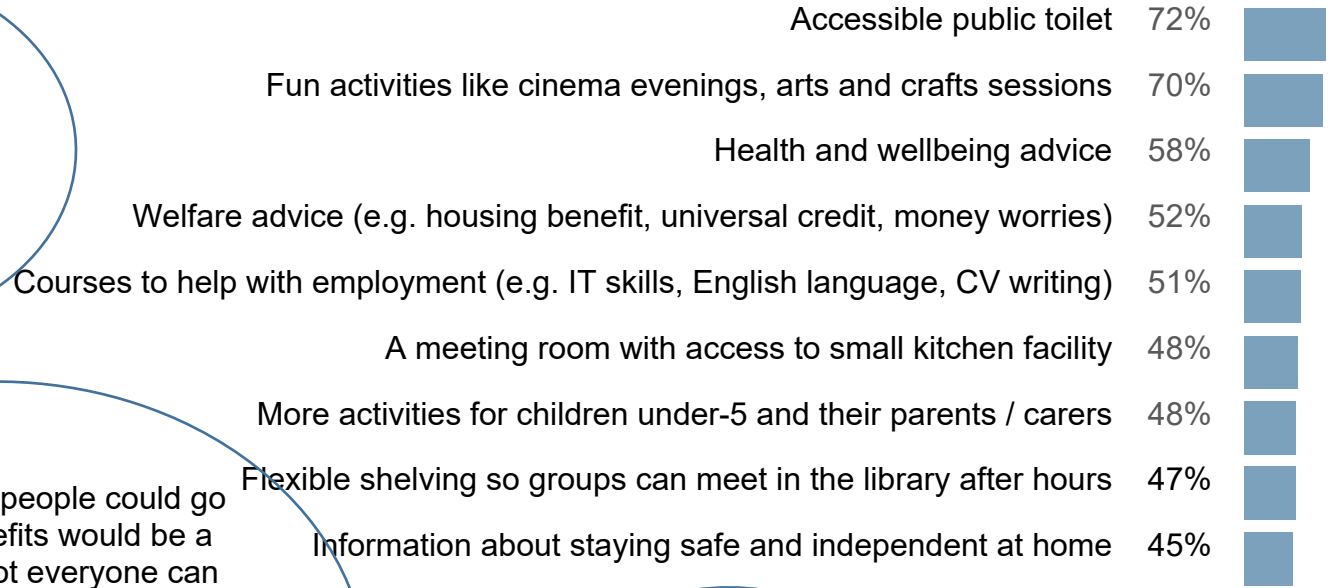
Services where people could go to discuss benefits would be a great idea as not everyone can get to CAB or Council offices due to disabilities etc. so it would be very useful to have someone there at least a couple of times a week so people can go and get advice when they need it. Also just have an area in the library where groups can get together

Definitely a toilet that ALL are welcome to use. A must for the elderly! A toilet would be great especially for

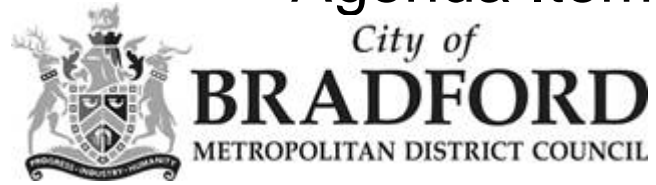
I think a good range of services to meet all needs for all ages. The library is a safe place

The library at Wibsey is the ONLY means if getting out for some of the people within the community, especially

Wibsey Library was a haven during the storms of the pandemic..... Please don't underestimate the importance of



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Report of the Strategic Director of Place to the meeting of Regeneration and Environment Overview and Scrutiny Committee to be held on 6th December 2022

R

Subject:

AN UPDATE ON THE PROGRESS OF ACTIVE BRADFORD'S JU:MP PROGRAMME

Summary statement:

Active Bradford is a partnership of agencies from across the District that are committed to working together to increase the number of people being active and playing sport across the Bradford District. In 2017 it was successful in its bid to become one of twelve Local Delivery Pilot in the country which has attracted over £11m over the period of the programme.

In March 2020 Active Bradford presented to the scrutiny committee giving an update on the early stages of the programme.

This report sets out the progress JU:MP has made since that time along with other strategic developments that Active Bradford are undertaking.

EQUALITY & DIVERSITY: -

The action plans arising from the work of Active Bradford will have a large focus on those who are currently inactive or low participation groups on sport. These tend to be those on low income, disabled people, some women and girls and some ethnic minority groups.

JU:MP has a major focus on reducing inequalities as our data shows that South Asian children have significantly lower levels of physical activity than white British children; only 6% of South Asian girls were active enough to benefit their health. JU:MP is funding a number of girls sports programmes and has trained over 70 local people to deliver children's physical activity over the last two years. More than half of those trained have been from BAME communities and at least 20 have been South Asian women.

There are also stark inequalities in access to greenspace for some multi-ethnic communities in inner city areas of Bradford and evidence shows this can lead to poorer mental and physical health. JU:MP is funding 8 new parks and greenspace developments working with BMDC to reduce inequalities. For example, Kashmir Park in Toller. Once a fenced off overgrown area, is now it is a highly valued local park. Co-designed with the

local community it is well used for children's play and looked after by the local community who do regular litter picks.

Alan Lunt
Interim Strategic Director of Place

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Portfolio:

Health People and Places

Overview & Scrutiny Area:

Regeneration and Environment

1. SUMMARY

- 1.1 Active Bradford is a partnership of agencies from across the District that are committed to working together to increase the number of people being active and playing sport across the Bradford District. In 2017 it was successful in its bid to become one of twelve Local Delivery Pilot in the country which has attracted over £11m over the period of the programme.
- 1.2 In March 2020 Active Bradford presented to the scrutiny committee giving an update on the early stages of the programme.
- 1.3 This report sets out the progress JU:MP has made since that time along with other strategic developments that Active Bradford are undertaking.

2. BACKGROUND

- 2.1 Active Bradford is a partnership of agencies from across the District that are committed to working together to its vision of everyone being active and playing sport across the Bradford District. It promotes and influences on behalf of physical activity and sport across the District leading to a wide range of work by its partners and others. The most recent Sport England Active Lives survey has shown around a 3% increase since the start of Covid in the number of adults being inactive across the District which is a similar pattern to the national picture. Activity rates remain below the West Yorkshire and England averages with over 130,000 adults doing less than 30 minutes whilst, on a positive note, over 234,000 are being active for over 150 minutes a week.
- 2.2 Research has shown that low levels of physical activity during childhood and adolescence can have a negative impact on children and young people's academic achievements, social abilities and life skills, as well as their health. Born in Bradford data has shown that 77% of 5-11 year olds don't do the recommended 60 minutes of moderate to vigorous activity each day and 38% leave primary school overweight or obese. Being active doesn't only improve children's physical health, but also their emotional wellbeing, meaning that active children are more confident and happier. It is now widely recognised that being inactive is the fourth biggest cause of early mortality in the UK and physical activity patterns are established in childhood. The health cost of physical inactivity relating to cancer, diabetes, coronary heart disease and cerebrovascular disease are to the Bradford District is estimated to be £9.94m per year.
- 2.3 In 2017 Active Bradford was successful in applying to be one of Sport England's twelve "Local Delivery Pilots" with implementation commencing eighteen months later. At that time the programme became known as 'JU:MP' (Join Us:Move Play). In March 2020 we reported on the early stages of the programme at which time a request was made from the Committee to return to give regular updates.
- 2.4 There have been several phases to the national programme and we are now in the 'Accelerator' phase which aims to build upon the early learnings from previous phases. This will take us through to 2024, at which time over £11.5m of Sport England funding will have been invested in the area.

- 2.5 JU:MP aims to test and learn more about what helps children aged 5 – 14 years and their families to be active. It aims to evaluate the impact of taking a whole systems approach to physical activity in a defined area of North Bradford. Born in Bradford, a research programme hosted at Bradford Teaching Hospitals NHS Foundation Trust, are leading the pilot on behalf of Active Bradford. The whole systems approach has included working with families, communities, schools and organisations, and making improvements to the environment. JU:MP is also testing working in a neighbourhood approach which has included eight neighbourhoods at different stages of their development.
- 2.6 To be successful whole systems approaches also requires policies, strategies and ways of working across a wide range of areas to be lined up to create the conditions for people to be active. Over the last year Active Bradford have been bringing together senior leaders and operational managers to embed physical activity in ways of working across the District as far as possible.

3. REPORT ISSUES

- 3.1 JU:MP is taking a locality approach with 15 work streams delivered by a wide range of organisation across eight neighbourhoods. Funding has been provided to enable the delivery of the programme through taking a commissioning approach that aims to be equitable and flexible.
- 3.2 Highlights of the programme include:
- **Eight local JU:MP Action Groups** engaging over 120 partners including schools, council partners, and community and faith organisations have been established and these groups lie at the heart of the approach. Each has co-designed a local action plan that drives forward the work, with two of these led by JU:MP Coordinators in the Bradford West Area Neighbourhood team and six by the JU:MP core team.
 - **Creating Active Schools** is a key work stream and 36 schools are delivering the framework that helps them embed physical activity throughout the school system. This means working at a policy level, engaging all stakeholders and every aspect of the school day e.g. active breaks, active travel to school and active learning. www.creatingactiveschools.org/
 - **Eight greenspace developments** are underway as access to local parks or greenspace is vital in getting children outdoors and active. Three are already completed including the Peel Park Nature Play area. Previously a traditional play area suffering from repeated vandalism, it is now a valued, well used children's play area built of stone, metal and earth mounds. This is robust, low maintenance and our research shows children are more active in nature play areas than traditional play areas. This approach is now being taken across three of the other five new developments. These are well underway and due to be complete by next spring/summer
 - **JU:MP Fun Days** are designed to reach families who are less active and to raise the importance of being active and share simple, low cost ways

children and families can be active together. 25 JU:MP Fun Days have been delivered engaging over 8000 children and family members in 2022 so far. Crucially they are an effective way of encouraging families to join the JUMP Movement.

- **JU:MP's social marketing** is co-created with families and children and uses a 'people like me' approach to create social norms, capture attention, and spread awareness through creativity and emotion. It uses well established marketing techniques to educate families, raise awareness of the benefits of playing and being active, and shares local opportunities to be active. Over 8,770 family members have joined the JU:MP movement which means we are now reaching almost a third of all families in the JUMP area. The aim is to reach over 50% by next summer. joinusmoveplay.org/
- The **Sustainable Sports programme** is another area of investment and one example is the work with Greater Horton Church Cricket club, which was traditionally focussed on male participation but with JU:MP funding has developed a girl's cricket programme. They have over 70 girls engaged and female cricket coaches trained and leading the programme.
- **A JU:MP App** is being developed with BiB that is designed as our insight shows young people value their digital world and would be motivated to be active and get outdoors through an App. The App will use gamification to engage young people in active quests both at home and outdoors. It will also be a digital platform capturing data for research.
- **14 JU:MP Connectors** have been employed by commissioned voluntary and community sector organisations in the area. Mostly local people, they build the skills, confidence and motivation of less active families to be active together and independently. Low cost, no cost, simple ways to be active are being encouraged plus building family engagement in local greenspace.
- **JU:MP Leads** - We know that developing role models that reflect underrepresented groups is key and there is a lack of South Asian leaders in sports and physical activity. The JUMP Leads programme has trained ten 16-25 year olds from diverse backgrounds to become young leaders in sport and physical activity with a further 20 young people in training. This will ensure a strong and sustainable legacy from the programme.

Evidence shows that all of these programmes may increase children's physical activity somewhat but above all we are testing the impact of a joined up whole systems approach; the power of the connections between the work streams and across the neighbourhoods. JU:MP is committed to help children and families move and play more for the long term, leading to improved school attainment and better health and mental wellbeing for generations to come.

- 3.3** As a pilot there is an intensive **research** element to the programme, a factor that attracted Sport England investing in Bradford in the first place. As a result, there is genuinely world-leading research into children's physical activity taking place in the District that has included:

- working closely with the implementation team in order to constantly improve the programme.
- in depth process learning so we can understand not just *if* JU:MP has improved children health and wellbeing but also *how* it has achieved this.
- JU:MP/Born in Bradford researchers have completed the baseline data collection for a control trial involving 15 schools in the JU:MP area and 15 control schools outside of Bradford. This major study will follow up on over 1500 children again in autumn 2023 and again in 2024.
- our researchers preparing for the first wave of follow-up data using the Born in Bradford (BiB) cohort (in the BiB Age of Wonder study). Children in the cohort who wore accelerometers in the BiB 'Growing up' study (aged 7-11 years) will be asked to wear an accelerometer again. Over the next 3 years JU:MP and BiB researchers will collect data on these young people now aged 13 – 15 years old.

3.4 It is important that we are sharing the learning as we go along rather than only at the end. To that end JU:MP is hosting a series of Sharing the Learning events across the region that will focus on sharing learning on different elements of whole systems physical activity working and 'place-based' approaches. We are working in partnership with the three Local Delivery Pilots in South Yorkshire and West Yorkshire along with Yorkshire Sport Foundation.

3.5 At the same time we are developing the **Bradford Whole Systems Physical Activity Strategy and Action Plan**. There is a wide programme of work underway to tackle inactivity in Bradford through Living Well, JU:MP and wider partners. It was viewed as important to develop a whole systems physical activity strategy for the district to ensure physical activity is embedded in policy and in practice. Active Bradford and Living Well have worked collaboratively over the last year to develop the strategy through a series of workshops with over 90 officers and senior leaders to develop draft priorities for action. This was followed with a wider consultation with partners and the public, over the summer, including online and face to face engagement at the HAF events, with over 500 responses. On 13th September Active Bradford led a workshop with over 60 lead partners to further refine the strategy priorities and develop the detailed action plan which concludes the development phase. The aim is to produce the finished strategy and action plan over Autumn 22 and launch in early 2023, provided senior leaders and partners accept the timeframe.

4. FINANCIAL & RESOURCE APPRAISAL

The JU:MP programme is fully funded by the National Lottery through Sport England. The programme delivery is due to end in June 2024 (research phase in April 2025), discussions are already taking place with a view to extending the programme and sharing research and development learning as well as best practice with other local authorities regionally and nationally. The JU:MP team have developed new assets, resources and training packages which will allow the JU:MP programme to be sustainable once funding levels change.

Financial information provided in appendices:

Appendix 1: Actual Income & Expenditure 2018/19 – 2022/23 for Pathfinder and Accelerator phase including greenspace funding held by Bradford MDC

Appendix 2: Accelerator Phase Budget v Actual Expenditure

Appendix 3: Investments over £10K in Accelerator phase 2021 - 2023

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risks arising out of the report

6. LEGAL APPRAISAL

There are no legal issues arising out of the report

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

This report highlights the significant social and cultural investment and supports the District Plan, wellbeing, health and wider sustainable development.

The Active Bradford JUMP is one of the key interventions at a community level to support practical ways people, families and communities can become more active, work together on more sustainable and healthy lifestyles. This work is a prime example of early intervention and prevention, addressing key issues in a positive way for the long-term future. As such it supports the priorities and ambitions of the District Plan 2021-2025 and the progress towards clean growth and district prosperity.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

Through the programme and strategy implementation Active Bradford will be looking to influence local transport and planning strategic plans to increase the number of people making journeys by walking and cycling across the city. This should contribute to lower emissions’.

7.3 COMMUNITY SAFETY IMPLICATIONS

N/A

7.4 HUMAN RIGHTS ACT

N/A

7.5 TRADE UNION

N/A

7.6 WARD IMPLICATIONS

JU:MP is working closely with Bradford East and West Area Neighbourhood Teams and local councillors in both areas are regularly involved. The JU:MP programme is actually being led by the West Area Neighbourhood team in Girlington, Heaton and Frizinghall, with two JU:MP Coordinators funded by JU:MP. This approach is proving to be a successful and could provide a model for roll out and replication of JU:MP wider across the district

7.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

The JU:MP programme is entirely focussed on increasing physical activity levels in 5-15 year olds.

Officers from S&C work closely with officers from Children's Services and Public Health to consider and develop joint and complementary policies regarding sport, health improvement and physical activity and link with partners to ensure these are considered in the development of services across the district with all partners.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The lead partner of JU:MP born in Bradford are responsible for all data protection and information security, they will undertake a Privacy Impact Assessment for the new activities that are taking place through the Local Delivery Pilot Project and request that the Active Bradford Partnership undertake a similar assessment in the coming year with all partner agencies.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

N/A

10. RECOMMENDATIONS

That Members of the Committee note the current progress of the JU:MP programme

11. APPENDICES

Appendix 1: JUMP Actual Income & Expenditure
Appendix 2: Accelerator Phase Actual Vs Budget/Forecast
Appendix 3: JU:MP Accelerator Phase Investments 2021 - 2023

12. BACKGROUND DOCUMENTS

For more information on JU:MP
<https://www.activebradford.com/jump>

<https://joinusmoveplay.org/>

Appendix 1

**Actual Income & Expenditure
2018/19 – 2022/23**

Phase	Financial Years	Actual Income	C/F	Actual Spend (up to 30th Sep 22)		C/F
				Research	Implementation	
Development & Pathfinder	18/19	£368,700	NIL	£94,430	£33,126	£241,144
	19/20	£1,616,043	£241,144	£210,811	£657,089	£989,288
	20/21	£0	£989,288	£216,924	£880,581	-£108,217
	21/22	£904,140	£108,217	£51,159	£672,945	£71,819
	22/23	£0	£71,819	£11,251	£70,380	-£9,812
Capacity & Evaluation and Accelerator	21/22	£354,507	NIL	£213,259	£629,839	-£488,591
	22/23	£0	£488,591	£121,688	£873,484	£1,483,763
Total		£3,243,390		£919,522	£3,817,443	£4,736,965

Note: Claim submitted to Sport England for £1,483,763

Greenspace Investment – Held by Bradford MDC Parks

Pioneer phase - £370,000 – invested in 3 greenspace developments

Accelerator phase - £954,500 – committed on a further 5 developments (not yet spent)

Total: £1,324,500

Appendix 2

Accelerator Phase Budget Vs Actual Expenditure		Sports England						
Cost Type	Phase	Budget - 21/22	Total - 21/22	Variance - 21/22	YTD Budget including carry forwards	Actual - Apr 22 to Sep 22	Forecast - Oct 22 to Mar 23	Total - 22/23
		New Budget - 21/22	Total - 21/22	Variance - 21/22	Sum of New Budget - FY 22/23 (£)	Actual Apr 22 - Sep 22	Forecast Oct 22 - Mar 23	Sum of Total 22/23
Non Pay	Phase 3 - Capacity and Evaluation	110,952	110,952	0	113,990	56,995	56,995	113,990
	Scrutiny Report							
	Overheads	30,000	0	30,000	60,900	0	0	0
	Research	14,375	0	14,375	114,375	143,953	42,500	186,453
	Active Faith Commissions	0	0	0	50,000	0	50,000	50,000
	Active Travel Commission	316,862	19,347	297,516	1,080,739	210,676	828,812	1,039,488
	Commissions	0	0	0	15,153	0	15,153	15,153
	Contingency	123,845	127,718	(3,873)	672,891	120,300	553,161	673,460
	Creating Active Schools	10,520	10,520	0	17,802	8,901	8,901	17,802
	Overheads	95,000	0	95,000	175,000	0	175,000	175,000
	Research	5,000	0	5,000	25,000	0	25,000	25,000
	Digital Resources / Marketing & Social Marketing	85,000	156,483	(71,483)	286,017	169,860	115,212	285,072
	Travel, Venue, Equipment Hire, Conferences, Publications and Admin Support	55,000	17,709	37,291	111,291	34,085	111,855	145,940
Pay	Phase 3 - Capacity and Evaluation	594,762	483,305	111,456	722,608	259,783	313,407	573,190
	Phase 4 - Accelerator	34,208	32,092	2,116	149,254	56,515	101,431	157,946
Grand Total		1,475,523	958,126	517,398	3,595,020	1,061,068	2,397,426	3,458,495

Note: Budget and forecast upto March'23 only

Appendix 3

JU:MP Accelerator Phase Investments 2021 - 2023

Updated to September 2022		
Investments over £10k		
Programme	Name of Organisation	Investment (£)
Creating Active Schools	Atlas Community Primary School	£10,000
Creating Active Schools	Beckfoot Heaton Primary School	£10,000
JUMP Neighbourhood Leadership (Heaton & Frizinghall)	Bradford West Area	£84,644
JUMP Neighbourhood Leadership (Girlington)	Bradford West Area	£84,644
JU:MP Leads	Bradford Youth Development Partnership	£93,000
JU:MP Connectors	BYDP: Jump Connector	£95,000
Creating Active Schools	Cavendish Primary School	£10,000
Creating Active Schools	Christ Church Church of England Academy	£10,000
Creating Active Schools	Dixons Allerton	£10,000
Creating Active Schools	Dixons Manningham Academy	£10,000
JU:MP Digital App	DUBIT	£118,740
JU:MP Connectors	Eccleshill Play Partnership	£99,125
Creating Active Schools	Fagley Primary School	£10,000
Active Faith Settings	Faith in Communities	£19,999
Active Faith Settings	Faith in Communities	£19,999
Active Faith Settings	Faith in Communities	£109,304
Creating Active Schools	Frizinghall Primary	£10,000
JU:MP Connectors	Girlington Centre: JUMP Connector	£95,439
Creating Active Schools	Girlington Primary School	£10,000
Sustainable Sports & PA	Great Horton Church Cricket Club	£34,350
Creating Active Schools	Green Lane Primary School	£10,000
Creating Active Schools	High Craggs Primary Leadership Academy	£10,000
Creating Active Schools	Holybrook Primary School	£10,000
Creating Active Schools	IQRA Academy	£10,000
Creating Active Schools	Leeds Beckett University	£40,000
Creating Active Schools	Low Ash Primary School	£10,000
Social Marketing	Magpie	£19,999
Social Marketing	Magpie	£165,636
JU:MP Connectors	Manningham Housing Association	£99,373
Creating Active Schools	Miriam Lord Primary School	£10,000
Creating Active Schools	Our Lady and St Brendan's Catholic Primary	£10,000
Sustainable Sports & PA	PingPong4u	£33,750
JU:MP Connectors	Play Bradford	£99,813
JU:MP Connectors	Play Bradford	£20,000
Creating Active Schools	Poplars Farm Primary School	£10,000
Sustainable Sports & PA	Ravenscliffe Community Association	£20,000

Creating Active Schools	Saint Francis	£10,000
Creating Active Schools	St Anthony's Catholic Primary School, Shipley	£10,000
Creating Active Schools	St Clare's Catholic primary	£10,000
Creating Active Schools	Swain House Primary School	£10,000
Sustainable Sports & PA	Tasif Khan Community Boxing	£37,827
Creating Active Schools	Thorpe Primary School	£10,000
Creating Active Schools	Westbourne Primary School	£10,000
Creating Active Schools	Whetley Academy	£10,000



Report of the Chair of the Regeneration and Environment Overview and Scrutiny Committee to the meeting to be held on Tuesday 6 December 2022

S

Subject:

Regeneration and Environment Overview and Scrutiny Committee Work Programme 2022-23

Summary statement:

This report presents the Committee's Work Programme 2022-23

Cllr Kamran Hussain
Chair – Regeneration and
Environment O&S Committee

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Portfolios:
Regeneration, Planning & Transport
Education, Employment and Skills
Healthy People and Places



1. SUMMARY

1.1 This report presents the Committee's Work Programme 2022-23.

2. BACKGROUND

2.1 Each Overview and Scrutiny Committee is required by the Constitution of the Council to prepare a work programme (Part 3E – Overview and Scrutiny Procedure Rules, Para 1.1). The Committee adopted its work programme at its meeting of 22 June 2022.

2.2 Appendix 1 of this report presents the Work Programme for 2022-23.

3. OTHER CONSIDERATIONS

3.1 The Regeneration and Environment Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priorities about creating a more prosperous district and about improving waste management, neighbourhood services and the environment” (Council Constitution, Part 2, 6.5.1 and 6.6.1).

3.2 Best practice published by the Centre for Public Scrutiny suggests that ‘work programming should be a continuous process’. It is important to regularly review work programmes so that important or urgent issues that come up during the year are able to be scrutinised. In addition, at a time of limited resources, it should also be possible to remove projects which have become less relevant or timely. For this reason, it is proposed that the Committee's work programme be regularly reviewed by Members throughout the municipal year.

3.3 The Regeneration and Environment Overview and Scrutiny Committee Work Programme 2022/23 reflects the priority outcomes of the Council Plan in particular: ‘better skills, more good jobs and a growing economy’, ‘decent homes’, ‘better health, better lives’, and ‘a sustainable district’ (Our Council Plan: Priorities and Principles 2021-25).

3.4 The work programme as agreed by the Committee on 22 June 2022 forms the basis for the Committee's work during the year, but will be amended as issues arise during the year.

4. FINANCIAL AND RESOURCE APPRAISAL

None

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None

6. LEGAL APPRAISAL

None

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None

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

None

7.7 IMPLICATIONS FOR CORPORATE PARENTING

None

7.8 ISSUES ARISING FROM PRIVACY ASSESSMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

9.1 That the Work programme 2022-23 continues to be regularly reviewed during the year.

10. APPENDICES

10.1 Appendix 1 – Regeneration & Environment Overview and Scrutiny Committee Work Programme 2022-23

11. BACKGROUND DOCUMENTS

Bradford Council Constitution.

Democratic Services - Overview and Scrutiny

Appendix 1

Regeneration and Environment O&S Committee

Scrutiny Lead: Caroline Coombes tel - 432313

Work Programme

Agenda	Description	Report	Comments
Tuesday, 17th January 2023 at City Hall, Bradford Chair's briefing 19/12/22 Report deadline 04/01/23			
1) Fly-tipping in the Bradford District	Annual update	Amjad Ishaq / Stuart Russo	Resolution of 11 Jan 22
2) Biodiversity	Update to be presented following the enactment of the Environment Act 2021	Danny Jackson	Resolution of 4 March 2020
3) Waste Services Contract Review	Update to include to include the findings of the WRAP service review	Susan Spink / Richard Galthen	Resolution of 11 Jan 22
Tuesday, 31st January 2023 at City Hall, Bradford Chair's briefing 10/01/23 Report deadline 18/01/23			
1) Use of pesticides / glyphosates herbicides	Further details TBC	Ishaq Shafiq	Council motions of 16 July 2019 & 14 July 2022
Tuesday, 21st February 2023 at City Hall, Bradford Chair's briefing 30/01/23 Report deadline 09/02/23			
1) Affordable Housing / Accelerating Growth	Progress updates to include information on the Housing Revenue Account and the Housing Delivery Test	Lorraine Wright	Deferred from February 2022
2) City of Culture 2025	To include information on governance structures	Nicola Greenan	
Tuesday, 21st March 2023 at City Hall, Bradford Chair's briefing 27/02/23 Report deadline 08/03/23			
1) Active Travel - school streets and play	Update on school streets projects and to include information on the development of a Play Streets policy	Caroline Tomes /Andrew Smith	Resolution of 22 March 2021
2) Housing Standards Team / Empty Homes	Update	David North / Angela Blake	Resolutions of 10 March 2020
3) Energy efficiency in private rented sector	Update	John Sharpe	Resolution of 10 March 2020

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