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Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 5 October 2023 at 5.00 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	GREEN
Azam Alipoor Robinson D Green Mohammed Regan	Loy F Ahmed	Stubbs	Love

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	GREEN
Nazir Tait M Hussain Shafiq Wood Salam	Glentworth Davies	Griffiths	Warnes

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:

Asif Ibrahim

Director of Legal and Governance

Agenda Contact: Yusuf Patel/Jane Lythgow

Phone: 07970 411923/07970 411623

E-Mail: yusuf.patel@bradford.gov.uk/jane.lythgow@bradford.gov.uk

To:

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:
<i>Disclosable Pecuniary Interests</i>	<i>Disclose the interest; not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Directly Related)</i> OR <i>Non-Registrable Interests (Directly Related)</i>	<i>Disclose the interest; speak on the item <u>only</u> if the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Affects)</i> OR <i>Non-Registrable Interests (Affects)</i>	<i>Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being</i>

(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 7 September 2023 be signed as a correct record (previously circulated).

(Yusuf Patel / Jane Lythgow – 07970 411923 / 07970 411623)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Yusuf Patel / Jane Lythgow – 07970 411923 / 07970 411623)

5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

The Committee is asked to note any referrals and decide how it wishes to proceed, for example by incorporating the item into the work programme, requesting that it be subject to more detailed examination, or refer it to an appropriate Working Group/Committee.

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. ANTI-SOCIAL BEHAVIOUR RELATED TO FIREWORKS AND PLANS FOR THE BONFIRE PERIOD 2023 1 - 14

The Community Safety Partnership Board will submit a report (**Document “L”**) which provides a summary of the key actions and activities being taken following the Corporate Overview and Scrutiny Review of the use of fireworks.

The report includes the key partnership approaches and actions to minimise anti-social behaviour during the period around Bonfire Night.

Recommended –

That the Committee notes the work to reduce and minimise disorder over the Bonfire period and to tackle late night fireworks.

(Michael Churley – 01274 431364)

7. WORKFORCE DEVELOPMENT UPDATE 15 - 116

The Director of Human Resources will submit a report (**Document “M”**) which sets out the progress made in the period 1 July 2022 to 30 June 2023 further developing the Council’s approach to workforce development since our last report to Corporate Overview and Scrutiny Committee on 15 September 2022.

Recommended –

- (1) It is recommended that Corporate Overview and Scrutiny Members note the contents of Document “M” and provide any feedback that they wish to do so to enable the Human Resources team to incorporate this into our ongoing work.**
- (2) That the committee receives a further report updating on Council Workforce Development in 12 months.**
- (3) The Committee notes the trajectory and progress made in 2022/23.**
- (4) To support workforce learning and development to procure an optimum Learning Management System for recording all learning and development that takes place across the Council.**

(Catherine Warrener – 07519532533)

8. **BRADFORD DISTRICT ANTI-POVERTY STRATEGY 2022-2027** 117 - 178
- The Strategic Director, Adult Social Care (**Document “N”**) which provides a progress update on the development and implementation of the Bradford District Anti-Poverty Strategy 2022-2027 (BDAPS). The strategy has been developed by the District Anti-Poverty Coordination Group (DACG), a multi-partner group consisting of representatives from the Council, Department of Work and Pensions (DWP), NHS, Incommunities, the voluntary and community sector (VCS) and higher education.
- Recommended –**
- That the Committee considers the report and agree to have an update on progress in twelve months’ time.**
- (Kevin Brain)
9. **PROGRESS REPORT ON THE REFRESHED EQUALITY, DIVERSITY, AND INCLUSION PLAN 2022-25** 179 - 288
- The Assistant Director, Chief Executive’s Office will submit a report (**Document “O”**) which updates the Committee on the progress made in relation to implementation of actions within the refreshed Equality Diversity and Inclusion Plan Objectives 2022-25.
- Recommended –**
- The Committee is asked to consider the update report.**
- (Khalida Ashrafi)
10. **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2023/24** 289 - 302
- The Chair of the Corporate Overview & Scrutiny Committee will submit a report (**Document “P”**) which includes the Corporate Overview and Scrutiny Committee work programme for 2023/24, which are attached as appendix 1 to Document “P”
- Also attached as appendix 2, is a list of unscheduled topics for 2023-24.
- Recommended –**
- (1) **That Committee may choose to add to or amend the topics included in the 2023-24 work programme for the committee.**
- (2) **That members consider any detailed scrutiny reviews that they may wish to conduct.**
- (Mustansir Butt - 01274 432574)

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Report of the Community Safety Partnership Board to the meeting of the Corporate Overview and Scrutiny Committee to be held on 5th October 2023

L

Subject:

ANTI-SOCIAL BEHAVIOUR RELATED TO FIREWORKS AND PLANS FOR THE BONFIRE PERIOD 2023.

Summary statement:

This report provides a summary of the key actions and activities being taken following the Corporate Overview and Scrutiny Review of the use of fireworks. The report includes the key partnership approaches and actions to minimise anti-social behaviour during the period around Bonfire Night.

Equality Assessment:

It is recognised that the noise and disturbance caused by fireworks can impact particular groups more than others. Those with ongoing health issues, disabilities and the elderly are more severely affected. This can particularly affect those who already have a disturbed sleeping pattern and whose mental health is impacted through lack of sleep.

Anti-social behaviour is often more prevalent in disadvantaged neighbourhoods and the anxiety this causes can be exacerbated over the Bonfire period.

David Shepherd – Director of Place

Portfolio:

Neighbourhoods and Community Safety

Report Contact: Michael Churley

Phone: (01274) 431364

E-mail: michael.churley@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1** This report provides a summary of the key actions and activities being taken following the Corporate Overview and Scrutiny Review of the use of fireworks. The report includes the key partnership approaches and actions to minimise anti-social behaviour during the period around Bonfire Night.

2. BACKGROUND

- 2.1** District residents have expressed concerns for a number of years about fireworks being used anti-socially and outside the permitted hours within the law. Fireworks are used responsibly by most, but celebrations now appear to be happening more often throughout the year. The loud noise from fireworks cause nuisance to people across the district as well as distress to livestock and pets.
- 2.2** This is especially the case over the Bonfire Night period. Significant partnership efforts have curtailed disorder in recent years; however, levels of anti-social behaviour remain at unacceptable levels in parts of the district.
- 2.2.1** The large majority experience the Bonfire period in a positive and safe way. However, incidents of anti-social behaviour, misuse of fireworks, disposal of waste via fly tipping and attacks on public sector workers are all issues that we continue to contend with.
- 2.2.2** The Bonfire period requires a significant multi-agency response with preparation and planning beginning in early Summer. November 5th remains the busiest night of the year for the Police and Fire Service and the period is also a significant drain on Council and 'Safer Bradford' (Community Safety Partnership) resources.
- 2.2.3** In response to continuing anxiety around fireworks, in particular, a comprehensive review of the use of fireworks in the district's neighbourhoods was undertaken by the Corporate Overview and Scrutiny Committee in 2021.
- 2.3** The review made a number of recommendations to tackle some of issues regarding firework nuisance and progress on these was reported back to this Committee in January 2023. Further actions since January are included in the next section of this report.

3. OTHER CONSIDERATIONS

- 3.1** Discussion at the Committee in January included the difficulties faced by services in enforcing against those who breach firework regulations. It remains a continued challenge to be able to identify the actual offender who 'lights the blue touchpaper' and penalise them appropriately.
- 3.1.2** However, there are a wide range of ways in which we can work with agencies and communities to try and tackle this problem. For example, we have engaged with wedding venues around the use of fireworks. The large majority are compliant, but one has been issued with a Community Protection Warning following anti-social use of fireworks.

- 3.1.3 Council Officers have visited and spoken to a number of properties that were identified as preparing for a wedding over the summer. They were advised about the firework laws and advised not to allow fireworks to be let-off late at night and were given a poster. We will continue to work proactively with those who are having weddings and appropriate advice will be given.
- 3.2 What is clear through feedback from our communities is that the vast majority are fed-up with being disturbed by fireworks, especially late at night. It is, therefore, imperative that we seek to amplify this narrative and encourage more in our communities to share their frustration within their neighbourhoods and communities.
- 3.3 In 2023 we have begun a campaign to heighten awareness of the level offence being caused by the thoughtless use of fireworks. **Appendix One** shows a poster/postcard that has been developed to support the campaign. The poster also highlights what the law says about the use of illegal fireworks.
- 3.4 In addition, a short video has been produced to educate and make people aware of the impact late night fireworks have on the wider community. The film consists of a range of interviews with local residents, professionals and faith representatives relaying the nuisance caused by late night fireworks.
- 3.5 Sections of the film will be used as social media shorts throughout the year and particularly during periods when firework use is a significant problem.
- 3.6 Posters were left with local retailers/wholesalers of fireworks. The owners were spoken to, and some have agreed to give the poster out to customers who purchase fireworks.
- 3.7 The Leader of Council, has written to the Districts MP's and requested they lobby government to:
- (i) Reduce the noise levels of all categories of fireworks,
 - (ii) Stop the sale of the more powerful fireworks, such as category 3 and 4,
 - (iii) For individuals who sell fireworks to have a licence, which demonstrates that they are a fit and proper person to be able to sell fireworks.
- (See **Appendix Two**)

4. THE BONFIRE PERIOD

- 4.1 The period leading up to Bonfire Night has, for a number of years, been a particular pressure point for services. A history of anti-social behaviour has meant the period requires a significant partnership response from the Police, Fire Service and Council in particular, but also a wide range of other agencies including Incommunities, third-sector groups and volunteers from our communities.
- 4.2 The level of disorder has been declining gradually over recent years. In 2022 this trend continued with the need for the police to dispatch 'Public Order' response units extremely low relative to the situation a few years ago.

- 4.3** As of 2022 Bradford District established the Prevention and Risk Reduction Group (PRRG) attended by Silver level decision makers from a range of partner organisations. This group co-ordinated the agreed prevention and risk reduction action specific to Bradford between July and November.
- 4.4** Aims of the group:
- To ensure members work collaboratively and proactively to implement prevention and risk reduction work streams targeting specific risk and areas,
 - To act as the tactical receiving/decision making point with regards to collaborative prevention/risk reduction efforts for the five constituent areas of Bradford District specific to the Bonfire Period.
- 4.5** In addition to prevention and risk reduction activities, Bradford District partners will come together in a Special Operations Room (SOR) over the nights of the Bonfire weekend. The function of the SOR is to monitor incidents and deploy suitable resources from the range of support services that are available on the night.
- 4.6** Area Teams will lead the local response in their Constituency. This is led by both the Area Co-ordinator and the Neighbourhood Policing Team Inspector who are able to develop their own bespoke local partnership to prevent and reduce problems. Each Area responds to key local issues and 'Safer Bradford' has provided grants of up to £5,000 to focus on minimising the risk of disorder in 'hotspot' locations.
- 4.7** Partnership efforts in 'hot spot' locations are led by the Council's Neighbourhood Service and Neighbourhood Policing Team partners. This often involves engaging the local community to be a key part of the solution and in committing resources to youth provision and engagement.
- 4.8** The Local Authority/Police Anti-Social Behaviour Team focus on those who have been involved in nuisance behaviour related to fireworks and the 'bonfire period' indicates significant risk. Where appropriate warning letters are issued, and visits made to those most vulnerable to becoming involved in anti-social or dangerous behaviour.
- 4.9** The Youth Justice Service deliver an input to all the young people they are supporting on the consequences of ASB. This includes the 'Consequence Card' attached at **Appendix Three**.
- 4.10** During October and early November, the Council's Youth Service are engaging, educating, and protecting young people from harm. They deliver awareness raising sessions at generic youth clubs, sharing resources designed by West Yorkshire Fire and Rescue Service (WYFRS) and Bradford Council.
- 4.11** Safer Schools Police Officers and WYFRS staff deliver a bespoke education package about the 'bonfire period' to a wide range of schools including supplementary schools. Last year it is estimated this programme reached over 20,000 young people.
- 4.12** As in previous years, communities, elected members, faith, and voluntary sector groups will work alongside statutory services providing a significant partnership

response across our neighbourhoods. The partnership and support from local communities is a fundamental part of our collective response.

- 4.13** The use of Outreach Youth Workers has deterred many young people from taking actions that could have resulted in danger to themselves and distress to others. The Workers engage and challenge young people's behaviours, often preventing incidents from developing. This allows more effective deployment of blue light services during a period where services can be stretched.
- 4.14** The perception by young people of a 'non-confrontational approach' from youth workers very often pays dividends in ensuring that situations do not escalate and are managed with young people in a way most likely to decrease problems. It is also worth noting that many problems that occur involve adults and that young people should not be singled out for blame.
- 4.15** Incommunities' Operatives work across the period, last year removing 4.9 tonnes of waste from dangerous bonfires and areas which posed fire risk/potential spread. Incommunities staff committed to spend time within wards dealing with build ups of waste, engaging with residents around safety and highlighting reporting mechanisms.
- 4.16** Council, Police and Fire Service Communications Teams worked together to ensure communities are aware of the partnership effort and the role of residents in helping to report ASB. Social media is also widely employed and greatly extends the reach of our joint communications strategies.
- 4.17** West Yorkshire Fire and Rescue Campaign 2022 - Key messages:
 - a) Fake fireworks, real danger. Cheap fireworks aren't worth the risk, stick to the real thing,
 - b) One night could leave you scarred for life. Just one mistake with a firework or bonfire can be a disaster,
 - c) Prank 999 calls are no laughing matter. A fake call to the emergency services is a criminal offence,
 - d) Do you want to remember, remember, the 5th of November? Take the family to an organised firework display for a night they won't forget.2023 campaign to be released imminently.

5. FINANCIAL & RESOURCE APPRAISAL

- 5.1** Funding is provided from the West Yorkshire Mayor to commission services and activities to address the Community Safety Partnership's (CSP) priorities and to support delivery of the West Yorkshire Police and Crime Plan. The annual grant for 2023/24 is just over one million pounds and supports: local responses to drugs and alcohol; the Youth Justice Service in preventing and tackling youth crime: partnership responses to serious and organised crime and serious violence, anti-social behaviour, violence against women and girls; hate crime support, reducing re-offending and dangerous/ nuisance driving.
- 5.2** There is currently no indication what the allocation will be for 2024/25. This does not have a direct effect on the Council's mainstream funding.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

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

7. LEGAL APPRAISAL

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

8. OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

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

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

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

- 8.1.3 Equality Data**

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

8.2 SUSTAINABILITY IMPLICATIONS

- 8.2.1** There are no sustainability implications apparent.

8.3 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

- 8.3.1** There are no climate emergency implications apparent.

8.4 COMMUNITY SAFETY IMPLICATIONS

8.4.1 Reductions in the anti-social use of fireworks would positively impact community safety across the district.

8.5 HUMAN RIGHTS ACT

8.5.1 There are no Human Rights Act implications apparent.

8.6 TRADE UNION

8.6.1 There are no trade union implications apparent.

8.7 WARD IMPLICATIONS

8.7.1 A number of wards experience greater difficulties with the anti-social use of fireworks and disorder on Bonfire Night. The noise from fireworks affects more people in densely populated areas.

8.8 IMPLICATIONS FOR CHILDREN & YOUNG PEOPLE

8.8.1 It is recognised that looked after children can be more vulnerable to specific crime types and appropriate Corporate Parent leads should be kept up to date with trends and concerns in relation to community safety via the Community Safety Partnership structure.

8.8.2 Young people can be more vulnerable to harm from anti-social use of fireworks and dangerous bonfires.

8.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

9. NOT FOR PUBLICATION DOCUMENTS

N/A

10. OPTIONS

10.1 The Corporate Overview and Scrutiny Committee is asked to consider the work carried out to reduce and minimise disorder over the Bonfire period and to tackle late night fireworks and refer observations and matters for consideration back to the CSP as appropriate.

11. RECOMMENDATIONS

11.1 The Committee notes the work to reduce and minimise disorder over the Bonfire period and to tackle late night fireworks

12. APPENDICES

12.1 Appendix 1 – Fireworks poster/postcard

12.2 Appendix 2 – Copy of letter to MP's

12.3 Appendix 3 – Consequence Card




BE
considerate
TO
YOUR neighbours

LATE NIGHT FIREWORKS cause:

- ANXIETY and sleepless nights to many thousands of people in our community
- Sick, elderly and disabled groups to suffer **SEVERE DISTRESS**
- **TORMENT** for pets and animals
- **LITTER** for others to clear up





YOUR CELEBRATION SHOULD NOT BE YOUR NEIGHBOURS' MISERY . . .

KNOW THE LAW

- It is illegal to use fireworks in a public place without the landowners permission – or within 50 feet of a road.
- It is illegal to let fireworks off between 11pm and 7am except on Bonfire Night (midnight), Diwali, New Year (1am) and Chinese New Year.
- It is illegal for anyone under the age of 18 to possess fireworks in a public place.



The wording in this publication can be made available in other formats such as large print. Please email anjum.munir@bradford.gov.uk

Cllr Susan Hinchcliffe
Leader of Council
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Susan.hinchcliffe@bradford.gov.uk

Dear MP,

As you may recall I wrote to all the district's MPs back in July of last year as a recommendation from our Overview and Scrutiny Committee, requesting you to lobby the government for tougher regulation on the sale and use of fireworks.

Whilst I appreciate this is being raised by our MPs to the Government at every opportunity. The committee have set further recommendation for the council to carry out after their meeting in January 2023.

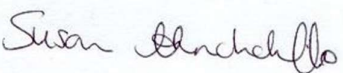
These were to write to the district's MPs again to lobby the government on the following:

- (i) Reduce the noise levels of all categories of fireworks;
- (ii) Stop the sale of the more powerful fireworks, such as category 3 and 4;
- (iii) For individuals who sell fireworks to have a licence, which demonstrates that they are a fit and proper person to be able to sell fireworks.

I hope you can keep lobbying the government on the above points.

In the meantime, Bradford Council will continue to urge everyone to act responsibly when using fireworks and to avoid causing nuisance to other residents, ideally by respecting the laws and not letting fireworks off too late, attending well-run public events, getting appropriate permissions, and helping to educate young people about the dangers.

Yours sincerely



Susan Hinchcliffe
Leader of Council

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You could get **IN TROUBLE** if you....

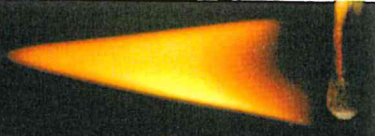
- are **UNDER AGE 18** and are found with a firework.
- possess or set off any excessively **LOUD FIREWORKS**.
- **THROW** a firework.
- make a bonfire or set off a firework that **PUTS PEOPLE IN DANGER**.
- cause any **DISTRESS TO OTHERS**.
- start a fire, as arson is a **SERIOUS CRIME**



DON'T MESS WITH FIREWORKS

There is **NO HIDING PLACE**...

- The average person in the U.K. will be seen by CCTV cameras at least 70 times each day.
- It does not matter how old you are. Don't think you can commit crime and get away with it – recordings will be looked at later and you could still be arrested.



Longer term CONSEQUENCES

- Getting **ARRESTED** means you may be **CHARGED WITH AN OFFENCE**
- This record is **ALWAYS** there, **THROUGHOUT YOUR LIFE**
- It will influence **WHAT JOBS YOU CAN DO** in the future
- You might also end up with **LIFE CHANGING INJURIES**



DON'T MESS WITH FIREWORKS

Anti-social behaviour involving fireworks **IS A CRIME**

COMMUNITY SAFETY PARTNERSHIP



The wording in this publication can be made available in other formats such as large print. Please call 01274 431781.

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Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny Committee to be held on 5th October 2023

M

Subject:

WORKFORCE DEVELOPMENT UPDATE

Summary statement:

This report sets out the progress made in the period 1 July 2022 to 30 June 2023 further developing the Council's approach to workforce development since our last report to Corporate Overview and Scrutiny Committee on 15 September 2022.

EQUALITY & DIVERSITY:

Our Workforce Development is designed to be inclusive and benefit all our staff. Whilst this is right and consistent with the principle of equalities at the heart of everything we do; it is also the case that our investment needs to demonstrate how it is enabling us to make sustainable progress in equality, diversity and inclusion and culture.

Several priority programmes have been identified as part of the refreshed Workforce Development Plan 2021 – 2024.

Anne Lloyd
Director of Human Resources

Portfolio:

Corporate

Report Contact: Catherine Warrener
Workforce Learning and Development
Manager
Phone: 07519532533
E-mail: Catherine.warrener@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 At the meeting of 1 December 2020 Executive approved a refreshed Workforce Development Strategic Plan for 2021-2024 for the Council. The workforce development plan was developed taking account of our internal evidence base. The evidence base included staff feedback from engagement sessions held during 2020, the Council Plan, updated equality objectives, outputs from culture and inclusive employer surveys and reports, induction and learning management system evaluation, the workforce development strategy 2015- 2021, plus a review of existing KPIs and performance data.
- 1.2 This report details progress since the last update report received by Corporate Overview and Scrutiny Committee on 15 September 2022 against the Council's Workforce Development Strategic Plan for 2021-2024.
- 1.3 At Corporate Overview and Scrutiny on 25 October 2022, Workforce Learning and Development were asked if they could provide a report relating to professional career development spend on Council Departments with a breakdown of grade. Information and evidence collated on this can be found in **Appendix F**.

2. BACKGROUND

- 2.1 The approach to workforce development considers and addresses the need to support all employees but make choices about where we invest our money to deliver maximum impact in some key priorities, e.g., equalities and the progression of underrepresented people in our workforce. Also, the need to balance the need to invest in the capacity and capability of our current team but leverage wisely external expertise to deliver interventions.
- 2.2 The workforce development strategic plan 2021-2024 identifies and groups development activities over three phases, with each phase outlining the key activities. **Appendix B** provides the high-level plan and activities, work is ongoing to develop the detailed delivery plans and outcome measures across it's lifecycle. Ten key priority workforce development areas were identified to invest in and deliver over this period:

Ten Key Priority Workforce Development Areas:

1) A commitment to all staff having a minimum of 5 learning and development days per year.	6) A Making Connections for managers' development programme
2) An improved coaching offer	7) An Executive and Senior Leadership development programme
3) A mentoring offer	8) Funding to support Member Development
4) A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams.	9) Development of a one-day Managers Conference
5) Development of an ally programme to support underrepresented communities.	10) An employee survey supported by software analytics that will deliver meaningful insights and intelligence.

2.3 Our workforce development activity is underpinned by an ongoing review and refresh of our current leaning catalogue and materials. Individual service areas make full use of the learning management system to support service specific learning and development offers.

2.4 **12 Month Progress Update Against the Ten Key Priority Workforce Development Areas**

Table below provides summary of outputs made since 2021/22 whilst **Appendix C** provides the full progress report against each of the 10 Key Priority Workforce Development Areas. **Appendix A** further provides 2023 Workforce Learning and Development data relating to Corporate completion rates for courses, including mandatory learning and Equality Diversity and Inclusion category of learning.

WFD Priority	Engagement 2022-23	Outputs since 2021-22
An Improved Coaching Offer		
Coaching eLearning	2400 registrations 1,004 course completions	18% increase in completed courses
The Coaching Professional Apprenticeship ILM Leadership & Management Level 5 Award	10 employees 12 employees	Coaching offer expanded
A Mentoring Offer		
NDGP Graduate Programme ILM Leadership & Management	4 mentors 12 employees	Graduates are mentored by Strategic Director/Director/Senior Leader Mentoring offer Expanded
A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse team		
E-Learning for managers	571 completions 403 by managers 168 by staff	Increase completion rate for managers, from 31% in 2021/22 to 44% 2023.
Virtual Workshops	393 completions managers	100% of workshops are booked.
Bitesize Virtual Learning	91 course completions	Successful roll out Jun-Dec 2022 100% completion
Senior Leader Programme (Focus Underrepresented Groups) (Focus: Head of Service and above)	16 senior leaders 10 graduations	Increase participation rate by Senior Leaders.
Emerging Leader Programme (Focus Underrepresented Groups)	9 emerging leaders	Completed by 9 Emerging Leaders
Equality, Diversity, and Inclusion Course Completions	7555 employees 6255 non-mandatory courses	Increase number of EDI courses from 8 in 2021 to 41 in 2023

WFD Priority	Engagement 2022-23	Outputs since 2021-22
Unconscious Bias eLearning	completed. 1300 ED&I mandatory courses completed.	Over 80% of staff have accessed one or more EDI learning activity, compared to 76% in 2021/22. In 2022 64% of learners rated their knowledge before taking the learning at 'know a lot' or 'confident in this subject'. This has increased to 79% in 2023. In 2022 25% of learners rated their knowledge before taking the Unconscious Bias eLearning at 'know a lot' or 'confident in this subject'. This has increased to 81% in 2023.
A refreshed training programme focused on inclusion, building inclusive cultures, and building management capacity to lead diverse team		
Respect Awareness eLearning	1970 course completions	In 2022 62% of learners rated their knowledge before taking the learning at 'know a lot' or 'confident in this subject'. This has increased to 85% in 2023. 91% of respondents now say they 'know a lot more' or are 'confident in this subject' after completing the learning, compared to 85% in 2022. Increase course completions
Senior Leader Programme (Focus : Underrepresented Groups) <i>(Focus: Head of Service – senior managers and above)</i>	16 Senior Leaders	10 graduations to date 100% take up of places on the programme
Senior Leader Apprenticeship (University of Birmingham) <i>(Focus: Head of Service – senior managers up to Strategic Director level)</i>	10 Senior Leaders	10 Senior Leaders completed level 7 apprenticeship and Public Sector Diploma Completed by 3 Senior Leaders from underrepresented groups
Development of an ally programme to support underrepresented communities.		
Respect Allyship Programme	716 allies 18 allies (elected members)	Programme launch to all staff in May 2022 Increase of 592 allies since launch date (9.38% of the workforce) Programme launched to Elected Members June 2023
A Making Connections for managers' development programme		
Senior Management Network (Focus: managers at Head of Service level)	120 Senior Managers	Senior Managers Network launched Oct 2022. 9 network meetings taken place

WFD Priority	Engagement 2022-23	Outputs since 2021-22
An Executive and Senior Leadership development programme		
Strengthening Leadership Culture into The Future and Understanding & Developing Leadership <i>(Focus: Corporate Management Team)</i>	25 Senior Leaders 1 CEX	Executive & Senior Leadership programme launch 2022-23 Programme completed by 25 Senior Leaders and CEX
Funding to support Member Development		
Elected Member Development L&D Offer See <i>Appendix E</i> - Elected Member Development Survey2022 – responses	372 course completions 18 allies	Increase of L&D programmes from 8 to 20 RESPECT Allyship programme launched June 2023, 2023. 16% of elected members are allies
Development Of a One-Day Managers Conference		
One Day Conference	120 Managers Need to scope and deliver conferences into 2024.	Senior Managers (4 th Tier) Network Launched Oct 22
An Employee Survey Supported by Software Analytics That Will Deliver Meaningful Insights and Intelligence		
Survey		An employee survey has been designed, developed, and tested Oct-22 to May 2023 Launch of Survey Autumn 2023

- **A commitment to all staff having a minimum of 5 learning and development days per year.**

This commitment has been made to staff and communicated as part of our employee benefits and learning and development offer and commitment. The systems and technology in place do not provide the means to record and report on this commitment as a metric. The solution is to identify the right systems and technology that can record and report on the commitment. There needs to be clear guidance on what is defined as learning and development, for example, coaching, attending webinars, continuous professional development (CPD); to ensure there is a consistent approach across the council when recording L&D activity.

- **Progress of Performance Appraisal**

We continue to see an increase in our performance appraisal metrics with the number of staff having had an annual Performance Appraisal at 64%, the highest achieved level to date. This is the fifth consecutive annual increase since Evolve performance began in 2021.

2.5 Next steps:

It is expected that the 2024 cycle will see further significant uplifts. There is a sustained focus, communications, guidance and training for staff and managers around performance appraisal.

- Continue to trial the automated process, organisation wide.
- Identify and provide support for bulk uploads.
- Identify and provide support to specific services as required.
- Schedule 90-minute Appraisal Q&A drop-in sessions for all staff with the Evolve Team
- Review HR policies and process and embed the performance process into relevant policies.
- Embed the performance process into relevant learning and develop activities.
- Align with our broader work on job families and career pathways.
- Develop further links with supervision, 121's and continuous performance conversations.

2.6 Progression on Talent Attraction and Development through Apprenticeships / Kickstart / Leaving Care Employability and Graduate Programme

A full progress update on talent attraction and development is offered in **(Appendix D)**.

Talent Attraction	Progress Since 2021-22
Apprenticeship Programme	<ul style="list-style-type: none">• 208 Live Council apprentices• The Council continues to invest in all Levels of apprenticeships.• Increase in actual spend - 2021/22 £864,377; 22/23 £1331,208• Council utilising the transfer of levy allocation to up-skill the Bradford District
Kickstart Programme	<ul style="list-style-type: none">• 535 young people interviewed.• 439 young people started with Bradford Council• 126 Early Leavers• 221 young people completed 6-month placement.
Leaving Care Employability Programme	<ul style="list-style-type: none">• 10 care leavers commenced placement.• 1 care leaver secured a full-time apprenticeship
National Development Graduate Programme (NDGP)	<ul style="list-style-type: none">• Successful recruitment of graduates since the programme commenced in 2020.• Local Bradford recruitment - 2 graduates recruited.• NEW Bradford Council graduate programme to launch in 2023, concurrent with NDGP

- As of July 2023 there are 208 active/live Council apprenticeships on programmes funded from Bradford Council's Apprenticeship Levy **(Appendix G)**. In 2021 there were 293, Covid impacted at this time and apprenticeship end dates were extended due to college/university/training provider closures in lockdown. Numbers for 2022/23 will increase again from Sept-23, due to apprenticeship training commencing in Colleges and Universities.

- The final **Kickstart** placements completed by September 2022 and a total of 221 young people aged between 16-24 years old completed their 6-month placement. The highest number were placed in the Department of Place (73).
- With regards to the **Leaving Care Employability Care Programme (LCEP)**, 10 care leavers started in placement with Bradford Council on the 12-month programme which was linked to the Kickstart programme which supplemented 6 months to extend the programme to 12 months for up to 15 care leavers. The LCEP will be approached as part of our business as usual in the future, alongside our apprenticeships and graduate programmes.
- The Council commenced a **National Graduate Programme Development Programme (NDGP)** in November 2020 and the total number recruited since then is 13. Graduate feedback has been extremely positive (**Appendix D**). In 2022 the Council progressed local recruitment rather than the National Scheme selection route and sourced 2 graduates via this route. All graduates are mentored by a Bradford Council Strategic Director/Director as part of the NGDP Mentoring Scheme. There is a new internal graduate programme due to be launched this year, which will provide 2-year graduate placements which will run concurrently with the NGDP scheme.

3. OTHER CONSIDERATIONS

- 3.1 The Council's Learning and Performance Management System, Evolve has been in place since 2016. At the time of writing there are almost 17,000 active learner profiles, compared to 12 months ago when there was 6,348.
- 3.2 The LMS can also be accessed and is set up to be used securely by external partners, schools, NHS, Police Services and those classed as internal users; Council staff, Bradford Children and Families Trust, New Choices and Better Start Bradford.

Internal profiles

Organisation Type	Users	Course Completions
Council Staff	7,369	26,573
BCFT	1,394	6,046
New Choices	258	1,466
Better Start Bradford	174	Not Available

*(*Course completions for Better Start Bradford are not available as they have their own domain and administrators).*

External profiles

Organisation Type	Users	Course Completions
NHS	1,350	475
Voluntary Sector	1,145	265

Organisation Type	Users	Course Completions
Schools	1,115	109
Private Sector	831	179
Casuals	822	3,182
Early Years	584	27
Foster Carers	418	9
Police & Probation Services	180	26
Other LA	178	31
Others	892	239

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 There are no current implications from this report. To date the delivery of these programmes has been covered by existing budget and/or funding streams.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The Council Strategic Risk Register captures the risk of a continued shortage of professional and skilled staff within the employment market leading to recruitment and retention difficulties to key posts. An inability to recruit in key disciplines could have a significant impact on the Council's ability to deliver services and support the Council's ambitions within the financial resources available. Workforce learning and development activity as outlined in the O&SC report provide a number of mitigation actions to address this risk.

6. LEGAL APPRAISAL

- 6.1 The Workforce Development Strategic Plan assists the Council in complying with its equality duties under the Equality Act 2010.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

None arising from the content of this report.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

None arising from the content of this report.

7.3 COMMUNITY SAFETY IMPLICATIONS

None arising from the content of this report.

7.4 HUMAN RIGHTS ACT

The Workforce Development Strategic Plan assists the Council in complying with its

duties under the under the Equality Act 2010, Public Sector Equality Duty and Human Rights Act.

7.5 TRADE UNION

The Head of HR Specialist Services periodically discusses the Workforce Development Plan and related workforce matters with the recognised Trade Unions. Human Resources colleagues will continue to engage with Trade Unions on workforce development.

7.6 WARD IMPLICATIONS

There are no Ward or area implications.

7.7 AREA COMMITTEE LOCALITY PLAN IMPLICATIONS

None arising from the content of this report.

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

Workforce development plans and activities have elements designed specifically to develop and support children and young people to input into design and delivery, and through our workforce development offer with leaving care employability programme, apprenticeships, Kickstart, and Graduate offer (section 3 of this report).

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The confidentiality of personal data is paramount in all the work we do relating to our workforce. We do not anticipate that any additional actions arise from the work outlined in this report.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

- (i) To decide on the optimum Learning Management System for recording all learning and development that takes place across the Council which will streamline and provide cost savings moving from three systems to one system.
- (ii) To decide if the commitment to 5 learning days per annum is pragmatic given there are currently no systems available to track or monitor engagement.
- (iii) To decide if there should be a wider review and options appraisal for where workforce learning and development best sits across the Council.

10. RECOMMENDATIONS

- 10.1 It is recommended that Corporate Overview and Scrutiny Members note the contents of this report and provide any feedback that they wish to do so to enable the Human Resources team to incorporate this into our ongoing work.
- (i) That the committee receives a further report updating on Council Workforce Development in 12 months.
 - (ii) The Committee notes the trajectory and progress made in 2022/23.
 - (iii) To support workforce learning and development to procure an optimum Learning Management System for recording all learning and development that takes place across the Council.

11. APPENDICES

The following Appendices accompany this report:

- Appendix A Learning and Development Data 2023
- Appendix B Workforce Development Strategic Plan
- Appendix C 10 Key Priority Workforce Development Areas
- Appendix D Talent Attraction and Development Progress
- Appendix E Member Development Survey Responses
- Appendix F Professional Career Development Spend
- Appendix G Apprenticeship Levy Spend

12. BACKGROUND DOCUMENTS

The Corporate Overview and Scrutiny Workforce Development Report of September 2022: [Bradford Council - Agenda for Corporate Overview and Scrutiny Committee on Thursday, 15th September, 2022, 5.00 pm \(modern.gov.co.uk\)](#)

Workforce Development – Learning Data – Internal Staff

1 July 2022 to 30 June 2023

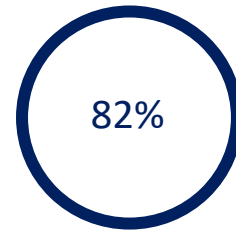
1. Internal staff



Total Course Completions

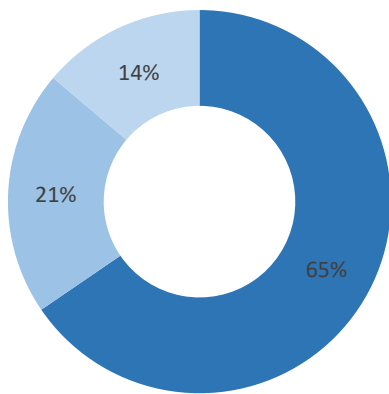


Individuals Accessed Learning



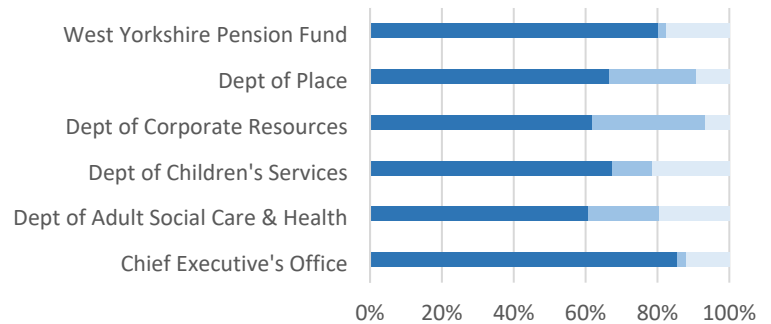
% of Staff

Type of Learning Accessed



■ Web-Based ■ Blended ■ Virtual Classroom

Type of Learning Accessed by Department



■ Web-Based ■ Blended ■ Virtual Classroom



Blended Course Titles



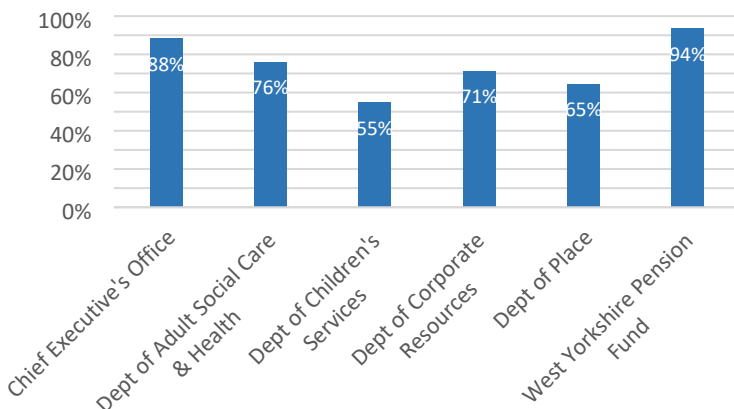
Web Based Course Titles



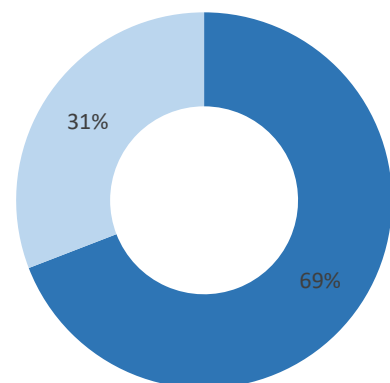
Virtual Course Titles

1.1 Corporate Learning – Information Security

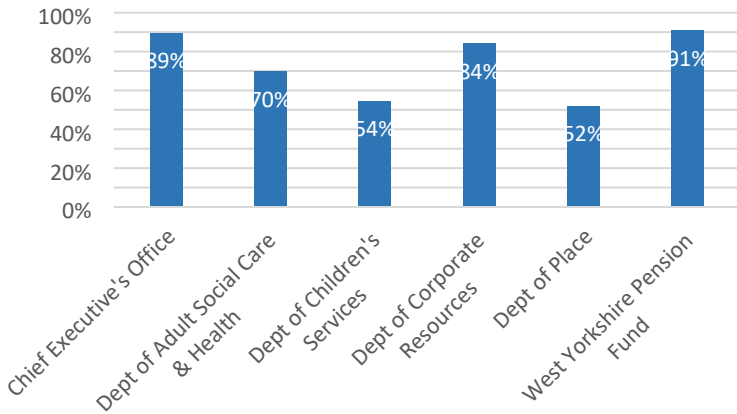
Information Security Compliance by Department



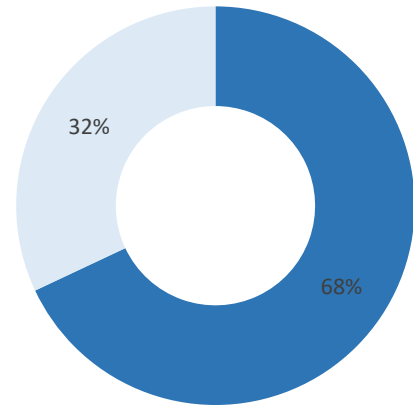
Information Security Compliance



Equality and Diversity Compliance by Department



Equality and Diversity Compliance

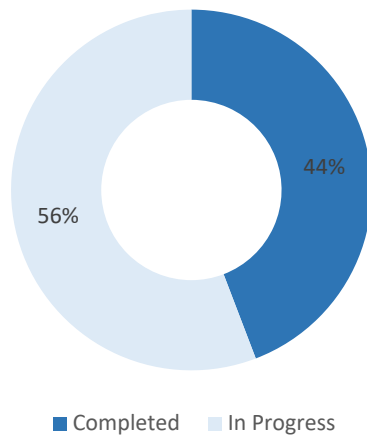


1.2 Corporate Learning – Equality & Diversity

Cultural Intelligence Accelerator eLearning

Cultural Intelligence Accelerator eLearning is a series of three modules to be completed over three weeks. The eLearning was assigned on 19th July 2022 to all personnel with line management responsibility excluding those at assistant director level and above.

Cultural Intelligence eLearning



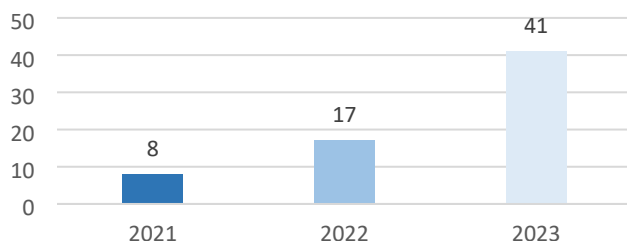
Cultural Intelligence Virtual Workshops

Cultural Intelligence Accelerator virtual workshops, run alongside the eLearning, are a series of two virtual sessions, which are mandatory for those with line management responsibility to attend. All current sessions are fully booked.

Equality and Diversity Category of Learning

Several eLearning packages and virtual learning workshops are available for learners to search and enrol onto. These are available in our Equality and Diversity course category.

Number of Equality and Diversity Courses

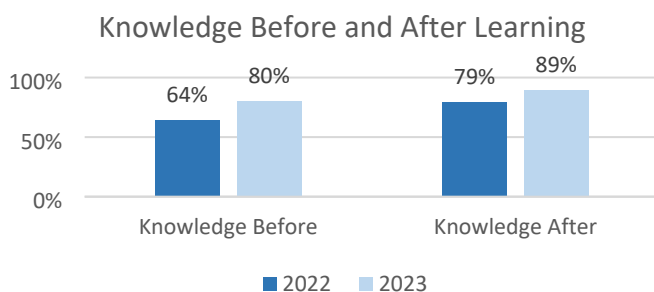


The number of equality and diversity courses has been increased from eight in 2021 to 41 in 2023.

7,555 completions have been recorded in the twelve months from July 2022 to June 2023.

Over 80% of staff have accessed one or more equality and diversity learning activity.

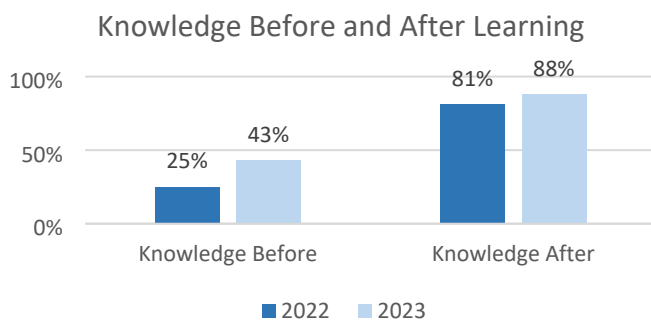
Equality and Diversity Mandatory Learning Evaluations



In 2022 64% of learners rated their knowledge before taking the learning at 'know a lot' or 'confident in this subject'. This has increased to 79% in 2023.

89% of respondents now say they 'know a lot more' or are 'confident in this subject' after completing the learning.

Unconscious Bias Learning Evaluations

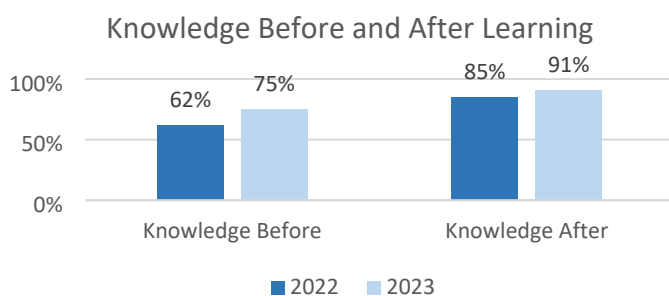


In 2022 just 25% of learners rated their knowledge before taking the learning at 'know a lot' or 'confident in this subject'. This has increased to 81% in 2023.

88% of respondents now say they 'know a lot more' or are 'confident in this subject' after completing the learning.

*Both Equality and Diversity and Unconscious Bias are assigned to all new starters as part of the New Starter Learning Programme.

RESPECT Awareness eLearning Evaluations

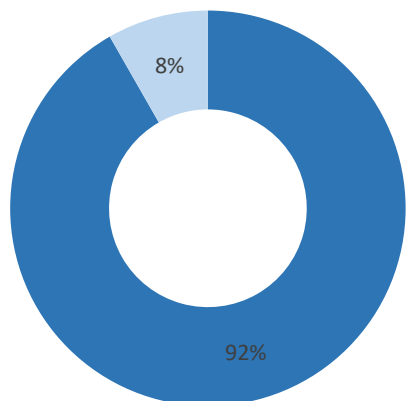


In 2022 62% of learners rated their knowledge before taking the learning at 'know a lot' or 'confident in this subject'. This has increased to 85% in 2023.

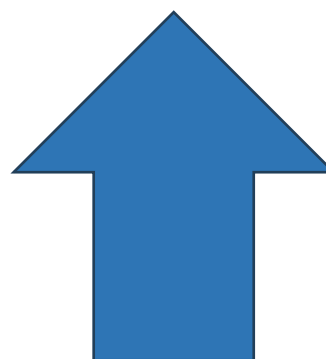
% of respondents now say they 'know a lot more' or are 'confident in this subject' after completing the learning.

New Starter eLearning

% of New Starters with PC Access Completed New Starter eLearning



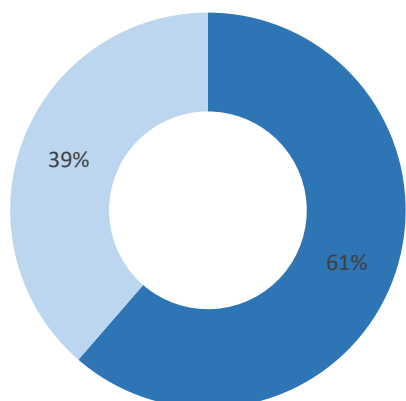
This has increased from 76% last year.



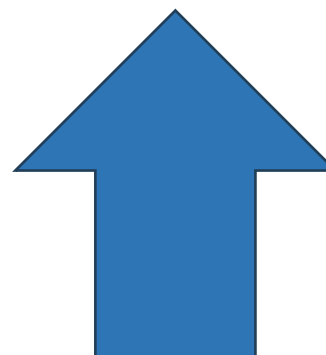
For managers of staff without PC access, the learning is available in PowerPoint format to download from Evolve.

New Starter Learning Programme

New Starter Learning Curriculum Completion

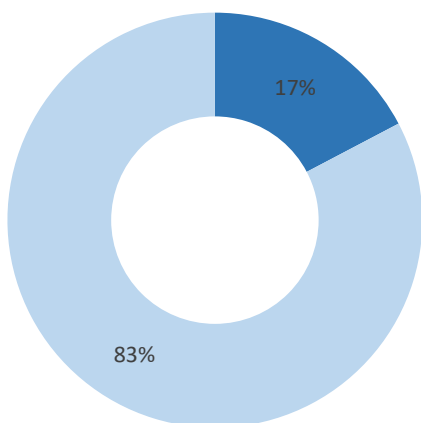


This has increased from 58% last year



The curriculum is a collection of learning activities which are assigned to all new starters with PC access. The curriculum includes such training as Health & Safety and Equality & Diversity.

Meet the Team



■ Attended ■ Did not attend

Meet the Team training allows new starters to meet the Chief Executive, members of Corporate Management Team and Elected Members. This is an optional part of the New Starter Learning Programme.

Evolve shows 422 starters with PC access since 1st July 2022 (excluding those now moved over to the Children’s Trust).

Only 73 of these have attended Meet the Team sessions. Actions are in place to improve attendance.



22%

22% of Managers have completed Evolve Performance Training

Down from 34% last year, this maybe due to less manager turn around and therefore less managers requiring the course, and also the Evolve team did not have capacity to delivery as many sessions in 2022 .



38%

38% of staff have completed Evolve Performance training (up from 33% last year).

This is provided both as on-demand, web-based learning and through scheduled virtual sessions. When staffing levels increase, face-to-face sessions will resume.



22%

22% of staff with PC access have completed Evolve Learn Training (up from 16% last year).

Available as on-demand, web-based learning, this is included in the New Starter Learning Programme.



413

413 staff members have completed First Aid training in the past twelve months.

Up from 383 last year, a significant increase as the figure no longer includes staff who have moved to the Children's Trust.



82%

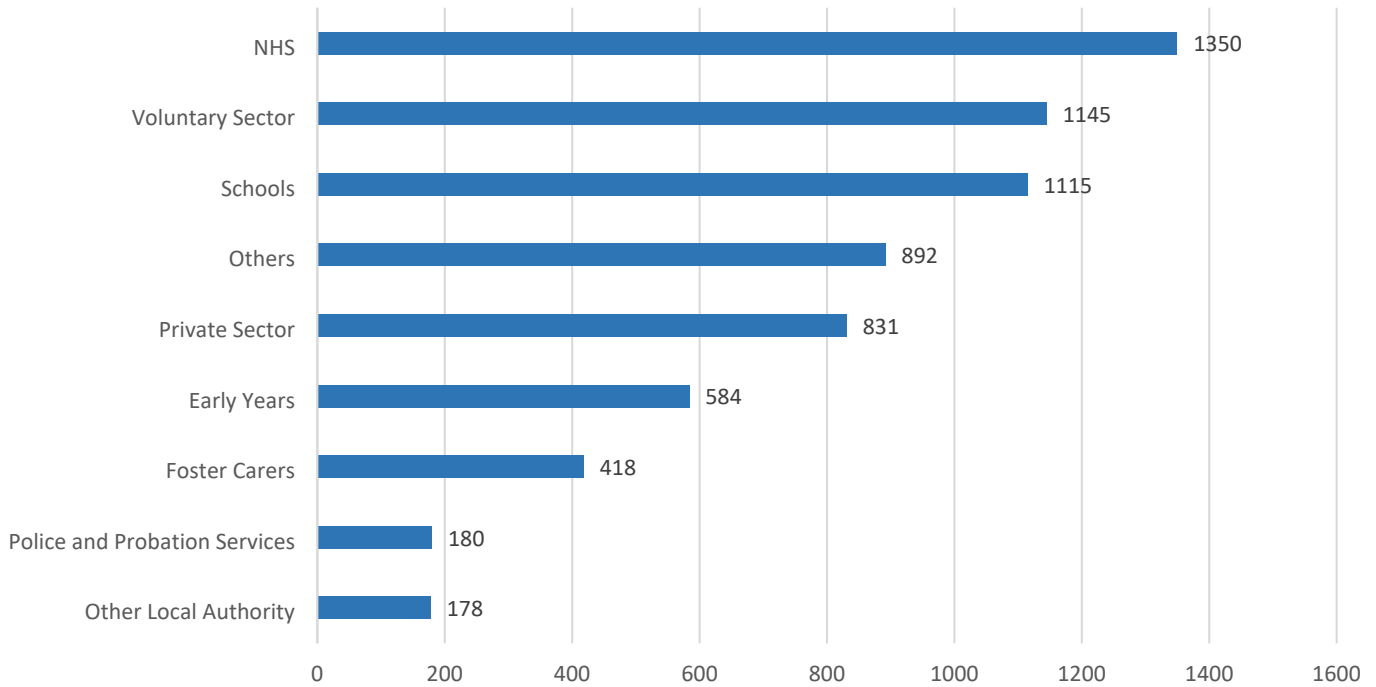
82% of staff with PC access have completed one or more EDI course.

Up from 76% last year.

1.5 External Learners

There are currently 6,693 active external profiles, up from 6,348 last year. These are split into the organisation types shown below.

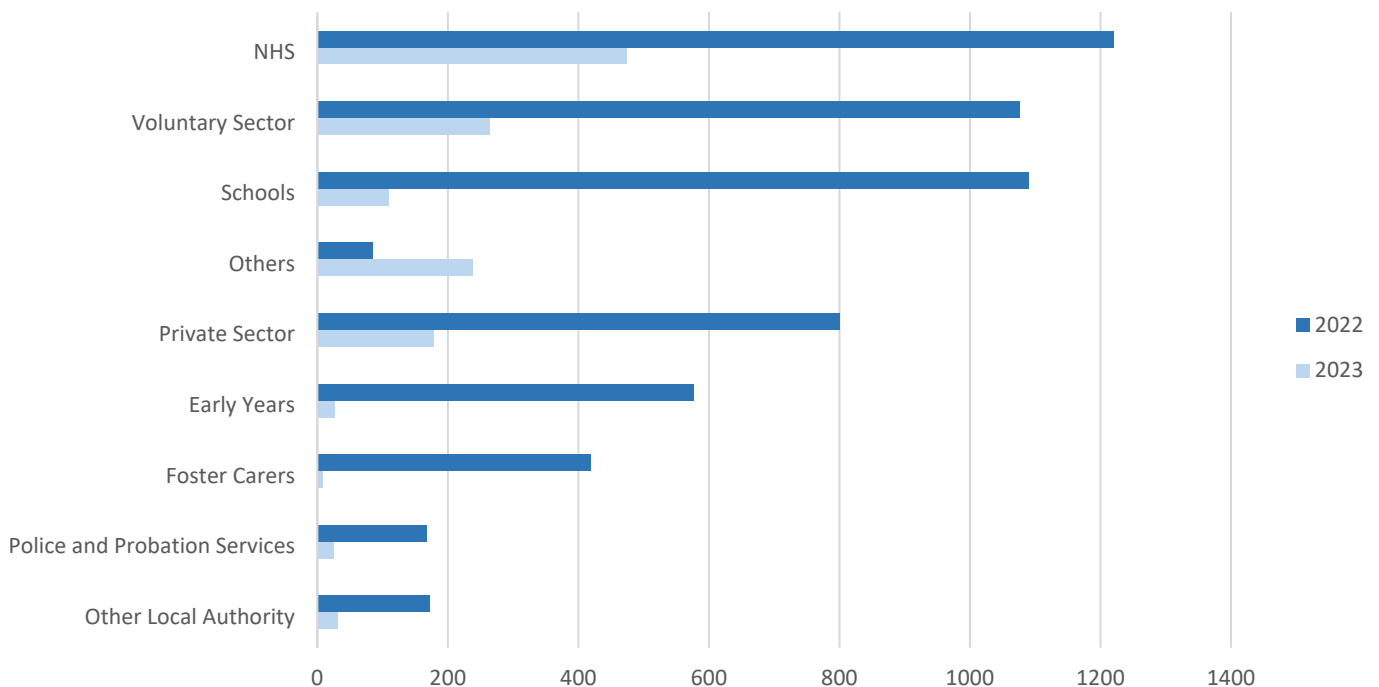
External Profiles by Organisation Type



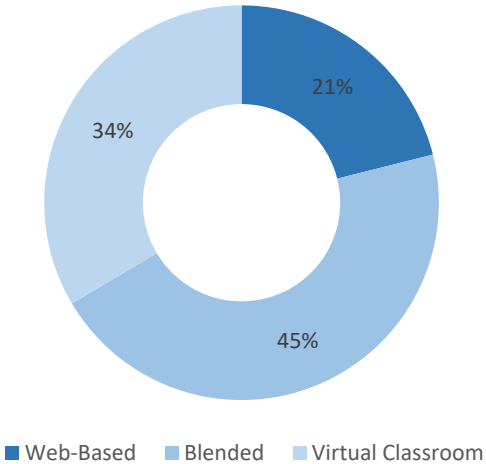
During the past twelve months, these learners have completed 1,360 which is less than half the previous year. This is partly attributed to the removal of around 20 safeguarding courses which have moved from Evolve to Safer Bradford's own platform, Altura (Bridge).

Evidence of this can be seen in the graph below which shows a significant drop in registrations across most sectors.

Course Completions by Organisation Type



External Completions by Delivery Type



45% of external learning completions were blended (face-to-face) learning. While this is more than double last year’s 20%, this is the result of the removal of web-based safeguarding learning rather than any increase in the provision of face-to-face classes.

Virtual learning, which was originally introduced in response to Covid restrictions, continues to be a favoured delivery type, both internally and externally.

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Council Workforce Development Plan 2021 – 2024

Draft Council Workforce Development Plan (2021 – 2024)

Phase 4 (2021 – 22)

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

Key activities:

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

Phase 5 (2022 – 23)

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

Key activities:

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

Phase 6 (2023 – 2024)

*Complete delivery of our
People Strategy Outcomes*

Key activities:

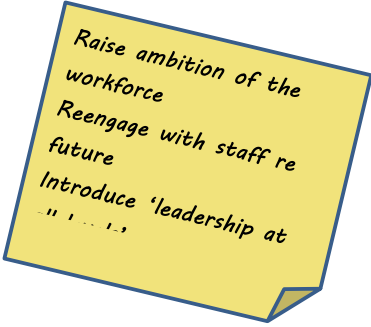
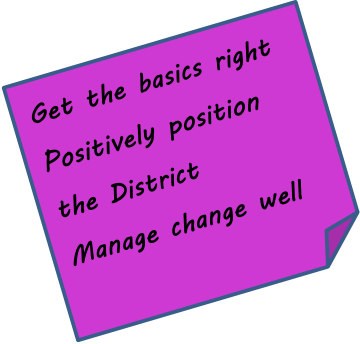

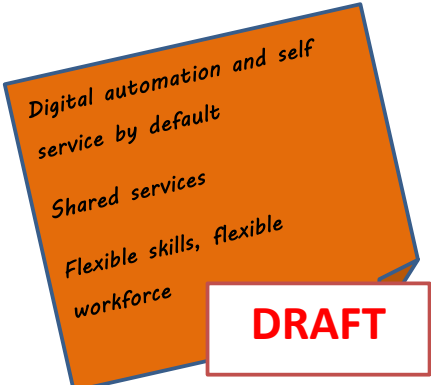
- Refresh workforce planning
- Focus on innovation and creativity
- Complete implementation of people strategy outcomes



City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

BACKGROUND DOCUMENT

Bradford Council Organisation and Workforce Development Strategy 2015-2021

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

Ten Key Priority Workforce Development Areas – update 2022/23

In the twelve months from July 2022 to June 2023 we have seen a 12% increase in engagement across all learning and development activity by the workforce. See **Appendix A - Workforce L&D data**. 38,627 courses were completed in 2022/23, compared to 34,627 in 2021/22. Equality, Diversity & Inclusion mandatory training is up from 65% to 68% in the last 12 months.

There has been increased investment in Leadership and Management L&D offer with 6 additional places offered to Senior Leaders on the Senior Leaders Programme (targeted at underrepresented groups); 26 Senior Leaders and the Chief Executive completing a 9-month Senior Executive Leadership programme and the introduction of ILM Leadership and Management Award Level 5 through Collaborative Apprenticeship funding aimed at middle managers.

The coaching and mentoring offer has been expanded and now includes an Apprenticeship Standard and ILM Leadership and Management Level 5 Award which includes both coaching and mentoring modules. We have also seen an 18% increase completion rate for the Coaching Culture eLearning offer.

A lot of work in terms of EDI has taken place including promotional work for the RESECT Allyship Programme which was launched to staff in 2022 and Elected Members in June 23. The numbers of Allies have increased since the launch in 2022 and 9.38% of the workforce are allies. RESPECT eLearning course completions have increased, as have EDI course completions which include an increase in compliance by the workforce from 65% in 2021/22 to 68% in 2023; 6255 non-mandatory courses completed by the workforce, meaning employees have elected to complete the learning. The cultural intelligence programmes continue to be a success with increased completions rates year on year and increased participation by emerging and senior managers. **See Appendix A -Workforce L&D data**.

The Elected Members offer has been revised and refreshed to include an additional 12 programmes and includes a stronger Local Government Association programme offer. The RESPECT Allyship programme was launched in 2023 and 16% of elected members signed up to be an ally.

Workforce Development have worked closely with a Provider on the design of the corporate staff survey which is due to be launched in September 2023.

Course Completions

In the twelve months from July 2022 to June 2023, 82% of ICT enabled staff have accessed learning through Evolve Learning Management System. 73% of non-ICT enabled staff have learning recorded on Evolve, although for non-ICT enabled staff, such recording is often limited to mandatory learning and other learning activities are recorded elsewhere. 38,627 learning activities

have been completed via Evolve, compared to 34,627 in the previous 12 months, which is a 12% increase.

In the past 12 the number of equality and diversity learning and development course offer has increased from 17 to 41. (The previous 12 months also saw an increase from 8 to 17). There have been 7,555 completions recorded against these courses of which 1,300 completions are ED&I mandatory learning. Staff have chosen to complete 6,255 non mandatory equality and diversity learning activities. Compliance levels across mandatory and statutory training have improved, with details at **Appendix A**.

An **improved coaching offer** was launched in 2022 and is a collection of short courses via Elearning that cover all aspects of coaching. There are 49 courses available, and these have been split between coaching theory and coaching mindset. Since 2022 there have been 2,400 registrations, 1,004 completed full programmes and in the last 12 months, 425 course completions. Comments from learners on coaching Elearning courses include: "This course has genuinely helped me." "Definitely recommend." "Very informative, good tips and insights."

The **Coaching professional apprenticeship** is a new standard which started to be delivered in 2021. During July 2022 to June 2023 there are 10 people that commenced the apprenticeship. One has completed; 2 - withdrawn with one leaving the Organisation; 7- currently live and undertaking the qualification. All individuals have transferred to the Childrens Trust.

Institute of Leadership & Management (ILM) Leadership & Management Level 5 Award includes a unit named, ' Understanding the Skills, Principles and Practice of Effective Coaching and Mentoring within an Organisational Context'. The ILM L5 is due to start in September 2023 and 12 individuals are enrolled on the programme.

Currently **mentoring** is provided through system wide collaboration development opportunities and across the Council on an ad-hoc basis. A more structured mentoring offer will be developed during 2023/24, aligned with West Yorkshire system wide development of a place based reciprocal mentoring offer planned over the next 1-3 years.

There is a mentor offer for the **NGDP Graduate Programme**, as it is designed to facilitate the development of future senior managers, and therefore having a mentor is fantastic exposure for graduates into the lives of those holding senior positions. There are currently 4 graduates being mentored by SD and AD.

A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams.

Cultural Intelligence underpins a number of the E-learning courses available to employees, It is about building inclusive cultures and explores how we increase management capacity to lead diverse teams and to better

understand the communities we serve. It fits with our equalities objective to develop a leadership culture where equality is at the heart of everything we do, and it complements our RESPECT programme which has been developed internally by staff.

- **eLearning** – 6 hours of eLearning around the importance of cultural intelligence was deemed mandatory learning for all managers apart from those at Assistant Director level and above. Of the 912 managers required to complete this learning, 403 have completed which is a 44% compliance rate. However, the learning is accessible to all staff and a further 168 completions have been recorded by staff members who have chosen to complete the learning, resulting in 571 recorded completions to date.

Comments on the E learning include: “Good course, well informative, and will take a lot of points/views from this training.” “This should probably be a subject matter on every menu in the educational system.” “The material is accessible and non-threatening, whilst provides a number of examples that will hopefully resonate.”

- **Virtual Workshops.** The managers who are required to complete the above eLearning are also required to attend two virtual workshops, lasting around 90 minutes each. 393 managers in scope have attended these sessions or are registered to attend, resulting in a compliance rate of 43%. Comments from learners on this learning include: “A Fascinating and interactive session, tapped into different learning styles.” “A good experience meeting different people and having different discussions”. “Incredibly interesting and thought-provoking.”
- **Bitesize Virtual Learning.** During Jun-Dec 2022 the following bite-sized learning activities were delivered which included lived experiences and key speakers:

Topic	Attendance
Gender Equality	26
Race	26
Sexual Orientation	13
Mental Health	12
Disability	14
Total	91

Comments on this learning include: “Informative and interesting. “Group participation was encouraged.”

Senior Leaders Programme is targeted at underrepresented groups and managers at Head of Service and above. There has been 10 graduations (100%) since its launch in 2022. A further 6 managers are enrolled for Autumn 2023. Programme modules include, Actively Seeking Feedback, Embracing Difference, growing our influence, Seeing the Bigger Picture, Unlocking Diversity.

Emerging Leaders Programme is targeted at underrepresented groups and has been completed by 9 individuals.

Development of an allyship programme to support underrepresented communities. The RESPECT Allyship programme launched in May 2022, led and supported by Staff Networks/Network Chairs with Corporate Management Team sponsors, and Senior Leadership Team members championing this staff led initiative. As at May 2022 there were 124 Allies signed up and as of 31st July 2023 the number is 716 (9.38% of workforce).

A SharePoint site has been designed to share good practice, standards, support information and guidance. **RESPECT Awareness eLearning** including 'lived stories' is available to all staff via Evolve and the number of completions is 1970 up to July 2023. **RESPECT Allyship programme sessions** include Lived Experiences, workshops and virtual training sessions focus on individual topics relating to staff networks. These are available to staff and also during 2023 they were launched to Elected Members, which aligns to the Council Equality Objectives. Work on the development of a RESPECT Toolkit has started which will be part of RESPECT as a product.

A Making Connections for Managers development programme. A Senior Leadership Programme has been designed and delivered during 2022/23 and is aimed at strengthening leadership culture into the future and understanding and developing leadership. The programme approach is via Executive Team 360, Strategic Team 360 and individual 360 and introduces Corporate Management Team and Senior Leadership Team to the concept of engaging leadership.

Further support for talent development includes, ,

- Ten places allocated to the **Senior Leader programme**. This programme is designed to enhance an individual's professional development, help them network across our region and get ready to take the next step in their career. The aim is to develop leaders who can cross boundaries and solve complex problems.
- Ten Senior Leaders completed a **Senior Leadership Apprenticeship**, of which three were from underrepresented groups at Level 7 (MASTERS) Senior Leadership, which includes Public Sector Diploma.
- **Level 3 (Collaborative Apprenticeship Project-levy funded)** commences July 2023
- **Level 5 – Award in Leadership and Management** covers additional units in 'Managing remote workers' and 'Understanding the Skills, Principles

and Practice of Effective Coaching and Mentoring' commences September 2023.

Funding to support Member Development. A professional development offer for Elected Members has been refined and expanded and include a mixture of statutory, mandatory and optional development modules available to Elected Members and Officers. This has been positively received by Elected Members.

Elected Members have the opportunity to join all Cultural Intelligence bite sized learning programmes. EDI and the RESPCT programme were launched to Elected Members in June 2022 and also to widen knowledge, impact and investment. Both have been positively received by Elected Members

Development of a **one-day Managers Conference:** A Senior Managers Network has been set up to bring managers together from across the Council to share lived experience, connect and develop together and feed into further learning and development and cultural delivery plans. It is envisaged that the one day Manager's Conference will commence in 2023 to provide a face to face opportunity for managers to come together to network and hear from Council leadership on our plans for the future; give managers an opportunity to hear from expert speakers on a range of key workforce topics with a view to applying that learning within their teams; and, provide an opportunity for the Workforce Development team to showcase the full range of offerings available to staff (via a Marketplace) thereby increasing awareness within our manager community.

An employee survey supported by software analytics that will deliver meaningful insights and intelligence. The Council are working with a delivery partner who are expert in improving employee engagement, organisational fitness and equality diversity and inclusion. An employee survey has been designed, developed and tested during Oct-22 to Mar 23 involving individuals from across the Council in advance of a Council-wide launch. The questions are research driven and extensive designed to deliver better data insight and intelligence of employee experience so that evidence-based actions can be progressed accordingly.

This work is ongoing with the survey, which is due to be launched in Autumn 2023, following on from which an action plan of 'you said, we did' will be produced and managed.

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Progresses On Talent Attraction And Development Through Apprenticeships / Kickstart / Leaving Care Employability And Graduate Programme

Focus on our Apprenticeship Programmes:

There is a total of 1116 apprentices that started apprenticeships from the start of the Levy in April 2017. To date the Council has spent:

£ 3,919,504	Apprenticeship training:
£ 1,826,910	Committed spend for the 208 live apprentices.
£ 616,839	Pledged Levy transfer has been allocated (25% allowed levy transfer)

The amount of levy the Council pays is dependent on the Councils wage bill. Covid impacted the levy spend and the number of apprentices that could be employed at that time, but numbers have started to increase. The Council continues to invest in all Levels of apprenticeships and the Grow Our Own Social Worker programme where the levy is used to upskill the existing workforce. **See Appendix F-Levy Spend**

FINANCIAL YEAR	ACTUAL SPEND
2017 - 2018	39,051
2018 - 2019	380,345
2019 - 2020	615,191
2020 - 2021	689,324
2021 - 2022	864,377
2022-2023	1,073,755
April 2023 to June 2023	257,453
TOTAL	3,919,504

The Council is utilising the transfer of levy allocation allowed to up-skill the Bradford District and is currently funding apprenticeships in the NHS, West Yorkshire Combined Authority, Yorkshire Ambulance and Keighley College (supporting SMEs across the Bradford District).

Organisations	Actual Spend to date (Levy)
NHS	223,769.77
West Yorkshire Combined Authority	47,488.00
Yorkshire Ambulance	60,200.00
Keighley College (small employers in District)	285,382.37
TOTAL	616,839

The 208 Live Council apprentices are made up of 46 apprentices in maintained schools, 30 new starters in the Council and 132 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 46 apprentices in schools are Early Years (60%), Teaching Assistant/Teacher (30%) Business Admin, Management and IT (10%) Council apprenticeships are in: Adult Care (5%), Management (26%), Building, Construction, Civil Engineering, Trades, Highways, Horticulture etc (21%) Children and Young People (1%), Production/Hospitality (20%), Business Admin/Customer Service (5%) Social Work (9%), Finance, IT, Procurement, Legal (3%) Coaching Professional (4%) Public Health, Occupational Therapist, Rehabilitation (3%) other specialised apprenticeship training (3%) .

The break down across the various departments is as follows:

DEPARTMENT	EXISTING STAFF	NEW STARTERS	TOTAL
Chief Executive	6	1	7
Children's Services	20	2	22
Corporate Resources	47	14	61
Adult Social Care	26	3	29
Place	31	8	39
WYPF	0	2	2
New Choices	2	0	2
Schools	14	32	46
TOTAL	146	62	208

Apprenticeship Feedback 2022-23

Apprentice 1- Place
Level 7 Senior Leadership
 04/10/2022 – 04/04/2024

“I'm developing my skills. Networking with parts of the council that I would not normally work with. I enjoy the academic writing aspect.”

Apprentice 2 - Corporate Resources
Level 4 Revenues and benefits practitioner
 24/01/2019 - 15/04/2023

“How undertaking this course has deepened my understanding of law relating to my current job position, the fact that undertaking this apprenticeship has already paid off in career prospects and has given me the tools and knowledge to work in a senior position in my department.”

Apprentice 3 - Place
Level 3 Business Administration
01/11/2021 - 30/05/2023

“Learning all about taxi licensing, administration and the taxi trade. Have a more clear view of career path and options after conclusion of apprenticeship.”

Apprentice 4 - Corporate Resources
Level 3 Business Administration
24/05/2022 - 04/08/2023

“Being able to reflect on my own work and develop my skills from evaluating what could be done better.”

Apprentice 5 – Adult Social Care
Level 5 Rehabilitation worker (visual impairment)
11/10/2021 - 17/11/2023

“That I am working and earning money while also learning new skills and having lots of hands on experience.”

Apprentice 6 – Place - Apprentice of the Year 2022
Level 3 Public Services, Delivery Officer
01/04/2021 – 29/12/2022

The most rewarding part of gaining my qualification was winning apprentice of the year I never thought this would be possible. Also, it was great to see all the hours of hard work pay off firstly gaining a qualification in English and then getting through my qualification in Level 3 Operational delivery Officer gaining a distinction. Whilst on the course I also had the opportunity to study with one of my colleagues and I met some great people from Calderdale Council

Since finishing my apprenticeship, I have managed to progress. Firstly, taking the opportunity to take a development role as an Environmental Enforcement officer and now I have a secondment as a Supervisor for the Environmental Task force. None of this would have been possible without the qualifications I have gained on my apprenticeship.

I definitely would recommend an apprenticeship to others. It improves your education, skills and your qualifications making you more employable. It has worked for me and has opened up opportunities for me to move on in my career.

Focus on our Kickstart Programme:

- 1 Kickstart is a government funded programme to provide a new job for 6 months for 16-24 year olds on Universal Credit who were at risk of long term unemployment. The Government scheme closed on 28th March 2022 and the last kickstart placements complete by the end of September 2022. This initiative fits into wider inclusion outcomes and ties in with making the Council workforce more representative of the district (for example, the average age of the workforce currently stands at 46.5 years).

439 Kickstart placements started across the Council. The largest cohorts were in Business Administration and General Kitchen Assistant positions, which were a popular choice for local young people.

Total candidates interviewed	535
Total starts within the Council	439
Early Leavers	126
Completed 6-month placement	221
Still in placement	N/A+

This breakdown across the various departments for those that completed the 6-month placement as follows:

Chief Executive	18
Children's Services	49
Corporate Resources	38
Health and Wellbeing	43
Place	73
TOTAL	221

The Council has not received the update from Department for Work and Pensions as DWP were not given authorisation from Central Government to release any findings to Local Authorities. There were 92 young people in placement as at September 2022, however, there was limited information from managers and the leavers process on destination or outcomes. We know that 85 of our Council Kickstart placements have moved on to permanent employment from our scheme.

Focus on our Leaving Care Employability Programme:

The Leaving Care Employability Programme is a 12-month Council initiative which we linked into the Kickstart programme and supplemented 6 months to extend the programme to 12 months for up to 15 of our care leavers.

Working closely with the Skillshouse, LEAP (Learning, Employment, Advice

and Preparation) Team, care leavers are identified and encouraged to take up this opportunity to help them progress into apprenticeship programmes and permanent jobs. Placements were sourced based on the care leavers chosen areas of interest.

Summary to date:

- 10 care leavers started in placements- the 4 that were in placement have left the organisations. One went to university; 1 commenced an apprenticeship and 2 went into retail work.
- 1 has secured a full-time apprenticeship starting in September 2022 and there is no further update.
- 1 has left the programme due to personal circumstances but continues to be engaged with LEAP.
- 2 have left due to performance management.

Chief Executive	1
Children's Services	2
Corporate Resources	2
Health and Wellbeing	
Place	2
TOTAL	7

Focus on our Graduate Programme:

National Graduate Development Programme. The Council commenced a National Graduate Programme Development Programme (NGDP) in November 2020. Placements are offered across Departments with each graduate completing three placements in the two-year period they are with the Council. The salary and set up costs of the NGDP are paid from a Central Budget which was agreed by CMT. Recruitment number so far is 13 graduates, as shown below:

November 2020	January 2021	September 2022	October 2022	October 23
3 graduates	3 graduates	3 graduates	2 graduates	2 graduates

Feedback has been provided on the scheme to the LGA as part of the ongoing commitment to review and improve the NGDP design and offer following our experience of the scheme and made some improvements. In 2022 the Council progressed **local recruitment** and sourced 2 graduates via this route rather than the national scheme selection route. In 2023 local recruitment was progressed and was unable to recruit from this. The Council then joined the National recruitment process and 2 candidates have been recruited through this process, however both candidates live in the Bradford District.

NEW Internal Graduate Programme. The new internal graduate programme will provide 2-year graduate placements and will be placed in the same service

area for the 2 year programme to allow the Council to manage and develop the future talent and skills needed for the organisation. This will be service led and managers will control the impact on the service of the resource gained and the return on investment is more impactful.

A standard graduate job profile around the duties for the 2-year placement will be required from each service area who requires a graduate placement and will be advertised through the Councils current recruitment process. The scheme will be rolled out across the Council from August and will be an ongoing recruitment process for graduate placement vacancies.

The salary costs of an internal graduate will be Band 8 SCP 20 -22 £28,371 to £29,439 in line with the required NGDP salary and the salary would be funded from service budget. The intention is that the Council will convert as many of the successful graduates into employees securing permanent contracts which provides a greater return on investment for the business. Retention rates will be monitored, and feedback will be gathered during the course of the programme to aid improvements to the offer.

Graduate Feedback2022-23

National Graduate Development Programme – 3-4 rotational placements

Graduate 1 - Corporate Resources - Oct 2022 – Oct 2024

Being involved in relevant projects.

I would prefer the number of rotations to be 2.

Graduate 2 - Health and Wellbeing - Oct 2022 – Oct 2024

I really enjoy having the chance to organise and lead on important projects. Reflecting on my placement in the policy team, I was able to collaborate with senior officers to deliver on projects like a festive gifts appeal in December 2022, and provide briefing notes to the Chief Executive. Such projects help develop critical thinking skills. It is extremely valuable being able to network across council and work with officers from different departments for more perspective. In my current placement, I have started to lead on projects. I will be working with key stakeholders in the district to deliver these projects. I enjoy the opportunity the scheme brings in relation to helping create positive social change across the entire community and having a meaningful impact on people's lives. I also appreciate the flexibility as part of my working pattern. I truly enjoy coaching / mentoring and believe it is a positive experience for both the trainee and the student in terms of skills' development.

Graduate 3 – Place - Sept 2021 – Sept 2023

I am gaining great experience in terms of exposure to projects however I have had to seek out the opportunity to develop tangible skills as often the work provided has been somewhat unstructured. I think there needs to be more work in placement planning to ensure key outputs are agreed at the start I have great exposure to some fantastic projects moving around departments. I haven't enjoyed the ILM 7 qualification as much as I feel it is very theoretical. Opportunity to carry out an industry relevant qualification which is directly related to the work. I have really enjoyed the graduate scheme as I am a very proactive person and I have benefited from the opportunity to shape my own placements. However, I had no consistent career support over the two years to help me plan my placements to help me build up the right skills. I have strong ambitions to remain with the council however I don't currently think I will be able to apply for any of the vacant opportunities because I have not been developed for any of them. Having invested for two years in the graduate scheme I feel there should be much more emphasis in working with us to look at upcoming employment opportunities to ensure we can at least attempt to remain with the council following the end of our contracts.

Graduate 4 - Place - Sept 2021 – Sept 2023

Gaining valuable work experience, particularly in project management. Giving me a good understanding of the roles and responsibilities of a local government officer. Working with colleagues across the council to find solutions to issues within Bradford and local government at large. The fluctuations in workload, sometimes I will be overwhelmed with work, and other times I will find myself with very little to do. Some of the placements offered have been unstructured, and this has led to workload issues and graduates at times being handed administrative work that does not aid their development. Having prospective managers provide greater detail on the placements that they offer, including a more structured plan of the projects and responsibilities that the graduate will be involved with. Graduates should also have freedom to choose or not choose certain placements. Continued regular contact between placement coordinator(s) and graduates, both through meetings and via regular email updates on placement opportunities or changes to the scheme.

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City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Member Development Offer Survey 2022



Document E

Workforce Development (HR) were looking to develop the 2022-23 and 2023-24 Member Development & Training offer. Your engagement in the planning and design of the offer is important to us. We carried out a short survey in October 2022 to have some input from you on our current and future training offer.

18 out of 90 members responded to the survey. Thank you to all members who took part in completing the survey and sharing your valuable feedback.

The following 5 questions were asked. I have compiled all your suggestions in this booklet with the actions that we have taken so far.

1. What do you like about the **current** Member training offer and why?

2. What elements would you like to see remain from the **current** Member training offer?

3. Moving forward what would you like to include in the 2023-24 Member training offer?

4. What does not work well about the **current** Member training offer and why?

5. Any other comments that need to be considered.

You Said

The brochure needs to be easier to distinguish between statutory and optional member training and development opportunities.

We Did

The brochure was redesigned following your recommendation and was distributed in October 2022. It was liked and approved by our members and colleagues.

You Said

More follow up work needed with training providers, ensuring presentation slides and tool kit training guides for members after the sessions to refer to.

Develop links with other training providers, develop good practice from across other local authorities. Potential to develop joint sessions with other local authorities to reduce costs.

We Did

Training materials were sent out to all eligible members as and when received. Some were sent to all members. Some training materials cannot be shared with all members if they have not attended the training.

Already made links with LGA and included some of their training on our refreshed brochure. We are looking at making connection with other providers.

You Said

There's opportunities include more LGA training events. There's a need for greater engagement with members about the type of training they would like to see included.

We Did

LGA trainings and information were included on the refreshed brochure. The Survey was introduced to involve members in their training and development.

You Said

This is difficult to answer because I am still waiting to receive the new members training 'Juggling Roles and Learning the Ropes' which I should have received in June but was omitted from the mailing list. There are lots of things I'd like to know such as how committees work, how the cabinet system works, how to contribute questions and motions to Full Council and which department/officer deals with what but I don't know, yet, if these will be covered in that training.

We Did

Juggling Roles and Learning the Ropes training was repeated and you have attended it. We are looking in to see if anyone can provide a training on how committees work, how the cabinet system works, how to contribute questions and motions to Full Council. We have been in contact with the Whips and some of them are willing to provide workshops on this subject. We have provided information about departments in the induction pack. A telephone directory with the important contact details has been emailed to all the Whips for distribution amongst members.

You Said

I would rather have in person training on GDPR etc, the online training which is available.

We Did

We have looked in to arranging a Face-to-Face Training on this subject, but it is not available due to low staffing level in the department, however we have managed to sort out Q&A sessions if required with the Team.

You Said
Mental Health Awareness.

We Did
We have delivered Mental Health Awareness Training on 30th January 2023 Face to Face in person. 2nd cohort was arranged for 22 and 28 March 2023 over 2 evenings, Virtual to meet the need of members who are working during the day. It was cancelled due to low uptake.

You Said
More on practical how to workshops - supporting residents in an era of poverty for example.

We Did
We are looking for such training. Once something is found we will inform Members

You Said
Need to increase some new training especially of a new member.

We Did
Some new trainings were arranged and updated brochure was sent to all members. To name a few — Fire Awareness, Mental Health Aware, Active bystander with Coercive Control and a lot more from LGA.

You Said
We need to access the requirement of newly elected member.

We Did
Lots of information is available on LGA website for new members. I have included some of them on updated brochure. Constitution of the Council and Executive Arrangements booklet is very useful too.

You Said
More sessions about how Council operates eg writing a motion. Also a guide to who to contact for constituent queries as this is often a guessing game.

We Did
We are still working on it. Your Leaders and Whips are also able to support you. A telephone directory was passed on to the Whips for distribution.

You Said
Evolve is not easy to use/navigate.

We Did
We understand some members are struggling with evolve and support is offered as and when required. With regular signing into Council Laptop will eliminate the log in issue.

You Said
Induction for new councillors needs to be much more formal in terms of how things are presented. Reworked handbooks, explanation of mandatory training.

We Did
We understand due to Covid proper induction did not take place in 2022, however it was improved this year. We were present with our team on the induction day to explain to newly and re-elected members about the mandatory trainings. Emails were sent with the links to complete the mandatory training.

You Said

Training for new councillors is poor. The current "learning the ropes" training is inadequate both in terms of format and content. It needs to cover:

- > how council works - meetings, scrutiny, full council etc.
- > how to engage with officers.
- > what you can and can't ask officers to do.

I think this would work best as a longer session integrating "Members Code of Conduct Training" into this session.

We Did

The survey allowed us to identify members training needs. Juggling Roles and Learning the Ropes was replaced with Hitting the Ground Running.

Constitution of the Council and Executive Arrangements handbook covers a lot of the information.

We have tried to incorporate with Member Code of Conduct, but it was not possible due to the length of timing of the session.

You Said

There is far too much TBC in this making it very difficult to plan and it creates a perception that some of these sessions are "not important".

We Did

It mentions on the brochure the minimum number of participants requirement as they are very expensive. We did not receive enough interests from members to attend any of the TBC trainings. In 2021 all those training was paid for but no one attended them. Hence, we have been advised to book these trainings if minimum number of request met.

You Said

The training programme is based on organisational need rather than an individual need. The sessions are knowledge based rather than applicable to the role.

We Did

Some trainings are mandatory for all councillors to fulfil their roles. Other trainings have been introduced as requested by members to develop their skills and knowledge to help them serve their community effectively.

You Said

You're doing a great job - this is constructive feedback, not criticism! Also, please always start on time, as it's not fair to start 10 minutes late to wait for others to turn up when the people in the room have got there on time (this is a general point, not one specific to training - you may well do this, it's just something that

We Did

Thank you for your positive feedback. Trainers have been informed to start their sessions on time and we understand where you are coming from.

You Said

If any rules/regulation are changed that Cllrs ought to know should be included into training package.
ITC. Training on ITC not included in training package.

We Did

Point noted. Lots of information provided on refreshed brochure.
We are looking in to organising ITC training for Members.

You Said

Our role as elected members in the planning system, who does what at Bradford Council and who we need to contact about different issues raised by residents - it is almost impossible to work this out from people's job titles, how decisions get made at the council - our role in the decision making, how to write a council motion etc. So many of these things we are supposed to pick up - without any formal support.

We Did

We have provided information package with contact details from different department after this year's election.

Lots of information for new members were shared from LGA

You Said

I think it has been a poor offer - and I feel very unsupported in learning about being a new councillor. We have basically been left to our own devices. I did not feel that there was an induction process. I run a team of people in my day job and plan inductions for new staff - there has been nothing like this for us.

We Did

We understand due to Covid proper induction did not take place last year. Full induction programme was delivered on 10th May 2023 for newly and re-elected members. We were present on the induction day to explain to newly and re-elected members about the mandatory trainings. Lots of new workshops and training has been introduced and included on the brochure.

You Said

Better training about departments and council services. Training about council complaints and grievance procedures.

More training and support around surgeries etc. Better EDI training.

We Did

We are looking at organising workshop about council complaints and grievance procedures. Guidance on Council Complaints information document was shared with all members. Your Whips are happy to offer support around surgeries. More EDI trainings have been included on the brochure.

You Said

Some of us have day jobs and need lots of advance notice to be able to make it to training sessions. It would be good to include lunchtime sessions on zoom/teams so more of us can make them. And there should be a forum for new Cllrs to discuss and share advice with one another.

We Did

We have provided training sessions at different times so that all members can benefit from them. We will look at organising a Forum in future.

You Said

Something about free apps to use to make our lives easier, and advice about how to organise casework so it's searchable and not too onerous to organise. Is there a system people can use? Does IT services have any advice on this? Emails are useful but cumbersome and not all in one thread (not that I want them to be! I just want an easy way to organise everything). Also, it might be useful to have an Evolve open session, where people can drop in to do their mandatory online courses in person - and have an IT person present! Also, I'd like to see dates and times for everything offered at the start of the municipal year to get it in the diary - some of the sessions towards the end of the year said TBC.

We Did

There is no such App introduced yet.

My Request service has been introduced for everyone to contact the Council.

We have been looking at organising the Mandatory trainings to be delivered in person but due to lack of resources they are made available via eLearning.

If struggling to access evolve or with IT support is available up on request.

The new brochure was sent to all members at the beginning of the municipal year with dates, time and the venue details.

You Said

Some of the training sessions are important, but if only one date and time is offered then you miss it. Eg Intro to scrutiny, corporate parenting, emergency planning. Members don't always find it easy to engage with training as our inboxes and diaries are crammed full - it would be helpful if training could therefore be hybrid and recorded to watch back. A rough timing of what's going on in the session would also help, particularly on a recording, so we can go to the bits we know are relevant to our knowledge gap. For example, the first 10 minutes of an introduction aren't always useful and we're often hanging about waiting for late people to join, but if I had it on a recording, I'd likely skip this part!

We Did

Introduction to Scrutiny training is only aimed at the Panel members and clearly states on the brochure. Some of the other trainings have been arranged more than once, invites were sent well in advance this year. Training materials and handouts are emailed to all members up on availability even if they were not able to attend the trainings. I can ask trainers if their training session can be recorded to be passed on.

We Did

Training timings has been changed based on your feedback. Some trainings are longer than 2 hours due to the contents being covered.

You Said

Timing of training should be 5pm onwards or daytime not clashing with school pickup drop off time. Training no more than 2 hours.

You Said

It would be preferable if training and briefing sessions weren't continuously deferred or cancelled.

We Did

We understand Corporate Parenting training was cancelled a couple of times due to the trainers were not able to deliver the programme on the arranged dates. We managed to rearrange 2 alternative dates and the training was delivered successfully.

You Said

Development of a training package for new members that looked at how the Council works, functions and scope, governance , member responsibilities, Code of Conduct issues , the senior team and who does what? To give members a good overview. Better targeted training for members on specific committees. Perhaps individualised development plans for members taking account of their previous experience.

We Did

The survey was introduced to identify Member's Training needs.

Various new trainings and workshops has been introduced because of member's feedback.

If there are any gaps, please do let us know and we will look into it.

You Said

Need for better promotion/marketing of member development offer – which to some extent was undermined by the COVID pandemic – particularly important for newly elected members. Member development to engage more effectively with members - face to face perhaps attending Group Meetings or having workshops helping members to understand better what would be helpful for their development.

Some training events poorly attended.

We Did

We attended New Member's Welcome Day this year. Training package was presented to all members with explanation.

We met with the Whips about organising workshops.

Outlook/ meeting invites has been sent at least 8 weeks in advance to promote all trainings.

Evolve has been sending reminders to all registered members to remind them of the training.

Despite all our efforts we agree some of the trainings are poorly attended.

You Said

More IT training and people to people interaction.

We Did

New Member's Introduction to IT was delivered face to face on 13 June 2023. More to come soon.

Investment of workforce learning and development activity across the Council by Grade.

This appendix details investment in learning and development activity by expenditure and grade across the Council on professional career development, as requested by Corporate Overview and Scrutiny Committee at the meeting of 25 October 2022, where it has been possible to obtain this data and where the data doesn't identify an individual.

Learning and Development Budget and Spend

Within the Council, the budget spend for Workforce Learning and Development for the financial year 2021-22 was £822,673. The average spend per FTE across the Council is £122.00. The council spend figure is primarily for external costs on the training budget and does not include any internal costs including of staff engaged in Learning & Development. The breakdown of budget spend across Departments is below:

Department	Headcount/FTE	Budget Spend 21/22	Budget Spend 2022/23
Children's Services	2148/1744	£233,495	£340,630
Corporate Resources	2204/1521	£178,690	£ 203,053
Health and Wellbeing	1563/1317	£149,048	£179,559
Office of the Chief Executive	285/264	£37,670	£ 46, 823
Place	2216/1901	£223,770	£221,637
Non Service			£ 15
Total		£822,673	£991,718

Recording Learning and Development

The corporate Learning Management System (LMS) is Evolve.

Evolve **does not** record:

- all L&D courses and attendance that take place across the Council
- all service specific and technical development courses/attendance unless a Service has a learning administrator (Evolve) with access to populate the system. Some services use spreadsheets, manually record systems or don't record at all.
- Managerial or professional development organised at level lower than corporate level.

Evolve **does** record:

- Courses and attendance on all corporate internal development and managerial professional development which is organised from the corporate budget within Human Resources.
- Corporate internal programmes
- Mandatory courses
- Corporate induction

Background

During 2016/17, L&D budgets for Departmental specific and professional learning and development were devolved to individual departments. This was a combination of financial budget and FTE resources. This devolvement meant there is a lack of connection into or corporate oversight of L&D spend, course attendance, course completion rates, course evaluation and the ability to collate training data for metrics, such as spend per grade or L&D spend per employee.

A central corporate budget remained in Human Resources to deliver the following corporate L&D offer:

- I. Statutory and mandatory internal training
- II. Council Learning Management System (LMS), which includes the Council performance management system and associated licence costs.
- III. Corporate Induction
- IV. Leadership & Management Development.
Includes accelerated eLearning and Virtual Workshops introduced as part of Bradford Councils equality and diversity programme of development.

It should be noted that budget and spend varies year on year as one-off funding (from grants or project related) is included. The **ten key workforce development priority areas** as mentioned in the main body of the Corporate Overview and Scrutiny workforce development update report 2023 are aligned as an organisational offer.

Both Adult Services and The Safeguarding Partnership/Board within The Office of The Chief Executive are working with separate LMS and not Evolve. These systems record **most** service specific and technical development and **some** managerial and professional development arranged at department or service level. The 3 LMS's work independently of each other with the exception of one which reports into Evolve with any corporate internal or mandatory course completions. Only Evolve can confidently report on course attendance by grade, however this is only for corporate internal L&D and managerial and professional L&D which is organised from the Corporate Budget remaining in Human Resources.

What is Career Development?

This report is to give a broader review of departmental professional career development to help see the whole picture. We refer to "career development" as meaning service specific; technical, managerial, professional development, accredited learning vocational learning and can take place within the organisation and externally through education providers.

Career Development by Grade – Summary

From the L&D data that is available, the broader picture on professional career development, with an attendance breakdown by grade is positive. 2021/22 data has been used for this report as it was the only data available at the point the report was requested in October 2022. Worked commenced on the report in December 2022 and took four month to source the data.

- Managerial and professional development organised from the HR Corporate Budget is evidenced across all grades, e.g., Coaching Culture

- attendance by Band 1-8 is 158; The Respect Allyship Programme attendance by SO and PO grades is 404 and 779 respectively.
- Senior Leader Programme' Strengthening Leadership Culture into the Future' attended by Corporate Management Team and Chief Executive.
 - A total of 28,721 individuals attended the corporate internal courses and attendance was spread across all grades. Attendance by Band 1-8 is 14,949, SO grades 3,653, PO Grades 5,742, Special A-E 781, Assistance Director and above 146.
 - 8 Graduates have been recruited since the NGDP scheme commenced (with a further 2 due to start in October 2023) at a Band 8. Attendance on training for these cohorts includes an ILM qualification which is through the NGDP process and not recorded on LMS. All graduates have attended CBMDC mandatory training.
 - 566 young people (age 16-24 years) completed the 6-month Kickstart placement and paid the National Minimal wage related to age. All Kickstarters attended mandatory training.
 - There are 255 live Council apprentices which range from Band 2 - SO1 and training attendance on internal corporate training is recorded on Evolve.
 - 9 Officers at SO and PO grades completed Senior Leaders apprenticeship.
 - Within the **Office of the Chief Executive** there are 1,664 Safeguarding course completions recorded on Enable LMS and 3,405 registrations for training on the Virtual College system by multi-agency professionals across all grades.
 - Within the Department **of Children's Services**, Skills House have introduced career grades for Band 7,8, and SO1 and there has been excellent qualification achievement and career progression as a result. In Residential and Respite Services, 31 officers across various grades have completed qualifications.
 - Within **Corporate Resources**, there are 864 training completions across all grades in Revenue and Benefits & Payroll; Bands 5-8 has the highest attendance and the overall average training days per employee across the Service is 2.6 days. In Financial Services, L&D has taken place across all grades including Band 8 to PO5/6. The HR Workforce Development budget, after funding the Evolve LMS was left with c£6.00 per person for L&D. Attendance on First Aid programme is across Band 1 and PO grades; attendance on Health and Safety is across all grades Band 1 to AD and above and the annual cost of these is £7,500; this equates to just £2.48 per course completion for the twelve months under consideration.
 - Within the **Department of Place**, Neighbourhood & Customer Services there are 2,314 course completions and the average training day per employee is 3.32. 425 Band 1-8 officers completed 1,449 course; 10 Special A-E officers completed 43 courses. In Fleet & Transport Services, the majority of training is for service needs which includes regulatory courses, driver training for Bands 4,5,6 at circa £32,000 per person.
 - Within the **Department of Health and Wellbeing**, Public Health demonstrated L&D spend of £28,907 across a range of grades and roles. Across Adult Social Care, there is a Learning and Development Priorities Programme 2021/22 for all staff, which consists of 27 programmes targeted across the Service at varying roles.

apprenticeships per level and per year. Apprenticeship costs are reported annually within each financial year; the costs will continue over several years covering the duration of the qualification. All apprenticeship training is funded through the Apprenticeship Digital System where it is a continuation on the

length of the apprenticeship.

Corporate Learning Management System (LMS (Evolve))

Evolve is the Council's Learning and Performance Management System. It has been in place since 2016. There are almost **17,000** active learner profiles, and 7,369 Council Staff registered as a user, as shown on the next page:

DEPARTMENT	Uni of Birmingham (Apprenticeship Senior Leader)	Committed Spend (UOB)	Actual Spend to Feb 2023	All other training providers apprenticeship (Senior Leader)	Committed Spend (Other Training Providers)	Actual Spend to Feb 2023	Total Committed Spend (All Training Providers)	Actual Spend (All Training Providers)
Children Services	3	54,000.00	35,028.00	2 (1 has left)	25,600.00	12,777.47	79,600.00	47,805.47
Corporate Resources	0	0	0	1 (has left)	6,000.00	4,000.00	6,000.00	4,000.00
Health and Well Being	2 (1 has left)	27,600.00	19,800.00	5	51,333.00	20,693.19	78,933.00	40,493.19
Office of Chief Exec	2	36,000.00	12,763.00	2	22,270.00	8,357.48	58,270.00	21,120.48
Place	3	54,000.00	33,600.00	4 (1 has left)	44,666.00	20,719.30	98,666.00	54,319.30
Schools	0	0	0	4 (1 has left)	52,451.00	50,426.16	52,451.00	50,426.16
Total	9 Remaining	171,600.00	101,191.00	18 Remaining	202,320.00	116,973.60	373,920.00	218,164.60

0 - These departments do not have any learners with University of Birmingham

Internal profiles:

Organisation Type	Users	Course Completions
Council Staff	7,369	26,573
Children's Trust	1,394	6,046
New Choices	258	1,466
Better Start Bradford	174	Not Available

(Course completions for Better Start Bradford are not available as they have their own domain and administrators).

External profiles:

Organisation Type	Users	Course Completions
NHS	1,350	475
Voluntary Sector	1,145	265
Schools	1,115	109
Private Sector	831	179
Casuals	822	3,182
Early Years	584	27
Foster Carers	418	9
Police and Probation Services	180	26
Other Local Authority	178	31
Others	892	239

External Users Registered

External users mainly access Evolve to complete training that the Council has a duty to provide across the district. In most cases, this learning is provided at no cost to the user or the service providing the training. Workforce Development incurs a charge of £4.30 for each externally completed course. We can recoup a small amount of this cost by reselling some of the learning and development activities that the Council has bought in. These are mainly first aid and health and safety courses (see page 16 & 17). In the twelve months from July 2022 to June 2023 this amounted to **£2,290.50**.

The LMS is administered by the Evolve team, HR, Workforce Development and the corporate functionality is (i) as a Learning Management System (LMS); (ii) an eLearning platform which provides access to 445 courses and (iii) a Performance Management System.

The LMS function records Corporate training attendance for the following categories:

- I. Corporate internal training - currently 445 eLearning courses available
- II. Statutory and mandatory internal training
- III. Service specific and technical training – only as and when Services update the system.
- IV. Corporate Induction
- V. Leadership & Management development coordinated centrally by Human Resources,
- VI. Including, accelerated eLearning and virtual workshops introduced as part of Bradford Council Equality, Diversity and Inclusion, development programmes.

Evolve does not record professional career qualifications, apprenticeships, career development, or all service specific and technical training.

Evolve LMS can enrol an individual on the programmes, record attendance, send reminders for course attendance and evaluate training after attendance.

Evolve can be configured to work mobile, however, our limitations have prevented Workforce Development from rolling it out.

All three LMS's work independently of each, with the exception of mandatory and internal training completions within Bridge are sent to the Evolve team to update Evolve LMS.

For the period Feb 2022/23, the total number of course completions are 43,115. The highest training category is service specific at 31% and corporate internal training at 26%. There are 445 courses available through the LMS of which over half relate to service specific training and 31% relate to developmental training, i.e., coaching and customer service eLearning. There were 68,000 responses to the evaluation questionnaire and 84% learners responded positively when asked about the relevance of the course to their job/career prospects and 91% responded positively that they would be able to apply what they have learned.

2.3 Bridge LMS (Altura Learning)

Bridge is an online, Skills for Care accredited provider used within the **Health and Wellbeing Department** for several areas of service specific training including mandatory courses. All service specific training and professional

career development undertaken within the Department of Health and Wellbeing is not reported to or recorded on the Corporate LMS (Evolve).

All course history is logged and all staff in assessment and extra care settings are enrolled on the system. The system is administered by Learning & Development staff within the Health and Wellbeing Department.

Bridge is accessed via mobile devices, including smart phones, and staff with low level of IT literacy seem to find the system easier to use.

2.4 Enable LMS

Enable is a LMS system for **The Bradford Partnership (TBP) and Bradford Safeguarding Adults Board (BSAB)**, which provides free online safeguarding training for TBP and BSAB member organisations. Private companies can also access the training for a fee. Enable is hosted by Virtual College, an organisation from which CBMDC have purchased e-learning in the previous years.

Both TBP and BSAB are multi-agency partnerships, which include Bradford Council and various public-sector and not-for-profit organisations. TBP focuses on safeguarding children while BSAB's remit is safeguarding adults.

Learners using the system will include Bradford Council staff along with members of these organisations and more:

- Police
- Clinical Commissioning Groups (CCGs)
- NHS organisations
- Probation
- Fire Services
- Yorkshire Ambulance Services
- Housing
- Independent sector
- Voluntary organisations
- Service user representation

The type of learning recorded on Enable includes Working with Disguised Compliance, Legal Literacy, Financial Exploitation and Abuse, Role of the Service Manager, Safeguarding Analysis Framework, Understanding Sexual Abuse, Professional Practice Sessions, Sand stories, Allegations Management, Making Safeguarding Personal and this is recorded for all the above agencies as listed.

Internal corporate training, including mandatory training and any corporate professional and managerial development is not available on Enable, so individuals are also required to access the training on Evolve.

Information about training completions for Council staff using Enable, including service specific training and professional career development are not reported to or recorded on Evolve.

3.0 LEARNING AND DEVELOPMENT SPEND BY DEPARTMENT

3.1. Office of Chief Executive

The OCX learning and development (L&D) budget spend for 2021/22 was £37,670.

The spend relates to the Safeguarding Partnership for both adult and children and consist of financial contributions from the three statutory partners - Police, Health, and the Local Authority. The budgets are maintained by Corporate Resources Finance department who provides the respective partnerships (Bradford District Children Partnership and Bradford Safeguarding Adults Board) with regular updates. Decisions to purchase or seek training is not the sole decision of the Local Authority, this is done with the approval of the two other partners agencies through partnership governance structures.

The Partnership and Board use an LMS called Enable. **E**Learning data for 2021/22 extracted from Enable LMS shows 1664 course completions by multi-agency professionals. 3405 learners registered on the system. Course evaluation data confirms that learners in the main strongly agreed that their learning had been enhanced by the facilitators understanding of the topic; the learner’s contribution was valued and encouraged; ‘The content of the course was relevant to my job/career prospects’.

Below is a snapshot of L&D type/spend during 2021/22 for the Partnerships. Attendance by grade is not collated, however, it is confirmed anecdotally that attendance is across all grades is by multi-agency professionals.

Office of Chief Executive– 2021-22 snapshot of training spend / attendance		
Training	Spend	Attendees
Harmful Sexual Behaviour Incl., Train the Trainer package NSPCC	£7,000	161 Multi agency professionals All grades
Taye Training Consultancy – Online training.	£500	Multi agency professionals All grades
Lucy Faithful Foundation/ Online abuse (National Awareness Week)	£300	Multi agency professionals All grades
Virtual College contract renewal 32 Safeguarding courses Enable LMS	£15,600 2022 £9,075 2021	1664 Multi agency professionals All grades 3405 registrations

Of note:

- (a) The excellent value for money procurement through economies of scale for the NSPCC training, which works out at a cost of £43.47 per person; 161 attended.
- (b) Future proofing training delivery to reduce the need for additional expenditure is an approach used including a Train the Trainer package. This has continued into 2023 with ‘Safeguarding Assessment Training’ attended by x2 PO at a cost of £8,000, which incl. a train the trainer package.
- (c) Improving course accessibility through eLearning and LMS. The Virtual College LMS Contract Renewal spend relates to a combined system which is an LMS and eLearning platform. The platform hosts 32 Safeguarding eLearning courses which are accessed by multi-agency professionals

across all grades.

3.2 Department of Children's Services

In 2021-22 the total L&D spend across Children's Services was £233,495. The spend was broken down by Service as follows:

Children Service L&D Spend 2021-22	
Spend	Service
£124,318	Children's Social Care
£ 64,848	Safeguarding & Review, Commissioning & Provision
£ 27,933	Education & Learning
£ 16,396	Performance, Commissioning & Partnership

As from September 2022 **Skills House (Education & Learning)** have introduced career grades for Band 7, 8 and SO1 as a way to encourage officers to attain a qualification at Level 4 (Careers Guidance) or L6 (Careers Adviser). Skills House has transferred into Office of the Chief Executive in July 2023. The table below shows progress to date on qualification achievement and career progression:

Over 30+ employees between Bands 7-S01 progressed through a range of qualifications and achieved career progression.

Count/ Band	Skills House – qualification completion rates
Band 8	Achieved L6 qualification; progressed to SO1
Band 8	In progress with L4 qualification
Band 8	Started L4 qualification - did not complete
Band 7 & 8	Vacancies filled
Band 8	To start L6 qualification Oct-23
Band 8	To start L4 qualification next intake
All Band7	Progression to Band 8
S01	progressed to secondment role PO2

SEND Behaviour and Support (**Education & Learning**) training spend in 2021-22 was £18,017. Below is a snapshot of the type of development / related cost. Attendance rates and grade breakdown is not collated by the Service or populated on Evolve LMS.

L&D Spend	Programmes and objectives
£684.00	Team Teach. Focuses on positive behaviour support approaches, de-escalation, risk and restraint reduction.
£525.00	Thrive Approach. To help children and young people become more emotionally resilient and better placed to engage with life and learning through a whole-school approach to wellbeing to improve attendance, behaviour and attainment.
£180.00	Autism & continence online. The course aims to explore why autistic children may find learning to use the toilet difficult, as well as more specific continence issues.
£3,050.00	Positive Behaviour Management Training- As above-Team Teach
£299.00	Mutism Course. To recognise and support children and young

people with selected mutism,

Residential & Respite Services (Safeguarding & Review, Commissioning & Provision) link learning and development to career progression for Residential and Respite Workers. The Level 5 Diploma (Working with Children & Young People) and Level 5 Award (Working with Children & Young People Manager) are funded by apprenticeship levy, and progress to date is shown on page 10 below: -

Count	Residential & Respite Services – qualification completion rates
2021/22	
11	Achieved Level 4 Diploma
3	Achieved Level 5 Award
3	Withdrew
2022/23	
12	Achieved Level 4
2	Achieved Level 5

During 2021/22 within the **Children’s Workforce & Learning Service** there is dedicated budget for staff training. Some of this funding is received directly from the Department of Education (DFE) and is required to be spent on Social Work & ASYE Development, this spend is monitored by the DFE.

Within social work roles progression is based on skillset, experience, and assessment. All progression from ASYE to Level 2 to Level 3 Social Worker is by Professional Discussion and evidence based, it is not linked to training. All positions in career development need to be applied for and are based on skillset.

Social care workforce development includes the following during 2021/22. Attendance rates and grade breakdown is not recorded by the Service or populated on Evolve LMS.

Spend	Programme aims and objectives	Role
£4,354.60	Team Teach. Certificated programme. Building relationships with young people, managing behaviours of yp, and managing conflict safely and respectfully. day programme/ annual refresher.	Residential Practitioner within children’s homes.
£5,877.90	Parent Assess. 2- day training aimed at developing specialist knowledge and skills in working with vulnerable parents and learning about the use of the framework tools.	Social Worker Practice Supervisor. Social Worker Team Manager.

	Parent Assess for Managers. An overview of the parent assessment framework and training to staff to complete the parenting assessment.	Social Work Team Manager/ / Service Manager
£7,400.00	Professional Development Services Group – embedding coaching culture across the Service	Social Worker Social Work Team Manager
£24,950.00	In professional Development-a training company from Great Manchester.	Social Worker Practice Supervisor. Social Worker Team Manager.
£12,325	Learning Pool - eLearning courses x45.	All council staff

Learning Pool

Workforce Development and Children's Social Care jointly contracted to Learning Pool for access to catalogues of eLearning. There are around 250 courses available to us, of which we have hosted 41 on Evolve. During 2021/22 there have been 4879 recorded completions of Learning Pool courses by council, Trust staff and externals..

Overall, evaluations of Learning Pool content have been excellent, with comments including: "Good mix of slides and audio." "Good course with a lot of examples and case studies." "Informative and interesting." "Easy to follow." "Easy to navigate."

3.3 Department of Corporate Resources

In 2021-22 the L&D spend across Corporate Resources was £178,690. The spend is broken down by Service as follows:

L&D Spend	Service
£80,004	HR (note this spend was Corporate spend not HR employees)
£32,823	Estates & Property
£8,536	Finance & Procurement
£418	Legal and Democratic
£13,699	Revenue, Benefits and Payroll
£41,120	ICT
£2,090	ICT Project spend is not permanent base budget

Revenues, Benefits & Payroll L&D spend was £13,699. There are 864 training completions across all grades. Band 5-8 has the highest attendance across all grades at 664 completions and the highest average training day per employee, at 3.1 days. The overall average training days per employee across the Service is 2.6 days. There have been L&D investments in both service specific online eLearning and qualifications.

Financial Services (Finance & Procurement) £8,536 L&D spend focused on development as follows: -

Grade	L&D
Band 8	Training various dates March 2021
Band 8	FOI Act 2000 A-Z Guide
S02/P01	Social Distanced Investigation training
PO3	Online Records Management GDPR
PO4	Certificated courses Corporate Investigations
PO4	Certified Managing Personal Data
PO4/5	How to do Data Protection
PO4/5	Managing Personal Data Breaches
PO4/5	Certified Information Governance
P05/6	Student membership of IIA
PO5/6	CIPFA course 19.11.20 Introduction to IA

L&D spend within **Legal and Democratic** was £418 and includes National Accredited Programme (NAP) for Registrar Officers. There is also a NAP course which is two years and City and Guilds Accredited. All registrar's who wish to progress in registration are encouraged to take undertaken the qualification to further develop their understanding of Registration Law and Practice.

In the **Coroner's Office** for PMC Course fees (University of Leicester (delivered by Leeds Becket University)), which is development for Coroner's staff. A Coroner's area specific University Course Accessed by staff at SO1/2 and PO5 grades. The benefits to the staff member who attended include improved, confidence, knowledge in Coroner's Law and Administration and opportunities in career advancement in the future. Benefits to the organisation include, some of the knowledge obtained has been passed on to the wider team, as part of the course the individual had to undertake a work-based learning project within the organisation. This project has benefitted the team, by reducing the number of referrals to be manually keyed into the system.

Within **Elections and Registration** L&D consists Association of Electoral Administration (AEA) Canvass Reform Group and Winter User Group. Within District Elections online PC Training with Xpress Software Solutions Ltd, AEA Certificated Qualification.

Built Environment (Estates & Property) are in the process of developing a Learning & Development Strategy across the Service following a restructure in October 2022. L&D spend in 2021-22 was £23,298 and the majority of L&D allocated to operatives training on safety and continuing professional development.

The **Human Resources Workforce Development** spend was £80,004. After funding the Council Learning Management System license costs and mandatory training requirements, Human Resources were left with £52,400 for Organisation Development and any L&D training or other activities, this equated to c£6.00 per person across the Council.

Evolve training data shows, , 43,000 course completions for Corporate internal courses in the period Feb 22 to Feb 23; of which 11,301 - Corporate training, 7,905 - Developmental; 7,142 - Mandatory and 13,735 - Service Specific.

Other L&D focus is Corporate First Aid programme and Health and Safety programme, and the following tables shows attendance by grade on each.

18 H&S courses are procured covering a range of health and safety topics. The

annual cost of these is £7,500. This equates to just £2.48 per course completion for the twelve months under consideration.

No of Classes **70**

Registrations – First Aid	
Attendees	443
No Shows	63
Attendance by Job Grade - First Aid	
Band 1-8	191
SO Grade	28
PO Grade	20
Special A-E	
AD and above	
Not Known	204

No of Courses **19**

Registrations – Health and Safety	
Completions	2860
Completions by Job Grade - Health and Safety	
Band 1-8	1292
SO Grade	325
PO Grade	410
Special A-E	44
AD and above	1
Not Known	788

Learner Evaluation data: First Aid

A very enjoyable course.
Thought the trainer was brilliant, kept everyone involved.
Could not have had better trainers.
Well structured and delivered by a very knowledgeable trainer.
Excellent trainer - Very knowledgeable with a great realistic delivery style.

Learner Evaluation data: First Aid

It's not as interactive as other e-learning courses but still very good
This course helped me identify what I need to do my workspace.
Good informative training.
Course was easy to use/follow
Easy to understand and very well laid out

3.4 Department of Place

In 2021-22 the L&D spend across The Department of Place was £223,770. The spend was broken down by Service as follows:

L&D Spend	Service
£ 75	Clean Air Plan
£ 9,483	Economy and Development Services

£99,066	Neighbourhood & Customer Services
£25,176	Planning, Transportation & Highways
£25,635	Sports & Culture
£15,000	Strategic Director - Place
£49,334	Waste, Fleet & Transport Services

The highest spend was in **Neighbourhood & Customer Service** and **Waste, Fleet & Transport Services**.

Within **Neighbourhood & Customers Services** there were 2,314 course completions during 2021-22 and the tables 1&2 below provide data from Evolve LMS relating to the 2134 completions.

Table1. Neighbourhood & Customers Services, attendance broken down by grade, average training days per employee.

Grade Group	Completions	Count	Average Training Days Per Employee
Band 1-8	1,449	425	3.41
SO Grade	244	40	6.10
PO Grade	347	58	5.98
Special A-E	43	10	4.30
Other	231	164	1.41
Total	2,314	697	3.32

Table 2. Neighbourhood & Customers Services courses by grade and role.

Band	Role	Courses
Band 4&5	Parks & Street Cleansing, Parks Staff	City & Guilds NPTC Level 2 Certificate of Competence in Chainsaw Maintenance, Cross Cutting and Felling Small Trees Use and Maintenance of Small Plant & Machinery Banksman training Ride on Mower training
Band 1&2,4,5, 6	Street Cleansing Staff	NRSWA Monitoring Signing, Lighting & Guarding (Chapter 8 training) Ladders & Steps Banksman training Fire Extinguisher training
Parking Services		RBP - Every Pound Counts eLearning Web-Based Conflict Management eLearning Web-Based Telephone Skills See Check and Notify – ScaN Web-Based Equality and Diversity Web-Based TPT Seminar Leeds Barbour Logic Response Master Ringo Training Halo Web Based Permit Smarti
Band 6/7	Parking Services Support Officer	
Band SO2	Parking Services Supervisor	CEO Training Classroom Based TPT Seminar Leeds Barbour Logic Response Master

		Ringo Training Halo Web Based Permit Smarti
Wardens		NCCS Conflict Management
Band 7	Council Warden Team Leader	Physical intervention Council Warden CEO training Working at Heights Ladder training
Band 7/8	Environmental Enforcement Officers x13	Environmental Enforcement Training Domestic Violence/Active By-Stander Prevent Training Mental Health Awareness
Band 7/8	Neighbourhood Wardens x43	Warden Training Prevent Training Mental Health Awareness Domestic Violence /Active By-stander

Within **Waste, Fleet & Transport Services** the spend in 2021/22 was £49,334. The majority of training is for service needs which includes, regulatory courses, driver training for Bands 4, 5, and 6 at circa £2,000 per person. Technician courses for specialist equipment and vehicles. Management Development programmes are funded by the Apprenticeship Levy Scheme, as opposed to departmental budget. These currently include Team Leader Level 3 (x1 officer) and Level 5 Operations /Department Manager Level 5 (x2 officers). Seven officers started a management apprenticeship and 4 withdrew.

During 2017-22 the highest L&D spend across **Economy and Development Services** has been consistently within Housing. In 2021/22 the spend was £8,952.00 and relates to service specific development programmes, i.e., Electrical Training for technical staff band SO1/ PO2, Collaborative Training with Environmental Health on Resolving Conflict/Handling Conflict for Band 7-PO2.

3.5 Department of Health and Wellbeing

In 2021-22 the L&D spend across The Department of Health and Wellbeing was £149,048. The L&D spend is broken down by Service as follows:

L&D Spend	Service
£ 7,966.00	Commissioning and Integration
£ 412.00	Learning Disabilities
£ 10,578.00	Operational Services
£ 40,972.00	Public Health
£ 89,119.00	SD Health & Wellbeing

Public Health L&D spend in 2021/22 was £34,797. Please see table below for details of spend across L&D themes and costs: -

Theme	Course/programme details	££	Externally Funded
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Coaching	Azure Consulting Limited - Coaching	£713	
Coaching	Azure Consulting Limited - Coaching	£2,138	
Service Wide/ technical training	NCSCT COMMUNITY INTEREST COMPANY - Living Well Stop Smoking Service Training	£11,650	
Service Wide/ technical training	Westminster Health Forum Seminar: The future of pharmacy services in England - integration, the developing role in public health, optimising service delivery, and learning from the COVID-19 response,	£210	
Middle managers	Developing Solutions for Traveller and Gypsy Communities: Improving Inclusion and Living x 3 delegates	£320	
Service Wide/ technical training	Pharmacy conference - Reducing Smoking and Tobacco Dependency: Developing a Partnership Approach to Improve Public Health & Creating a Smokefree UK.	£119	
Service Wide/ technical training	Azure Consulting Limited - 360 Degree Appraisal training	£770	
Service wide	Royal Society of Public Health Level 1 Health Awareness x 48 and Level 2 Health Improvement x 34	£1,696	
Leadership	The Kings Fund - Leadership Population Health Training	£2,950	
Leadership	Azure Consulting Limited - Public Health Leadership Team Development training	£2,320	
Service Wide/ technical training	JJG CONSULTANCY & EXECUTIVE - Coaching and mentoring training	£1,000	
Leadership	Azure Consulting Limited - Public Health Leadership Team Programme	£2,490	
Team - Service wide	Azure Consulting Limited - Children & Young People and Intelligence Team Joint programme	£2,695	
Service Wide/ technical training	Royal Society for Public Health Training, top tips for engaging, Level 2 refresher	£545	
Service Wide/ technical training	The Wright Foundation - Exercise referral course - Level 3/Cardiac rehab Level 4 training/Managing Change	£5,890	£5,890

L&D spend across **Operational Services** was £10,578 and includes the following online training for both Bradford Enablement Support Team (BEST) & Residential Day/Extra Care staff (RDEC).

Online Training – LMS (Bridge)	
Band 4,6,7, & S01	Fluid nutrition & hydration (BRIDGE)
	Accessible Information Standard

	(BRIDGE)
	Customer Care (BRIDGE)
	Basic Life Support (BRIDGE)
	Medication training via 'Altura' BRIDGE and face to face
	Infection Control/Health & Safety via Bridge and face to face
	Mental Capacity Act via Bridge

The LMS within the Dept of Health and Wellbeing is a Skills for Care accredited provider and learning membership annual costs in 2021/22 were £9,220,00 for each area.

Across Adult Social Care there is a Learning and Development Priorities Programme for staff at all grades for 2021/22, see the end of this report, for training data related to Adult Social Care L&D data for the 27 programmes and roles they are targeted to.

The Social Work Budget is an income generated budget (through ring-fenced ASYE funding and Social Work placement monies), and therefore is not paid for out of the departmental budget. The table below shows L&D and the related spend, which is not from the departmental budget.

Course / development	Cost
Mental Capacity Act, Edge Training And Consultancy. Online Training	£150.00
Down Syndrome Training And Supp Service/ Online Downs Syndrome Training2	£200
Sheffield Hallam University Best Interest Assessor	£670.00 Pp 7 Places
Ali Gardner Head Heart Hands In Practice/Developing Relationships Training	£2,006.00
University Of Manchester: Best Interest Assessor Training	£1200 Pp 4 Places
Ali Gardner Head Heart Hands In Practice. Social Work Training Developing Relationships	£1755.25
Mr Douglas Feery. Section 117 Training	£2850.00
Ali Gardner Head Heart Hands In Practice.	£5,250.00 Training for Practitioners

4. OTHER CONSIDERATIONS

The Council's Employment and Skills (E&S) Service are in the early phases of developing a new collaborative programme of work to strengthen and expand our district talent pool and improve workforce productivity and performance. The Centre for Workforce Excellence, managed through a Board led by the Vice Chancellor of the University and Principal of Bradford College, will have immediate impact on our Council workforce and beyond, offering an outstanding learning programme from Level 1 courses through to PhDs. It is a collaboration between several Council services and our fantastic district learning providers (Keighley, Shipley and Bradford Colleges and University of Bradford).

Involved and supporting this programme is the Council’s HR workforce development team, who are working across departments to identify workforce needs, with the E&S Service providing programme management and strategic direction through the Board. Support and delivery for our staff is also coming from our excellent in-house college Skills for Work delivering funded learning provision including an extensive apprenticeship programme (providing full skills assessments and levels 2 to 5 apprenticeships standards). This is further augmented through our Skills House employment services, supporting our inclusive recruitment approaches through one-to-one support of individuals and organisations.

Although the Centre for Workforce Excellence programme is in its infancy, we are excited about the breadth of opportunities this approach is already providing and look forward to updating Members on progress in the months to come. The two priority areas of the programme are:

5. FINANCIAL & RESOURCE APPRAISAL

There is no direct financial or resource implications from this report either for actual spend levels in 2022-23 or upon budgets for 2023-24 as to date the delivery of these programmes has been covered by existing budget and/or funding streams.

The table on the following page shows the budget for each Department for 2022-23 and total budget across Departments.

Department	2022-23 Budget
Chief Executive	£3,200
Children’s Services	£287,500
Corporate Resources	£459,100
Dept of Place	£280,600
Health & Wellbeing	£84,600

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

Bringing together the information in this report aligned to the Corporate WFD update has identified that reporting impact and recording L&D is not consistently collated or joined in a single place. As a consequence, during 23/24 options will be put forward to better join workforce learning and development across the Council, including options for moving from three Learning Management Systems to one Learning Management System.

7. LEGAL APPRAISAL

The Workforce Development Strategic Plan assists the Council in complying with its equality duties under the Equality Act 2010. In addition employers are

required to ensure staff are properly trained to ensure that legal requirements are met, for example, in respect of health and safety.

8. OTHER IMPLICATIONS

8.1 SUSTAINABILITY IMPLICATIONS

None arising from the content of this report.

8.2 GREENHOUSE GAS EMISSIONS IMPACTS

None arising from the content of this report.

8.3 COMMUNITY SAFETY IMPLICATIONS

None arising from the content of this report.

8.4 HUMAN RIGHTS ACT

The Workforce Development Strategic Plan assists the Council in complying with its duties under the Equality Act 2010, Public Sector Equality Duty and Human Rights Act 1998.

8.5 TRADE UNION

Each Department discusses workforce information with the Council's recognised Trade Unions.

8.6 WARD IMPLICATIONS

There are no Ward or area implications.

8.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

Workforce development plans and activities have elements designed specifically to develop and support children and young people to input into design and delivery, and through our workforce development offer with leaving care employment programme, apprenticeships, Kickstart, and Graduate offer. Skills for Work (the Council's own in-house college) supported 349 Kickstart trainees to achieve units for Safeguarding, e-Safety, Data Protection GDPR and Employability. 39 Kickstart trainees completed Level One English, maths, and Digital Skills. Skills House also ran a programme to support more young people on to the Kickstart scheme through many other organisations across the district. Bradford Teaching Hospitals NHS Foundation Trust have reported that Skills House's understanding of inclusive recruitment, and direct one to one support, made all the difference in their successful Kickstart programme. Across all programmes we maintain a strong focus on supporting children and young people with their future career choices and decisions – from working with schools to providing placements during young people's further and higher education.

8.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

The confidentiality of personal data is paramount in all the work we do relating to our workforce. We do not anticipate that any additional actions arise from the work outlined in this report.

9. NOT FOR PUBLICATION DOCUMENTS

None.

10. RECOMMENDATIONS

It is recommended that Corporate Overview and Scrutiny Members note the contents of this report and support:

A review of Departmental Council Workforce Learning & Development.

Undertake an options appraisal with a view to moving from three learning management systems to one.

11. BACKGROUND DOCUMENTS

Workforce Development Report 22 October 2022

eLearning Course Completions 2021/22 BDSC and BSSAB

We currently have a total of 3405 users accessing Virtual College Enable system.

The chart below shows the courses that have been held during 2021/22 s and the number of people that have attended overall. Most courses have been held a number of times through the year.

Total No of ELEARNING courses completions for period 2022 - 2023 FPR BDSC and BSAB	
Module Name	Total Number of courses completed
Child and Adult Sexual Exploitation	54
Child Criminal Exploitation, Gangs and County Lines	124
Dementia Awareness Training	9
E-Safety.	18
Fabricated Illness	44
Female Genital Mutilation: Recognising and Preventing FGM	63
Level 1 Safeguarding Everyone	127
Level 1 Safeguarding Everyone Refresher	6
Level 2 Safeguarding Adults	148
Level 2 Safeguarding Adults Refresher	17
Level 2 Safeguarding Children	488
Level 2 Safeguarding Children Refresher	65
Level 2 Safeguarding Everyone	17
Level 2 Safeguarding Everyone Refresher	3
Level 3 Safeguarding Adults	46
Level 3 Safeguarding Adults Refresher	3
Level 3 Safeguarding Everyone	11
Level 3 Safeguarding Everyone Refresher	2
Modern Slavery and Trafficking	23
Radicalisation and Extremism (Prevent)	27
Safeguarding and Leadership	41
Safer Sleeping for Babies	10
Self-Harm	48
Suicidal Thoughts	29
Supporting Teenagers and Young People	47
Understanding the Impacts of Hate Crime.	30
Understanding the Impacts of the Trio of Vulnerabilities	105
Understanding the Importance of Court Skills for Children's Social Workers	7
Understanding the Importance of the Mental Capacity Act and Liberty Protection Safeguards	19
Working with Children with Learning Difficulties and Disabilities	33

We have 30 E-Learning Licences with virtual college. Please see below numbers of requested and completed:

E-Learning Courses	Licences Accessed
Child and Adult Sexual Exploitation	103
Child Criminal Exploitation, Gangs and County Lines	169
Dementia Awareness Training	26
E-Safety.	37
Fabricated Illness	69
Female Genital Mutilation: Recognising and Preventing FGM	90
Level 1 Safeguarding Everyone	162
Level 1 Safeguarding Everyone Refresher	11
Level 2 Safeguarding Adults	218
Level 2 Safeguarding Adults Refresher	29
Level 2 Safeguarding Children	644
Level 2 Safeguarding Children Refresher	120
Level 2 Safeguarding Everyone	34
Level 2 Safeguarding Everyone Refresher	6
Level 3 Safeguarding Adults	91
Level 3 Safeguarding Adults Refresher	11
Level 3 Safeguarding Everyone	18
Level 3 Safeguarding Everyone Refresher	3
Modern Slavery and Trafficking	40
Radicalisation and Extremism (Prevent)	44
Safeguarding and Leadership	108
Safer Sleeping for Babies	16
Self-Harm	74
Suicidal Thoughts	54
Supporting Teenagers and Young People	98
Understanding the Impacts of Hate Crime	45
Understanding the Impacts of the Trio of Vulnerabilities	145
Understanding the Importance of Court Skills for Children's Social Workers	15
Understanding the Importance of the Mental Capacity Act and Liberty Protection Safeguards	47
Working with Children with Learning Difficulties and Disabilities	88

Evaluations

The evaluations on the Enable system have took some time to collate due to having to work around and find the best way to pull the information through as it is quite complex to work with. Enable team have been working with us to sort this out. Due to this I am not able to give overall figures for the last 12 months.

We are able to pull through the responses for each face to face/virtual course. Please see an example of questions and responses below that relate to a sample of training that has taken place that was pulled through and collated into an excel spreadsheet:

Course replies											
Questions	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	Person 9	Person 10	Person 11
It was made clear at the start of the session what would be covered. Any suggestion for improvement please comment	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree
Comment								I found the course really informative, there were a large number of topics covered and the trainer was really thorough			The training was delivered very well and was engaging and interesting.

								throughout. I felt this really enhanced by knowledge and understanding of Sexual abuse and this will enable me to deliver updates to the staff team as part of ongoing safeguarding training.			
My learning was enhanced by the facilitators understanding of the topic. Any suggestions for improvement please comment	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree
Comment											The facilitator had a lot of knowledge of the subject and experience of working with children who have experienced childhood sexual abuse.

My contribution was valued and encouraged. Any suggestion for improvement please comment	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree
comment											The course was interactive with activities that encouraged discussion.
Did you have any concerns about equality or diversity issues in relation to either the delivery or the content of the training? If you answered "yes" please tell us your concern	No	No	No	No	Yes	No	Yes	No	No	no	yes
Comment											This is nothing that the facilitator or organisers have control over but I have noticed that each time i have accessed such training there is a disproportionately small number of men on the

											training in comparison to women. Perhaps that is reflective of the workforce demographics in this field of work but it would be great if more men attended this training.
The content of the course was relevant to my job/career prospects. Please comment	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	yes
Comment											I work with vulnerable children
I intend to apply the training to my work. Please comment	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree
Comment					With children and families that have been in this situation						

If asked I could give a specific situation why I intend to use the training in my work. Please comment	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree
Comment											In the last six months I have managed and had to escalate a situation to CSC and the police where a staff member was supporting a child and they disclosed they were sexually abused.
My organisation will support me to apply this training in my work. Please comment	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree
Please rate your knowledge and/or skill level on this subject before the training (10 being high, 1 being low)	4	6	7	6	7	7	5	5	7	4	4

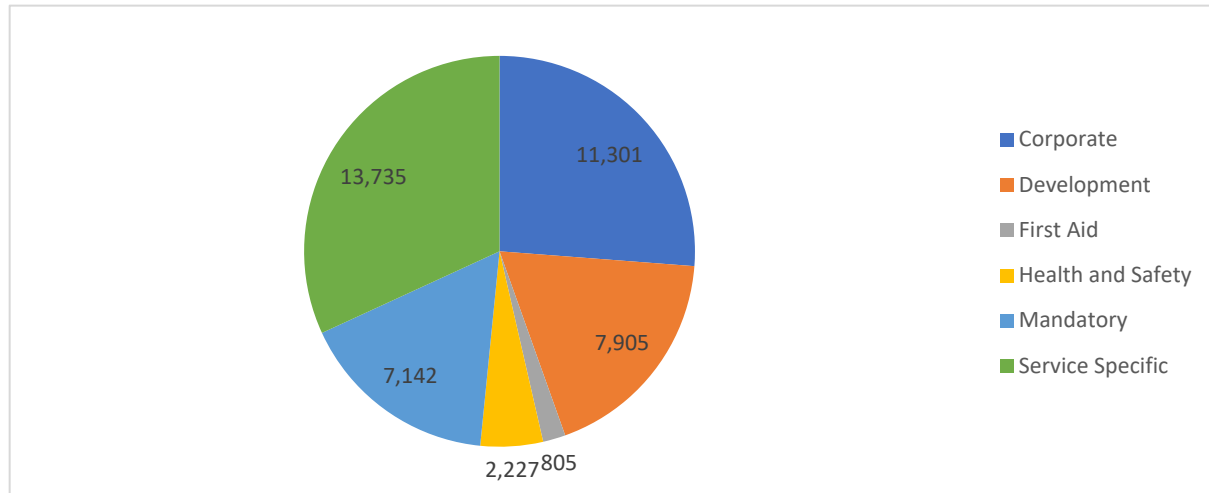
Evolve Course Completions Feb 2022-23

Completions

Discounting a small number courses that do not fall into the following categories, there have been around 43,000 course completions in the past twelve months:

Type	Completions	Number of Courses
Corporate	11,301	23
Development	7,905	138
First Aid	805	10
Health and Safety	2,227	17
Mandatory	7,142	14
Service Specific	13,735	243
Totals	43,115	445

Shown as percentages of total completions...



Courses

To help understand the categories, these are the courses which are included in each.

Corporate

- ESS & MSS - A Guide for Managers
- Evolve For Managers - Evolve Learn
- Evolve for Managers - Performance Management
- Evolve Performance - An Introduction
- Finance for Non Finance Managers
- FOI and EIR Requests
- GalaxKey Guidelines - Videos
- How to change your login password with Passworks
- HRPlus & The Managers Portal
- Information Security and the UK GDPR
- Information Security and the UK GDPR (2021)

- Introduction to Browser Security Headers
- Introduction to Evolve Learn
- IT Co-ordinator Workshop
- IT Co-ordinators User Management Workshop
- Managers and IT Co-ordinators - IT Workshops
- Managers IT Workshop
- Online Recruitment & Selection eLearning
- Outlook 2016
- Pre-Retirement - Financial Awareness
- Pre-Retirement and Financial Planning Seminar
- See Check & Notify - SCan
- Workforce Development - Cancellation Policy

Development

- 16 days of Activism Against Gender-Based Violence. Opening Event
- A Guide to Good English and being confident about writing professional reports
- Agile Project Management
- Anti-racism and Anti-racist Practice
- Armed Forces Covenant eLearning
- Asking Powerful Questions
- Autism Awareness Bite-size workshop
- Behavioural Science and COVID 19
- Bite Size – Gender Equality
- Bite Size - Race
- Bite Size – Sexual Orientation
- Bitesize Learning Sessions - Mental Health with Gethin Jones
- Bradford Behaviours Framework
- Bradford Women into Leadership Network: How to Shatter Your Inner Glass Ceiling
- Building Trust and Rapport
- Change Readiness
- Coaching Conversations During Redundancy
- Coaching Conversations with Remote Workers
- Coaching eLearning
- Coaching Essentials
- Coaching for a Growth Mindset
- Coaching for Change
- Coaching for Communication
- Coaching for Creativity
- Coaching for Delegation
- Coaching for Emotional Intelligence
- Coaching for Focus
- Coaching for Resilience
- Coaching for Time Management
- Coaching for Wellbeing

- Completing Application Forms
- Confidence
- Conflict Management eLearning
- Creating Accountability
- Creativity
- Customer Services eLearning
- Deafblind Awareness eLearning
- Difficult Conversations
- Disability Awareness - Bite Size Learning
- Drugs and Alcohol Awareness
- Effective Coaching Conversations
- Effective Complaint Handling eLearning
- Effective Job Search
- Effective Minute Writing
- Emotional Coaching
- Emotional Intelligence
- Environmental Awareness eLearning
- Equality Impact Assessments For Managers
- Excel 2016
- Fear of Failure
- Fear of Success
- FGM (Female Genital Mutilation)
- Focus
- Frontline Worker Development Programme Signposted Training
- Gambling Awareness
- Giving Effective Feedback
- Google Analytics 4 Fundamentals
- Growth Mindset
- Handling Subject Access Requests
- Happiness
- Imposter Syndrome
- In The Moment Coaching Conversations
- Infection Prevention & Control eLearning
- Interview Skills
- Introduction to Coaching
- Introduction to Equality Impact Assessments
- Introduction to Mental Health - RESPECT Allyship Programme Workshop
- LGBT Awareness eLearning
- Living Well During Covid-19
- Make Menopause Matter in the Workplace
- Managers' Workshops to Support Hybrid Working
- Managing Difficult Conversations for Effective Performance Management
- Managing Imposter Syndrome
- Managing in a Political Environment

- Mental Health for Managers eLearning
- Mindfulness
- Modern Day Slavery Training
- Modern slavery awareness forced labour live session
- Motivation
- Motivational Interviewing
- NCST VBA on Smoking for pregnant women
- Neurodiversity - RESPECT Allyship Programme Workshop
- Neurodiversity Training
- Oliver McGowan eLearning on Learning Disability and Autism
- Optimising Team Performance: Delegation
- Optimising Team Performance: Giving Feedback
- Optimising Team Performance: Introduction to Coaching
- Optimising Team Performance: Motivation & Engagement
- Optimising Team Performance: The Outcome Cycle
- Optimising Team Performance: The Performance Matrix
- Optimising Team Performance: Transactional Analysis
- Ostrich Syndrome
- People Pleasing
- Perfectionism
- Plain English
- Positive Attitude
- PowerPoint 2016 Video Guides
- Preparing for the Performance Appraisal: The Interview
- Presentation Skills eLearning
- Prevent
- Procrastination
- Project Management for Managers
- Race and Language - RESPECT Allyship Programme Workshop
- Resilience
- RESPECT Allyship Launch Event
- RESPECT Allyship Programme Workshop - Disabilities Awareness and Allyship
- RESPECT Awareness eLearning
- Responsibility
- Self Care
- Self Discipline
- Self Sabotage
- South Asian Heritage Month 2022 Celebration
- Stay Safe Online
- Stress Awareness for Employees
- Stress Test
- The Art of Listening
- The Equality Act 2010
- The Importance of Goal Setting

- The Intersection of Hybrid Identities - RESPECT Allyship Programme Workshop
- The Intersection of Hybrid Identities Workshop
- The Power of Silence
- Trans 101 - RESPECT Allyship Programme Workshop
- Transgender Awareness eLearning
- Unconscious Bias
- Understanding Autism
- Using Coaching Models
- Using OneNote
- Using Photography
- Using Webex
- Wellbeing
- What is Misogyny - RESPECT Allyship Programme Workshop
- WHO Covid 19 management e learning module
- Word 2016 Bitesize Learning (Video Guides)
- Working Carers - RESPECT Allyship Programme Workshop
- Working With Autistic People
- Writing a Job Profile eLearning
- Writing an Effective CV
- Zero Suicide Alliance

First Aid

- First Aid - Automated External Defibrillator
- First Aid - Combined Paediatric and Adult First Aid at Work Course
- First Aid - Ligature Hook Training
- First Aid - Re-qualification Certificate
- First Aid (Emergency) 1 Day
- First Aid 4 Hour Fundamentals (Adults)
- First Aid Annual Refresher (3 hours)
- First Aid At Work - Level 3 Award
- First Aid Fundamentals 4 Hour (Adults) Time Out / Shared Lives
- First Aid Paediatric Level 3 Award - Children's Homes

Health and Safety

- Asbestos Awareness
- Asbestos Awareness eLearning
- Display Screen Equipment eLearning
- Driver Safety Awareness eLearning
- Electrical Safety eLearning
- Fire Marshal and Warden Responsibilities
- Hazardous Substances eLearning
- Health & Safety Induction eLearning
- Health Awareness - Core Training
- Homeworker Awareness eLearning
- Lone Working Policy

- Management of Safety
- Office Safety eLearning
- Portable Appliance Testing (PAT) Guidelines.
- Return to the workplace - Covid 19
- Slips, Trips & Falls eLearning
- Working at Height eLearning

Mandatory

- Anti-bribery eLearning
- Corporate Welcome - Meet the Team
- Council Structure
- Cultural Intelligence Accelerator eLearning
- Cultural Intelligence Virtual Workshops
- Equality and Diversity
- Equality and Diversity (External Learners)
- Fire Awareness
- Fire Awareness eLearning (Internal employees only) Information Only
- Fire Safety Awareness
- Fire Safety Awareness (External Learners)
- Fraud Awareness eLearning
- Protecting Information Level 1
- Welcome new starter eLearning

Service Specific

- 1-Day Moving & Handling for Social Workers
- 3-day OT - Moving and Handling Course
- Active Bystander with Coercive Control
- Adoption Law and Practice Training
- Adult Mental Health Aware
- Adult Mental Health Aware (MHFA)
- Adult Mental Health First Aid Champion
- Adults Social Work Induction - Further Information
- Ageing Without Children
- Aging Without Children
- An Introduction to the Human Rights Act
- ASH & Bluegrass: Health care professionals
- Assessment Analysis and Planning- Full day workshop
- Assessment and Planning
- Basic Awareness of Child and Adult Sexual Exploitation
- Bradford Practice Model
- Built Environment Toolbox Talks - Basic Health & Safety
- CAMHS Digital Module 1: Safeguarding Keyworker well-being for Children and Young People's Mental Health
- CAMHS Digital Module 2: Trauma-Informed Engagement with Children and Young People

- CAMHS Digital Module 3: Parent/Carer Engagement for Children and Young People's Mental Health
- CAMHS Digital Self Harm and Trauma
- Case Recording Skills (Children's Services)
- Case Summaries
- Child Criminal Exploitation through County Lines
- Child Permanence Report (CPR) Training for Managers
- Child Protection Processes
- Child Social Care Induction Modules - Day 1
- Child Social Care Induction Modules - Day 2
- Child Social Care Induction Modules - Day 3
- Children and Family Services Induction
- Children's Services Induction
- Children's Services Stage 1 Complaints
- Chronologies
- Chronology Workshop
- CIBSE Module 198 CPD
- Complaints & Representations (Residential & Respite Staff) eLearning
- Continuing Healthcare Law and Practice
- Contract Standing Orders Briefing Session - Jan 2021
- Courageous Conversations for Practitioners
- Court Skills Training - Assessment Planning in Care Proceedings
- Court Skills Training - Care Plans
- Court Skills Training - Care Proceedings/Permanency Planning
- Court Skills Training - Court Statements
- Digital Autistic Spectrum Conditions (ASC) Practitioner Training - Level 1
- Direct Payments Training for Adults Social Care Community Mental Health Team
- Direct Payments Training for Adults Social Care Sensory Needs Service
- Direct Payments Training for BEST, Hospital Trusted Assessors and Home Support Reviewing Team
- Direct Work with Children and Young People
- Domestic Abuse - MARAC Briefing (Multi-Agency Risk Assessment Conference)
- Domestic Abuse/Coercive Control - Training for Trainer
- Early Help Assessment and SMART Planning - Module 2
- Early Help for Children & Families Induction
- Effective Relationships with Parents, Carers and Professionals
- EHM Knowledge Check E-Learning
- Engaging Families
- Epilepsy ?administering Buccal Midazolam
- Ethical Practice for H&S Professionals (IOH)
- Evolutive Outcome Training
- Exploring Families, Voice of the Child and Multi-Agency Working
- Fabricated Illness
- Find out about Advocacy with VoiceAbility

- Food Hygiene Level 2
- Food Safety in Catering - Level 2 - Hygiene
- Food Safety in Catering Level 3 HABC - Supervising
- Foundations of population health intelligence 4
- Fuel Poverty & Debt First Aid eLearning
- HABC LV3 Award in Food Allergen Management for Caterers
- Half Day - Moving & Handling - Refresher
- Improving Food Hygiene
- Induction for Childrens Services New Starters
- Infant Mental Health Awareness (via Microsoft Teams)
- Infant Mental Health In Action: putting theory into practice
- Introduction to Adult Mental Health
- Introduction to Children's Mental Health
- Introduction to Local Authority Capital Accounting
- Introduction to RIPA
- Introduction to SystemOne
- Introduction to the New ASYE Portfolio – ASYE Assessors
- Introduction to the Voice of the Child - Bite Size Learning
- LCS Basic Navigation
- LCS CIC (Child in Care) Process Training
- LCS CP (Child Protection)/CIN (Child In Need) Process Training
- LCS The Basics
- Legal Literacy Training
- Legislation & Law eLearning
- Level 1 Safeguarding Everyone
- Level 2 Safeguarding Children
- Liberty Protection Safeguards - Further Dates
- Life Story Work eLearning
- Life Story Workshop
- Local Authority Capital Hot topics workshop 2022
- Managers User Management Workshop
- Manual Handling
- Manual Handling - Basic Techniques Moving Objects
- Manual Handling Awareness eLearning
- MARAC Briefing Adult Services
- MECC – Making Every Contact Count
- Mental Capacity Act 2005 in Practice
- Mental Capacity Act eLearning
- Mind of My Own
- Module 1 - Recognising Domestic Abuse and Coercive Control
- Module 1: Introduction to Supervision for Supervisees
- Module 2 - Domestic Abuse - Responding
- Module 2: Development and Performance Management through Supervision
- Module 3: Supporting the Supervisee

- Moving & Handling - Basic Back Care
- Moving & Handling - Operational Managers
- Moving & Handling - Time Out Staff
- Moving & Handling 1-day - Children's Services
- Moving & Handling People eLearning
- Multi Agency Safeguarding Training for Child Protection Plans and Conferences
- N&CS 2 day Chapter 8 Awareness
- N&CS Banksman Training
- N&CS Chainsaw Training (0039-20 & 0039-21)
- N&CS Chapter 8 (Road Management Basic & Signing and Coning)
- N&CS Conflict Management
- N&CS Driver CPC Training
- N&CS Manual Handling
- N&CS P57 - Persistent Organic Pollutants (POPs)
- N&CS Service Induction
- N&CS Service Induction - Office Staff
- N&CS Small Plant & Machinery
- N&CS Working at Height (Boss Training)
- N&CS Working Procedures - Group 1
- N&CS Working Procedures - Group 2
- N&CS Working Procedures - Group 3
- N&CS Working Procedures - Group 4
- N&CS Working Procedures - Group 5
- N&CS Working Procedures - Group 6
- N&CS Working Procedures - Group 7
- NCSCT Mental health speciality module
- NCSCT Mental health specialty module
- NCSCT Pregnancy & post-partum speciality module
- NCSCT Promoting smokefree homes and cars assessment
- NCST Core Knowledge & Practiccec Skills
- New Personal Education Plan Processes for January 2022
- NHS - Handling medicines safely for social care staff
- One Day Moving & Handling (Management Update)
- Oral Health eLearning for Children and Young Adults
- Ordinary Residence – What is it?
- OT 1-day Moving & Handling Refresher Training
- Parent Assess
- Parent Assess for Managers
- PDNet Network Meeting North West
- PDNet NW network meeting
- PDNet regional network meeting
- Physical Activity & Health MSc
- Physical Activity for the prevention & management of long term conditions
- Physical Activity for the prevention and management of long term conditions

- PIE Training 2020 by Dr Ray Middleton & Robin Johnson (Creator of PIE)
- Poverty and Neglect
- Practice Educator Training - Day 1: Preparation
- Practice Educator Training - Day 2 of 5: Theory & Supervision
- Practice Educator Training - Day 3 of 5: Values
- Practice Educator Training - Day 4 of 5: Assessment
- Practice Educator Training - Day 5 of 5: Practice Standards & Reporting
- Practitioner Training Vers.1 - Test
- Pre-birth assessment for Social Workers
- Prince 2 Foundation
- Prince 2 Practitioner
- Privacy of Personal Data
- Private Fostering
- Professional Curiosity
- Public Law Outline
- RBP- Effective Performance Management
- RBP- Acceptable Use & Confidentiality Agreement
- RBP- Are you ready for Universal Credit eLearning
- RBP- Bradford Behaviours Session
- RBP- DWP Searchlight (CIS&TUO) eLearning
- RBP- EAS Terms and Conditions of Use (TUO)
- RBP- Every Pound Counts eLearning
- RBP- General Induction
- RBP- Intro to Council Tax for Benefits
- RBP- Introduction to Benefits E-Learning
- RBP- Introduction to Council Tax eLearning
- RBP- Management Styles
- RBP- Managing Attendance
- RBP- Mental Health and Vulnerability Awareness eLearning
- RBP- Microsoft Teams Session
- RBP- Money Adviser Network(MAN) Training
- RBP- Payment Card Industry Data Security Standards (PCI DSS) eLearning
- RBP- Real Time Information(RTI) and Verify Earnings and Pensions(VEP) eLearning
- RBP- Section Leaders Induction Information
- RBP- Train the Trainer
- Reducing parental conflict
- Reflective Journal - Getting The Basics Right
- Relationships Matter - Parent Courses
- Relationships Matter Briefing
- Renewal & CPD Workshop with Social Work England
- RSPH Level 1 Award in Health Awareness
- RSPH Level 1 Health Awareness
- RSPH level 2 understanding Health Improvement

- Safeguarding 1: The Legal Basis of Adult Safeguarding Interventions
- Safeguarding 2: Making Legally Literate Decisions in Safeguarding Adults
- Safeguarding 3: Safeguarding Options around the Adult at Risk
- Safeguarding 4: Safeguarding Options around Alleged Perpetrators
- Safeguarding 5: Multi-agency Working in Safeguarding Adults
- Safeguarding Adults (Learning Pool)
- Safeguarding Adults eLearning - Level 1
- Safeguarding Adults eLearning - Level 2
- Safeguarding Adults Level 2 - Part 1 of 2
- Safeguarding Adults Level 2 - Part 2 of 2
- Safer Recruitment Principles
- Safety Day - Exploring Safety Inside and Outside of the Workplace
- Schools Capital Project Training
- Section 117 Aftercare
- Special Guardianship Orders
- Strategy Discussions and Section 47 Enquiries
- Supervision for Team Managers and Practice Supervisors
- Supporting Resources - Adult Care Worker
- SystemOne - Data Sharing
- SystemOne – Drop In Support Sessions
- SystemOne Introduction (BDCT/MH Staff Only)
- Team Teach Full Programme x 2 Days. (THIS IS NOT REFRESHER TRAINING)
- The Care Act 2014
- The Route to Permanence and Stability
- The Team Around the Family and Measuring Impact - Module 3
- The Voice of the Child - Bite Size Learning
- Trauma Informed Awareness –What is Trauma and Trauma informed Awareness (Workshop 1 and 2 combined)
- Understanding and Recognising the Impact of Trauma, Workshop 1- What is Trauma?
- Understanding Impact
- Understanding Risk and Safety Planning
- Unicef UK - Children's Rights in Practice - An Introduction
- Values
- Viability Assessments
- winter vaccination program webinar
- Winter Vaccination programme - Building Vaccine confidence
- Winter Vaccinations
- Working With Men
- Working with People Experiencing Controlling and/or Coercive Behaviours
- Workplace Supervisor Training
- Workshop 1 - Understanding and Recognising the Impact of Trauma - What is Trauma?
- Workshop 1- What is Trauma. Introduction to Trauma Informed Awareness.

- Workshop 2 - Understanding and Recognising the Impact of Trauma - Trauma Informed Practice
- Workshop 3 - Understanding and Recognising the Impact of Trauma - Looking After Ourselves
- Wright Foundation Cancer Rehabilitation
- Writing Child Permanence Reports
- Youth Crime Prevention Programme
- YP DYNAMIC SUPPORT COORDINATION
- ASYE Assessor Training – Day 1 The Role of the Assessor
- ASYE Assessor Training – Day 2 – Reflective Practice and Supervision
- ASYE Assessor Training – Day 3 – Assessment and Report Writing
- ASYE Assessor Training – Day 4 – Concerns and Support Plans

Evaluations

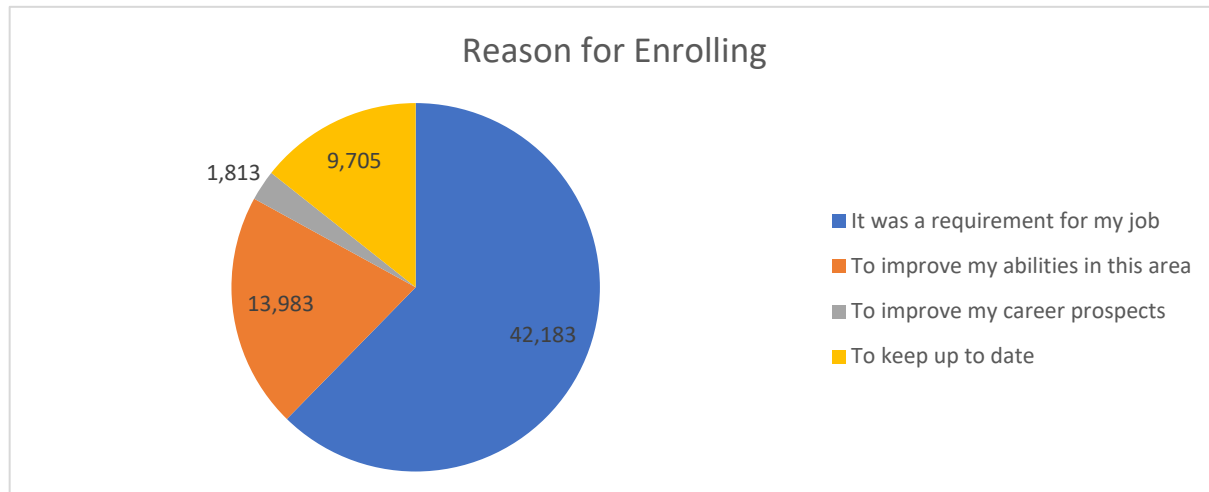
It is impossible to collate all responses to all course completions over a twelve month period, so only the most relevant questions have been considered.

Reason for Enrolling

Learners are asked the question “why did you enrol on this learning?” and given the following options to choose from.

- It was a requirement for my job
- To improve my abilities in this area
- To improve my career prospects
- To keep up to date

Respondents could select multiple options. The spread of responses is shown in this chart:

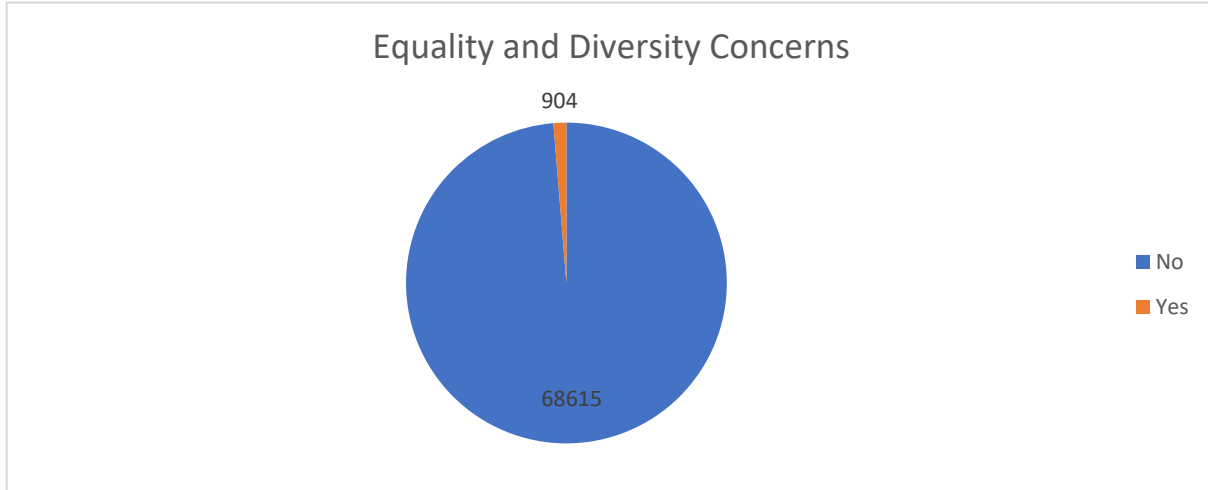


Equality and Diversity

Learners are asked “do you have any equality and diversity concerns relating to this training?”

While the percentage of respondents who expressed a concern is very low, each individual is contacted for more information and action is taken where a concern has been raised.

Such action may include altering course content, providing feedback to instructors and course owners or addressing accessibility and reasonable adjustments.



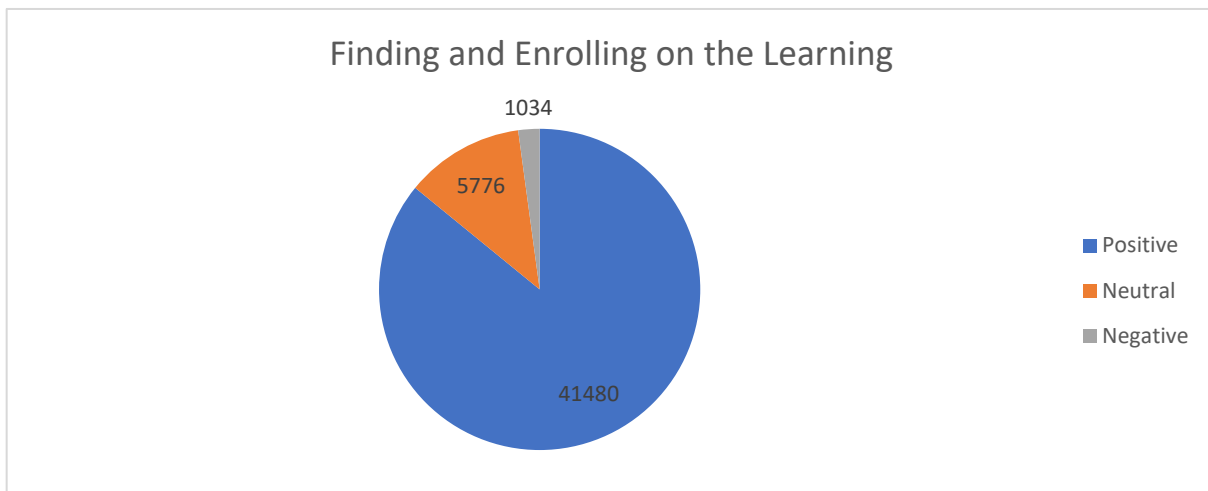
Finding and Enrolling on the Learning

Learners are asked to respond to this statement, “the learning was simple to find, enrol on and launch.”

Available responses are:

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

For simplicity the above responses are shown in the following chart as ‘positive’, ‘neutral’, and ‘negative’.



Learners are also asked to add a comment. From over 48,000 responses, only four evaluations include a text comment on this question.

- Evolve is not very user friendly.

- I found it difficult at times to access the website to do my training not all courses were easy in the fact that I learn more if it is a verbal format rather than reading
- I needed help from Workforce Development as I kept being logged into an external version therefore I needed a 'back door' link to access
- Struggled with initial getting onto Evolve

Two of these are issues with logging in, one relates to an individual's preference for face-to-face learning rather than online and one is generally critical of Evolve.

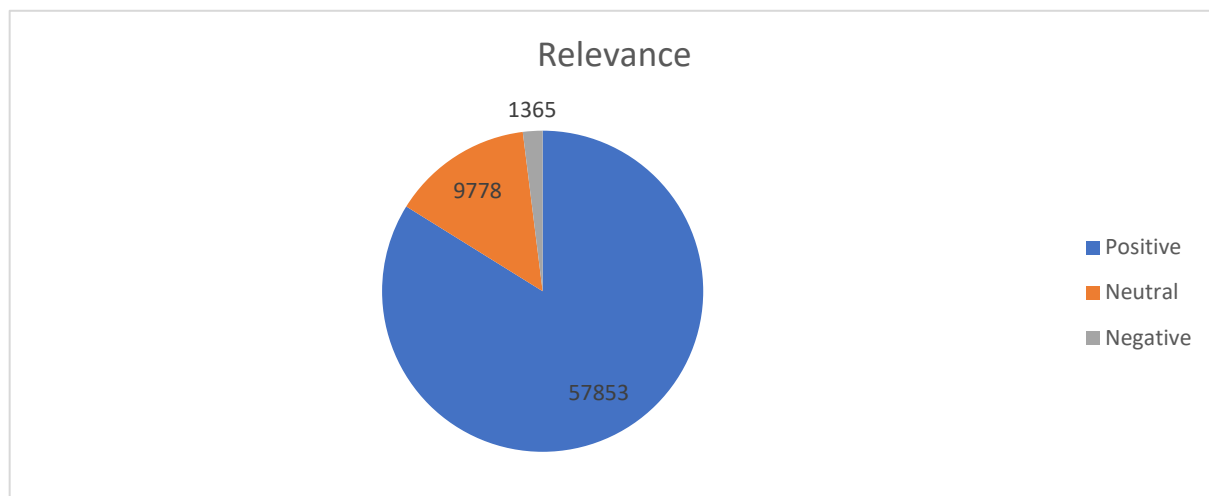
Relevance of Learning

Learners are asked to respond to this statement, "the content of the course was relevant to job/career prospects."

Available responses are:

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

For simplicity the above responses are shown in the following chart as 'positive', 'neutral', and 'negative'.



From over 68,000 responses, a total of nine comments were added:

- A lot not relevant like working from heights and chemicals
- Felt like an intro, would have been useful if discussed areas help needed
- I learned relevant techniques on identifying ways to feedback on performance both positive and negative and look at management styles appropriate to the needs of staff.
- It was a briefing rather than simply training
- Job and career and personal life
- Not all of this was relevant to my job role which made it a really long course
- There was nothing relevant to me or my role in this course. I found the content patronising and the way it was delivered was probably the worst I have seen in my 16 years working here.

- This update could of been more satisfactorily completed through e-learning.
- We were not aware this course was for new starters to Systm1. We had already attended 2 sessions on Systm1 - therefore, until 3pm it was all for new starters.

These will have been fed back to course owners and instructors to help them update course content and/or materials as appropriate.

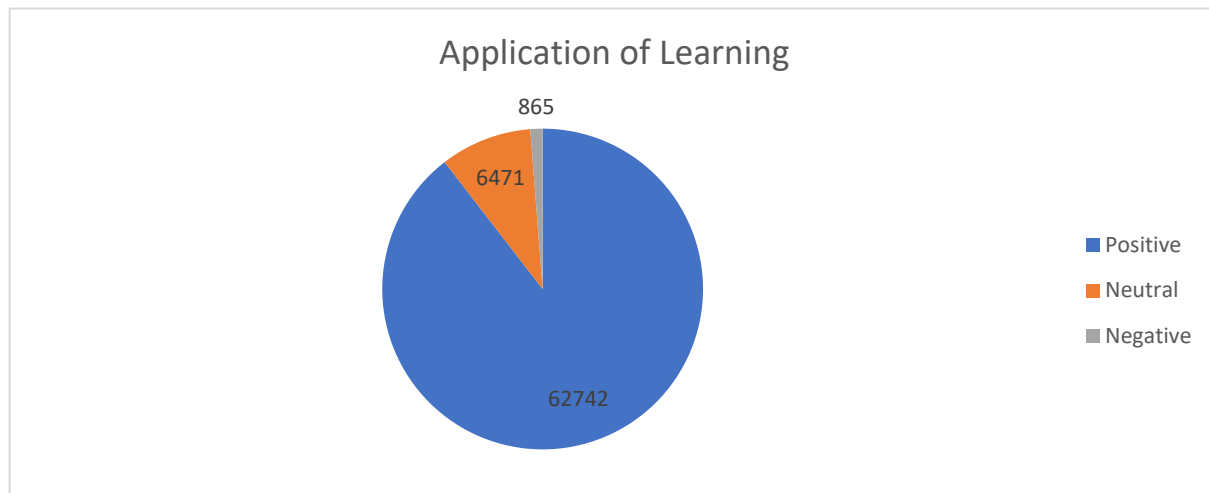
Application of Learning

Learners are asked to respond to this statement, "I will be able to apply what I have learned."

Available responses are:

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

For simplicity the above responses are shown in the following chart as 'positive', 'neutral', and 'negative'.



Course Administration

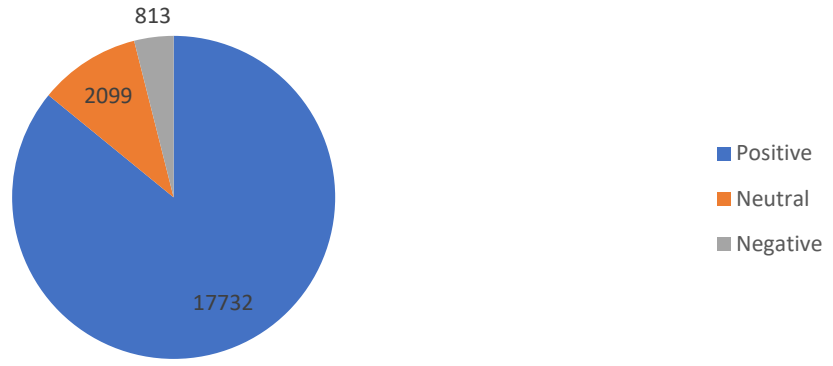
Learners are asked to respond to this statement, "The course administration was handled efficiently."

Available responses are:

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

For simplicity the above responses are shown in the following chart as 'positive', 'neutral', and 'negative'.

Course Administration



Learning Pool 2021-22

There are over forty courses available on Learning Pool , please see below for a list of courses:. The course with the highest number of completions across all grades is 'Unconscious Bias' – 1239 completions; Families Induction – 504; Safeguarding Children for Non Children's Services Workers -461: Safeguarding Adults eLearning - Level 1- 409.

E-learning (Learning Pool Ltd): provide generic elearning content which is edited to make relevant to Bradford Council, then upload to Evolve. We have access to three catalogues, Government, Custom and Leadership Skills. We're using 45 of their courses on the system at the moment and had plans to sweep their Leadership Skills catalogue for more courses to create a management development curriculum.

COURSE COMPLETIONS 2021-22

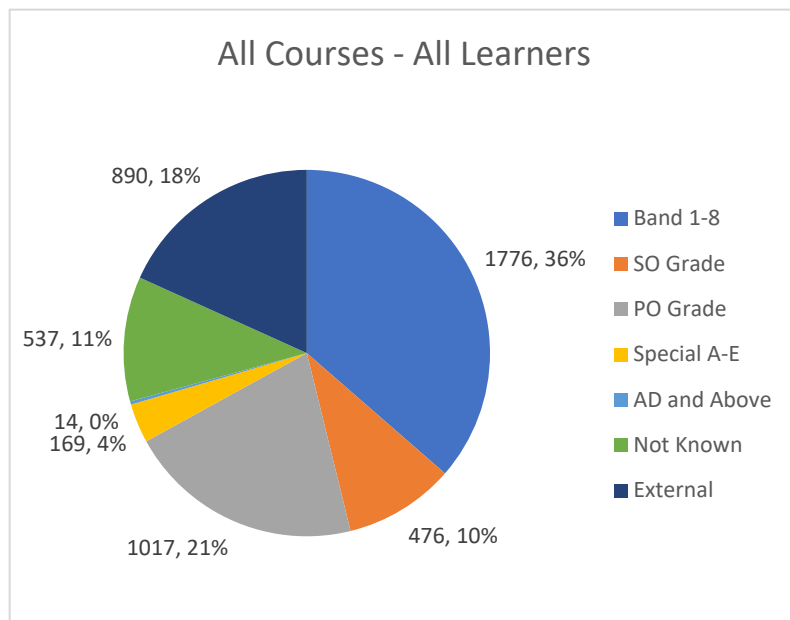
Table 1 illustrates all courses and completions by job grades for all council and Trust staff, and externals. .

Course	Band 1-8	SO Grade	PO Grade	Special A-E	AD and Above	Not Known	External	Total
All Courses	1776	476	1017	169	14	537	890	4879

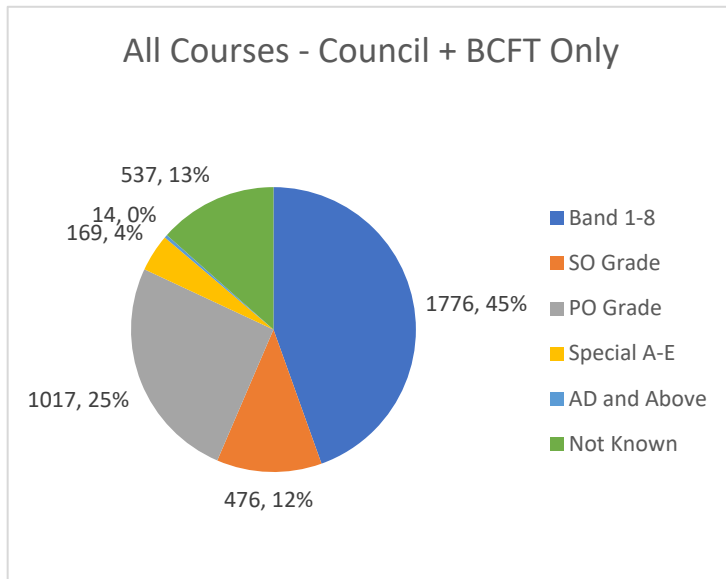
Table 2 Illustrate all courses and completions by job grades for all council staff only

Course	Band 1-8	SO Grade	PO Grade	Special A-E	AD and Above	Not Known	External	Total
All Courses	1426	394	695	148	14	163	890	3730

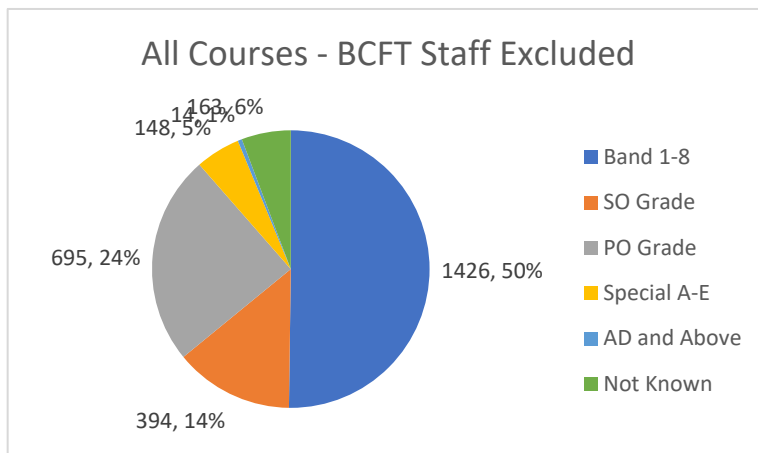
Course completions broken down by job grade for Council staff, Trust staff and external users.



Course completions broken down by job grade for Council and Trust Staff.



Course completions broken down by job grade for Council Staff.



LIST OF COURSES ON LEARNING POOL

Course Title
All Courses
A Guide to Good English and being confident about writing professional reports
An Introduction to the Human Rights Act
Case Recording Skills (Children's Services)
Child Protection Processes
Children and Family Services Induction
Climate Emergency and Single-Use Plastic

Completing Application Forms
Early Help for Children & Families Induction
Effective Job Search
Effective Minute Writing
Finance for Non Finance Managers
Interview Skills
Life Story Work
Managing Difficult Conversations for Effective Performance Management
Managing in a Political Environment
Module 1: Introduction to Supervision for Supervisees
Module 2: Development and Performance Management through Supervision
Module 3: Supporting the Supervisee
Optimising Team Performance: Delegation
Optimising Team Performance: Giving Feedback
Optimising Team Performance: Introduction to Coaching
Optimising Team Performance: Motivation & Engagement
Optimising Team Performance: The Outcome Cycle
Optimising Team Performance: The Performance Matrix
Optimising Team Performance: Transactional Analysis
Plain English
Private Fostering
Project Management for Managers
Public Law Outline
Safeguarding Adults eLearning - Level 1
Safeguarding Children for Non Children's Services Workers
The Equality Act 2010
Transgender Awareness eLearning
Unconscious Bias
Understanding Autism
Writing an Effective CV

Overall, evaluations of Learning Pool content have been excellent, with comments including:

“Good mix of slides and audio.”

“Good course with a lot of examples and case studies.”

“Informative and interesting.”

“Easy to follow.”

“Easy to navigate.”

Currently the cost per registration is £6.58 per person, based on the annual cost of £15,600, As we are under contract for another twelve months it isn't possible to reduce the overall cost. However, we can increase the cost-effectiveness of the contract by utilising more of the available content and increasing the number of overall registrations.

Adult Social Care Learning and Development Priorities 2021

Course	Target Audience	Course	Target Audience
Autism under development	All Service Areas	First Aid At Work - Level 3 Award - (QCF)	BEST/ Residential/Day /Extra Care
Anti-bribery eLearning	Council Wide	First Aid - Re-qualification Certificate	BEST, Residential/ Day/Extra Crae
Fire Awareness - eLearning	All Service Areas	First Aid Annual Refresher (3 hours)	BEST, Residential/Day/ Extra Care
Fuel Poverty & Debt First Aid eLearning	Operational Services	First Aid (Emergency) 1 Day	BEST, Residetial Day/Extra Care
Information governance/protecting information (BRIDGE) level 1	BEST, Residential Day/Extra Care	Huddles & Peer Review	LD & Early Help & Prevention SW Team
Basic life skills- Enablement	Residentail, Day Care, Extra Care, BEST	H&S Awareness for Senior Leaders	All Service Areas
Unconscious Bias	All Service Areas	Human Rights in the time of Covid	SW Teams
Working at Height	council wide	Human Trafficking and Modern Day Slavery	council Wide
Writing an Effective CV	All Service Areas	Interview Preparation Training	All Service Areas
Zero Suicide Alliance	council wide	IOSH Managing Safely - 4 days,	Operational Managers
Anti-Racist Practice Training	SW Teams	Identifying Outcomes and Building on Strengths	All SW Team,
Autism Awareness	SW Teams	Mindspace	LD SW's & BEST Services
Advanced Mental Capacity Act & Human Rights Act	SW Teams & Commissioning	MBTI Leadership Skills	All Management tiers Gill Ward
Advanced Masterclass Continuing Healthcare (CHC)	SW Teams	MBTI - Team Development	All Management Tiers Gill Ward
Bankline/CMS	CCA	MBTI - Individual Development	All Service Areas Managers Gill Ward

Community Led Support	SW Teams	Northgate-	CCA- (Contributions Team & Specialist Financial Team & Financial Protection Team)
Community Engagement and COVID-19: Impact, Response and Recovery (via Zoom Webinar)	All service Areas	Preparation for Adulthood	SW Teams
Conversations for Change	Operational Services	Project Griffin	council Wide
Continuing Healthcare (CHC LD)	LD SW Team & Residential	Supervising your staff – supporting high performance	All managers
Care Education & Treatment (CETR) Training	SW Teams	Social Work is Human Rights	SW Teams & Commissioning Elaine James/ Rob Mitchell
Care Act and Safeguarding Essentials	SW Teams	Support Plan for OT's	OT's
Continuing Healthcare Generic (CHC)	SW Teams, Residential & BEST	Specialist Deafblind Assessor	SW Teams
Fire training – Safe use of Fire Extinguishers	BEST, Residential Day/Extra Care	Three Tier	LD SW Team
Fire Training Practical & Theory	BEST, Residential/Day/Extra Care	Thought Patterns for High Performance	council Wide
Working with Autistic Adults 2 Workshops	MH SW Teams	The Art of Brilliance Sessions	council Wide
Legal Updates for AMHPs	MH SW Teams	Unconscious Bias with Hári Sewell	SW Teams
Leadership for High Performance	council Wide	World Social Work Day 2019	SW Teams

Revenues, Benefits and Payroll Learning and Development 21/22

Training Completions 21/22

Total Staff-

Grade Group	Completions	Count	Average Training Days Per Employee
Band 5-8	664	214	3.1
SO Grade	121	38	3.2
PO Grade	74	28	2.6
Special A-C	5	3	1.6
Total	864	283	2.6

E-learning Purchased

E-learning Title	Objectives	Provider	Cost	Attendees/Completions
Online Council Tax Basics	Intro to basics of council tax.	IRRV	£657.00	Info not held- managed by service.
Online Council Tax Pro	Advanced knowledge of council tax.	IRRV	£1750.00	Info not held- managed by service.

IRRV Qualifications

Level 4 Apprenticeship Course. Successful candidates gain a certificate in Local Taxation, Revenues and Welfare Benefits and become a Technician member of the institute.

Cost- Paid through the levy- cost per apprenticeship- currently £9,000 per person- I believe this was less at the time.

Duration- 12 months

Apprentices- 3 enrolled in May 2021.

Apprenticeship Completions

Count/ Band	Skills House – qualification completion rates
X5 Band 7	L4 Qualification- 2 Completions. 1 still active. 1 non completion however now SO1-PO1. 1 completion now SO1.
X1 PO1	L3 Qualification- now completed.

Any other qualifications

CIPP Payroll Technician Certificate- 3 completions (Started in Jan and Feb 2022)

Provider- CIPP

Cost- £1595 per person

Duration- 26 weeks

Attendees- 3X Band 5-7

Total Cost 21/22- £4785

IRRV- Introduction to Council Tax Virtual Training Day- 31/01/2022

Provider- IRRV

Cost- £155+VAT 3 for 2 offer (we are a member so get a reduced price)

Attendees-

2X Band 7

1X SO1-SO2

Total Cost- £310

Delivered Courses

Course	Objectives	Delivery type	Cost	Completions
RBP- Effective Performance Management	Aims and purpose of performance management, goals/check in's/performance reviews.	Face to Face & Virtual Classroom	Nil	X1 Band 7 X1 Band 8 X2 SO2 X1 SO2-PO1 X1 PO1 X1 PO1-PO2 X1 PO2-PO3
RBP- Acceptable Use and Conf Agreement	Agree on terms, conditions and responsibilities when using RBP systems to access customer information.	Web Based	Nil	X5 Band 4-7 X5-Band 5 X118- Band 5-6 X20- Band 5-7 X11- Band 6 X33- Band 7 X1- Band 7-8 X13- Band 8 X2- Band 8-SO2 X7- PO1 X7- PO1-PO2 X3- PO2 X4- PO2-PO3 X2- PO5-PO6 X5- PO6 X1-SO1 X6- SO1-SO2 X17- SO2 X9- SO2-PO1 X2- SPA-C X1-SPC
RBP- Are you ready for Universal Credit?	Intro to rollout of Universal Credit.	Web Based	Nil	X12-Band 5-6
RBP- Benefits New Starter Course	2 week Intro to Benefits for new starters.	Face to Face	Nil	X7- Band 5-6
RBP- Benefits overview for Council Tax	Intro to Benefits for Council Tax staff.	Face to Face	Nil	X4- Band 6
RBP- Bradford Behaviours Session	Explain and identify the 4 Bradford Behaviours and proficiency levels.	Face to Face & Virtual Classroom	Nil	X6- Band 5-6 X3- Band 5-7 X4- Band 6 X2- Band 7 X1- PO6

				X1- SO1 X1- SO2-PO1
RBP- DWP Searchlight (CIS & TUO) eLearning	Understand Information security and responsibilities when accessing customer data on the DWP Searchlight system.	Web Based	Nil	X1- Band 5 X50- Band 5-6 X7- Band 6 X1- Band 6-7 X15- Band 7 X1- Band 8 X1- PO1 X1- PO2-PO3 X1- SO1 X1- SO1-SO2 X1- SO2-PO1
RBP- Mental Health and Vulnerability Awareness Elearning	Be able to recognise and signpost customers that may be vulnerable, know what to do if we have disclosures of self-harm or suicide.	Web Based	Nil	X4- Band 4-7 X5- Band 5 X100- Band 5-6 X16- Band 5-7 X15- Band 6 X33- Band 7 X1- Band 7-8 X16- Band 8 X2- Band 8- SO2 X7- PO1 X7- PO1-PO2 X2- PO2 X2- PO2-PO3 X2- PO5-PO6 X6- PO6 X1- SO1 X3- SO1-SO2 X16- SO2 X9- SO2-PO1 X2- SPA-C
RBP- EAS Terms and Conditions (TUO)	Know responsibilities, terms and conditions of using the TUO system.	Web Based	Nil	X1-PO1
RBP- Every Pound Counts	Understand principle of EPC, P2P process and cost efficiency.	Web Based	Nil	X15- Band 5-6 X1- Band 5-7 X6- Band 6 X3- Band 7 X1- PO1-PO2 X2- SO1-SO2 X2- SO2
RBP- General Induction	Induction into RBP service.	Face to Face	Nil	4X- Band 6
RBP- Payment Card Industry Data	Understand Legislation for PCI DSS when taking	Web Based	Nil	X2- Band 5 X56- Band 5-6

Security Standards (PCI DSS) eLearning	electronic payments from customers.			X8- Band 6 X21- Band 7 X12- Band 8 X2- Band 8- SO2 X1- PO1 X3- PO1-PO2 X1- PO2 X2- PO6 X1- SO1 X5- SO1-SO2 X10- SO2 X5- SO2-PO1
RBP- Section Leaders Induction Information	How to create successful inductions for staff, what managers need to do.	Virtual Classroom	Nil	X1- Band 7 X2- PO1 X1- PO1-PO2 X1- PO2-PO3 X6- SO2 X4- SO1-PO1
Revenues, Benefits and Payroll: Council Tax Liability	Identifying liable parties for chargeable dwellings.	Web Based	Nil	X1- Band 5-6 X1- Band 7
Revenues, Benefits and Payroll: DSE Flexible working agreement	Understand responsibilities for flexible working.	Web Based	Nil	X1- Band 7 X1- SO1-SO2 X2- SO2
Revenues, Benefits and Payroll: Effective Goal Setting	How to set effective goals.	Face to Face	Nil	X1- PO1 X5- SO2
Revenues, Benefits and Payroll: Housing Benefit- April Changes 2016	Housing Benefit Changes and rollout of Universal Credit	Web Based	Nil	X1-Band 7
Revenues, Benefits and Payroll: Searchlight (CIS) eLearning	As above- during this year the course was changed to annual completion.	Web Based	Nil	X15- Band 5-6 X1- Band 6 X4- Band 7 X2- SO2

2022/23 and looking forward

- We have taken on a further 2 apprentices completing Level 3 Business Administration in 2022.

- We have now had 3 successful completions of the IRRV Level 4 apprenticeship and 1 in Level 3 Learning and Development.
- We had 3 successful completions of the CIPP Payroll Technician Certificate with the intention of further completions this coming year.
- We had 4 attendees on a PCI DSS Foundation Course in 22/23.
- In 22/23 we have added numerous new face to face, virtual and web-based courses in RBP for development at all levels this includes; Train the trainer, Managing Attendance, Collecting Empty Property Premiums, Money Advisor Network, Management Styles, Microsoft Teams training, Real Time Information and Verifying Earnings and Pensions eLearning and more.
- We successfully created our own versions of the Intro to Council Tax eLearning course so this no longer needs to be purchased externally. In 22/23 and 23/24 we have in addition to this now created the Intro to Benefits and Intro to Business Rates course which again should save on this expenditure each year.
- We have put into place a management matters curriculum to be completed by new managers within our service.

END.

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	2021/2022		2022/2023	
	Cost	No Of App	Cost	No Of App
Schools				
Level 2	58,671	17	28,333	8
Level 3	149,721	28	49,042	11
Level 4	0	0	4,000	1
Level 5	0	0	0	0
Level 6	22,000	1	27,000	3
Level 7	5,895	1	0	0
	236,287	47	108,375	23
Childrens				
Level 2	3,400	2	0	0
Level 3	0	0	9,000	2
Level 4	60,000	11	0	0
Level 5	35,633	8	49,000	9
Level 6	0	0	252,000	11
Level 7	14,000	1	0	0
	113,033	22	310,000	22
Corporate Resources				
Level 2	103,857	18	156,682	31
Level 3	58,895	11	38,000	5
Level 4	60,726	8	21,000	3
Level 5	2,666	1	0	0
Level 6	17,500	1	0	0
Level 7	0	0	0	0
	243,644	39	215,682	39
Health and Wellbeing				
Level 2	27,000	9	12,000	5
Level 3	26,204	9	3,000	1
Level 4	0	0	6,000	1
Level 5	124,000	17	10,000	2
Level 6	92,000	4	160,000	7
Level 7	0	0	51,333	4
	269,204	39	242,333	20
Place				
Level 2	9,409	4	36,000	5
Level 3	55,421	10	18,275	2
Level 4	9,000	1	23,800	3
Level 5	69,641	13	18,599	3
Level 6	34,466	2	0	0
Level 7	0	0	0	0
	177,937	30	96,674	13
Office of Chief Executive				
Level 2	0	0	0	0
Level 3	10,000	2	0	0
Level 4	42,000	8	12,000	2
Level 5	19,000	5	0	0
Level 6	18,000	1	0	0
Level 7	8,270	1	32,000	2
	97,270	17	44,000	4
New Choices				
Level 2	0	0	40,322	20
Level 3	0	0	0	0
Level 4	0	0	0	0
Level 5	0	0	0	0
Level 6	0	0	0	0

APPENDIX G

Level 7	0	0	0	0
West Yorkshire Pension Fund	0	0	40,322	20
Level 2	12,000	2	0	0
Level 3	0	0	0	0
Level 4	0	0	0	0
Level 5	0	0	0	0
Level 6	14,000	1	0	0
Level 7	0	0	0	0
	26,000	3	0	0



Report of the Strategic Director, Adult Social Care, to the meeting of Corporate Overview and Scrutiny Committee to be held on 5 October 2023

N

Subject: BRADFORD DISTRICT ANTI-POVERTY STRATEGY 2022-2027

Summary statement

This report provides a progress update on the development and implementation of the Bradford District Anti-Poverty Strategy 2022-2027 (BDAPS). The strategy has been developed by the District Anti-Poverty Coordination Group (DACG), a multi-partner group consisting of representatives from the Council, Department of Work and Pensions (DWP), NHS, Incommunities, the voluntary and community sector (VCS) and higher education.

The strategy sets an ambitious vision based on achieving four core goals: protection, prevention, pathways, and participation (the 4Ps). Alongside the strategy, an action plan, delivered through seven work themes, sets out accompanying priorities, programmes, actions and intended outcomes.

The impact of the strategy must be understood in the context of the ongoing cost of living crisis, which continues to hit our families, communities and public services. Over the past year the focus has been on protecting our most vulnerable citizens by providing a safety net. This has been done by drawing on the extension of the Household Support Fund and a range of other funding sources, and also by working in partnership to sustain existing programmes and develop new ones. The adoption of the strategy across the district is now providing a joined-up framework for developing our longer-term goals of providing people with pathways out of poverty, preventing people falling into poverty and ensuring participation in the full social, political, economic and cultural lives of the community.

Equality impact

Anti-poverty work is a key component of realising the Council's equality objectives. We have adopted the socio-economic duty and low income is a locally agreed protected characteristic.

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Portfolio: Cllr Duffy

Overview & Scrutiny Area: Corporate

1.0 SUMMARY

1.1 This report provides a progress update on the development and implementation of the Bradford District Anti-Poverty Strategy 2022-2027 (BDAPS). The report:

- Briefly reviews the current national and local picture
- Provides an overview of the work being undertaken across the district to support our poorest and most vulnerable communities through and beyond the cost of living crisis
- Highlights challenges for the Corporate Overview & Scrutiny Committee (CO&SC) to have sight of, and outlines how the BDAPS will move forward over the coming year

1.2 The need to support our most vulnerable citizens through the cost of living crisis has dominated the first year of the strategy. The Council and partners have focussed work on trying to protect the most vulnerable citizens and, where possible, maintain a safety net.

1.3 The report maps out this work. But it also maps out ongoing work aimed at putting in place the conditions for longer term change. For example, the regeneration projects taking place across the district or the work on developing skills.

1.4 Given the focus on protection in response to the impact of the cost of living crisis, the fact that the strategy is only in its first year, combined with issues around data availability, it is too early to present before and after data on its impact on levels of poverty across the district. For example, official poverty statistics are only available for 2021-22. In any case, as section two shows, the impact of the cost of living crisis means that the strategy is swimming against a much stronger tide. In this context, more people could fall into poverty despite the strategy.

1.5 Poverty is an entrenched problem that requires long term action. This is why the BDAPS runs over five years. To fully understand the impact of the strategy on poverty across the district requires a long term evaluation programme.

2.0 BACKGROUND

2.1 The Bradford District Anti-Poverty Strategy 2022-2027 was formally approved by both Council Executive and Wellbeing Board in November 2022.

2.2 It was developed to meet the challenges of the new poverty landscape emerging from the impact of Covid and the cost of living crisis.

2.3 Since its approval, there has been a commitment from a wide range of partners, including the NHS, voluntary, community and faith sector leaders, Incommunities and the wider public sector, to adopt the strategy as a shared approach and to work in partnership to support the households most at risk in the district.

2.4 The Wellbeing Board has overall strategic governance responsibility for the strategy. The Council lead is the strategic director for adult social care. Operational oversight and monitoring of the strategy is the responsibility of the District Anti-

Poverty Coordination Group (DACG). This is a multi-agency partnership involving Council departments, voluntary and community sector (VCS) and wider public sector partners. It also has representatives from Act Early and academic partners. It meets monthly and is chaired by the Council lead.

2.5 The strategy sets out the following vision:

By working together, we want to make sure that Bradford District is a place where everyone, regardless of background, can realise their potential and lead fulfilling and prosperous lives free from the scarring effects of poverty and inequality.

2.6 To realise this vision, the strategy joins up all district-wide work under four goals:

- **Protection:** from the harms of poverty through maximising income, minimising expenditure and providing access to goods, services and opportunities that ensure our poorest citizens can live a decent and secure life.
- **Prevention:** through early intervention and support which helps to build the resources, skills, and capacity our people and communities need to avoid falling into poverty.
- **Pathways:** to help people out of poverty through providing clear pathways that develop the skills, capacities, jobs, and opportunities through which people can prosper. For example, ensuring digital inclusion, developing the skills necessary to progress in the workplace and providing decent, well paid jobs.
- **Participation:** to ensure our poorest citizens can take part in the full social, political, economic, and cultural lives of their communities. This means expanding the public realm – providing goods, services and facilities that ensure all our citizens can participate in their communities.

2.7 Seven themes support us to work toward these goals. The themes are designed to read across to the District Plan and other key district wide strategies, and to reflect different dimensions of poverty and deprivation. The themes are:

- Financial inclusion
- A great start and a great education
- Better skills, good jobs and a growing economy
- Better health, better lives
- Better housing and inclusive and sustainable communities
- Supporting vulnerable groups
- Participation and voice

2.8 An accompanying action plan sets out priorities, programmes and intended outcomes for each of the seven themes. The action plan accompanying the strategy contained 50 programmes, but it was always intended that the plan would change over time.

National context

- 2.9 The UK remains in a cost of living crisis. The crisis has been driven both by higher prices, especially energy, fuel and food, and a real terms fall in incomes.
- 2.10 Inflation rates are now falling. At the time of writing, the CPI inflation rate was 6.7 percent, having peaked at 11.1 percent in October 2022. The Bank of England forecasts the rate to fall to 5 percent by December 2023 and down to 2 percent by the end of 2024. But falling Inflation does not mean prices are falling, only that prices are increasing at a slower rate. It does not mean that people's income is rising or living standards are improving.
- 2.11 Growth in real incomes has lagged inflation over the past couple of years. From April 2021 to April 2023, prices rose on average by 18 percent but earnings only rose by 13 percent and benefits by 14 percent. Living standards have fallen. On average, people have become poorer.
- 2.12 There are now signs average wage increases are rising in real terms but this is driven by rises in wages for those on higher incomes, not by real terms wage rises for those on lower incomes.
- 2.13 Despite falling inflation rates, the economic outlook remains uncertain. Economic inactivity rates remain high and are still higher than they were pre pandemic. The National Institute of Economic and Social Research (NIESR) [quarterly forecast](#) (August 2023) suggests increasing financial vulnerability for households in the bottom half of the income distribution and increases in destitution due to ongoing low growth and stagnant productivity.
- 2.14 Interest rates have risen over the past twenty months from 0.1 percent to 5.25 percent at the time of writing. Rising interest rates are intended to reduce demand in the economy, providing a further break on economic growth. This may well result in a rise in unemployment. Unemployment rates remain low at 4.2 percent as of June 2023. But the rate has risen over the past year from 3.6 percent and may rise further. The rise in interest rates raises the costs of housing for homeowners and renters and increases the cost of borrowing.

Poverty and Impact of the Cost of Living Crisis

- 2.15 Department of Work and Pensions (DWP) statistics from 2021-22 show that nationally 22 percent of people were in relative poverty after housing costs compared to 21 percent in 2020-21 (relative poverty is defined as having an income after housing costs which is below 60 percent of the median income). Due to sampling difficulties, the DWP caution against using these figures in year on year comparisons.
- 2.16 The poverty statistics do not reflect the impact of rising prices over the past year on what people can afford to buy. Poverty is not just about income but also expenditure and the gap between the two. The poorest face effective inflation rates which are higher than the average rate because the poorest spend a greater proportion of their income on essentials such as food, energy and housing. The

Joseph Rowntree Foundation (JRF) estimates that the poorest 10 percent face an inflation rate 3 percent higher than the richest 10 percent.

2.17 Evidence from a wide range of sources such as the Office for National Statistics (ONS), JRF, Institute for Fiscal Studies (IFS), Resolution Foundation, and from services on the ground such as Citizens Advice Bureau (CAB), foodbanks, local authorities and health services show that the cost of living crisis has bitten deep over the past year and continues to bite. This is reflected in a wide range of ways: skipping meals, not heating homes, use of foodbanks, demand for debt advice, increasing debt and reliance on loans and inability to pay household bills. For example, based on its [cost of living survey tracker](#) data from a sample of 4,000 people in May 2023, the JRF argues that nationally:

- 48 percent of low income households – 5.5m people - had to cut down or skip meals, 4m reported going hungry.
- 27 percent - 3.2m people - reported not being able to adequately heat their home over winter.
- 39 percent - 4.5m people - reported being in arrears. 22 percent of low income households had a loan with a loan shark, payday or doorstep lender or pawnshop.
- Nine in 10 households on Universal Credit (UC) are going without essentials such as food, heating, clothes, showers and essential journeys. This is despite the April 2023 benefits uprating and the availability of cost of living payments.

2.18 On current forecasts, it will take a long time for average household incomes to recover from the cost of living crisis. Average real disposable income may not return to its 2022/23 level until 2027/28. Living standards are likely to be below, or only just level with, pre pandemic levels by 2027/28. The Resolution Foundation's September 2023 [Living Standards Outlook](#) estimates a 2 percent fall in income for the lower half of the working age population for 2024-25 and for an additional 300,000 people to fall into absolute poverty next year.

Government Support

2.19 The government introduced a series of support schemes to help people with the cost of living crisis. For example, the Energy Price Guarantee, cost of living payments, and the Household Support Fund (HSF).

- The Energy Price Guarantee scheme ended on 30 June 2023. Energy prices are now set by the Ofgem energy price cap. Because energy costs have come down, the typical bill had fallen to £2074 by summer 2023 from £2500 over the winter of 2022-23. However, this typical bill remained almost twice as high as it was before the impact of the cost of living crisis.
- Cost of living payments will continue throughout the financial year 2023-24, as will the HSF. Through the cost of living payments, those on benefits can receive an extra £900. A further £150 is available for those with a disability and £150-£300 for those entitled to a Winter Fuel Payment.
- While cost of living payments have been maintained for those on benefits, the universal £400 payment has ended. This means that many poor people not

entitled to benefits will now receive no additional help. The cost of living payments criteria creates a cliff edge whereby anyone even just £1 over benefit levels will get no additional help. There are gaps in support and many poor households are not covered by the payments.

- Benefit payments were increased by an inflation based 10.1 percent in April 2023. This rise follows a year in which safety net benefits saw their greatest fall in value since annual uprating began in 1972.
- A range of organisations such as JRF, the Trussell Trust and CAB argue that the social security system fails to provide sufficient income to meet the full cost of basic daily living essentials. The JRF's research suggests that 90 percent of households on UC are going without some basic essentials because the level of benefit is not sufficient. A situation made worse as almost half of households on UC see benefit payments reduced by deductions and caps.

The District Picture

- 2.20 Bradford District has some of the highest poverty and deprivation rates in the country, as shown by the profile which accompanies the BDAPS. As a district we have poorer health, higher unemployment and economic inactivity rates, high benefit claimant rates (68,723 people were on UC in June 2023), lower educational attainment and lower quality housing stock (around 60,000 houses are estimated to lack basic insulation) than most other local authorities. Child poverty rates are particularly high. Based on data for 2021-22 from the Centre for Research in Social Policy at Loughborough University, two in five under 16s across the district live in families in relative poverty after housing costs. ([see here](#)).
- 2.21 The cost of living crisis can only deepen poverty and deprivation. The Centre for Cities cost of living vulnerability index shows Bradford to be one of the most vulnerable local authorities in the country. Our poorest communities face a 3 percent higher inflation rate than average because a much greater proportion of their income is spent on essentials of food and energy. For them it is a struggle to afford the basic essentials of everyday living. According to Centre for Cities, from January 2022-January 2023 the real value of the [median full time wage](#) in Bradford fell by £111.
- 2.22 On the ground, as with last year, our VCS and public service partners continue to report the following:
- Demand at foodbanks is rising and straining the capacity of foodbanks – around 100,000 people have been supported in the past year.
 - Demand for support with fuel top ups and energy bills is increasing.
 - More people in work (the “in work poor”) are using foodbanks.
 - More families are struggling to get by and provide basic essentials.
 - Rents are rising and increasing numbers are struggling to afford housing costs. Latest data suggests there is over a £100 gap between Local Housing Allowance and average rent for one to three bedroom properties and over a £300 gap for four bedroom properties. Housing Options are experiencing their highest ever demand.
 - Debt problems are rising.

- Demand for services is outstripping capacity to meet need.
- 2.23 Our families are continuing to experience real hardship and will for some time to come. At the same time, the capacity of public services, also hit by the cost of living crisis, is being stretched ever thinner. If the JRF statistics on families on UC going without essentials is applied to Bradford, around 45,000 households would be going without a basic essential.

3.0 PROTECTION, PREVENTION, PATHWAYS, PARTICIPATION: BRADFORD DISTRICT'S ANTI-POVERTY STRATEGY AND ACTION PLAN.

Overview

- 3.1 The BDAPS and action plan are living documents. They are designed to change as the poverty landscape changes, new funding opportunities and programmes arise, and existing programmes end or are further developed. Some of the programmes in the action plan have now ended or have been redeveloped. The tables presented at the end of each theme summary reflect this.
- 3.2 Before looking at the strategy work themes individually, a summary of the breadth of work undertaken over the past year developing and delivering the strategy and action plan is presented.
- 3.3 Over the past year, the work of the DACG has:
- Concentrated on protecting our most vulnerable communities through the cost of living crisis. Our aim has been to provide a safety net. Programmes are aimed at mitigating the impact of food and fuel poverty, ensuring access to welfare advice and guidance services, promoting financial inclusion and supporting vulnerable groups. Around a fifth of households have access to one or more of the support programmes on offer. Foodbank and food support programmes have supported over 100,000 people in the past year.
 - Drawn on national funding sources and leveraged in additional monies to sustain our existing work and develop new programmes. Funding from the HSF, NHS, Mayoral Authority, Department for Education and UK Shared Prosperity Fund (UKSPF) has been drawn on in addition to Council resources. The DACG has also continued to develop and build on our partnership working with the VCS and other public sector organisations to maximize our resources, ensure a common approach and draw on a wide range of expertise to help develop our programmes.
 - Managed the ongoing implementation and further development of the action plan which currently has approximately 67 programmes. We have developed our HSF funded crisis support for our most vulnerable citizens. From October 2021 to March 2024, around £27m of HSF money will have been spent to provide emergency cost of living support. We have also built on and further developed the programmes which we know are working well at local level. Some of these have been recognised regionally, nationally and even internationally for their success. Examples here include:

- Foodbank provision and the FoodSavers social pantry project
 - Holiday Activities and Food (HAF) programme
 - Bradford District Credit Union (BDCU) and its financial inclusion work
 - Locality based welfare advice services and the development of our cost of living survival guide
 - The range of projects run by Act Early
- Worked on joining-up anti-poverty work across the district. The seven BDAPS work themes build in wider district strategies and policies. For example: levelling up, skills, health, education, housing, food, transport and culture. The success of the strategy depends on the impact of these wider strategies and policies. If we include monies brought in through City Centre regeneration, Towns Fund, transport redevelopment, City of Culture, UKSPF and hospital building, over £1bn will flow into the district over the next few years. The investment is intended to provide jobs, businesses, infrastructure, economic development, leisure opportunities and cultural growth. If successful, this will create pathways out of poverty, prevent people falling into poverty and help people to participate in the full lives of their communities.
- Closely collaborated with partners such as Act Early and Better Start Bradford. The DACG has external representatives which link our work to wider anti-poverty work and projects, running both at regional and national level, such as Child of the North and Act Early. This work has led to:
 - A collaborative project exploring the feasibility of auto-enrolment for free school meals
 - Collaboration with health partners and CAB to identify areas with low benefit take up to improve take up rates and family income
 - Collaboration with the Royal Society of Arts (RSA) to develop a research project looking at the issues of transition for young people moving from education to work
 - Participation in a three-year research project examining the impact of the benefit cap and two child limit on families, now completed
 - Work with Act Early partners and NHS colleagues to assess the feasibility of developing a pilot universal basic income proposal for young people with mental health problems. The pilot proposal has been requested by Wellbeing Board
 - An evidence base to inform the ongoing child poverty inquiry led by Children’s Overview and Scrutiny Committee
- Integrated the “Bradford Approach” with a developing regional approach to anti-poverty work through providing regional briefings and contributing to policy development at the West Yorkshire Mayoral level. Work with regional officer groups has allowed the DACG to benchmark, share best practice and develop new policy ideas. The Council has worked with the regional Health Inequalities Alliance (HIA) and the BDAPS has been shared through this network. Council officers have worked closely with the Mayoral Authority and supported the Fair Work Charter. Additional funding for welfare advice services and wider cost of living work has been secured through the Mayoral Cost of Living Emergency Fund. Ongoing work with the Mayoral Authority is focusing on securing deeper devolution powers to support key areas such as skills development and

improving transport and housing. Additionally, the DACG has worked closely with a range of academic partners through organisations such as Act Early and our newly established Health Determinants Research Collaborative (HDRC). This work has been aimed at developing an evidence based approach to policy and practice and collaboration on research, policy development, implementation and evaluation.

- 3.4 As a result of the range of activity, there is now an extensive network of interlinked policies and programmes across the district aimed at reducing poverty and inequalities and improving life chances.
- 3.5 But, as the BDAPS makes clear, poverty is an entrenched problem and many of the key drivers are outside of local control. We cannot determine national economic or welfare policy. After a decade of austerity and now the impact of the cost of living crisis, public services face the twin challenges of inflation eating away at available budgets as demands on services rise. Inevitably, this leads to further pressure on services and a short fall in capacity to meet demands.
- 3.6 An easily overlooked but fundamentally important strand of anti-poverty work is raising awareness of the impact of poverty and the cost of living crisis, joining up work across the district in a shared Bradford Approach and advocating for regional and national policy to meet the needs of our district.

WHAT WE ARE DOING ACROSS THE DISTRICT: THE SEVEN WORK THEMES

Theme 1: Financial Inclusion.

We cannot hope to reduce the impact of poverty unless we can maximise the income of our poorest citizens and reduce the costs they face. We want to ensure that we reduce food and fuel poverty, maximise take up of benefits and, where possible, minimise the costs of accessing goods and services essential to living a decent life.

- 3.7 There is a wide range of programmes aimed at reducing food and fuel poverty, ensuring access to welfare advice and guidance services, and supporting vulnerable groups. These programmes are focused on protecting our poorest and most vulnerable citizens.
- 3.8 The overall aim for the past year has been to try and ensure there is a safety net for our most vulnerable citizens by maintaining provision.
- 3.9 A wide range of funding sources have been drawn on and partnership working has helped to maximize resources, ensure a common Bradford approach and draw on a wide range of expertise.
- 3.10 Table 1 provides a summary of the Theme 1 priorities, programmes, progress and outcomes to date. Progress and achievements are highlighted below.

Household Support Fund (HSF)

- 3.11 The Council is continuing to use the HSF to maintain existing programmes and to develop new ones in response to need. As noted above, from October 2022 to April 2024, approximately £27m of support will have been provided to our most vulnerable citizens. A fifth of households are being provided with support, either through direct support with energy bills or support with access to foodbanks/emergency food support. Approximately, 43,500 households received a direct grant to help with fuel bills over winter 2022-23. The payment was £65 per household with an additional £20 for each child. A similar number of households will receive a payment over the winter of 2023-24. HSF funded food provision ensured that up to 40,000 meals were provided over the winter months of 2022-23 and contributed to securing overall foodbank provision. This support will be continued over the winter of 2023-24. The warm spaces /welcoming spaces programme has been developed in the past year as a year round programme. It is open to all who can attend and make use of the spaces and has approximately 185 organisations participating. A range of highly vulnerable groups, such as care leavers, have also been provided with additional emergency support to help protect them during the cost of living crisis. New projects have been developed such as the Child Safe Sleeping project which provides financial support for vulnerable families with newborn and young children. A summary of all the HSF projects is provided in appendix 2.

Welfare Advice, Information and Guidance

- 3.12 The Council has provided a £2m funding package to recommission, reconfigure and secure provision of welfare advice services across the district. Services have now been secured for the next six years. New locality based delivery models are being developed. These are based on local community needs analysis and delivered in partnership with the VCS. The welfare services work in partnership with other Council funded services. Under the new contract terms, outcomes data, such as the amount of benefits successfully claimed, evictions prevented and outcomes of immigration cases dealt with, will be provided. It is also expected that welfare advice providers liaise with their local GPs to get early warning of the needs of people accessing disability benefits and their review dates to avoid people falling out of the benefits system. In the first three months of 2023, 5,600 enquires have been dealt with, 69 percent of these were about benefits.
- 3.13 Additionally, Bradford secured £220k from the West Yorkshire Mayor Cost of Living Emergency Fund announced in October 2022. This has been added to funding for our welfare services, augmenting our provision and helping to meet the huge increase in demand for welfare benefits advice we have been experiencing. This should provide additional capacity to support a minimum of 732 people.

Cost of Living Survival Guide, Public Information Campaign and One Stop Website

- 3.14 Community Action Bradford and District (CABAD), in partnership with health partners and the Council, developed a cost of living support guide and public information campaign for 2022-2023. The guide brought together, in an accessible

booklet and an online portal, sources of funding and support available to help people through the cost of living crisis. This included: advice on how to secure access to cost of living payments; information, advice and guidance on access to services and which services to access for particular needs; practical tips on budgeting, buying and saving; and signposting to sources of support available to help households manage financial crisis and debt.

- 3.15 In the first six months of the guide's release (winter 2022-23) there were over 100k hits on the website and 34k downloads. To date, 95k hard copies of the Bradford cost of living guide booklet have been printed and distributed widely across the district. The booklet and its associated mobile website were adopted by partners across the district and the booklet was short-listed for a Local Government Chronicle national award.

Bradford District Credit Union and Financial Inclusion

- 3.16 Bradford District Credit Union (BDCU) has continued over the past year to maintain and develop membership and a range of support programmes. Currently, it provides financial services for over 9,000 people across the district. Of these, 2,500 members would face total financial exclusion without its support. The credit union, supported by the Council, works with a range of partners to provide several anti-poverty schemes. It runs the Uniform Savers project – a nationally acclaimed project which supports 385 families with saving for school uniforms. An additional £40k from the Mayoral Cost of Living Emergency Fund has been secured to further widen and develop this project. A wider Back to School Loan scheme has also been created which allows loans for school uniform and equipment to a wider range of people. To date 250 families, who otherwise would not be able to get a loan, have been supported through this scheme. The credit union also runs a range of ongoing community campaigns to help people reduce reliance on loan sharks and doorstep lenders, provide people with access to low interest loans, and offer debt and saving support and advice. It also works closely with the FoodSavers programme.
- 3.17 The work of BDCU has been drawn on as a model of good practice both nationally and internationally. It has been nominated for the National Consumer Credit Award.

Benefits Take Up

- 3.18 Detailed data analysis has been conducted to identify areas and groups where benefit take up might be low across the district. It is difficult to be precise about how much benefit is unclaimed, but estimates can be made. If rates of benefit take up are the same in Bradford as estimated nationally, up to £157m may be going unclaimed across the district. The largest gap is in the poorest areas. Working with health partners and the VCS, the Council is drawing on this analysis to adopt a data led approach to ongoing work to increase take up. This work focuses on raising awareness of take up issues across the public sector, the VCs and in communities; promoting understanding of the benefits available to individuals and families; and providing access to information, guidance and local support in communities to help individuals and families navigate the complex system of benefits so they can maximise their income.

Foodbanks and FoodSavers

- 3.19 The foodbank network across the district provides a safety net of emergency food support, both through the foodbanks and through outreach work with highly vulnerable people. In total, over 100,000 people have been supported in the past year. It is estimated that there is capacity to provide 1 million meals. Around 100 VCS organisations are involved in providing forms of emergency food support. As noted above, HSF monies have also been used to support emergency food provision.
- 3.20 The FoodSavers project has expanded and further developed its work over the past year. FoodSavers is a social pantry scheme which aims to reduce dependency on foodbanks and free food provision by combining sustainable low-cost food markets with easy access to BDCU. Over the past year, the project has increased membership from 1,000 to 3,000 members and from 11 to 18 pantries. Members can save up to £1k on their yearly shopping bills. The programme is being rolled out across West Yorkshire and its success has secured funding from Comic Relief. Five additional staff will be employed to support local, regional and national roll out.

Poverty Proofing the School Day

- 3.21 This project aims to reduce the costs of schooling for our poorest communities and is part of the Living Well Schools programme. Fifteen schools are involved. Over the past year, poverty audits have been conducted across schools. York University is conducting analysis of the findings. These will be used to develop a free toolkit and resources to help schools develop best practice. To date work has focussed on addressing issues around school uniforms, school meals, dealing with debt and developing pupil voice.

Warm Homes Healthy People

- 3.22 Over the past year, the expanded Warm Homes Healthy People (WHHP) service has dealt with 2008 referrals. An increase of 1,263 people supported since 2021-22. The number of clients offered fuel and water debt support increased from 24 to 228 over the same period. The WHHP service is commissioned by the Council and the local NHS to address fuel poverty. It is based on evidence-based guidance on reducing cold-related ill-health and excess deaths in winter and addressing excess heat in the summer. Referrals are triaged to prioritise households without heat and households where someone is at high risk from excess cold or heat. The service provides free independent energy advice for households in the Bradford District area, supporting households to access available grants and benefits, to conserve energy and switch tariff when this can reduce bills, and reduce the likelihood of damp and mould. The service can provide emergency heating. For 2022-23, the service has been able to provide heating repairs, servicing and a small number of heating replacements. Investment of additional funding from the national NHS Fuel Poverty Scheme, the DWP and Household Support Fund in 2022-23 has enabled the service to meet the much higher level of demand during the current cost of living crisis. The service also provides online training to raise awareness of fuel poverty, energy conservation and the support available, amongst health and care

professionals and community organisations, and attends community events to raise public awareness of the service.

Table 1, Theme 1: Financial Inclusion

Priorities	Programmes	Progress and Outcomes 2022-2023
Food and fuel Poverty	<ul style="list-style-type: none"> • Foodbank provision • VCS vulnerable groups • Food Savers Network • Warm Spaces/Welcoming Spaces • Warm Homes Healthy People • Household Energy Efficiency • Direct Payments • Fuel Payment Scheme Fuel Support Team (Note: HSF funding has been drawn on to support these programmes) 	<ul style="list-style-type: none"> • Foodbank provision sustained across the district. Storehouse funded to help ensure over 100,000 people supported. Approximately 1m meals can be provided through the Foodbank network • 100 VCS organisations working directly with the most vulnerable households to provide direct emergency support. For example, foodbanks supported to provide emergency food hampers over Christmas and half term holidays to the most vulnerable families • Approximately 43,500 households provided with £65 plus additional £20 for each child for winter 2022-23. Payments will also be provided over winter 2023/24 • Warm Spaces (winter), Welcoming Spaces (summer) programme established with over 185 providers including libraries, community centres, church halls, sports clubs and other places. Totally free, open to all who can attend • WHHP service has expanded with additional funding provided from NHS and HSF. Over the past year, an additional 1,263 referrals have been taken and an additional 224 people provided with fuel and water debt support • Fuel Support Team services secured for next six years • Fuel Payments Scheme maintained, offering help to the most financially vulnerable families. People on prepayment meters can receive £80 twice per year • FoodSavers expanded from 1,000 to 3,000 members and from 11 to 18 pantries. Members can save up to £1,000 on yearly shopping. The programme is being rolled out across West Yorkshire and nationally. Funding secured from Comic Relief and five additional staff employed
Provision of welfare advice and guidance	<ul style="list-style-type: none"> • Locality based welfare advice services • Cost of Living Survival Guide and online portal 	<ul style="list-style-type: none"> • Invested in provision of four district hubs and one service aimed at those with complex and/or long-term health conditions. Services guaranteed for the next six years • Ongoing development of a locality model of working and joining up of welfare advice services/ providers through closer collaborative working and local needs planning. This includes developing new digital options and joint working between the Council's Customer Services and Libraries Services to expand access • Capacity to support over 12,000 of our most vulnerable citizens. In the first three months of 2023, 5,600 enquires dealt with. • Secured £219k from West Yorkshire Combined Authority (WYCA) Emergency Fund for VCS welfare advice

		<p>support. Aims to support a minimum of 732 people over the coming year</p> <ul style="list-style-type: none"> • Cost of living survival guide and one stop website developed (nationally recognised). Over 100k hits, 34k downloads and 95k hard copy booklets over the past year. https://www.bradford.gov.uk/benefits/general-benefits-information/help-with-cost-of-living/
Maximising household income and minimising costs	<ul style="list-style-type: none"> • Bradford Credit Union (BDCU) • Council Tax Relief • Assisted Purchases Scheme • West Yorkshire Mayoral Cost of Living Emergency Fund 	<ul style="list-style-type: none"> • The Council has maintained funding of the Financial Inclusion Officer post to lead and manage the BDCU programme and coordinates financial inclusion programmes across the district • BDCU actively supports 9,000 members and a range of programmes including Uniform Savers, Back to School Loans Scheme, FoodSavers and financial inclusion campaigns. 350 families have been supported through the Uniform Savers scheme and 250 (to date) through the Back to School Loan Scheme • Circa 44,000 households receive means tested Council Tax Relief (CTR). A working group has been established to review CTR support • Secured £430k from The West Yorkshire Mayoral Cost of Living Emergency Fund. This is being distributed to VCS organisations through Area Committees to meet local need. It is also being used to fund the Credit Union Family Loans Project and to extend the Uniform Savers Scheme
District wide financial inclusion strategy	<ul style="list-style-type: none"> • Bradford District Anti-Poverty Strategy • Benefit take up review 	<ul style="list-style-type: none"> • The district wide approach is now driven by the BDAPS 4Ps. The financial inclusion officer post leads and manages the BDCU programme; coordinates financial inclusion programmes across the district and works with partners to develop a range of financial inclusion programmes and campaigns • Review in progress and district profiling completed. This is informing a data led approach to ongoing work to ensure those entitled secure their benefits

Theme 2: A Great Start, A Great Education

We want to ensure all our children and young people grow up in families free from the scarring effects of poverty on life chances and to ensure they can make successful transitions into adult life. This means ensuring all children get a good start in life through high quality early years care and providing pathways into good, well paid jobs and further and higher education.

- 3.23 The strategy recognises the challenges to giving all our children the best start in life. In Bradford, two in five of our children grow up in relative poverty and this fundamentally affects their life chances, from how well they will do in school to how long they will live. As the BDAPS demonstrates, there is a close link between poverty, early childhood development and subsequent educational attainment.
- 3.24 Almost a third of our school pupils are eligible for free school meals (approximately 30,000). National research shows that, on average, children on free school meals are around 18 months behind their better off peers by the age of 16. The challenges we face are great.
- 3.25 But there are world leading policy and research programmes such as Born in Bradford, Act Early and Better Start Bradford running across the district. Our public services and VCS deliver nationally recognised programmes such as Living Well and our HAF programme. These programmes are making a real difference to the lives of children and their families in our communities.
- 3.26 Table 2 provides a summary of the Theme 2 priorities, programmes, progress and outcomes to date. Note that the action plan accompanying the strategy originally contained a five year Raising Attainment Strategy. This strategy has not gone forward, instead there is now a renewed focus on improving attendance and ensuring digital access. The 0-5 universal early years outcome offer in the original action plan is now a broader Prevention and Early Years Strategy.
- 3.27 Progress and achievements are highlighted below.

Prevention and Early Help Strategy

- 3.28 This prevention and early help strategy is now based around a newly reconfigured family hubs locality based service. This aims to provide families with the support, advice and guidance to help ensure children thrive and develop from birth through the critical early years of child development and on into adolescence.
- 3.29 The hubs bring services together to work with families from 0 to 19 years, and up to age 24 years for some young people with needs arising from Special Educational Needs and Disabilities (SEND), to deliver an integrated local offer. More detail on this can be found in the section on Theme 4.

Act Early and Living Well Schools

- 3.30 Part of the wider Act Early programme, Living Well Schools aims to transform the health and wellbeing of pupils to achieve better educational outcomes and live

happier, healthier more fulfilling lives. It focuses on three core strands: improving physical health, improving social and emotional health, and reducing classroom inequalities. A wide range of projects have been developed to improve the health and opportunities for children living in areas with high levels of child poverty. These include initiatives such as Glasses for Classes, the Digital Makers Programme and the Poverty Proofing the School Day pilot programme. Ongoing implementation and evaluation of these programmes is developing the evidence base for finding out what works and further developing policy and practice.

Reducing the Educational Attainment Gap and Ensuring No Child is Left Behind

- 3.31 Over the past year, resources have been directed to two priorities. First, reducing persistent absence, including providing specialist support for children and young people with SEND. Second, providing access to devices and the internet through capital funding in Digital Inclusion for Disadvantaged Children & Young People. The pandemic demonstrated the importance of digital access to children's learning and the ways in which a lack of access disadvantaged our poorest children.
- 3.32 Work on reducing persistent school absence has been reconfigured. A persistent Absence Reduction Team works across the localities and works in partnership with the family hubs and other support teams. Initially this way of working was piloted with 30 schools. Out of 169 children, the average child's annual attendance rate has increased by five percent, 114 out of 169 children recording improved attendance as an outcome of the pilot. The aim is to ensure every school in Bradford has a similar level of support from September 2023.
- 3.33 From September 2023, Children's Overview and Scrutiny Committee will be reconvening their inquiry into child poverty to better understand the impact of child poverty on life chances and review how services at local level can work better together to reduce this impact.

Children and Young People's Strategy and Child Friendly Bradford District

- 3.34 A new Children and Young People's Strategy is being finalised which will set the framework for all our work with children and young people going forward. One of the priorities for the strategy is education. The strategy also sets the context for our work around Child Friendly Bradford District, our approach to taking a more children's right based approach to decision making where children and young people are given more voice and influence. Through this approach, children and young people, and their right to be heard, will be at the heart of our decision making and all that we do. A key part of this will be overcoming the barriers child poverty creates and which prevent children realising their potential and participating in the full life of their communities.

Holiday Activities and Food Programme (HAF)

- 3.35 Our HAF programme continues its successful implementation. Now in its third of four years, the programme (worth approximately £2.9m per year) provides a wide range of holiday activities and sports programmes, free meals and access to

information, advice and guidance for children and their parents. In total, over 25,000 of our poorest children and their families benefit from this programme. The programme for 2023 has seen:

- Approximately 5,500 children engaged in the Easter 2023 programme - a similar number will be engaged in the Christmas 2023 programme
- A comprehensive summer programme with 130 clubs delivering provision with over 4,000 activities on offer ranging from sports, arts, music, nature, educational and much more
- Over 14,000 children engaged in the Summer 2023 programme

Table 2, Theme 2: A Great Start, Great Education

Priorities	Programmes	Progress and Outcomes
High quality early years service for all	<ul style="list-style-type: none"> • 0-5 Early Years Programme 	<ul style="list-style-type: none"> • The 0-5 programme has been restructured and merged with the district wide Prevention and Early Help Strategy 2022-25
Prevention and Early Help	<ul style="list-style-type: none"> • District wide strategy for 2022-25 based on the relaunch of locality based Family Hubs 	<ul style="list-style-type: none"> • Relaunch of four locality based Family Hubs Completed with linked sites and some co-located services • Completed sign up for the Start for Life programme (see Table 4, Theme 4) • A Family Hub Practice Lead and a Healthy Relationships/Reducing Parental Conflict Practice Lead have been recruited • Adoption of Nothing About Us Without Us co-production strategy
Reduce the educational attainment gap and ensure no child is left behind	<ul style="list-style-type: none"> • Educational Attainment Strategy • Living Well Schools focus on reducing classroom inequalities • Holiday Activities and Food Programme (HAF) • Child poverty inquiry 	<ul style="list-style-type: none"> • Original plan for 5-year educational attainment ended. The focus is now on reducing persistent absence, including providing specialist support for children and young people with SEND and, through capital funding in Digital Inclusion for Disadvantaged Children & Young People, providing access to devices and the internet • Act Early and Living Well Schools programme is running over 50 projects aimed at improving children's health and reducing educational inequalities • Highly successful HAF programme continues (funded by Department for Education until 2025). Approximately 5,500 children engaged in Easter 2023 programme (and a similar amount to be engaged over Christmas 2023) and 14,000 children engaged in Summer 2023 programme. 130 clubs delivered HAF provision during Summer 2023 with 4,000 activities being delivered ranging from sports, arts, music, nature, educational and much more • Established a district wide inquiry investigating impact of child poverty and ways in which services, VCS and communities can work together to reduce impact of child poverty on life chances. One of the areas of exploration is educational inequality and achievement
Poverty Proofing the School Day	<ul style="list-style-type: none"> • Living Well Poverty Proofing the School Day Programme • Free School Meals auto-enrolment 	<ul style="list-style-type: none"> • Fifteen schools involved. Poverty audits are being conducted and a toolkit developed to reduce costs to families of schooling and barriers to learning. Work with Action for Sports also incorporated into the poverty proofing programme • Uniform Savers scheme expanded with additional £40,000 funding and a Back to School loan scheme introduced by BDCU • Free School Meals auto-enrolment feasibility study being conducted with academic and local authority partners.

	feasibility study	
Becoming a Child Friendly City	<ul style="list-style-type: none"> • Children and Young People's Strategy • Development of Child Friendly District 	<ul style="list-style-type: none"> • A new Children and Young People's Strategy has been developed with education being one of the priorities • The Child Friendly District lead is working on developing the district as a child friendly district which promotes and protects children's rights. A key part of this will be overcoming the barriers child poverty creates which prevent children realising their potential and participating in the full life of their communities

Theme 3: Better Skills, Good Jobs and a Growing Economy

Work should provide a progression route out of poverty but too many of our citizens are trapped in low paid and low skilled jobs. For all our adults in work, we want to ensure access to well paid jobs, with clear progression routes, and the training opportunities to allow progression in the work place.

- 3.36 To prevent people falling into poverty and provide pathways out of poverty, work is key. However, research shows that it is not just having a job that matters but having a good job: a job which pays well, offers sufficient hours of work, a degree of security, decent progression routes and decent working conditions. Too many people in low paid, part-time, insecure, low skilled jobs get trapped in poverty.
- 3.37 The district's economic strategy, levelling up programme and training and skills provision sets the framework for anti-poverty work in Theme 3. Over the next few years, around £1bn will be invested in the district through regeneration, culture and transport schemes. This has the potential to be transformative for Bradford.
- 3.38 Table 3 provides a summary of the Theme 3 priorities, programmes, progress and outcomes to date. Progress and achievements are highlighted below.

Kickstart

- 3.39 The Council ran one of the most successful Kickstart programmes in the country with over 800 people on placements which ended in October 2022. Of this 800, 60 percent (480) young people went on to get jobs.

Integrated Employment Support, Careers and Technical Education Offer

- 3.40 In partnership with education and employment partners, the Council continues to develop the successful integrated careers and technical education offer. This is delivered through SkillsHouse. To date more than 45,000 adults have been supported into education and training since August 2020 and, in the academic year 2022/23, over 9,000 residents of all ages accessed information, advice and guidance support. The careers and technical education approach for young people is also delivered through SkillsHouse. In 2022-23, just over 7,068 young people (age 16-18) were supported to participate in education and training, and 16,000 accessed sector specific career pathway education. Additionally, from January

2023, the delivery of the national Multiply programme commenced. This programme, part of the UK Shared Prosperity Fund (UKSPF), is worth £300k. It aims to improve adult numeracy through community based working and includes support with budgeting. In year one (to the end of March 2023), the Council supported 330 people. For years two (the current financial year) and three (2024/25 financial year) there will be a mix of direct delivery and commissioned VCS provision.

Levelling Up, Regeneration and Economic Strategy

- 3.41 Over £80m has been secured for city centre regeneration and transport infrastructure improvement and £59m Towns Fund money is being invested to regenerate Keighley and Shipley town centres. Working with the Mayoral Authority, the Council and partners will also be drawing on a portfolio of major transport schemes, worth in the region of £250m over the next three years. If successful this will bring jobs, improved transport links and economic development.
- 3.42 Bradford has received £7.5m from the UKSPF Fund via West Yorkshire Combined Authority to support: culture, ongoing regeneration, and local communities to meet their needs. The funding will be used to: support local groups and communities to address poverty and tackle inequalities; invest in the Voluntary, Community, Social Enterprise Sector (VCSE); build on the success of securing the City of Culture 2025 title; and support our towns to thrive.
- 3.43 The primary goal of the funding through UKSPF is to build pride in place and increase life chances across the UK. The Council has already provided £50k of grants to local cultural and creative projects, part of a total of £100k, with the second grant phase currently under way. Through UKSPF, funding has been secured to provide local small businesses in Keighley with grants to accelerate business growth and stimulate new jobs.
- 3.44 All the regeneration and skills programmes sit within an economic strategy which is in the process of being updated and renewed. The strategy will build on and join up with the Mayoral Authority strategy and new devolution powers.
- 3.45 The new economic strategy will be fundamental to the success of the anti-poverty strategy. This is because the economic strategy can help generate the jobs, growth and opportunities which will build pathways out of poverty and prevent people falling into poverty in the longer term.

Table 3, Theme 3 Better Skills, Good Jobs and a Growing Economy

Priorities	Programmes	Progress and Outcomes
Job experience programmes	• Kickstart	• Programme successfully ended in October 2022. Over 800 Kickstart placements – one of the highest rates in the country. 60 percent of participants subsequently got jobs
	• LCEP	• Pilot programme started with 15 Care Leavers
Integrate careers and technical education vocational offer	• SkillsHouse	• To date 45,000 adults enrolled on education or training • £300k for the implementation of the Multiply programme which aims to improve adult numeracy. The programme will run until the end of 2025. To date over 330 people have been supported
High quality careers information, advice and guidance	• Integrated careers service offer	• In the last year, over 9,000 adults have been provided with careers advice and guidance and 7,088 young people. 16,000 young people supported with sector specific careers advice
Levelling up and regeneration	• Range of regeneration programmes funded through a range of sources e.g. Towns Fund, UKSPF	• A range of programmes are being implemented such as One City Park, Darley St Market, renovation of the Alhambra, Towns Fund for Keighley and Shipley. These aim to create jobs, bring investment and new businesses, regenerate the city centre, Keighley and Shipley, and grow the district economy. For example, Darly St Market will create 400 new jobs and deliver an economic benefit of £32m over a 10-year period
Affordable, clean and accessible transport	• Range of transport infrastructure projects • Devolution “Trailblazer” deal	• Secured a portfolio of major transport schemes worth in the region of £250m over the next three years which will bring jobs, improved transport links and economic development • Working with Mayoral authority to negotiate with Government for “trailblazer deal” devolution powers
Sustainable, clean and inclusive economy	• Economic Strategy	• The district’s economic strategy is currently being renewed. This will set the frame and aim to create the conditions for preventing people falling into poverty and providing pathways out of poverty • A key part of this strategy will be developing good jobs and supporting the foundational economy

Theme 4: Better Health, Better Lives

The poorest in our community die earlier, they spend more years in ill health and are least likely to have access to services. If we want all our citizens to enjoy the prospect of safe, long, happy and fruitful lives then we must tackle health poverty and inequalities.

3.46 As the DBAPS makes clear, poor health can be both a cause and consequence of poverty. People with chronic illness and disability are at far more risk of poverty, face greater barriers escaping poverty and face

additional costs in daily living. Research shows that an increase in average net annual income of £1k in an area is associated with a 3.6 months increase in life expectancy for both men and women ([Health Foundation](#))

- 3.47 A range of programmes in Theme 4 are world leading and generating an evidence base on what works best in reducing poverty and health inequalities. This work will be further developed by the Health Determinants Research Collaboration.
- 3.48 Table 4 provides a summary of the Theme 4 priorities, programmes, progress and outcomes to date. Progress and achievements are highlighted below.

Act Early

- 3.49 The Act Early programme focuses its work on three themes: healthy livelihoods, healthy learning, healthy places. Across these three themes, Act Early continues to develop policies and programmes and provide research and evidence on what works to tackle inequality and disadvantage. The health learning programmes were commented on earlier in Theme 3. More widely, the healthy livelihoods and healthy places themes aim to ensure our children have the best start in life and that life expectancy and healthy life expectancy inequalities through the life course are reduced. Among the wide range of projects currently running are programmes aimed at developing physical activity and play activities for young people and programmes to reduce childhood obesity and improve overall health.

Better Start Bradford

- 3.50 This programme is now in its eighth year. It aims to give children the best start in life in terms of their health, wellbeing and life-chances by improving children's diet and nutrition; improving children's speech, language and communication skills; and improving children's social and emotional development.
- 3.51 In the past year work has focussed on:
- Jointly commissioning the Early Years Alliance to develop and support Play and Learn provision across the district. The Better Start Early Years team have supported the development and piloting of a quality toolkit to provide a framework for volunteers and practitioners delivering Play and Learn opportunities to families.
 - Expanding the Little Minds Matter (Infant Mental Health Service), Personalised Midwifery and Doula projects to additional disadvantaged wards in central Bradford through investment of Reducing Inequalities in Communities (RiC) CCG funding.
 - Working alongside Bradford Council and its health partners to develop the Bradford Start for Life, exploring how the learning and best practice developed within the programme can shape the offer, and whether Better Start projects can be mainstreamed across the district.

Family Hubs and Welfare Advice Services

- 3.52 Family Hubs are the central plank of the Prevention and Early Help Strategy (highlighted in Theme 3). Family hubs should be seen as an umbrella term which describes the collection of services working in a locality, including more targeted services deployed alongside other services to support the needs of children and families.
- 3.53 In the past year, funding of £5.8m has been secured for the Start for Life programme. The programme focuses on services for pre-birth to two years, providing essential support that any new family might need: midwifery, health visiting, mental health support, infant-feeding advice and specialist breastfeeding support, parenting support, safeguarding and services relating to SEND.
- 3.54 A Programme Team is in place with cross partner working groups including the Children and Family Trust, health and VCS organisations.
- 3.55 The hubs also house a range of welfare advice and support services (see Theme 1) which help to support people's mental and physical health and ensure they can access the benefits, services, advice and guidance they may need to support themselves and their families. They are also part of, and extend further, our community based provision of welfare advice services.

Health Determinants Research Collaboration

- 3.56 The Council and partners were successful in a £5m bid to set up a Health Determinants Research Collaboration (HDRC). The HDRC is now established. Over the next five years, the HDRC will help to generate the evidence base underpinning the development of locally based programmes by helping us understand what works best, for whom and in what contexts to improve health and wellbeing for our poorest citizens. The goal is to help overcome the widespread inequalities that exist in life and healthy life expectancy between our most and least deprived communities.

Reducing Inequalities in Communities

- 3.57 This five-year programme started in 2019 and currently has 21 projects running which aim to close the health gap for central Bradford communities affected by poverty. Projects recognise the impact of poverty and other determinants of health, aiming to reduce health risks and improve access to care from pre-conception until later life. This year work is focused on evaluating the projects so that successful elements can be implemented in other areas.
- 3.58 The programme includes a Welfare Benefits Advice Service that operates through trusted organisations to improve the financial position of people in marginalised communities and those with physical and mental health conditions. Between July 2020 and March 2023 4,088 people (14 percent above expectation) received support from this service with 1,699 people receiving support on complex issues. Twenty-six percent of cases related to

Personal Independence Payments and 10 percent to Universal Credit. Where a client received a financial benefit, the average amount was £603.05.

3.59 The Young People’s Social Prescribing project has supported 175 young people in areas affected by poverty (from 341 referrals) to be empowered, safe, emotionally, and physically well, and to develop positive relationships and essential skills. It has provided holistic assessments, 1:1 sessions, social groups and onward signposting, aiming to intervene early and avoid entrenched, complex issues which could affect health and financial security throughout adult life. The young people involved said that they were less lonely and had better relationships, were more connected to their communities and felt more motivated.

Reducing Health Inequalities Alliance

3.60 This alliance has been set up to promote work to reduce health inequalities across the Bradford District and Craven health care area. It brings together a range of partners from across the district and aims to develop a shared vision on reducing inequalities, develop the skills and capacities of services, share best practice and develop new programmes of work.

3.61 The Reducing Inequalities Alliance supports Core20PLUS5, NHS England’s approach to reducing health inequalities. This approach aims to improve health for people in the localities most affected by poverty by preventing ill health and mitigating risk, improving access to care, and joining up community services. The workstream focuses on five key clinical areas (maternity, severe mental illness, chronic respiratory disease, cancer, and high blood pressure), with smoking cessation as an overarching priority. To develop this approach locally, the Reducing Inequalities Alliance is working with Community Partnerships, who have defined their priorities and are designing interventions.

Table 4, Theme 4: Better Health, Better Lives

Priorities	Programmes	Progress and Outcomes
Providing the best start in life	<ul style="list-style-type: none"> • Act Early 	<ul style="list-style-type: none"> • Ongoing development of the programmes • Evaluation of existing programmes resulting in widespread roll out e.g. glasses in classes • New policy ideas being generated and lobbied for e.g. basic income for young people with mental health problems
	<ul style="list-style-type: none"> • Better Start Bradford 	<ul style="list-style-type: none"> • Jointly commissioning the Early Years Alliance to develop and support Play and Learn provision across the district. Expansion of Little Minds Matter (Infant Mental Health Service) • Personalised Midwifery and Doula projects through investment of Reducing Inequalities in Communities CCG funding • Using Better Start Bradford expertise to apply for Start for Life Trailblazer status for Perinatal Mental Health & Parent Infant Relationships and Infant Feeding to bring additional investment to the district

	<ul style="list-style-type: none"> • Healthy Start 	<ul style="list-style-type: none"> • Focus on increasing take up of this Government funded programme which provides food and milk for children aged 0-4. Take up has increased by 5 percent over the past year
	<ul style="list-style-type: none"> • Family Hubs Start for Life 	<ul style="list-style-type: none"> • Completed plans for re-energising and re-launching the four main Hubs with linked sites and some co-located services • Sign up for the Start for Life programme completed, focusing on services for pre-birth to two years and essential support that any new family might need: midwifery, health visiting, mental health support, infant-feeding advice and specialist breastfeeding support, parenting support, safeguarding and services relating to SEND • Family Hub Practice Lead and a Healthy Relationships, Reducing Parental Conflict Practice Lead recruited • Start for Life Trailblazer status for Perinatal Mental Health & Parent Infant Relationships and Infant Feeding submitted • Adopted the 'Nothing About Us Without Us' co-production strategy
Development of Community health/welfare hubs	<ul style="list-style-type: none"> • Community Hubs 	<ul style="list-style-type: none"> • Joined up with broader welfare advice locality based model of working and five hubs supported by the Council • The Redressing Inequalities in Cities fund provided funding to support welfare advice in GP surgeries • Public Health funded new IT hardware and software costs among Council funded welfare advice providers and pump-primed the district wide Community Advice Network to develop our joined-up working
Evidence based policy to tackle health inequalities	<ul style="list-style-type: none"> • Establish a Health Determinants Research Collaboration 	<ul style="list-style-type: none"> • HDRC funding secured (£5m) • HDRC Director and Team appointed • Action plan developed and work progressing on five themes
Adopting population health and social determinants model of health provision	<ul style="list-style-type: none"> • Focus on social determinants of health and reducing inequalities 	<ul style="list-style-type: none"> • Adoption of a social determinants model to drive developments in health policy and practice across the district • Reducing Inequalities in Communities projects to reduce inequalities in health risks and access to health care • Creation of Reducing Health Inequalities Alliance. The alliance aims to support and coordinate collective action to reduce inequalities in Bradford District and Craven
Core20PLUS5	<ul style="list-style-type: none"> • Health-focused projects to reduce inequalities 	<ul style="list-style-type: none"> • Developing hyperlocal interventions to improve health and empower people to reach their personal, social and economic potential in the communities most affected by poverty

Theme 5: Better Housing, Inclusive and Sustainable Communities

We want all our citizens to feel safe and nurtured in their communities, where decent homes and accessible services are provided, where cultural diversity is celebrated and where everyone can participate and play an active role in their community.

- 3.62 Access to affordable, decent housing is key to reducing poverty and improving health outcomes. For example, at least 60,000 homes lack the most basic insulation. If insulation could be improved, this would not only help families save money but also improve health and quality of life.
- 3.63 Safe communities, with good transport, green spaces, play areas and accessible local services improve health and wellbeing, but the poorest in our district are least likely to live in these kinds of places.
- 3.64 Table 5 provides a summary of the Theme 5 priorities, programmes, progress and outcomes to date. Progress and achievements are highlighted below.

A Place to Call Home, A Place to Thrive

- 3.65 The district housing strategy sets out a range of programmes to increase housing quality, provide affordable homes, support vulnerable groups and reduce overcrowding and homelessness. In 2022-23, 143 affordable homes were built compared to 149 in 2021-22. Responsibility for affordable homes has now been devolved to the West Yorkshire Combined Authority.
- 3.66 There is a new policy focus on leading the way in strengthening policy and guidance on housing, streets and neighbourhood design to create liveable spaces that enable healthy lives. The ambition is to develop a number of active neighbourhoods where communities can live within easy walking distance of where they work, learn and play.
- 3.67 The Regeneration & Environment Scrutiny Committee is conducting a review of the Private Rented Sector across Bradford and the different ways of managing and improving the quality of housing provision.
- 3.68 There is also a range of programmes which support specific vulnerable groups. These are highlighted in Theme 6.

Cultural, Digital and Social Inclusion

- 3.69 Bradford will be the UK City of Culture in 2025 and as part of this there is an ambitious strategy, Culture is Our Plan, to develop a wide range of cultural, artistic and heritage activities and events. The plan creates up to 3,000 local jobs. It also has ambitious targets to give 250,000 people in the district's most deprived wards the opportunity to get involved with arts, culture and heritage activities and to ensure that 50 percent of the workforce is from underrepresented backgrounds. The completed digital inclusion strategy is now being rolled out across the district.

Locality Working

- 3.70 Locality working that recognises one size does not fit all, is now becoming embedded across our five Area Committee areas. The vision is to build safe, strong and active localities, where citizens and local leaders are empowered to work alongside public agencies and partners, to address local needs and issues and improve citizens' health and wellbeing.

3.71 Organisations within the localities are now working towards providing dedicated resources in each locality by joining up thinking, collaboration, service design and delivery to tackle local issues. Partners have also deployed the following additional resources to support the initiative: ten additional police officers working in localities, four Public Health Community Health Development Workers, five Act as One Locality Development Roles working in community partnerships, and five Community Implementers through the Reducing Inequalities Alliance.

Table 5, Theme 5: Better Housing, Inclusive and Sustainable Communities

Priorities	Programmes	Progress and Outcomes
Decent housing for all	<ul style="list-style-type: none"> • A Place to Call Home, A Place to Thrive 	<ul style="list-style-type: none"> • Ongoing implementation of district wide housing strategy: A Place to Call Home, A Place to Thrive. 143 affordable homes were built in 2022-23. 5,000 people received LHA • A new policy focus on leading the way in strengthening policy and guidance on housing, streets and neighbourhood design to create liveable spaces that enable healthy lives. The ambition is to develop a number of active neighbourhoods where communities can live within easy walking distance of where they work, learn and play • The Regeneration & Environment Scrutiny Committee are conducting a review of the Private Rented Sector across Bradford and the different ways of managing and improving the quality of housing provision
Cultural and Social Inclusion	<ul style="list-style-type: none"> • Culture is Our Plan Engagement Strategy 	<ul style="list-style-type: none"> • A new engagement strategy is being developed which will review how all our communities can access, participate in and benefit from the cultural and social opportunities being made available • Target set to give 250,000 people in the district's most deprived wards the opportunity to get involved with arts, culture and heritage activities
Digital Inclusion	<ul style="list-style-type: none"> • Digital Inclusion Strategy 	<ul style="list-style-type: none"> • Digital inclusion strategy developed and now being rolled out across the district
Locality Working	<ul style="list-style-type: none"> • Area based teams 	<ul style="list-style-type: none"> • Organisations within localities are now working towards providing dedicated resources in each locality by joining up thinking, collaboration, and service design and delivering to tackle local issues • Partners have also deployed the following additional resources to support the initiative: ten additional police officers working in localities, four Public Health Community Health Development Workers, five Act as One Locality Development Roles working into community partnerships, five Community Implementers through the Reducing Inequalities Alliance

Theme 6: Support for Vulnerable Groups

We want to ensure that our most vulnerable and marginalised citizens are protected from harm and that they and their families are provided with the services and support to enable them to secure their rights to maximise their potential to the fullest.

- 3.72 The BDAPS points out that we can all be at risk of being in poverty; any one of us can suddenly have our lives turned up-side down by illness or injury, loss of a job or break up of a family. But some groups are much more at risk than others and need additional support. Highly vulnerable groups, such as people with disability or mental health problems, children in care, people with drug and alcohol problems and those who are homeless, are at much greater risk.
- 3.73 Table 6 provides a summary of the Theme 6 Support for Vulnerable Groups priorities, programmes, progress and outcomes to date. Progress and achievements for some of the programmes are highlighted below.

Provision of Mental Health Services

- 3.74 There is a range of programmes being run by a variety of services covering children and young people, working age adults, and older adults across a range of settings. Programmes for early years continue to be developed. There are mental health advisers in schools, community mental health champions and a mental health campaign is running aimed at people living in the most deprived areas and most vulnerable communities. A working group has been established to prepare a pilot proposal for a Universal Basic Income for young people with mental health difficulties.
- 3.75 The programmes are part of an overall 10 year mental health strategy for the district – Better lives, brighter futures. One of the fundamental aims of the strategy is to reduce inequalities.

Support for Children and Young People in Care

- 3.76 This is a priority area and covered in the new Children and Young People's Strategy. HSF funding has been drawn on to provide additional support for young people in care and those leaving care. Council Tax exemptions are provided for young care leavers and a pilot skills programme has been developed tailored to young people leaving care.

Adult Services: Into Employment Programme

- 3.77 This programme aims to support young disabled adults to gain skills and experience in the world of work. The programme started in September 2022, with a fully paid bursary and two-days on placement each week (term time only). The School of Rock and Media (SORM) offers qualifications and support for the other three days and will support employers. To date there have been two cohorts of young adults on the programme. From the first cohort of eight young adults, two secured permanent jobs with the Council, with another also expected to secure

Council paid employment. The remaining five have gone on to higher vocational Further Education courses in college, including a film/TV production arts course and an engineering access degree course. For the second cohort, so far three placements have been offered in the VCS and four in the statutory sector.

Support for Those at Risk of Homelessness or Homeless

3.78 A range of housing support programmes are currently running to support those at risk of homelessness and those who are homeless. There was a 70.6 percent success rate in preventing homelessness for 2022-23 (1,586 preventions). This compares to 52.8 percent success rate for England as a whole. The range of programmes currently running are:

- Discretionary Housing Payments: payments to help UC or Housing Benefit claimants with rent/housing costs
- Private Sector Lettings Scheme: a package of financial incentives to private landlords including Rent In Advance, damage liability, and 3 months tenancy sustainment support for housing homeless clients
- Housing First scheme: a package of landlord incentives to landlords who take our clients with complex need together with a high level of support for as long as needed
- Vulnerable Renters Support: a contribution to paying off/reducing arrears to tenants at risk of becoming homeless
- Homeless Prevention Fund: a small payment to clients to prevent homelessness and to sustain tenancies; for example, bedding and furnishings

Local Supported Employment Initiative

3.79 This is a DWP funded programme (£350,000) which aims to support up to 100 adults with learning disabilities, autism or both to move into competitive employment and provide the help they need to maintain that employment. The programme was established in November 2022 and will run until 2025.

Table 6, Theme Six: Support for Vulnerable Groups

	Programmes	Progress and Outcomes
Mental health services	<ul style="list-style-type: none"> • Mental health service development • Universal Basic Income Pilot (UBI) 	<ul style="list-style-type: none"> • 10 year mental health strategy for the district – Better lives, brighter futures. One of aims is to reduce health inequalities. • UBI working group established to explore feasibility and develop a pilot proposal for a UBI for young people with mental health issues
Homelessness/housing support	<ul style="list-style-type: none"> • Discretionary Housing Payments (DHPs) 	<ul style="list-style-type: none"> • DHPs continue to be allocated according to policy and funding is always spent fully every year. The aim is to prevent debt arrears and risk of homelessness
	<ul style="list-style-type: none"> • Private sector Letting Scheme • Housing First Scheme 	<ul style="list-style-type: none"> • A range of programmes are running which, taken together, aim to prevent and reduce homelessness and provide support to people with complex housing support needs. For 2022-23 70.6 percent success rate in homelessness prevention (1,586 preventions)

	<ul style="list-style-type: none"> • Homeless Prevention Fund • Vulnerable Renters Support 	
	<ul style="list-style-type: none"> • Veteran's homelessness scheme • No second night out 	<ul style="list-style-type: none"> • New programme to support veterans in accessing sheltered housing and wrap around care • Support programme for rough sleepers including outreach work and delivery of cold weather provision
Children and Young People in Care	<ul style="list-style-type: none"> • HSF funding 	<ul style="list-style-type: none"> • Additional funding to support care leavers, foster carers and Bradford Carers Resource (see appendix 2).
	<ul style="list-style-type: none"> • Support with period poverty 	<ul style="list-style-type: none"> • Hygiene products provided for children in care • Financial allowance paid to foster carers to cover cost of hygiene products
	<ul style="list-style-type: none"> • Council Tax Discounts and Exemptions 	<ul style="list-style-type: none"> • Care Leavers up to 25 are exempt from Council Tax
Job seekers with learning disabilities and or autism	<ul style="list-style-type: none"> • LSE initiative to provide supported pathways into employment and provide support in maintaining employment. 	<ul style="list-style-type: none"> • £350k of new funding from the Department for Work and Pensions (DWP) as part of a new government initiative to provide extra support to job seekers with learning disabilities and autism • Up to 100 adults with learning disabilities, autism or both will be supported by the LSE initiative to move into competitive employment and provide the help they need to maintain that employment
People with Drug and Alcohol Misuse Problems	<ul style="list-style-type: none"> • Rough Sleepers, Drug and Alcohol 	<ul style="list-style-type: none"> • Rough Sleepers Drug and Alcohol Treatment approach project extended. It aims to reduce drug related offending and deaths
Young People at risk of involvement in serious crime	<ul style="list-style-type: none"> • Breaking the Cycle 	<ul style="list-style-type: none"> • 1,390 young people have now benefited from the Project team's intensive, intelligence led support, up from 800 in September 2022. A new Focussed Deterrent Care Project has supported over 500 young people to date

Theme 7: Participation and Voice

We want to ensure that those living in poverty are heard and that they are actively engaged in developing and delivering the strategies and policies that affect their lives. This means adopting the “nothing done to us, without us” approach. This is fundamental to recognising the moral equality of all our citizens, poor or not, and ensuring those in poverty secure recognition, respect and equal rights. We also want to ensure that the voices and interests of our poorest citizens are represented in regional and national policy making.

3.80 In the BDAPS action plan, the Anti-Poverty Events Network (APEN) was to provide the vehicle for co-production and community involvement of those with lived experience of poverty. The APEN would feed into the work of the DACG.

- 3.81 The APEN was an independent and autonomous community group which, due to resourcing and capacity issues, has now ceased.
- 3.82 However, the Council is working with a range of partners on the ground in communities and through a wide range of partnerships to ensure the voice of those living in poverty is heard.
- 3.83 Currently, the focus is on poverty proofing, partnership working, advocacy and lobbying, and locality based provision as ways of promoting participation and voice.
- 3.84 Table 7 provides a summary of the Theme 7 priorities, programmes, progress and outcomes to date. Progress and achievements are highlighted below.

Socio-Economic Duty, Poverty Proofing and Equality Impact Assessments

- 3.85 The adoption of the socio-economic duty and recognition of low income as a protected characteristic means that all Council policies and strategies must be poverty proofed as part of conducting equality impact assessments. Part of this process involves explaining how those affected by our policies and strategies have been consulted on them.
- 3.86 Members of the DACG act as anti-poverty champions within their own services and organisations and we are promoting the adoption of poverty proofing across the district as part of our Bradford approach.

Partnership Working

- 3.87 The BDAPS and all the programmes in the action plan are dependent on partnership working. Through partnership working, the DACG continues to raise awareness of poverty across the district, advocate for improving the life chances of those living in poverty and connect with our communities on the ground.
- 3.88 At regional level, there is ongoing work with a range of bodies such as the Mayoral Authority, Health Inequalities Alliance (HIA), regional local authority officer groups, Higher Education Institute (HEI) partners and Non-Governmental Organisations (NGOs).
- 3.89 Additionally, the DACG is working with the Royal Society of Arts (RSA) to support a research project on understanding barriers to transition into adult life for disadvantaged young people. It is also working with colleagues in Act Early on developing a pilot proposal for a Universal Basic Income Scheme for young people with mental health difficulties.

Advocacy and Lobbying

- 3.90 The BDAPS sets out a Bradford Approach. It is this approach, and the way it frames poverty, which structures the policies the DACG advocates for. In its advocacy and lobbying work, the DACG focusses on raising awareness of the lived reality of poverty, the ways in which current strategies, policies and programmes

might reinforce poverty and the ways in which we can better achieve the goals of protection, pathways, prevention and participation.

- 3.91 Council Officers have presented and promoted the Bradford approach to the Mayoral Authority and Yorkshire and Humber Chief Executives. Officers are currently working with the Mayoral authority on developing deeper devolution and utilising funding and powers to better meet our community needs and the DACG has contributed to government consultation on cost of living support.

Locality Based Provision

- 3.92 Together with VCS, health and other public services partners, the Council is working with local communities to bring services close to people, provide greater co-production and community involvement, and to better meet local needs. Two examples of this are the linking of our welfare advice and services provision and joining up with family hubs (highlighted in Themes 1, 2 and 4); and the move toward more integrated local provision of services based on local community needs analysis (highlighted in Theme 5).

Table 7, Theme 7: Participation and Voice

Priorities	Programme	Progress and Outcomes
Ensure the voice of those living in poverty is represented in all strategies, policies and programmes	<ul style="list-style-type: none"> • Poverty Equality Impact Assessment (EIA) 	<ul style="list-style-type: none"> • Adoption of socio-economic duty and recognition of low income as a protected characteristic • Poverty proofing incorporated as part of EIAs
	<ul style="list-style-type: none"> • Poverty Equality Champions 	<ul style="list-style-type: none"> • DACG members act as anti-poverty champions in their services and organisations
	<ul style="list-style-type: none"> • Anti-Poverty Events Network 	<ul style="list-style-type: none"> • Network has now folded but there are a wide range of VCS and community organisations that contribute to programmes in the Anti-Poverty Strategy
	<ul style="list-style-type: none"> • Locality based services 	<ul style="list-style-type: none"> • More locally based services tailored to the needs of specific communities • As part of locality working, a move toward coproduction of local plans directly with local communities and a greater focus on place based needs analysis
Ensure the Bradford voice is heard in regional and national policy	<ul style="list-style-type: none"> • Regional and National Advocacy • Partnership Working • Locality working 	<ul style="list-style-type: none"> • BDAPS adopted as Bradford Approach and 4Ps set the goals for work across the district • Participation in Mayoral Authority and regional office groups to represent Bradford and advocate for local needs • Participation in HIA and dissemination of the BDAPS

		<ul style="list-style-type: none"> • Working with a range of HEI partners on projects such as Act Early, HDRC, Child of the North • Providing briefing papers to national consultations advocating for better cost of living support • Successfully secured funding from Mayoral Authority (around £439k) to support Bradford services
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4.0 CHALLENGES AND OPPORTUNITIES

Local Authority/Statutory Funding

- 4.1 The impact of inflationary pressures on the Council, other public sector services and the VCS pose threats to our ability to sustain key services and infrastructure. Inflationary costs far outstrip government funding and council tax increases. The rise in demand outstrips capacity. The strategy needs to maximise the benefits of working in partnership.

Short Term Funding, Multiple Funding Streams and Fragmented, Ad Hoc Projects

- 4.2 Many support programmes are government funded programmes. This poses two challenges. Firstly, delivering these programmes depends on drawing on the resource and skills of Council staff alongside our partners. While this is done really well, for example the HAF Programme was shortlisted for a Local Government Chronicle award and Bradford District Credit Union programmes have been nationally recognised, delivering these programmes is time and resource intensive, requires a range of governance and delivery systems to be established and draws on a variety of funding streams. This places further strain on limited resources. Secondly, the programmes are short term and ad hoc. There is no long term funding security. If funding streams end, our ability to provide emergency support will fall but demand will not.
- 4.3 The DACG will advocate for local welfare funding, currently delivered in the form of Household Support Fund and Discretionary Housing Payment, to be put on a permanent, sustainable footing with a greater emphasis on preventative services and the promotion of households' financial resilience.

Lack Of Impactful National Strategy/Policy

- 4.4 Most of the key policy decisions that determine levels of poverty are set nationally. The BDAPS must work in the context set by national policy. A key part of the DACG work is in raising awareness of the extent and impact of poverty across our district to advocate for better anti-poverty policy.

Economic Uncertainty

- 4.5 The economy continues to flatline, there are signs unemployment is rising and the full impact of interest rate rises has yet to work through on mortgage holders and renters. Rises will also impact on businesses and may well reduce investment and reduce consumer demand. Inflation could fall substantially over the coming year and real wages could rise. However, falling inflation will not reduce the price of basics such as food and energy, it will simply mean the price of these basics is now rising less quickly. The rise in real wages may not benefit the lowest wage earners and living standards look set for a continued squeeze. The impact on our citizens, communities, public services, businesses and VCS will continue to unfold against the backdrop of uncertainty and reduced resilience.

Child Poverty

- 4.6 Child poverty rates are among the highest in the country. Both DWP and Loughborough University figures show that since 2015, Bradford has experienced one of the largest rises in child poverty of all local authorities. The current strategic approach to tackling poverty takes a whole family approach to poverty. Children's Overview and Scrutiny Committee is in the process of holding an inquiry into child poverty.

Realism

- 4.7 As previously emphasised in this report, while there is much that can be done locally, many of the policies that determine poverty levels are set nationally. Further, the socio-economic profile of the district means that we are highly vulnerable to the impact of the cost of living crisis.
- 4.8 Setting realistic expectations, focussing on where local services can make the most difference and adopting an "intelligent accountability" approach to evaluation of anti-poverty strategies means being open about the scale of the challenge, the impact that local policy can have and the challenges local services face.

Evaluating the Impact of the BDAPS

- 4.9 One of the challenges currently being considered by the APCG is how to evaluate the strategy. There are practical issues to consider. For example, real time data is not available for key indicators such as the number of people in poverty. Joining up local data sets is an ongoing challenge. But there are also complex issues of methodology. Poverty is an entrenched problem with systemic causes. It takes time to make change. Poverty is not solely or even primarily determined by policy at local level. Changes in key indicators such as the number of people in poverty are dependent on national economic and social policies. These indicators could improve or deteriorate regardless of the success or failure of the strategy and associated policies and programmes. The impact of the cost of living crisis shows this. To fully understand the impact of the BDAPS requires an evaluation programme that can help identify which policies and programmes are working, for whom they are working and in what contexts. For policy development, this requires work on three levels. First, mapping how the poverty profile of the district changes

over the five year life of the strategy. Second, evaluating how the BDAPS as a strategy is impacting on policy and practice. Third, evaluating the specific impacts of the policies and programmes in the action plan to figure out which programmes appear to work and should be continued. Work with HDRC colleagues and academic partners will explore the feasibility of setting up a Bradford poverty dashboard and annual poverty survey to provide better real time data and a robust evaluation strategy.

5.0 MOVING FORWARD

- 5.1 Over the coming year the focus will remain on protecting our most vulnerable citizens and providing a safety net in the context of available resources. The Council, working with our partners across the public, private and VCS sectors and, most importantly, working with our communities, can ensure that the services we provide, the strategies and policies we develop, the charging and purchasing decisions we make and the ways in which we work together help promote our four core goals of protection, prevention, pathways and participation.
- 5.2 The HDRC focus on what works to reduce poverty and health inequalities alongside collaboration with health partners and academic research colleagues, through projects such as Act Early and Better Start Bradford, will result in new programmes being developed and the building of an evidence base on what works. This will feed into the ongoing development of the BDAPS.
- 5.3 New forms of locality based working and co-production strategies are being developed and implemented. And despite the continued challenges of the cost of living crisis, the Council and partners are maintaining and developing the range of programmes which help provide a safety net for our poorest and most vulnerable citizens and help provide essential support. For example, through the cost of living survival guide, provision of welfare advice services and warm spaces/welcome spaces programme.
- 5.4 Protecting our most vulnerable communities will remain a priority but wider work will continue on programmes such as regeneration and skills, education, health and housing. Over the longer term, these programmes are fundamental to the goals of prevention, pathways and participation.

6.0 OTHER CONSIDERATIONS

6.1 FINANCIAL & RESOURCE APPRAISAL

Although there is a need to resource this area, this report has focussed on reporting progress over the past year and the intended focus for future anti-poverty work. However, going forward, consideration will need to be given to the implications of funding sources such as HSF ending and how to best resource anti-poverty work.

6.2 RISK MANAGEMENT AND GOVERNANCE ISSUES

There are none arising from this report as this issue is already identified on the Council's risk register.

6.3 LEGAL APPRAISAL

There are none arising from this report.

7.0 OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

There are none arising from this report.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

There are none arising from this report.

7.3 COMMUNITY SAFETY IMPLICATIONS

There is a correlation between deprivation and areas of our district that experience the highest level of crime. This has increased the need for focus on prevention of poverty within the district's new strategic approach.

7.4 HUMAN RIGHTS ACT

There are none arising from this report.

7.5 TRADE UNION

There are no trade union implications.

7.6 WARD IMPLICATIONS

The DACG intends to work directly with Council officers with a direct remit for developing and monitoring ward action plans.

7.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

Children in Care are one of several groups most affected by poverty and reduced life chances. The report identifies specific measure to support children in care and care leavers. For example, children in care have been supplied with laptops and a digital learning programme and care leavers up to 25 are exempt from Council Tax.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no issues arising from the privacy impact assessment.

8.0 NOT FOR PUBLICATION DOCUMENTS

None.

9.0 OPTIONS

Not applicable, the document is for information and comment.

10.0 RECOMMENDATIONS

That the Committee consider the report and agree to have an update on progress in twelve months' time.

11.0 APPENDICES

Appendix 1: Bradford District Anti-Poverty Strategy. Attached as a separate document.

Appendix 2: Household Support Fund Programmes.

12. BACKGROUND DOCUMENTS

- 12.1 Earwaker, R and Johnson-Hunter M (2023) Unable to escape persistent hardship: JRF's cost of living tracker, summer 2024. [Online]. Available here: [Unable to escape persistent hardship: JRF's cost of living tracker, summer 2023 | JRF](#)

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Health Foundation (2023) Relationship Between Income and Life Expectancy by Neighbourhood [Online]. Available here: [Relationship between income and life expectancy by neighbourhood - The Health Foundation](#)

JRF (2023) A Minimum Income Standard for the United Kingdom in 2023 [Online] Available here: [A Minimum Income Standard for the United Kingdom in 2023 | JRF](#)

National Institute of Economic and Social Research (2023). UK Heading Towards Five Years of Lost Economic Growth. [Online]. Available here: [UK Heading Towards Five Years of Lost Economic Growth - NIESR](#)

Appendix 2: Household Support Fund Programmes Spend for 2022-23 and Indicative Spend for 2023-24

HSF Scheme	Brief Description	Anti-Poverty Strategy Goal	Oct 2022-March -2023	March 2023-April 2024
VCS Funding	100 VCS organisations are tasked with working with vulnerable / disadvantaged families in need of food and are providing healthy food hampers. Additional resources provided for cost of food and increased activity levels.	80% Protection 20% Prevention	£1.1m	£2.7m
Foodbanks	Funding provided to Storehouse to ensure foodbanks can support our most vulnerable residents. There is a specific focus on supporting the faith sectors and underrepresented groups. An alternative funding stream of £150k will be available to foodbanks who do not use Storehouse to claim up to £10k for the year to buy suitable provision.	66% Protection 33% Prevention	£0.3m	£0.8m
Warm Spaces (winter) Welcoming spaces (summer)	One-off grants of £500 or £1k provided for small community and faith organisations to enable them to provide access to a warm space/welcome space and hot drink for local people.	50% Protection 50% Prevention	£0.23m	£0.46m
Groups at risk of poverty	A range of projects aimed at specific groups of people who will need additional support. The projects are delivered in partnership with VCS organisations to provide a tailored offer. These projects allow us to trial prevention schemes which will inform future-funding decisions.			
	Bradford Carer's Resource (inc. Public Health contribution)	100% Protection	£0.05m	£0.1m
	Warm Homes, Healthy People	100% Prevention	Nil	£0.04m
	Child Safe Sleeping with Baby Bank	100% Prevention	£0.03m	£0.146m
	Support for Care Leavers	100% Prevention	£0.02m	£0.04m
	Fuel top-up assistance / essential goods scheme	100% Protection	£0.20m	£0.75m
	Supporting Bradford's foster carers with fuel costs	100% Protection	Nil	£0.33m
	Support for local VCS projects through Area Committees	100% Protection	Nil	£0.181m
Direct Payment for Fuel Costs	The remainder of the grant will be spent on direct payments to support low income households with the cost of energy and food.	100% Protection	£3.55m	Circa £5.24m

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BRADFORD DISTRICT
ANTI-POVERTY STRATEGY
2022-2027



Protection • Prevention • Pathways • Participation



The wording in this publication can be made available in other formats such as large print and Braille. Please call 07790 893165.

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BRADFORD DISTRICT SHARED VALUES

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

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

WE RESPECT
ourselves, each other and our communities

WE CARE
for each other and treat each other with kindness

EXECUTIVE SUMMARY



We want to make sure that Bradford District is a place where everyone, regardless of background, can realise their potential and lead fulfilling and prosperous lives free from the scarring effects of poverty and inequality.

We have some of the wealthiest places in the country in our district but many more of the poorest. Far too many of our people are living in poverty and there are wide inequalities in life chances and opportunity across the district. This is quite literally a matter of life and death. A child born into the poorest family can expect to live ten years less than a child born into the wealthiest.

Across the district, one in five of our working age families live in relative poverty and two in five children aged under 15 live in relative poverty. In the constituencies of Bradford East and Bradford West, half of children aged under 15 live in relative poverty.

Even before the pandemic hit, poverty and deprivation were increasing. In 2015, Bradford was the 19th most deprived city in England, by 2019 it was the 13th most deprived. Increases in life expectancy had stalled, deep health and educational inequalities marked our district and our economic potential was limited by an economy with a large number of poorly paid, low skilled jobs.

The pandemic deepened poverty and shone a spotlight on the deep inequalities that scar our society. Those who had least were hit hardest. From March 2020 – February 2021, half of COVID-19 fatalities occurred in the 20% most deprived areas of Bradford. The 20% least deprived areas of Bradford had 7% of fatalities. Unemployment rose, food bank use soared, debt increased. Our children and young people were heavily

hit by the wider social, educational and economic consequences of the pandemic. This will have long term consequences.

In addition to the pandemic, we now face a cost of living crisis. We know the crisis will deepen poverty and make the daily struggle to get by even more difficult.

Inflation is at a 40 year high. This is most obvious in the steep rise in energy, food and fuel costs. This hits the poorest households hardest; they spend a higher proportion of their income on essentials such as heating and food. Research shows that, on average, the poorest 10% of households face inflation rates 1.6 times higher than the richest 10% of households. In cities like Bradford, inflation rates can be up to 3% higher than the national average. As well as

higher costs, household budgets are being squeezed by changes in taxes and benefits. Living standards are falling as wage increases fall behind price rises.

The impact of the cost of living crisis will be both short and long term. Short term impacts will be evident in a rise in poverty levels, in particular food and fuel poverty, debt problems and greater stresses on already vulnerable families and groups. This can be expected to increase demand on key support services. It is no exaggeration to say that many more of our poorest families will struggle to get by, facing harsh choices between eating and heating.

Longer term impacts arise from the lifetime scarring effects of poverty. These will be seen in outcomes such as educational achievement, life and healthy life expectancy, jobs and skills. The key drivers of health outcomes, for example, are socio-economic. Reduce poverty and population health outcomes will improve in the long run.

Even before the pandemic hit, poverty and deprivation were increasing. We know the cost of living crisis will deepen poverty and make the daily struggle to get by even more difficult.

This strategy sets out the Bradford approach to meeting the challenge of poverty. Building on previous strategies and the good work taking place across the district, it sets out:

- what we mean by poverty, how much poverty there is across our district and why tackling poverty matters;
- our vision and four core goals;
- our wide ranging plan to meet our four core goals. This is based around seven work themes; each theme has a set of priorities and accompanying programmes.

The strategy is built on a partnership approach. It is owned by all stakeholders who have an essential role to play in preventing and reducing poverty in Bradford District. This means public agencies, the voluntary, community and social enterprise sector, businesses, and communities themselves. We must all work together to tackle poverty at a local level. We must at all times work with our communities. We must build them in not out. We must base our work on what works best for them. We will follow the “nothing done to us without us” principle.

The strategy is steered by the Anti-Poverty Co-ordination Group and overall governance responsibility lies with the district Health and Wellbeing Board.

Our four core goals aim to:

- Protect people in poverty
- Prevent people falling into poverty or falling further into poverty
- Provide pathways out of poverty
- Ensure those in poverty can participate in the full social, political, economic and cultural life of their communities

Our seven work themes aim to ensure that we achieve our four core goals by ensuring:

- Financial inclusion
- A great start and a great education
- Better skills, good jobs and a growing economy
- Better health, better lives
- Better housing and inclusive and sustainable communities
- Supporting vulnerable groups
- Participation and voice

Our strategy provides help in the short term, with the day by day struggle to get by. It also provides help in the long term, by preventing poverty and providing routes out of poverty.

We need to be realistic. Poverty is an entrenched problem. The continuing impact of the pandemic and now the cost of living crisis will further entrench poverty. Many of the key policy levers influencing poverty lie with

national government and are outside of local control; these include economic, welfare, education and health policy. At local level, we cannot determine these. Further, the capacity of local government has been severely reduced since 2010 because of austerity. This resulted in approximately a £413 per person spending cut from 2010-2019. Also, many of our current programmes are dependent on national funding.

But if we work together and build on our strengths, we can meet the challenges we face.

Our strengths

- First and most important, our people. We are the youngest city in the UK. Our district has one of the most diverse and vibrant populations. In 2025 we will be the UK City of Culture.
- Second, the Bradford economy is worth £9.5 billion, the 11th largest in England. It has a strong, broad-based, innovative and entrepreneurial business community. And we are one of the most internationally connected cities in the UK.
- Third, we have some excellent assets in the district to help us: the expertise of Born in Bradford (BiB), award winning youth and social cohesion projects, integrated careers and vocational skills programmes, the University of Bradford’s achievement as the number one UK University for social mobility and fantastic programmes such as Better Start Bradford, JU:MP and the Bradford Outcome Area. All of these in a diverse, vibrant district of outstanding natural beauty, rich cultural heritage and entrepreneurial innovation.
- Fourth, the pandemic has shown the central importance and strength of Bradford’s public services and local partnership working and how Bradford excels in partnership working and provision.

By working together, we can ensure that the services we provide, the budget decisions we make, and the strategies and policies we develop protect our poorest and most vulnerable citizens and work toward reducing poverty.

As a measure of our commitment to reducing the impact of poverty and inequality, the Council has adopted the socio economic duty. This means low income groups and people living in poverty are one of our protected characteristics when conducting Equality Impact Assessments. All policies and strategies are now assessed to ensure that they work toward reducing poverty and inequality. We are working closely with our partners to ensure this is a district wide approach.

OUR VISION AND OUR FOUR CORE GOALS

By working together, we want to make sure that Bradford District is a place where everyone, regardless of background, can realise their potential and lead fulfilling and prosperous lives free from the scarring effects of poverty and inequality.

To do this we need to focus on:

1

PREVENTION

to stop people falling into poverty by maximising household income and ensuring people have access to the resources they need to take part in society and participate in the life of their community.

2

PROTECTION

from the harms of poverty through maximising income, minimising expenditure and providing support to enable access to the goods, services and opportunities that ensure our poorest citizens can live a decent and secure life.

3

PATHWAYS

to help people out of poverty through providing clear pathways that develop the skills, capacities, jobs and opportunities through which people can prosper. For example, ensuring digital inclusion, developing the skills necessary to secure work and progress in the workplace, and growing the number and range of decent, well paid jobs.

4

PARTICIPATION

to ensure our poorest citizens can take part in the full social, political, economic and cultural lives of their communities. This means expanding the public realm – providing goods, services and facilities that ensure all our citizens can participate in their communities. For example, a public park with good play facilities and holiday activity programmes opens the community to all, regardless of income.

WHAT WE MEAN BY POVERTY

There is no one agreed definition or measure of poverty. This can make it difficult and confusing when discussing poverty. However, running across a range of definitions is a broad consensus that poverty means that individuals or families lack the necessary income and resources to meet their minimum needs, including the need to take part in society and participate in the life of their community.

Poverty denies people basic citizenship rights. This is captured in the following definition:

Individuals, families and groups in the population can be said to be in poverty when they lack the resources to obtain the types of diet, participate in the activities, and have the living conditions and amenities which are customary, or at least widely encouraged or approved, in the societies to which they belong. Their resources are so seriously below those commanded by the average individual or family that they are, in effect, excluded from ordinary patterns, customs and activities.

(Townsend, 1979: 31)

This definition draws out attention to three fundamental features of poverty which mark out the approach taken in Bradford.

- **First**, poverty is **relative** to the society we live in. What it is to be poor changes over time and place. For example, access to the internet would not have featured in a definition of poverty 100 years ago. Today, however, access to digital technology is crucial to accessing a wide range of goods and services and being able to participate in society. We saw in the pandemic how important access to digital technology was to maintaining education and how disadvantaged pupils struggled to access online education.
- **Second**, poverty is not just about income levels. It is about wider **deprivation** and the ability to **participate** in society. Poor people do not just

lack money. They are disadvantaged in a range of ways – poor education, health and housing; less opportunity to participate in social, cultural, economic and political life; and less opportunity to sources of support and status that help to develop our sense of self-worth.

- **Third**, poverty is **structural**. It is not about bad behaviour or choices. It is about the ways we organise our society and economy. It is not that individual decisions don't matter; they do. But whatever decisions individuals make, they are always made in circumstances that they do not fully control. If this seems confusing, think about how much the pandemic or cost of living crisis has affected our lives. None of us chose this. Levels of poverty are really determined by the ways in which we organise our society and economy.

MEASURING POVERTY

Given that there is no one definition of poverty, measuring poverty is not easy. A wide range of statistics and measures are used to capture poverty. A range of terms are used to describe poverty, for example; relative poverty, absolute poverty, destitution, low income, deprivation and disadvantage.

The UK government commonly uses two measures of low income to describe poverty. These low income measures can be calculated before or after housing costs are taken into account.

- **Relative poverty** - household income of less than 60% of the current UK average. In 2021, households whose total earnings were less than £17,760 would have been classed as living in relative poverty. Before housing costs, one in six people had an income below the poverty line. After housing costs, one in five households in the UK had an income below the poverty line and 30% of children lived in households below the poverty line.
- **Absolute poverty** - the government's definition is those who earn less than 60% of the median income of 2010/11. So, in 2021 households living on less than £13,166 after housing costs would have been classed as living in absolute poverty. This definition is not the same as other organisations' definition of absolute poverty. It is not an

international poverty line, and it is not defined as being able to afford essentials.

The Government measures, while important, give little insight into the experience and consequences of poverty. They say nothing about:

- the lived reality of poverty, the daily struggle to meet basic needs, trying to make too little income meet to many costs. The cost of living crisis has made these daily struggles, such as having to decide between heating and eating, much more public;
- the way in which poverty and deprivation affect all areas of life from the ability to afford essentials to the quality of housing and employment. We can see the long term effects of poverty and deprivation in people's health and in their life expectancy.

As we saw earlier, the Bradford approach is to view poverty in terms of wider deprivation and its impact on people's ability to participate in the life of their communities.

We need data on income but we also need data on costs and spending - what people can afford - so that we can measure whether people's incomes are sufficient to meet their needs. For example, minimum income standard approaches try to measure material

deprivation by asking families if they can afford certain goods, services or activities that are deemed essential.

We also need data on the impact of poverty on life expectancy, health, education, housing, employment, community safety and so on. Without essentials such as an adequate diet, good health, jobs, decent education and access to good housing, people cannot live long, prosperous and fulfilling lives. They are denied the most basic citizenship rights. They are not free to live the kinds of lives open to other people in their society.

And crucially, we need to understand the lived experience of poverty. Behind all the statistics lie real people. We need to understand their lived experience and provide a voice for those whose daily lives are dominated by the struggle to get by.



We want our strategy to be based on the best evidence. We will work closely with our partners, including academic partners, and our communities to:

- build a better understanding of poverty;
- capture the lived experience of poverty;
- evaluate what we do so we know what works best for our communities.

WHO IS AT RISK FROM POVERTY?

The simple truth is we all are. Any one of us can suddenly have our lives turned up-side down by illness or injury, loss of a job or break up of a family.

But it is true to say we do not all experience the same chance of being in poverty. For a privileged few there is virtually no risk, for others it is very high. We do not all have the same resources to help us avoid falling into poverty, to survive poverty or to escape a period of poverty without it leaving long lasting effects on our lives.



Across Bradford, as across the country, some groups are more likely to be in poverty than others. The risk of being in poverty is particularly high if you fall into one or more of the following groups:

- Large families
- Children
- Single parents
- Those with a registered disability
- Households headed by someone of Bangladeshi/Pakistani/Black ethnicity and, in Bradford, those from a Roma/Gypsy background
- Highly vulnerable groups such as the homeless, care leavers or carers, those with severe mental health problems or drug/alcohol addiction.
- Pensioners on pension credit
- People living in social housing

Geographically, poverty is concentrated in the following wards: Manningham (the most deprived), followed by Little Horton, Bowling and Barkerend, Bradford Moor, Tong, Keighley Central, City, Great Horton, Toller, Eccleshill, Royds, Keighley West, Clayton and Fairweather Green, Wibsey.

OUR CHALLENGES – POVERTY ACROSS THE DISTRICT

Bradford is one of the most deprived local authorities in the country. The poverty profile shows the extent of poverty and deprivation across the district as we entered the cost of living crisis. We know the crisis will increase poverty and make the daily struggle to get by even more difficult. This is not to deny the strengths and potential of our district. We have an economy worth £9.5 billion, the 11th largest in England. We have some of the wealthiest places in the country in our district. But it is to recognise the challenges we face in ensuring that everyone in our district enjoys the benefits of our economy and can fully participate in the life of their communities.

A sea of poverty flows around islands of wealth and the tide is rising. To summarise key statistics from the poverty profile:

- Bradford is the 13th most deprived local authority in England out of 317 and the 5th most income deprived.
 - 14 of Bradford’s 30 wards were in the 10% most deprived wards in England.
 - 240,000 people in our district were living in wards which were in the 20% most deprived wards in England and 157,000 in the 10% most deprived.
- 22% of working age people live in relative poverty.
- Two in five of our children aged under 15 live in families in relative poverty and one in three are in absolute poverty. Half of children in poverty are in families with someone in work.
- Bradford has the 3rd highest percentage of children living in relative poverty and 2nd highest in absolute poverty in England, when judged before housing costs are taken into account.
- 20% of families are in food and fuel poverty.
- There is a ten-year difference in life expectancy between people living in the most deprived area and people living in the least deprived area.
- Educational attainment is lower than the national average and especially for those from the poorest backgrounds, who on average are 18-22 months behind by age 16.
- Average full-time wages are lower than the regional and national average. We have a very high number of people in low paid occupations, a low skill base and very high economic inactivity rates - higher than the regional and national average. In 1997, the average income per person in Bradford was 13% below the national average. By 2019, it was 26% below the national average.



The **Social Mobility Commission (2021)** noted:

Bradford has some of the worst outcomes for disadvantaged young people in the country, with earnings of £9,500 per year and one of the largest pay gaps between young people from working class and better off backgrounds, even with the same levels of education. In comparison, disadvantaged people from neighbouring Harrogate earned £18,000 per year – almost twice as much – with a smaller pay gap.

THE LIVED REALITY

“ I’m scared all the time, scared that I can’t pay for things the kids need, scared if the fridge or washer breaks, scared if the kids are still hungry. What can I do? ”

“ We all go to bed early now, it saves electric if we don’t use the lights and TV but I think this will be worse in winter when it’s dark early. ”

“ I cry a lot, every time you think it’s as bad as it can be it just gets worse. I keep crying thinking about the next lot of price rises. ”

“ What are we supposed to do when the washing machine breaks? We have no choice; we have to get loans out even if we know it’s a rip off. ”

“ I missed my smear test twice, once because work couldn’t let me have time off and once because I couldn’t afford the bus fare to get there. ”

“ Birthdays and Christmas are supposed to be happy times but they’re not, not anymore. Even the six week holidays are a nightmare. ”

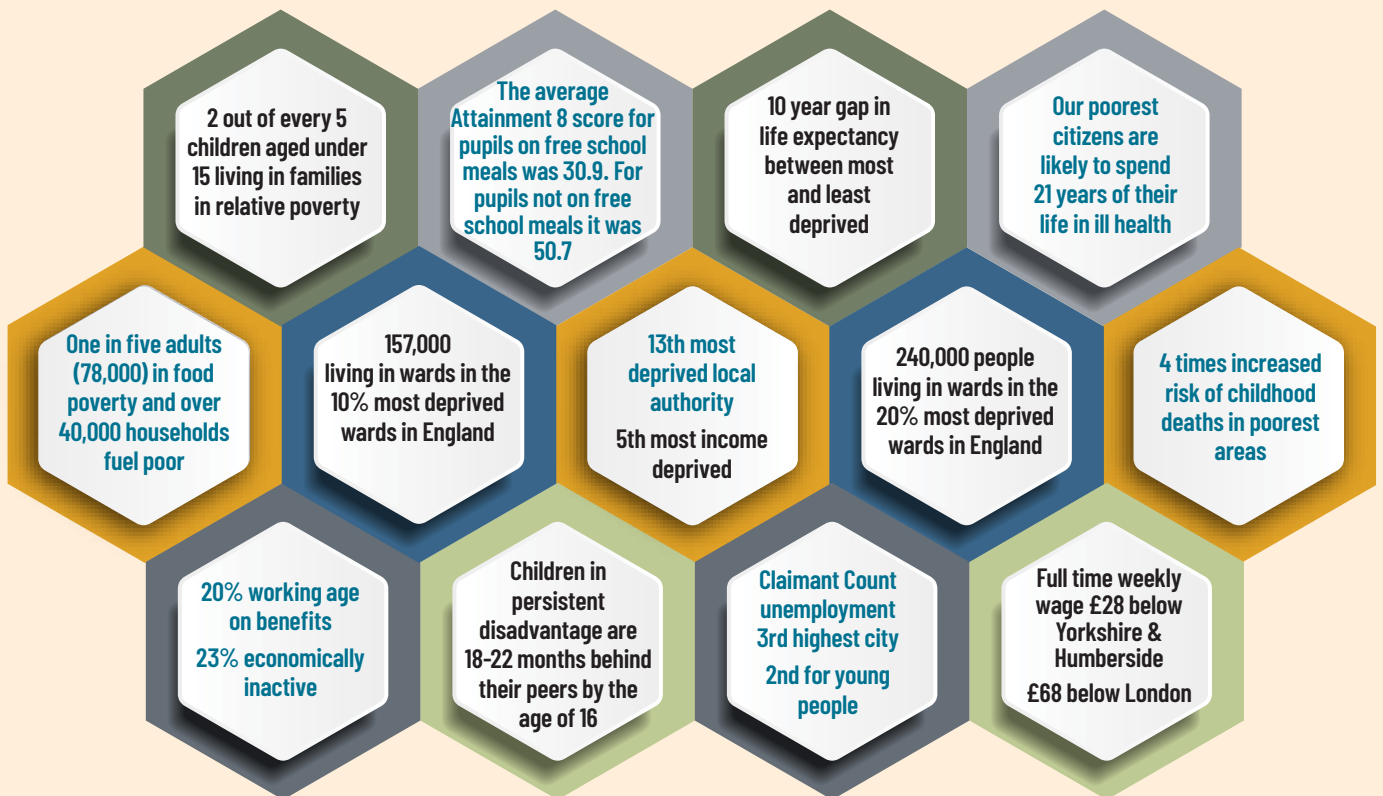
“ It’s hard when the kids talk about what their friends do and I have to keep telling them no. I’m sure they’ll grow up hating me. ”

“ You keep hearing about cutting out one take out coffee a day would make a difference like we can even afford one in the first place. ”

“ We had to give our dog away, we couldn’t afford his food anymore. ”

“ My kids get called names because their uniform gets dirty but I can’t afford to put the washer on every day or buy them spares and I know it’s my fault. ”

In numbers: the district’s poverty profile as we entered the cost of living crisis



WHY POVERTY MATTERS

Imagine two babies, one born into the poorest family in the district and one into the wealthiest. Knowing only this one thing about these two babies, it is a sobering statistical fact that we can predict their life chances will differ substantially.

There are few areas of life that poverty does not affect. The poorer you are the lower your life expectancy, the poorer your overall physical and mental health, the less likely you are to get higher level qualifications, secure good jobs with good wages in adult life, secure access to good housing and participate in the full social, economic and cultural life of your community.

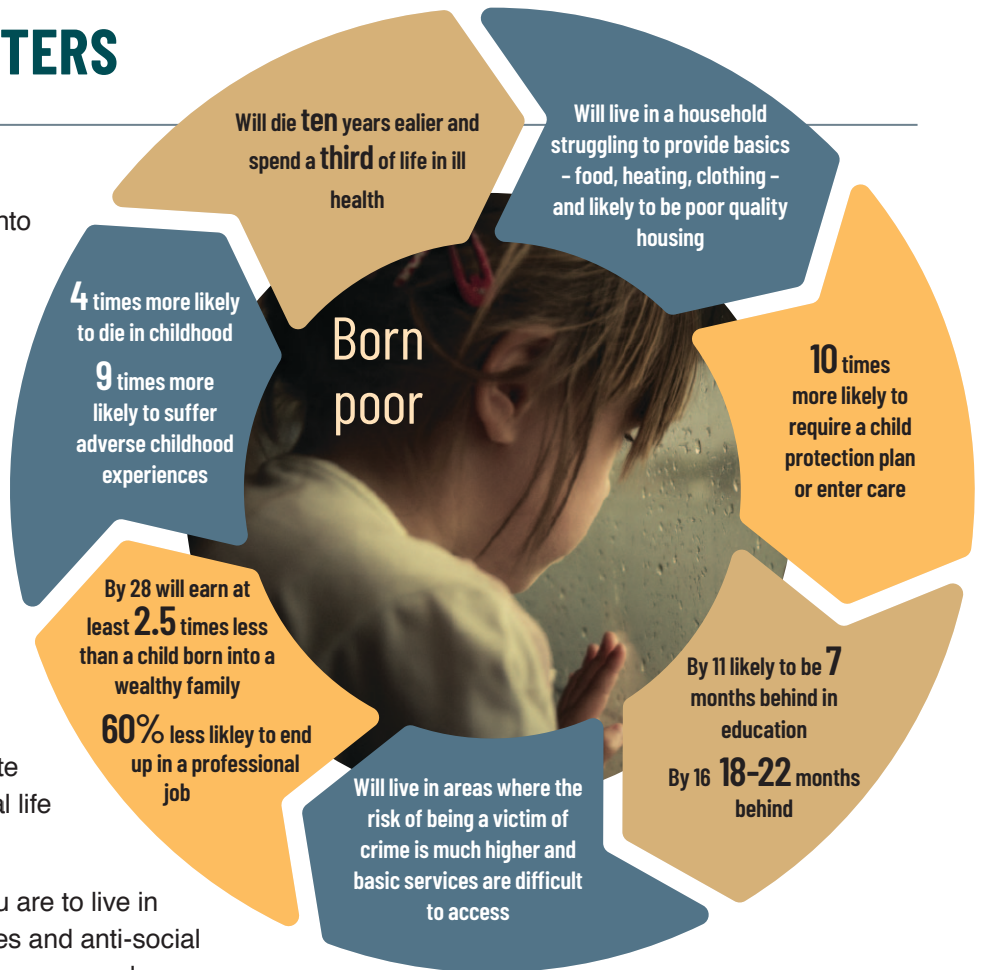
The poorer you are the more likely you are to live in neighbourhoods with higher crime rates and anti-social behaviour, have less access to green spaces and play areas, suffer high risk of exposure to pollution, accidents and injury and pay more for essentials such as food, water and energy (this is known as the **poverty premium**), often facing difficult choices between whether to eat or pay a bill.

The more likely you are to experience lack of access to basic services such as health care (this is known as the **inverse care law**), and spend a larger part of your adult life coping with illness or disability. The stresses and anxiety of living in poverty impose huge strains on individuals and families. They can lead to family breakup, homelessness and higher rates of harmful behaviours, such as drug and alcohol use and smoking.

Poverty can also corrode self-worth and self-esteem. It often brings with it a sense of shame and inadequacy, a direct consequence of being marginalised, stigmatised and “othered”.

But poverty is not only a huge cost to those individuals and families living in poverty, it is also a huge cost to our wider economy and society.

- First, it is an enormous waste of people’s lives and potential. It deprives our society and economy of the skills and talents of those who have valuable contributions to make.



- Second, it is a brake on our ability to develop a strong, diverse and inclusive economy and society. Poverty means that people have little income to spend. This reduces demand in the economy so that businesses cannot grow and develop. Low wages, insecure jobs and low skill levels reduce productivity, slowing economic innovation and development.
- Third, dealing with the consequences of poverty imposes huge strains on public services and the public purse - around £1 in every £5 of public spending is spent dealing with the effects of poverty. At the same time, high levels of poverty reduce tax revenues and income, reducing the ability to provide services that meet need and develop the economic, social and cultural wealth of our communities.

We cannot hope to achieve the potential of our district and ensure that all our citizens live long, happy and fulfilling lives unless we can reduce the impact of poverty on life chances.

OUR SEVEN WORK THEMES

We cannot really make a difference to levels of poverty in Bradford unless we can move from protecting those in poverty to preventing people falling into poverty and providing pathways out of poverty. This is how we ensure that all our citizens have the ability to participate fully in the life of their communities.

This means we must develop a more inclusive economy with better paid jobs, raise educational achievement, provide people with better housing, reduce health inequalities and so on.

We know this is complicated and difficult. The causes and consequences of poverty are inter linked. For example, we know that poor children do less well in school and have poorer educational outcomes. We also know that doing less well in school and having poorer educational outcomes increases the chances of being poor as an adult. So, poor educational outcomes are both caused by poverty and can, in turn, cause poverty in adult life.

This is why we have developed a wide ranging action plan to meet our goals, based around seven work themes. These themes are specifically designed to capture the different dimensions of poverty such as income, health, education, and to align with our district plan priorities and wider strategies.

Our seven themes

- **Financial Inclusion:** We cannot hope to reduce the impact of poverty unless we can maximise the income of our poorest citizens and reduce the costs they face. We want to ensure that we reduce food and fuel poverty, maximise take up of benefits and, where possible, minimise the costs of accessing goods and services essential to living a decent life.
- **The Best Start and Best Education:** We want to ensure all our children and young people grow up in families free from the scarring effects of poverty on life chances and to ensure they can make successful transitions into adult life. This means ensuring all children get a good start in life through high quality early years care and providing pathways into good, well paid jobs and further and higher education.
- **Better Health and Better Lives:** The poorest in our community die earlier, they spend more years in ill health and are least likely to have access to services. If we want all our citizens to enjoy the

prospect of safe, long, happy and fruitful lives then we must tackle health poverty and inequalities.

- **Better Skills, Good Jobs and a Growing Economy:** Work should provide a progression route out of poverty but too many of our citizens are trapped in low paid and low skilled jobs. For all our adults in work, we want to ensure access to well paid jobs, with clear progression routes, and the training opportunities to allow progression in the work place.
- **Better Housing, Safe, Active and Inclusive Communities:** We want all our citizens to feel safe and nurtured in their communities, where decent homes and accessible services are provided, where cultural diversity is celebrated and where everyone can participate and play an active role in their community.
- **Protecting the Most Vulnerable and Supporting Families:** We want to ensure that our most vulnerable and marginalised citizens are protected from harm and that they and their families are provided with the services and support to enable them to secure their rights to maximise their potential to the fullest.
- **Participation and Voice:** We want to ensure that those living in poverty are heard and that they are actively engaged in developing and delivering the strategies and policies that affect their lives. This means adopting the “nothing done to us, without us” approach. This is fundamental to recognising the moral equality of all our citizens, poor or not, and ensuring those in poverty secure recognition, respect and equal rights. We also want to ensure that the voices and interests of our poorest citizens are represented in regional and national policy making.

The seven work themes are wide ranging. If we are to be successful we need to ensure:

- a joined-up approach to anti-poverty work. District wide strategies such as our economic strategy, skills strategy and educational attainment strategy are key to preventing people falling into poverty and providing pathways out of poverty.
- low income groups and people living in poverty are one of our protected characteristics when conducting Equality Impact Assessments. Therefore, we have adopted what is known as the

socio-economic duty. This means all policies and strategies are now assessed to ensure that they work toward reducing poverty and inequality. We

are working closely with our partners to ensure this is a district wide approach.

Joining-up: key strategies underpinning our anti-poverty work

Key Strategies/Policies (Developed or in development)	Partnerships/Lead Bodies
Pioneering, Confident and Connected	Bradford Economic Recovery Partnership Board
People, Skills, Prosperity	Business, Employment and Skills Board
Bradford Council Procurement Strategy	Finance
Joint District Health and Wellbeing Strategy	Wellbeing Board
Health Inequalities Strategy	Wellbeing Board – Reducing Inequalities Alliance
ActEarly	Wellbeing Board
Living Well Programme	Wellbeing Board/Health and Social Care Economic Partnership
Equality Strategy	Office of Chief Executive
A Place to Call Home, a Place to Thrive Housing Strategy for Bradford District 2020 - 2030	Wellbeing Board
Bradford Homelessness and Rough Sleeping Strategy 2020 - 2025	Housing Partnership
Bradford Food Strategy	Sustainable Food Partnership

Key Strategies/Policies (Developed or in development)	Partnerships/Lead Bodies
Alliance for Life Chances	Wellbeing Board – supported by Sustainable Development Partnerships/Public Health
Holiday Activity and Food Programme	Department for Education
Raising Attainment Strategy	Children's Services, Education and Learning
Children, Young People, Families Plan	Children, Young People and Families Executive
Child Friendly Communities	Children, Young People and Families Executive
Culture is Our Plan	Children, Young People and Families Executive
Warm Homes/Healthy People	Public Health
Housing Improvement and Neighbourhood Retrofit	Housing Partnership with Public Health leading commissioning
Digital Inclusion Programme (key pillar of the Digital Inclusion Strategy)	Wellbeing Board
Mental Health Strategy	Mental Health, Learning Disabilities, Autism Health and Care Partnership Board

OUR ACTION PLAN

Our wide ranging action plan sets out our priorities for each of the seven themes of the strategy. It identifies all the programmes we are currently running and provides a set of outcomes by which success can be measured.

Table 1 contains a full summary of all that we are doing and planning to do. The plan builds on our successes, continues to move existing work forward and develops new work.

Building on success and moving forward, our actions include:

- Delivering emergency support. Since the start of the pandemic and still ongoing, emergency support has been delivered by drawing on national funding, combining this with local discretionary spending and drawing on the Council's and partner's organisation and delivery capacity.

This includes: providing a range of support to help with food and fuel poverty; holiday meals for children on Free School Meals, support for vulnerable groups, such as carers and care leavers, and support for innovative schemes such as FoodSavers.

- Adopting the socio-economic duty and conducting Equality Impact Assessments on all our policies and strategies to protect our poorest and most vulnerable citizens and communities.
- Delivering the Holiday Activities and Food Programme. This is a DFE funded programme but locally organised and delivered. The programme has been very successful to date and has been shortlisted for the LGC's national community involvement award. Its success is a direct result of collaboration between the voluntary and community sector (VCS), schools and Council



departments such as Sport and Leisure; Public Health; Neighbourhoods; Youth Service and Children's Services.

Over the summer of 2021:

- Over 109 lead providers delivered Holiday Clubs across the six-week summer break with 34,964 children participating across the district.
 - 20,912 children attended Holiday Clubs. 14,166 Free School Meal Children and 6,746 non Free School Meal Children.
 - HAF Sports and Leisure Parks sessions were held across the district. The sessions had a total of 14,052 children participate. 8,431 Free School Meal Children and 5,621 non Free School Meal Children.
 - All children received a meal at holiday clubs and the park sessions.
- Developing the credit union. Membership currently 9,000. Of these, 2,500 people would face total financial exclusion if there was no credit union support.
 - Developing a 0-5 Early Years Programme and an Early Childhood Services Outcomes Offer.
 - Implementing the Raising Attainment Strategy to raise attainment for children across the district. Key areas:
 - **Focus on Phonics**, Literacy & Numeracy, targeting groups of children at risk of underachieving in Primary Schools (KS1& KS2)
 - **Reducing Persistent Absence**, including specialist support for children & young people with SEND
 - **Investing in Therapeutic Approaches** to engaging with Learning
 - **Capital funding in Digital Inclusion for Disadvantaged Children & Young People**, providing access to devices and the internet
 - Investing £3.57 million in funding SkillsHouse. In the past year, 13,800 adults have enrolled on education or training; 5,460 people have had careers support; and over 2,100 residents have been supported in or into work.
 - Further developing our 5-year plan for integrated careers and technical education (CTE) for all our young people through the Bradford Pathways Model.
 - Continuing the final year of our Bradford Outcome Area programme to improve educational attainment in our most disadvantage schools. This includes developing a tuition programme for 600 disadvantaged year 11 pupils to improve their KS4 maths results.
 - Investing £2million into the provision of integrated locality based welfare advice services to ensure our most vulnerable communities can access the support and services to which they are entitled – 11,500 people supported in the past year with 33,000 enquiries.
 - Working closely with our partner organisations such as the NHS, schools and the voluntary sector to develop mental health services for young people.
 - Implementing the Digital Inclusion Programme supporting communities with access to devices, internet and digital skills to engage in the digital world. Working closely with the VCS, NHS, local and national organisations to reduce the digital divide across the district.
 - Over £60 million of levelling up funding successfully bid for to date supporting redevelopment of Shipley and Keighley and integrated health and leisure provision on Squire Lane and “mini hub” mental health and support services in Manningham and Tong.

- Collaborative working through the ActEarly Consortium. To date this has resulted in:

- Over 50 broad ranging interventions that are currently being evaluated, with successes including the **Glasses in Classes** initiative and a **ground breaking project to identify autism in an early years settings**; both have now been rolled out nationally.
- A whole-system test-bed that provides rigorous and efficient evaluations and evidence for public health commissioning.
- A co-production and citizen science approach that values, and builds on, community assets. **Videos** from this work premiered at COP26. Innovative citizen science initiatives have featured on BBC and Channel4 showing children measuring air pollution on their way to school.
- System-wide routine data tapestries with data linkage across health, education, social care, housing and the environment using the latest artificial intelligence techniques to visualise unique local datasets. This enabled us to develop an electronic vulnerability index (eVI) to identify the most vulnerable families.



Bradford and Tower Hamlets ActEarly Programme has been shortlisted for the LGC Public Health award 2022.

FIVE YEARS ON – WHAT SUCCESS LOOKS LIKE

- **Prevention:** A shared district wide approach to protecting our poorest communities which maximises income, minimises costs and supports access to and participation in community life. Food and fuel poverty would fall, vulnerable groups would receive the support they require and more people would live in decent, affordable homes. All policies and strategies would be assessed against our commitment to the socio-economic duty.
- **Protection:** Every child to start out with the foundations for good health and wellbeing throughout their lives. We will have a 0-5 prevention and early help offer for families from birth to starting school. This will offer integrated and high quality early years care for all. It should help families provide warm, supportive and nurturing environments and ensure access to early play and learning opportunities for all children, especially those most in need. Success here will lead to a higher percentage of children starting school with a good level of development and succeeding in school. Our young people should enjoy healthy childhoods which lay the foundations for long and healthy adult lives. This means they need to live in communities which promote healthy living and have services to support those in need. This will be reflected in lower obesity rates, increased physical activity, better support services for young people with mental health problems and fewer families living in poor housing.
- **Pathways:** Our young people making successful transitions into adult life; to reach adulthood with a sense of belonging, purpose, wellbeing and the skills and resilience they need to succeed. This means higher numbers of young people in school getting access to vocational courses in schools, more apprenticeships, higher attainment at Level 3 and a reduction in the numbers of young people not in education, training or employment. For all people of working age, our economy would provide access to decent, well paid jobs. The

numbers in low paid, insecure and temporary jobs would decrease.

- **Participation:** Those in poverty having a voice through newly created participation and engagement structures. We need to collaborate with communities in the co-production of solutions that meet their needs. We need our communities to be safe, inclusive and sustainable. This will be reflected in lower crime rates, increased

sense of community safety, better housing conditions, development of green spaces, parks and play facilities, the development of a full cultural engagement strategy and a move toward integrated local service provision. All meaning our poorest citizens can participate in the social, cultural, economic and political life of their communities.

Key measures of poverty and deprivation: where we are now and what we are trying to achieve

Area	Key measures	Where we are now	What we are trying to achieve
Deprivation	Index of Multiple Deprivation	13th most deprived local authority in England in 2019	Improvement in ranking position
Income	Relative and absolute poverty Child poverty (relative and absolute) Numbers of people on benefits Levels of Food and Fuel poverty	In 2020 22% of working age people in relative poverty 40% of children in relative poverty in 2021	Reduced rates of absolute and relative poverty for both adults and children
Food and Fuel Poverty	Levels of food and fuel poverty	20 -25% % in food and or fuel poverty in 2020	Reduction in food poverty Reduction in fuel poverty
Employment and Pay	Unemployment levels Average full time weekly wage Economic inactivity rate	Adult and youth unemployment almost twice national average 23% economically inactive	Reduction in the levels of unemployment and economic inactivity Improvement in access to good jobs which pay the living wage and offer decent progression prospects
Education and Skills	Achievement of disadvantaged pupils Numbers of people with no qualifications Number of people with Level 3 qualifications	Disadvantaged pupils 22-18 months behind at age 16 10% workforce no qualification Poor outcomes for vulnerable groups such as care leavers and those not in education, employment or training (NEET)	Increased educational attainment across all groups and reduction in the achievement gap between disadvantaged pupils and their peers Increase the skill and qualification level of the workforce Better outcomes for vulnerable groups
Health	Gap in life expectancy between wealthy and poor Number of years in ill health Risk of death in childhood Childhood obesity rates	10-year gap 20 years in ill health 4 times higher risk of death if live in deprived area High childhood obesity rates	Reduction in health inequalities Increase in average life expectancy Reduction in years spent in ill health
Housing and Community	Homelessness and overcrowding Housing quality Levels of crime and anti-social behaviour Access to transport and local services Digital Inclusion	10% overcrowding High levels of crime compared to regional and national average Most deprived communities with limited access to transport and access to local services One third of poorest households lack access to decent broadband services	Reduction in homelessness and overcrowding Increase in number of affordable houses Reduction in crime and anti-social behaviour Digital inclusion Increased opportunities for participation in the full social, political, economic and cultural life of the community

OUR ANTI-POVERTY ACTION PLAN

Theme 1 Financial Inclusion

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
1.1 Food Poverty	Household Support Fund - food poverty projects	<p>HSF is funding a range of programmes to help with food poverty</p> <p>Examples include:</p> <ul style="list-style-type: none"> Funding for school to provide emergency support packages to their most vulnerable families. In 2022, support has been provided for 8,000 families and 11,000 pupils. Helping free school meal families (up to 27,000 children) over the summer break. Schools could provide support over summer holidays in a range of ways such as by providing food hampers and food vouchers. Supporting our VCS partners providing emergency food support. Over 100 organisations have been funded to provide food support to the most vulnerable families. This includes both foodbank support and delivering direct emergency support to the most vulnerable families. Food hampers are provided which can feed a family of four for a week. Recipes are also included. Foodbank support. Funding provided to Storehouse to ensure our most vulnerable residents are provided for. 	Provision to help ensure that all our children, families and vulnerable residents experiencing food poverty are supported	Children's Services and Revenues and Benefits	Ends March 2023
	Holiday Activity and Food Programme	DFE funded programme to provide holiday activities, food and advice to families on FSM and other vulnerable families. All attending children receive a hot meal and a wide range of activities is provided: clubs, sports and leisure activities.	Provision of holiday activities, clubs, sports and leisure activities in school holidays for children on FSM and vulnerable families	Children's Services	Started 2020, ends 2024
	Bradford Food Banks	Food bank provision is supported by ongoing partnership work between the Council and VCS. The Council commissions InnChurches to support food banks by centrally purchasing food and then distributing this to food banks. Council funding, combined with InnChurches and VCS partners' own collections, ensures well over 1 million meals per year can be provided.	From Jan to Aug 2021 on average 1,387 people supported every day	VCS	Ongoing
	FoodSavers	Pilot Food insecurities project to reduce dependency on free food banks. Based on a low-cost subscription model where people save into the Credit Union to start their own savings habit. This two-year programme, run by InnChurches, aims to have 30 FoodSavers outlets with each new member receiving a free £10 'Saving Starter'. Ten new projects are now starting up. It is an addition to foodbank provision.	30 Foodsaver outlets by Dec 2022	Innchurches Credit Union	Ongoing
	Free School Meals Take Up	Ongoing work with schools and other partners to maximise take up.	Ensure all eligible pupils can access entitlement	Children's Services	Ongoing
	District Food Insecurity Strategy	As part of Bradford Sustainable Food Strategy, a food insecurity plan is being developed. It aims to develop a common approach to food security across the district. The feasibility of ensuring all children have access to a healthy diet every day of the year is being assessed.	District wide approach to tackling food insecurity established	Public Health	Ongoing

Theme 1 Financial Inclusion continued

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
1.2 Fuel Poverty	Household Support Fund – fuel poverty projects	Providing direct payments to our poorest families and pensioners to help reduce costs of energy bills. In total, from October 2021 to March 2023, approximately £9 million will have been provided to support our poorest residents with spiralling energy costs, mostly through direct payments. Additionally, some funding has been provided to supplement the Warm Homes, Healthy People project.	Financial support with the cost of energy bills for working age low income families and pensioners	Revenues and Benefits	Ends March 2023
	Warm Homes, Healthy People	<p>£70,000 programme to alleviate fuel poverty. A 3 year all round programme launched in Oct 2021. Programme can provide some emergency support to help people keep warm, provide advice and guidance on keeping home warm and reducing fuel bills, signpost and refer people on to other sources of support.</p> <p>For 2022, £231,000 provided to City of Bradford MDC from the West Yorkshire NHS Integrated Care System for the alleviation of fuel poverty.</p> <p>£131,000 to expand the overall fuel poverty service to a further 1,350 households who meet the criteria set out in NICE Guidance, during the period 14th February 2022 – 31st December 2022.</p> <p>£20,000 for crisis fuel top-ups.</p> <p>£80,000 to support servicing of heating systems.</p>	800 households per year supported	Groundwork	Ends December 2025
	Fuel Payments Scheme	Means tested and discretionary scheme offering support with fuel payments, delivered in partnership with Citizens Advice Bradford. Top ups to fuel meters can be paid up to £80 twice a year. Payments can also be made direct to fuel suppliers of up to £300 to cover arrears and/or debt relief order fee	Ensure emergency provision for the most vulnerable groups	Revenues and Benefits & CAB	Ongoing
	Fuel Support Team	One of the funded welfare services (see below) provides a fuel support team to provide low income families with advice, guidance and support to reduce fuel costs.	Ensure emergency provision for the most vulnerable groups.	Housing	Ongoing
1.3 Welfare advice, guidance and support	Welfare Support Services	<p>£2 million invested into recommissioning locality based welfare advice services, targeted at areas of greatest need.</p> <p>Range of advice services provided: debt, welfare, housing, immigration, fuel. Key to maximising household income through securing entitlement, minimising expenditure and securing specialist help for vulnerable groups, e.g. homeless, those at risk of domestic violence, people with mental health issues, etc.</p>	Based on 2020/21 figures a minimum of 10,500 people will be supported	Bradford Council in partnership with VCS	Secures services until December 2025
	Bundles of Creativity	Information booklet designed for low income families, particularly those who cannot access digital information. It provides welfare advice, information and guidance, and signposting to services and the credit union.	10,000 households provided with advice, guidance and signposting information	Anti-Poverty Events Group	Reviewed yearly



Theme 1 Financial Inclusion continued

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
1.4 Maximise Household Income	Council Tax Reduction	Eligible working age families can get up to 70% reduction on Council Tax Bills. Typically, 12,000 households benefit from this.	Reduced Council Tax bills for eligible low income households	Revenues and Benefits	Ongoing
	Assisted Purchases Scheme	The Council funds and runs a scheme to help our poorest and most vulnerable residents to purchase white goods such as cookers, fridges and washing machines. Through 2022 and until 2023, additional Household Support Funding supports the scheme.	Ensure access to essential white goods	Revenues and Benefits	Ongoing but Household Support Fund ends March 2023
	Affordable Childcare	Developing access to childcare and providing advice and guidance on options available.	Increased access to childcare	Bradford Council	Ongoing
	Bradford District Credit Union	Growing the Credit Union. Membership of 8,589, increased by 571 over the pandemic, 30% of whom would be financially excluded without CU help and with no access to low-cost loans. 20% are community investors, people in the community who save with the Credit Union to help others. 50% are payroll staff savers at 33 payroll companies - that helps BDCU be strong and stable. Of this, 2,296 are Council staff saving over £3.2 million and borrowing £6.91k. BDCU is also supporting FoodSavers and Uniform Savers Schemes - see below.	8,589 supported to date. Of these 2,500 face total financial exclusion if no CU support	BDCU/ Financial Inclusion Officer	Ongoing
1.5 Integrate all provision in one District wide Financial Inclusion Strategy	Financial Inclusion Strategy	Developing a common approach to financial inclusion. We will review ways in which a shared strategy across the district can help reduce costs and debt repayments, maximise income and promote access to goods and services.	District wide shared approach to financial inclusion	Anti-Poverty Co-ordination Group	Ongoing

Theme 2 A Great Start and Great Education

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
2.1 A high quality early years service for all	0-5 Early Years Programme	Developing a 0-5 Early Years Programme and an Early Childhood Services Outcomes Offer. As part of this work, we will deliver a prevention and early help offer for families to support children and young people from conception to 5 years. All schools will have an Early Health Coordinator. Families in need of support will have a single lead professional, based around schools, who will co-ordinate inter agency support. There are 4 locality Family Hubs developing integrated local offers based on inter agency working.	Integrated Early Years and Early Childhood Services Offer	Early Years	Ongoing
2.2 Reduce the educational attainment gap and ensure no child is left behind	Bradford Opportunity Area	Ongoing project aimed at reducing educational inequalities and improving attainment. Currently, 17 schools are being supported to improve their Ofsted grading through a school improvement programme <ul style="list-style-type: none"> Developing a tuition programme for 600 disadvantaged year 11 pupils to improve their KS4 maths results. Develop further parental engagement programmes and expand the network of parent champions; local residents (who are themselves parents) who understand the barriers faced by parents in their communities and are a source of creative solutions to improving children and young people's attainment. 	Improved attainment at KS4 Reduction in the gap between disadvantaged pupils and non-disadvantaged	Bradford Opportunity Area Board	Ends summer 2023

Theme 2 A Great Start and Great Education *continued*

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
2.2 Reduce the educational attainment gap and ensure no child is left behind	Living Well Schools	Schools programme housing several projects aimed at improving the health and wellbeing of pupils. One of its key strands is combating classroom inequalities by poverty proofing the school day and reducing discrimination and prejudice.	Reduction in the hidden costs of schooling Improved attainment	Public Health	Ongoing
	Raising Attainment Strategy	Implementing the Raising Attainment Strategy to raise attainment for children across the district. Key areas: <ul style="list-style-type: none"> • Focus on Phonics, Literacy & Numeracy, targeting groups of children underachieving in primary school. • Reducing Persistent Absence, including specialist support for children & young people with SEND • Investing in Therapeutic Approaches to engaging with Learning • Capital funding in Digital Inclusion for Disadvantaged Children & Young People, providing access to devices and the internet. 	Improved performance at KS1 and KS2 A reduction in persistent absence A reduction of digital poverty with children able to access digital learning opportunities	Education	2020 – 2023
2.3 Poverty Proofing the School Day	Uniform Savers	This project provides a saving scheme to help with the costs of school uniforms.	Reduction in costs of schooling	BDCU, Britannia House/ Incommunities	Ongoing
	Poverty Proofing the School Day	A pilot programme running across 18 schools which aims to reduce the costs of schooling. Research has been conducted with school pupils to develop initiatives such as active wear uniform policy which helps reduce the costs of school clothing.	A shared approach across Bradford schools to reducing the costs of schooling	Public Health	Ongoing
	Action for Sports	Supporting a local charity which works with schools to provide free sports kit for disadvantaged pupils. The work is being promoted through Bradford Schools Online and being integrated into Poverty Proofing the School Day. As an example of the help provided, in just four months in 2022 £19,700 worth of sports kit was distributed to some of our poorest families.	Provision of free sports kit and increased participation in sports	Public Health/ Action for Sports	Ongoing

Theme 3 Better Skills, Good Jobs and a Growing Economy

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
3.1 Provide job experience programmes	Kickstart	Government funded programme to fund 6-month job placements for 16–24-year-olds on universal credit. The Council has supported 439 young people on Kick Start places.	439 (16–24) provided with 6-month placements	HR/ Employment and Skills	Ends September 2022
	LCEP	Pilot using Government and Council funding to support 12 months paid placements for care leavers.	Up to 15 young people to be supported	All directorates	Pilot ends in 2022 and a review will be conducted
3.2 An integrated and coherent careers & technical education offer which allows young people to pursue vocational pathways alongside more traditional academic pathways	SkillsHouse	£3.57 million invested in SkillsHouse partnership to provide locality based multi-agency support. So far, the impact has been considerable. In Financial Year 21/22: 13,800 adults enrolled on education or training; 5,460 people have had careers support; and over 2,100 residents have been supported in or into work. We have also been successful in reaching groups that were disadvantaged in the Labour Market prior to the pandemic: 45% of participants have been women, 47% from an ethnic minority and 20% have declared a disability.	24,200 people supported. 11,700 supported into work by March 2024	Business Employment and Skills Board/ SkillsHouse Advisory Board	Ongoing

Theme 3 Better Skills, Good Jobs and a Growing Economy *continued*

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
3.3 Provide access to high quality careers education, information and guidance	SkillsHouse Youth	New partnership approach to ensure that young people will have access to support into fair employment. It includes: careers support, mentoring, work placement, guaranteed college place, apprenticeships and pathways to Higher Education.	Provision of an integrated careers, information and guidance service	SkillsHouse Advisory Board	Ongoing
3.4 Levelling Up	Towns Fund	£58 million secured from the Towns Fund to develop Shipley and Keighley.	Regeneration of local economy and environmental improvements	Department of Place	Ongoing
	Building Our Future	Building Our Future bid to the Community Renewal Fund will bring an additional £535,000 funding to focus on addressing inequalities of employment and engagement in education across a range of key groups (young people with disabilities, BAME, women graduates, care leavers, long-term NEET).	Reduction in labour market inequalities	Department of Place	Ongoing
	Squire Lane Health and Wellbeing Hub	£20 million capital funding through the Levelling Up fund to build the Squire Lane Health and Wellbeing Hub in Toller. This facility will be a combination of a leisure centre, health services and enterprise facilities.	Reduction in health inequalities	Department of Place	Ongoing
3.5 Affordable and accessible transport	Regional Transport Strategy	Working with WYCA colleagues and other West Yorkshire local authorities on developing a regional transport policy including capped fares for buses.	Affordable public transport	WYCA	Ongoing
3.6 Sustainable, clean and inclusive economy	Renewed Economic Strategy	Work has been commissioned to reset the Economic Strategy. The goal is for Bradford to become the UK's leading clean growth city district. Sustainable growth and regeneration will be focused on. As part of this business growth and expansion, productivity and workforce development will be prioritised.	Leading clean growth city district	Economic Partnership	Ongoing

Theme 4 Better Health, Better Lives

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
4.1 Providing the best start in life	ActEarly	<p>This project is driving a joined-up approach to early intervention policies aimed at giving our most vulnerable children and families the support they need to ensure the best start in life.</p> <p>The ActEarly Holmewood Initiative is one example of an area based project aimed at improving the physical health, mental health, educational attainment and social mobility of people within the area. If successful, the approach can provide a model for area regeneration.</p> <p>To date the ActEarly Collaboration has developed:</p> <ul style="list-style-type: none"> • Over 50 broad ranging interventions that are currently being evaluated, with successes including the Glasses in Classes initiative and a ground breaking project to identify autism in an early years settings; both have now been rolled out nationally. • A whole-system test-bed that provides rigorous and efficient evaluations and evidence for public health commissioning. • A co-production and citizen science approach that values, and builds on, community assets. Videos from this work premiered at COP26. Innovative citizen science initiatives have featured on BBC and Channel4 showing children measuring air pollution on their way to school. • System-wide routine data tapestries with data linkage across health, education, social care, housing and the environment using the latest artificial intelligence techniques to visualise unique local datasets. This enabled us to develop an electronic vulnerability index (eVI) to identify the most vulnerable families. <p>Bradford and Tower Hamlets ActEarly Programme has been shortlisted for the LGC Public Health award 2022.</p>	<p>Reduction in health inequalities</p> <p>Development of early interventions services for vulnerable children and families</p> <p>Evidence informed policy making</p>	ActEarly Consortium	Ongoing

Theme 4 Better Health, Better Lives continued

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
4.1 Providing the best start in life (continued)	Healthy Start Programme	Government programme aimed at pregnant women and families with children under four. Provides vouchers for food and milk. Work is focussing on increasing take up, especially in postcode areas with lowest take up rates and highest need. 8,500 families eligible, 3,400 missing out on support with essentials. InnChurches will support by running pop up pantries.	Improve take up rate from 60%	Public Health	Ongoing
4.2 Develop community health/welfare hubs	Community Hubs	£1.2m Bradford District and Craven Health and Care Partnership project. VCS organisations are being funded to provide six hubs, offering services which meet community health and social needs. The hubs will provide evidence based interventions delivered by commissioned providers such as Mental Health, Alcohol, Domestic Violence, Carers' Support, Physical Health and Welfare Benefits Advice.	Provision of 6 community hubs	Bradford District and Craven Health and Care Partnership	Ongoing
4.3 Evidence based policy to tackle inequalities	Set up a Health Determinants Research Collaboration	Build research infrastructure, skills and culture across Bradford Council to support evidence-based decision making to improve health outcomes.	Health Development Research Collaboration Established	Bradford Council	Ongoing

Theme 5 Better Housing and Inclusive and Sustainable Communities

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
5.1 Decent housing for all	District Housing Strategy	Our District Housing Strategy. A Place to Call Home, A Place to Thrive sets out a range of programmes to increase housing quality, provide affordable homes, support vulnerable groups and reduce overcrowding and homelessness. The Housing Options Service is 17.5% above the Yorkshire and Humber average for successful homelessness preventions and 5.2% above for successful relief outcomes.	411 Affordable homes per year Improvement in housing quality Increase in successful homelessness prevention and support Reduced length of stay in Bed and Breakfast to no more than 7 nights	Housing Partnership	Ongoing
5.2 Cultural and social inclusion	Cultural and Social Engagement Strategy	A cultural engagement strategy for all our children and young people is being developed as part of our 2025 City of Culture bid. We will extend the opportunities for cultural and social enrichment within local communities through, for example, developing sports, arts, theatre and music engagement activities. Our communities should offer young people a rich cultural life.	An inclusive cultural and social engagement strategy	Department of Place	Ongoing
5.3 Digital and travel inclusion	Connecting Communities	We are developing a strategy to connect our communities, both digitally and through green transport links. For some groups, such as people with a disability, travel concessions are available.	Digital Inclusion Strategy Inclusive transport	Digital SME, Finance, IT, Procurement Service	Ongoing

Theme 6 Supporting Vulnerable Groups

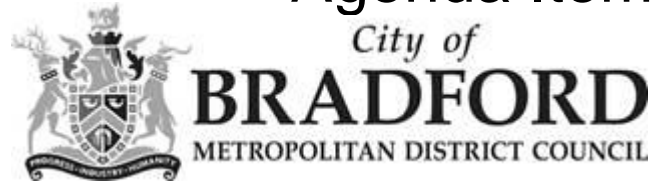
Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
6.1 Provision of mental health services	Mental Health Services	A range of programmes being run by a variety of services covering CYP, working age adults, and older adults across a range of settings. Examples: <ul style="list-style-type: none"> Community Champions. 250 volunteers supported by several VCS organisations in local areas. October 2021-March 2022 focus on mental health support, with a main objective to reach people from all areas and demographics, especially our most vulnerable. Mental Health promotion campaign (currently in process of arranging a provider) with focus on people in deprived geographical areas and those from BAME communities. 	Increased access to mental health services and support and reduction in mental health problems	CCGs/Public Health	Ongoing
	Partnerships for People and Place Pilot	£248k pilot programme providing a single point of contact for disadvantaged people with mental health issues to access services. Based in two hubs in Manningham and Keighley.	Improved mental and physical health	Public Health	Started April 2022, ends March 2023
6.2 Homeless/at risk of eviction	Discretionary Housing Payments.	National means tested discretionary scheme. Tops up housing payments where HB or UC don't meet full cost. Council administers the scheme. Awards usually short term but can be longer term for some groups; for example, people with a disability. Bradford spends all its budget every year. In 2021/22 total budget is £1.1million. Budget is provided by Government but can be topped up to certain levels if local authority chooses to do so from its own funds.	Support for homeless and those at risk	Revenues and Benefits	Ongoing
6.3 Children & young people in care	Household Support Fund Children in Care/Care Leavers	Funding has been provided to support both carers and care leavers with the cost of living and purchasing essentials. This support has included food vouchers and direct payments to help with such things as purchasing clothing and paying energy bills.	Emergency support for Care Leavers	Children's Services	Started in October 2021, ends March 2023
	Support for Children in Care/ Care Leavers experiencing period poverty	Looked after Children in the care of the local authority who are menstruating receive sanitary products as required. Financial allowances paid to foster carers also accounts for the costs of period products.	Reduction in period poverty	Children's Services	Ongoing
	Council Tax Relief for Children in Care/Care Leavers	Those aged 18-21 can be exempt from Council Tax and from age 21-25 can receive a 50% discount.	Financial support for children in care and care leavers	Revenues and Benefits	Ongoing
6.4 People with Drug and Alcohol use problems	Rough Sleepers, Drug and Alcohol	Rough Sleepers Drugs & Alcohol Treatment approach being instigated in the district and has also allowed universal services to be supported with additional funding. Both approaches are targeted at reducing drug related offending and deaths in the district.	New service provision	Drug and Alcohol Treatment Services	Ongoing
6.5 Young people at risk of involvement in serious crime	Breaking the Cycle	The Breaking the Cycle programme is an ongoing programme designed to break the cycle of youth offending. In its first two years, more than 800 young people benefited from Breaking the Cycle Project team's intensive, intelligence led support. The team were commended in the Local Government Chronicle (LGC) Awards.	Reduction in youth offending and improved life chances	Youth Service	Ongoing



Theme 7 Participation and Voice

Priorities	Programme	What we are doing	Outcomes	Lead	Timescale
7.1 Ensure the voice of those living in poverty is reflected in all strategies, policies and programmes	Poverty Equality Impact Assessment	All Council strategies, policies and budget decisions will be poverty proofed by including those living in poverty as a protected group in our equalities impact assessment processes. We will also work with partners across the district to develop a district wide approach.	EIAs conducted	CCGs/ Public Health	Ongoing
	Poverty Equality Champions	Poverty Equality Champions will work across Council directorates to help poverty proof strategies, policies and programmes.	Poverty Champions appointed	Equalities Lead	Ongoing
	Anti-Poverty Events Network	Supporting the Anti-Poverty Events Network. This is a grass roots community forum which advocates for the interests of those in poverty and organises a range of events and programmes to support people in poverty.	Events programme run by the Network	Anti-Poverty Events Network	Ongoing
7.2 Ensure the Bradford voice is heard in regional and national policy	Regional and National Advocacy	Conducting lobbying and advocating work in a range of national and regional partnerships.	Active engagement in regional and national partnerships	Anti-Poverty Co-ordination Group	Ongoing





Report of the Assistant Director, Chief Executive's Office to Corporate Overview and Scrutiny Committee to be held on the 5th of October 2023.

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Subject:

Progress report on the refreshed Equality, Diversity, and Inclusion Plan 2022-25.

Summary statement:

This report is to update Corporate Overview and Scrutiny Committee on the progress made in relation to implementation of actions within the refreshed Equality Diversity and Inclusion Plan Objectives 2022-25.

EQUALITY & DIVERSITY:

This report is an update on implementation against actions in the Council's refreshed Equality Diversity and Inclusion Plan Objectives 2022-25 and its related work areas, therefore this update is relevant to, and in relation to, all the Council's equality objectives.

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Office
Report Contact: Khalida Ashrafi
Lead Equalities Officer

Portfolio: Leader/Cllr Jabar

Overview & Scrutiny Area:

Corporate

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1. SUMMARY

To update on progress made against actions within the current Equality Diversity and Inclusion Plan Objective 2022-25 and related areas of work, while recognising that all work carried out by Bradford Council has to show consideration of its impact on equality objectives.

2. BACKGROUND

Introduction:

In the backdrop of Bradford being named the winner for City of Culture 2025, Bradford Literature festival, Pride, Eid Festival and Bradford's own Curry festival and awards- and currently the build up to the Bradford South Asian History Festival, we have a lot to celebrate.

We are currently planning a week of events to celebrate Disability History month and Black History Month with our partners across the district, to raise awareness of and take the opportunity to celebrate the achievements of many that live, work and thrive in making positive change.

Valuing the lived experience of our staff and wider communities is something we as a Council are committed to. We can now see this investment and belief coming to fruition. The staff networks have been enabling the voices, views and lived experiences of our staff, to support positive change within the Council. The Disability Staff Network (DSN) have prompted change in HR, IT and facilities, and there is now a plan of how we support managers to make reasonable adjustments, ensure IT equipment is fit for purpose and that the on boarding process can be initiated earlier so we can bring people into working roles sooner. The women's staff network has provided support to both network members and managers on issues such as menopause and misogyny, and our young people's staff network is supporting our younger staff members, this also includes graduate trainees and apprentices.

The expansion of the Communities Team means we have greater reach into our diverse communities, and our understanding of their needs. This is illustrated well in the work they are currently taking forward. Each team member leads on a different equality area and can link with the relevant communities and understand and support them with the concerns and challenges they face.

In a year that has seen a second follow up visit from the Local Government Association- Equalities peer reviewing team, a refresh and launch of the Equality Diversity and Inclusion plan, a revised approach to recruitment of staff and the start of a process that will carry out disability access audits for our buildings, we are under no illusion of how much work we have to do.

Bradford district continues to be our focus for improvement both for our staff, 70% of whom we know to be from the district, and also our communities for whom we are committed to providing services of a high standard that meet their diverse needs.

Following the recommendations from the Local Government Associations peer review we have refreshed our Equality Diversity and Inclusion Plan. Bradford Council's Executive approved the refreshed Equality Diversity and Inclusion Plan 2022-25 in November 2022. The Plan then being published and launched in June 2023. The plan was arranged under the outcome headings of **1 An equal, diverse and inclusive workplace, 2 Inclusive and accessible services, 3 An inclusive economy 4 Inclusive communities**, with the overall aim of ensuring the Council met its duties under the Equality Act 2010, in both a general and specific sense as a local authority.

3. Our Legal obligations and how we are meeting them:

The general equality duty under Section 149 Equality Act 2010 requires the Council to have due regard to the need to:

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

In addition, under the Equality Act (Specific Duties and Public Authorities) Regulations 2017, the Council is required to:

1. Publish annual gender pay gap information relating to its employees.
2. Publish on an annual basis information to demonstrate its compliance with the general equality duty under Section 149 of the Equality Act 2010
3. At least once every four years, prepare and publish one or more equality objectives that it believes it needs to achieve to further any of the aims of the general equality duty. These equality objectives must be specific and measurable.

4 OTHER CONSIDERATIONS

We have Refreshed our EDI plan as recommended by the Local Government Association Peer reviewers. We have brought it in line with our Council plan objectives and have made it most current and responsive to the needs of the organisation, its staff and the communities we serve. For the first time we have a plan that is focussed on harnessing the Councils energies to drive real and positive change.

We hosted the LGA's Equalities peer review team return visit in November 22'. Their feedback was very positive, in particular on the development of the staff networks, the RESPECT campaign and the allyship programme, which were seen as a really positive initiative that engaged all staff on the EDI agenda. They also noted progress in dealing with grievances, and the increased level of confidence in managers in dealing with discriminatory behaviour.

We recognise the value of Internal and external stakeholder engagement and the value this brings in achieving what we have set out in our EDI plan.

Equalities is supported internally within the Council by the Cross Council Equalities Group (CCEG) which has representatives from the different departments and staff networks, the staff networks, CMT which has a regular Equalities agenda item and also meet with staff network leads quarterly, and the HR & Equalities update to the Leader and portfolio holder.

Our equalities external stakeholders include working closely with the Wellbeing board EDI lead, we are also a member of the WYCA EDI strategic group, member of the EDI Bradford district group, Root out Racism we are part of the core group delivering against the objectives of the Yorkshire and Harrogate health care partnership.

Data and narrative (Power Bi)

The refreshed Equality Diversity and Inclusion plan 2022-25 has focussed objectives, outcomes and KPIs. A Power Bi has been created where data will be collected every 6 months. This will form the basis of regular reporting that will be shared with CMT and future O&SC meetings.

Objective 1: An equal, diverse and inclusive workplace

Bradford District is a large and diverse place, and our Council Plan commits to developing a workforce that properly reflects the people and places that we serve and a workplace that offers opportunities for people to progress regardless of their background and where people can thrive and feel confident and comfortable at work. This objective will help us make better decisions and support the delivery of innovative services.

An equal, diverse, and inclusive workplace

Performance Indicator	What does a good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator (Target)
Percentage of top 5% employees by income who are from BAME backgrounds	High	20.7%	Q4 2022/23	20.3%	Q3 2022/23	Improving	27.8%
Percentage of top 5% employees who are female	High	56%	Q4 2022/23	55.9%	Q3 2022/23	Improving	65%
Percentage of Employees with a Disability (not including schools)	High	4.62%	Q4 2022/23	4.4%	Q3 2022/23	Improving	5.4%
Percentage of employees from LGBTQ+ background	High	0.6%	2022/23	0.6%	2021/22	No change	2%
Percentage of employees from BAME backgrounds	High	30.2%	Q4 2022/23	29.9%	Q3 2022/23	Improving	33%
Percentage of staff at PO1 or above that have completed equalities training.	High	98.6%	2023	98.3%	2022	Improving	100%
Number who have completed RESPECT e-learning (Rolling total)	High	1667 Total					

An equal, diverse, and inclusive workplace

Performance Indicator	What does a good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator (Target)
Number of Safe Space formal sessions carried out.	High	72	2023				

An equal diverse and inclusive workplace:

We aim to build a workforce that feels valued, supported and nurtured to develop. A workforce that thrives is a workforce that inspires and delivers. We want staff to feel they can bring their ‘whole selves to work’ that they will not be discriminated against or treated less favourably for speaking out against poor behaviour. We want staff to have the opportunity to develop and progress their careers within the Council. We encourage the sharing of lived experiences and the value this brings in shaping how we work and how we develop services.

We are working towards **increased diversity of senior leaders** in the workforce through several measures. 10 Senior Leaders of which 3 are from underrepresented groups completed the Senior Leaders apprenticeship. A further 10 Managers have completed the Senior Leaders Programme and 6 managers are enrolled for Autumn 2023.

Our staff representation in regard to race, sex and disability are as follows:

- 20.7% of top 5% employees by income are from BAME backgrounds (March 2023)
- 56% of top 5% employees are female (March-2023)
- 4.6% of Employees have a Disability (not including schools) (March-2023)

- 0.6% of employees are from LGBTQ+ backgrounds (March-2023)
- 30.2% of employees are from BAME backgrounds (March 2023)

We recognise that disclosure rates for LGBTQ+ and disability are relatively low, and as such are working with both staff groups on how this can be improved. This is however also seen to be a national trend, with disclosure rates for these groups decreasing, the higher the level of the post.

We fair well when it comes to gender balance with 56% of staff in the top 5% being female.

The HR team have been working hard to develop and offer a clear training offer in relation to equalities and ensure that all managers undertake a programme of equality training.

A range of training programmes have been on offer throughout the Council. An open Management course aimed at Emerging leaders (Cultural Intelligence) has been completed by 9 managers.

The Cultural Intelligence Accelerator eLearning programme has been assigned to 1357 managers. Of these, 545 have completed and 700 are in progress. Cultural Intelligence Accelerator virtual workshops have been completed by 545 managers and a further 1357 have registered. Cultural Intelligence monthly bite-sized lived experience workshops have been attended by over 90 individuals.

There are 21 EDI eLearning programmes/workshops available to individuals. There have been 1360 Workshop completions, excluding the workshops available through RESPECT.

Recruitment:

HR have recently undertaken a very detailed 'LEAN' transformation process on how they carry out recruitment for the Council. This has led to a wide range of recommendations that they plan to implement in the near future. These include-

1. Introduction of anonymised CV and applications – significantly reducing any potential unconscious bias of panel members.
2. Using CV's and different ways to accept applications will mean hopefully more accessible recruitment processes for candidates.
3. Recruitment training for panel members
4. Ensuring diverse/representative recruitment panels
5. Standard equalities/EDI questions to be asked to all candidates as part of all recruitment processes.

6. Guidance provided to all managers on how to manage any reasonable adjustment requests from candidates, ensuring that both the application process and interview process are accessible and fair. All information to be shared and accessible through a new HR Sharepoint site that is currently being developed.
7. New recruitment system being procured, to ensure greater functionality and provision of management information.

Safe spaces:

Staff networks: The staff networks have provided 72 'safe space' meetings where staff have been invited to attend and feel safe in discussing any issues/concerns they have. These spaces have also provided advice, guidance support and where appropriate signposting.

Events: Safe spaces have also been a feature of many of the events we have hosted through LGBTQ+ awareness week, Race Equality week, Wind-Rush awareness month, inclusion week, Carers week, mental health awareness day and black history month, where staff attending have been invited in the safe space to feel able to ask anything they may have not previously felt comfortable to do.

Safe spaces for attendees to come and feel they could ask anything they felt they wanted to, were offered in 7 events which were attended by around 150 staff.

One to one: Many staff network leads also provide formal (within the network meetings) and informal safe space support to staff who approach them on a one to one basis looking for a safe confidential space to gain support and discuss issues. Currently we do not collect figures on this- but are aware this is a key line of support for staff. Staff network leads often provide a listening ear and signpost where required. This will be discussed with network leads at a future meeting.

Staff networks:

The development of the 7 staff networks continues to progress providing support to network members and to the Council departments such as HR and IT. This 2-way relationship has grown significantly over the past 12 months and is facilitated by each network having a CMT sponsor. Staff networks attend CMT quarterly with updates and with issues they would like CMT to consider.

Key achievements over the last 12 months

- The DSN (disability staff network) worked on and presented a delivery plan that highlighted areas of development that needed to happen in recruitment, staff management and support, IT and accessibility issues. This is now being taken forward by a task group within the council and is chaired by the Assistant Director of the Chief Executives Team.
- Women's Voice have provided training on Menopause and Misogyny for managers.
- YPN have been working with HR on recruitment and the wording of requirements for jobs to enable young people to apply.
- All networks provide support to a range of events raising awareness including through LGBTQ+ awareness week, Race Equality week, Wind-Rush awareness month, inclusion week, Carers week and mental health awareness day, black history month by hosting and participating in events.
- The BME womens staff network have hosted meetings for members that profile an inspiring speaker. This has provided confidence, inspiration and opportunities for learning. They are about to roll out their lunchtime bitesize learning programme.
- The Carers staff network are working with HR to produce a 'Working Carers Policy'
- RESN (Race Equality staff network) are planning to work on a 'safe space' project.
- The lived experience represented in staff networks is a rich and valuable resource that is benefitting the development of our organisation in many ways.
- LGBTQ+ staff network continues to develop the app for members to enable them to be in touch and share information and provide support.

Zero tolerance of workplace discrimination and prejudice

We are challenging discrimination and prejudice within the Council in a number of ways. It is of great importance to us that all staff can bring their whole selves to work and feel valued for who they are, and equally value others they work with, no matter how different.

The RESPECT and Allyship programme, have provided a thorough basis of what we agree are the right guiding principles for staff to embed in their behaviour and attitude at work. The RESPECT campaign is something we expect all staff to adhere to.

The Allyship programme has 718 allies signed up, of which 20 are elected members. There have been 40 Allyship sessions covering 12 topics with over 1300 attendees since its launch in May 2022. The Allyship programme was launched for Elected Members in July 2023. We have 1993 colleagues that have completed the RESPECT Awareness e-learning as of 23rd August 2023.

Objective 2: Inclusive and accessible services

Services delivered and commissioned by the Council can play a significant part in addressing inequality, improving well-being and widening access to opportunities. In order to make the biggest impact on outcomes, ensure that they meet the needs of diverse communities and individuals and to maximise value for money we need to better understand who uses our services and where there are any gaps in provision, the needs of our communities and the impact of our decisions about service provision. This means collecting appropriate data and intelligence, involving people in service design and delivery and ensuring that decisions about services and resource allocation are properly informed in terms of their impact on equalities and targeted appropriately.

Inclusive and Accessible Services

Performance Indicator	What does a good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator (Target)
Number of Council delivered interventions that focus on health. Families with an Early Help Assessment.	High	198	July 2023	198	June 2023	No Change	
Percentage of service plans with an equality objective.	High	94%	2023-2024				We will hopefully be 100% by the time we go to O%Sc in the first week of Oct

In order to **Improve understanding of service use by people with different protected characteristics and/or low income groups** and to be able to take steps to address gaps in provision, a piece of work being led by the Equalities Lead working with the Sports and Culture team, and the Neighbourhoods and Customer Services teams, as two of the largest customer facing departments within the Council. This work is due to commence in October. It will identify what data is being recorded currently, what data is required and then

how we implement this change through services. There will also be consideration on how the data is used to shape and develop services. We will be reporting back to CMT on the outcomes in the new year.

To ensure a **diverse range of service users and communities** (including communities of interest) are engaged and involved in co-creation of services and outcomes, the Council approaches this through the contract route. The contracts with the VCS have stipulations for equality of provision and monitoring of outputs so that we can ensure all communities are served. The contract also has a theme called 'Voice and Influence' to enable the voices of underrepresented groups to channel their views on services to decision makers in the district and have communication as a two-way process on what the impact their views have, on policies and services provided. This happens through focus groups and other ways of engaging with communities.

To ensure **Equalities is a central consideration in decision making** across all Council departments, we have taken a number of measures. We believe it is important that all policies and services are designed and revised with equalities in mind, and for this reason we encourage the use of Equality Impact Assessments ('EqIA's') prior to any policy or service-related decisions being made. The Equalities Lead provides training for staff on EqIA's. These include the offer of two levels of training for staff on EqIA's, the first is a more basic one-hour session suitable for anyone who may be contributing to an EqIA and needs to know more about it. The second is a more focussed two-hour session aimed at practitioners who will be carrying out an EqIA on a new or revised policy or service. Over the last year, 10 sessions have been run which have reached over 100+ staff.

The Equalities Lead has worked with the budget proposal teams and reviewed the EqIA's providing support and advice.

There will now be a requirement for departments to add onto sharepoint the EqIA they have carried out, and the outcome of it on any protected characteristic and low-income group.

All service plans to include an equality objective. This currently stands at 94% with just one plan not including an equality objective.

Reduced health inequalities through targeted interventions

Inequalities in health are an accumulation of inequalities in social and economic circumstances that build up across the life course resulting in inequalities in health. As a local system we have implemented establishment of the Reducing Inequalities Alliance (RIA). The alliance aims to achieve 4 objectives:

1. Setting the strategic vision for the district around inequalities
2. Building confidence and skills across the workforce to tackle inequalities
3. Supporting best practise through building tools and resources for partners
4. Create opportunities to evaluate work and share learning across the system.

Attention and focus on inequalities, needs to be embedded in universal practise and well targeted. RIA have developed a toolkit for use by community partnerships to ensure that the work they are doing maximises its potential to reduce health inequalities at the community level.

There are multiple interventions and programmes of work taking place to tackle inequality related to specific health conditions or to specific community groups with higher levels of health needs. This includes a wide range of specifically focused Inclusion Health groups such as the homeless, sex workers, gypsy and traveller communities and drug and alcohol users. To complement existing projects and establish gaps in the support to Inclusion Health groups an assurance framework has been developed to ensure the needs of these groups are understood and met by our current system.

Larger scale work partnership programmes include Reducing Inequalities in Communities, delivery of the core 20 + 5 agenda and Living Well Community Health Development work. Forthcoming undertaking of the refresh to the Joint Strategic Needs Assessment is also a significant piece of work contributing to identifying groups with the highest levels of unmet need and ensuring these are supported through our work areas. An example of this would include our Living Well Faith Settings work specifically in madrassas to target the higher levels of obesity in the South Asian Muslim community and supporting children to adopt healthier behaviours in their everyday lives. To ensure we continue to recognise groups that may be experiencing adverse health outcomes we also continue to do more in depth needs assessments for specific groups. For example we are currently undertaking a health needs assessment of the black communities in Bradford.

Reduced health inequalities through targeted interventions: Neurodiversity

Understanding and embracing neurodiversity in communities, schools, healthcare settings, and workplaces can improve inclusivity for all people.

Through the work of the Bradford Healthy Mind Board improving services and outcomes for our neurodiverse population is a priority. Over the last 12 months they have focused on improving awareness through education and training, establishing the appropriate structures, for example through the development of the Neurodiversity Social Work Team within Adult Social Care and harnessing the power of the world class research that resides in Bradford through the formation of a Neurodiversity Oversight Group for Research and development.

Through several partnership projects, we are creating neurodiverse friendly places. By Christmas Broadway will have a sensory room to support people of all ages who may need a safe place when overwhelmed by the environment of a busy shopping centre. We are working across 3 localities, using data visualisation and community engagement to support neurodivergent children and their families

to describe the challenges they face. In November, we will introduce our concept of Neurodiverse **Friendly Bradford District** ambition, garnering the support of partnership organisations, businesses, culture and leisure to bring about real change for our neurodivergent population.

Neurodiversity Future Pathway Project : Using Data to help Neurodiverse children to thrive

Funded by the Department for Levelling Up Communities and Housing’s ‘Data Accelerator’ grant, data scientists and researchers from the Universities of Leeds and Bradford are working with schools, health and care professionals, voluntary sector organisations and families in three of our most disadvantaged localities, to:

Improve the assessment process for autism and ADHD by:

- Automating the collection of data to inform assessments for autism and ADHD, accelerating the process to cut wait times and improve value for money.
- Bringing new data into the assessment – for example Early Years Foundation Stage Scores.
- Help teachers/other non-specialist staff identify and support neurodivergent children, by designing, building and trialling a ‘neurodiversity profiling tool’, which uses information to indicate where a child is more likely to be neurodiverse, help staff to put in place reasonable adjustments and allow information sharing between professionals to enable earlier coordinated interventions and reduce burdens on families.

Bradford and Craven Autism Aim: Supporting Autistic Adults to access the support they need.

Funded through WY Health and Care Partnership and National Lottery Funding, Bradford and Craven Autism Aim launched in June 2023, with the aim to support adults with a diagnosis of Autism and who receive little or no funded support.

The project is free to access, offering three distinct services. It will have a Health Access Project, supporting autistic adults in the Bradford and Craven districts to access GP services, communicate their healthcare needs and access one-to-one peer support. The Yorkshire Autism AIM service will be running regular mental health-focused peer support groups for autistic adults in Bradford too. There will be two run per month – one online and the other in person. This will be launched later on when staff are in place to help facilitate the groups. This service has its own Autism Hub, where weekly sessions and one-to-one support is provided. Where people need more support and have eligible needs under the Care Act, they will be referred to the new Neurodiversity Service within Adult Social Care.

Objective 3: An inclusive economy

People's economic circumstances can have a big impact on health and well-being, the housing that they live in and on social mobility. Bradford has higher than average rates of unemployment, high rates of youth unemployment, relatively low levels of participation in the economy and lower than average wages. Bradford offers significant potential for economic growth and we need to make sure that everyone has the chance to benefit from it. By supporting people into good work, building our skills base, investing locally and delivering decent housing to meet everyone's needs we can progress towards our goal of building an inclusive economy that works for everyone.

An Inclusive Economy

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparative (Target)
Number of Employers engaging with Skills House	High	1900	2023				
Median earnings of employees in the area (average)	High	£569.00	2021/22	£545.10	2020/21	Improving	National £645.80
Number of people between 18 and 25 accessing Council delivered or procured support to develop skills	High	49%	2022/23	64%	2021/22	Worsening	
Percentage of Year 1 pupils achieving the Phonics Standard	High	72%	2022	81%	2019	Worsening	National 75%
Percentage of pupils achieving Stage 2 Reading, Writing and Maths at expected standard	High	57%	2022	63%	2019	Worsening	National 59%
Percentage of pupils achieving 9-4 pass in GCSE English and Maths	High	59.9%	2022	63.4%	2021	Worsening	National 64.4%

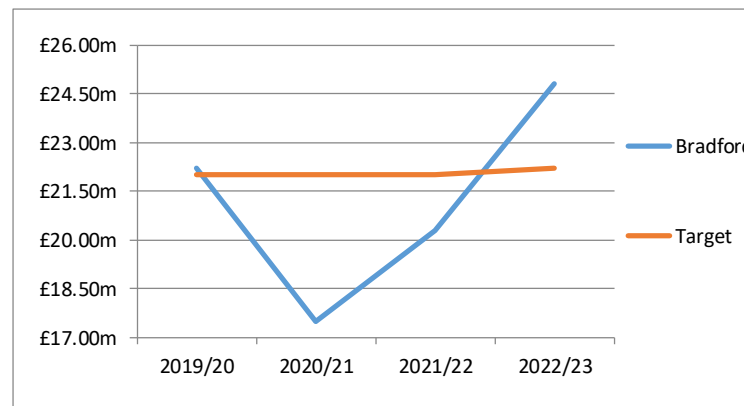
% of people aged 16-64 in the district qualified to NVQ level 3 or above	High	54.4%	2021	51.6%	2020	Improving	National 61.4%
Number of families living in poor quality housing. Percentage of dwellings with EPC Band 'D' or below	Low	68.9%	2021	68.8%	2020	Improving	National 57.9%
Number of private sector homes improved through council interventions	High	1,343	2022/23	880	2021/22	Improving	1,000 per year
Total Nos. households owed a homelessness duty by eligibility for homelessness assistance (Ann.)	Low	4.77 Per 1000 Pop	2021/22	4.74 Per 1000 Pop	2020/21	Worsening	4.92 Per 1000 Pop
% of Households in Fuel Poverty	Low	19.2%	2021	18.5%	2020	Worsening	National 13.1%
Trends in number of people gaining employment in the district	High	70.5%	2022	71.2%	2021	Worsening	
% of Total third party spend with suppliers operating from with the district - Rolling Values	High	34.67%	Q4 2022/23	35.41%	Q3 2022/2	Worsening	49%

Number of people with a disability accessing Council delivered or procured support into employment	High	394	2022/23	215	2021/22	Improving	
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Inclusive economy:

Working towards developing an inclusive economy is about bringing together those strands of work that tackle inequalities and provide opportunities for those most marginalised to be able to participate in the local economy. In this objective we look to make change where we believe it matters most, improving the tenure of residents, providing skills development opportunities, and looking to encourage where possible- procurement of goods and services from within the district.

We are working to **Increase the proportion of Council expenditure that is spent with local organisations**. This leads to money being spent within the local economy and also the creation of jobs and sustaining of local businesses



The current trend as shown in the graph above, is one exceeding the target of £22,00m to currently being at almost £25,00m. After the Covid period, there has been a significant increase in local spend, this may reduce a little in the short term, as it levels out.

People furthest from the labour market, including those with disabilities, can access targeted support to get them into work.

Through the SkillsHouse Advisory Board and Skills for Work Advisory Board we have robust governance structures in place for Council commissioned and delivered careers and employment support, and our Adult Learning and Apprenticeships delivery respectively.

Both Boards monitor recruitment patterns as part of their regular Management Information reporting to ensure that support is being targeted to individuals and communities most in need, to address inequalities in skills and employment outcomes, and to enhance everyone's equality of opportunity.

There has been a significant increase in the number of people engaged who have declared a disability, more widely there is demonstrable success in terms of engaging those furthest from the labour market. For example, In the academic year to date on adult skills provision:

- 61.7% of learners are disadvantaged;
- 62% of learners present at entry level (i.e. pre-Level 1, where Level 2 equates to GCSE);
- 33% of learners have no prior qualifications; and
- 75% learners are not in paid employment.

Increased earnings of employees in the area and close the gap with the national average.

SkillsHouse has implemented a new structure incorporating a new Business Engagement team and has successfully recruited and onboarded staff. A new business engagement framework for the service is in the process of being approved by the Board, and the new team has already demonstrated success in engaging new businesses and supporting them with their recruitment.

They have also recently initiated an Employer Working Group to establish a collaborative approach for SkillsHouse partners when contacting businesses to promote and secure opportunities for recruitment, workforce development and engagement with education and training providers.

SkillsHouse facilitates the Inclusive Employers Network, initiated as part of Bradford for Everyone. The Network has held a popular series of lunch and learn sessions over the year with presentations from employers on a range of approaches and inclusive practice. We are now looking to refresh the purpose and approach for the network in 2023/24.

The Employment and Skills service, with policy colleagues from the Office of the Chief Executive has been actively involved in supporting the development of WYCA's Fair Work Charter ahead of its launch in 2024.

Our young and enterprising population is equipped with the skills and confidence to succeed.

[Increase in percentage of people with NVQ level 3 and above, and close the gap to the national average.]

As of December 2021, the ONS population survey estimates that 178,100 people in Bradford, equating to 54.4% of the working age population, are qualified to Level 3 or above. This compares to 58.2% across Yorkshire & Humber and 61.5% across the UK as a whole. In 2020, the equivalent Bradford position was 51.6% / 170,800 people.

It should be noted that the data is sample based and is not a robust like for like comparison when looking at annual variances. Considering the data over time there is clearly a sustained improvement in Bradford's data, generally at a similar pace to national and regional increases (over ten years Bradford is +15.5%; Regional +13%; GB +10.7%), however the last two years are promising in terms of closing the gap.

From the Economic Strategy baseline this year's data suggests there are slightly over 40,000 more working age residents qualified to Level 3, this is on trajectory to meet the 48,000 target by 2030.]

Housing and interventions made by the Council

- Number of Disabled Facilities Grants completions – 428 (for period 1/4/22 – 31/3/23). These are actual adaptation schemes delivered, funded through DFGs, and range from works such as installing ceiling track hoists, stair lifts or showers through to building extensions to allow a disabled person to access appropriate accommodation. These are delivered by the Adaptation team in Housing Operations who following receipt of a referral from Occupational Therapy assess the householder's eligibility for a DFG, design an adaptation scheme to meet the OT's recommendations for the disabled persons needs, oversee the delivery of the scheme (where the householder opts to use the Agency service) and confirms completion of the scheme in line with the original specification.
- Number of notices served (formal and informal) – 930 (same period). The Housing Standards teams in Housing Operations carry out inspections of properties using the statutory Housing Health and Safety Rating System (HHSRS) which identifies specific hazards that need to be addressed. Officers will then either serve the landlord with an informal notice detailing works required or a formal statutory notice (using powers set out in legislation). It should be noted though that statutory notices especially will be served on all people who are responsible for carrying out repairs (e.g. joint owners) so several notices may be served relating to the same property.

Both these measures reflect steps towards giving people access to housing that meets their needs – the first by making specific provision to allow a disabled person to continue to live in their home, which is now more suited to their (specific) needs; the second by

removing hazards from general accommodation which makes this decent and safe. We also have a measure which is reported as part of the corporate plan (and referenced in your table) which is the number of homes improved through our services intervention, which covers the delivery of adaptations and enforcement of housing standards, but also includes other areas of our work – the reported figure for 2022/23 is 1,343.

Leadership and participation in culture and the creative industries will be widened and more representative of our communities.

We will be able to report an update on targets for this by end of year once the Sport and Culture team have the data in place.

Objective 4: Inclusive Communities

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)
Inclusive Communities							
Percentage of Your Views survey respondents who say they feel safe in their local area.	High	71.90%	<i>Data as of 6.7.23</i>				75.30% West Yorkshire
Number of inclusive memorial and cultural events broadened to include all protected characteristics.	High	32 planned calendar events	2022/23				

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)
The number of voice and influence opportunities shared with children and young people	High	10 local engagement opportunities	2023				

We cannot tackle inequality without tackling discrimination and standing up to hate crime. We must also work to integrate communities to build understanding and challenge myths and we need to ensure that everyone has the chance to have their voices heard and to play their part in civic life. Tackling hate and discrimination, building cohesion and empowering local people are all central themes in our Council Plan. This objective will help to ensure that Council services are focussed on supporting our communities to be safe, strong and active.

Over the last 12 months we have seen a significant increase in our engagement with diverse communities of all protected characteristics within the district.

Our work with communities is predominantly led by the Stronger communities' team. Since the expansion of the communities' team which now has five community development officers, our reach into and ability to influence positive change and raise greater awareness on equality diversity and inclusion issues, has increased significantly.

Both the Stronger communities' team and The Sports and Culture team also provide support to communities and community led events through their grants programmes.

In the supporting of **zero tolerance of discrimination**, the stronger communities' team have been involved in the rollout of a number of initiatives that are aimed at achieving this. This work continues to challenge discrimination by promoting social value and understanding between diverse groups in a number of ways. These include:

1. Calendar of key dates and events, led by the Stronger Communities Team within Neighbourhoods and Community services, delivering jointly with Police, BHCA and a range of partners. There are a selected 102 key dates/events; During 2023 they have been using a mix of online, in-person, and social media activities to raise awareness.
2. Make Sure It Adds Up This campaign aims to get more people from across the Bradford District to practice and promote 'critical thinking' when receiving and sharing uncertain information, including a programme of training and awareness sessions to promote the campaign.
3. Bradford District Shared Values – Respect, Care, Share, Protect. This campaign is a long-term drive to stamp out discrimination and prejudice. The campaign encourages people to share stories, download the resources and encourage organisations and groups to adopt the values and then complete the annual self-evaluation. This is alongside the delivery of a programme of training and awareness sessions to promote the campaign.
4. People Can Campaign showcases what people are already doing in their neighbourhood and encourages others to get involved to make a difference. BfE (Bradford for everyone) website has been updated to include information about People Can. Social media activity on People Can socials has recommenced. The Neighbourhoods and Community Service collectively lead the campaign.
5. People Library is an online hub of Bradford 'books' to showcase a collection of human 'books'. The contributors to the People Library are deliberately diverse and includes people of a variety of ages, sexualities, genders, faiths, ethnicities, economic backgrounds, and those with disabilities. 27 stories published and promoted; this work is ongoing.

We are committed to **reducing hate crimes** and in particular carry out some targeted work with diverse groups who are currently under reporting. Our work on **Hate crime** in the district and effectively reducing it, is being actioned in a number of ways, some being led through the Stronger Communities team and others in partnership with BHCA (Bradford Hate Crime Alliance), Police and VCS partners such as Equality Together, Race Equality Network and Connecting Roma.

Supporting communities to **report Hate Crime** means ensuring they firstly understand what a hate crime is, then are aware of how they can report it, and why it is important to report- followed by what support is available. Here are some of the initiatives that are being rolled out across the district.

A hate crime reporting app was launched late last year allowing people to report a hate crime using the app. A series of 21 roadshows so far, have been carried out across the district in a variety of settings, over the last 12 months raising awareness of hate crimes and how to report them.

Educational resources to empower and support victims of Hate Crime have also been developed. There is ongoing work focusing on rehabilitation and reintegration; empowering victims and communities; legislation awareness; building trust; encouraging reporting; communicating of personal testimony. The work to develop these resources is in progress. As part of the resources produced, Roma and other Hate Crime films have been produced.

Valuing and sharing **lived experiences** has been a key feature of Radio Broadcasts & the establishing of a YouTube channel in which a series of 6 difficult conversations podcasts have been produced. This has featured the lived experiences of LGBTQ+; Roma; and Race communities. These podcasts have been downloaded 230 times. In addition to this, as part of the 'Listen Bradford' campaign, 9 films have been created- called 'we are listening'.

BHCA launched its new website in November 2022. Target work in 2023 is ongoing to ensure a link to the new BHCA website /reporting centres are added to the websites of other organisations.

Hate Crime Awareness Training is also a key focus that is delivered through BHCA- supported by the Stronger Communities Team.

Targeted training has been delivered by BHCA with identified groups who are known to underreport, as well as groups from protected characteristics. This training has reached 733 participants. Training is also targeted at staff working at hate crime reporting centres. Hate crime awareness is also a compulsory part of the 'Restorative Solutions' programme for perpetrators. All new and existing police officers also attend hate crime awareness training. 1000+ police officers have received this training over the last 12 months

Hate Crime Awareness Events/ Activities are carried out on a regular basis in community settings. An Interfaith Service of Remembrance will be held to launch Hate Crime Awareness Week 2023 on 16/10/23 at 19:30-20:30 at Bradford Cathedral. In an effort to promote Hate Crime Awareness activities and events, a trial small grant programme for Hate Crime Awareness Week 2023 has been introduced. This allows small groups and organisations to apply for funds, up to £250, for hosting events during the week. Preliminary planning talks have commenced for a 2024 District conference focused on Tackling Disability Hate Crime. The initial goal is to establish a collaborative working group with partners to drive this initiative forward.

Hate Crime Reporting Centres-24 reporting centres are currently in place. The Roma Community and Equality Together have also joined as new reporting centres.

Our work in offering an equitable and supportive home to **Refugees and asylum seekers** is embedded in the 'Local Authority of Sanctuary' that the Stronger Communities Team Lead on. This work towards the delivery of commitments made in the Council's application for the Local Authority of Sanctuary Award, and the Appraisal Panel's recommendations, which were accepted by the Council. The draft ToR for the Steering Group has been written. A draft Action Plan has been compiled which highlights what progress has been made to date for each of the 14 recommendations and promises that have been made by Bradford Council.

The approach to **partnership working** is embedded in the delivery of the Neighbourhood and Community Services teams, projects and programmes which are co-produced with our partners across communities and COI. There is a proactive approach to engagement, identifying gaps, capacity and capability issues in Engagement and offering active support and development opportunities for residents to get involved in shaping and influencing the future for Bradford residents.

Progress on **Child Friendly District principles** ensuring children and young people in our communities have a voice and influence to make change, is ongoing through the work being led by the 'Child friendly programme lead, and by youth services.

The local Child Friendly initiative was formally launched in November 2022. After completing a successful Foundation Year, we are no longer working with UNICEF UK 'Child Friendly Cities' programme. At the February 2023 BMDC Wellbeing Board meeting it was agreed that our local work will now be known as **Child Friendly Bradford District (CFBD)** with a focus on building systems to give children and young people in the district more voice and influence.

CFBD is now aligned with the Councils Allyship and RESPECT programme with 5 'Children's Rights' CPD sessions taking place during September including one for elected members.

CFBD has established a 'community of practice' for colleagues across our local partnership with roles relating to CYP Voice and Influence. The first meeting was held in June 2023 with 24 members attending. The community of practice has identified the need to create a shared values charter around youth engagement. This will include significant emphasis on EDI and will be available in the autumn.

This September, CFBD is launching a school council's network for the District to support staff in our schools and settings to give children and young people more local voice and influence. Our pre-work on this means we now have 67 named contacts responsible for pupil/student voice across the district. School councils have been offered 'voice and influence/local democracy' workshops at Bradford City Hall. From March to July 2023, 7 cohorts and in total worked with 121 children and young people.

In February 2023, two groups of young people presented at the BMDC Wellbeing Board, on their views on emotional health and wellbeing support in schools. In response to this, CFBD are now working with Bradford Citizens, Age of Wonder, Education Psychology Team and the Health & Care Partnership to deliver a "**Youth Voice Summit on Wellbeing**" for schools/students which is taking place 16/11/23. The audience is student councils and student leaders.

The CFBD Network of Youth Voice groups have shared and promoted a number of local engagement opportunities. These include, National Media Museum sound and vision youth engagement, Youth Vaping focus groups, Nitrous Oxide focus groups, Urban Design Code focus groups, Supporting Young Bradford – Born in Bradford research study and Kala Sangam youth forum membership.

The Youth Service (YS) have also provided opportunities for young people to have a voice and use it to influence.

YS Staff have supported young people in the co-production of the Children and Young People's Plan with data from our Localities Survey 2022/23 provided significant insight into the issues faced by **4467** young people across the district.

The success of the Young Covid Ambassadors programme has led to the development of a new cohort of Young Ambassadors who will support the council in its research on Health Determinants (HDRC).

YS staff are represented on the Youth Voice Practitioners Forum and support the direction of travel of Youth Voice, (Public Health). YS have also supported young people to engage in the Age of Wonder Research project (BiB).

Most significantly, the Youth Service ensures that young people that attend youth provision have a voice in how local youth provision can support them in making change. As a result, young people are supported to develop new youth provision that responds to local need e.g., LGBTQ+ groups, community days of action and events. The footfall (October 2022 - July 2023) is: 33,784.

Our work to support **People from different backgrounds to get on with each other better**, has been led by the Stronger Communities team. They have just ended a period of engagement and consultation reaching 13000 people across the district, on the refresh of their Strategy. This will be launched early in the new year. There have also been several events taking place across the district that has been supported by the team and cover many of protected characteristics. Some of these include- Windrush, Pride, Remembering Srebrenica, South Asian History Festival and Black History Month to name but a few.

Citizens Coin. In Mar-23, there were 2224 registered users; 150 retailers offering discounts off goods and services 123 rewarding organisations using the scheme to advertise activities and 11,680 coins generated and are in circulation. There has been the launch of the new app in June with additional engagement features which will attract new and retain retailers and rewarding agencies. Bradford Uni have signed up to CC, and new college champions have received training to roll out CC. If successful it will be embedded into Keighley, Shipley and Bradford College and sixth form schools across the district.

Support to the VCS sector has been recognised as key to sustaining the very valuable link the Council has to the communities it serves. Council contracts have stipulations for equality of provision and monitoring of outputs so that we can ensure all communities are served. The contract also has a theme called 'Voice and Influence' to enable the voices of underrepresented groups to channel their views on services, to decision makers in the district and have communication as a two-way process on what the impact their views have on policies and services provided. This happens through focus groups and other ways of engaging with communities.

Support to VCS sector

The contract has stipulations for equality of provision and monitoring of outputs so that we can ensure all communities are served equitably. The contract also has a theme called 'Voice and Influence' to enable the voices of underrepresented groups to channel their views on services to decision makers in the district and have communication as a two-way process on what the impact their views have on policies and services provided. This happens through focus groups and other ways of engaging with communities.

In keeping 'Welcome to Bradford' website updated and relevant and supporting Refugee Week, the **Welcome to Bradford** website which is coproduced with refugees, Refugee Action, Solidaritech and City of Sanctuary (Dec-20), provides information in community languages including how to report hate crime. During the period of Dec-20-Jan-23: there were 82,852 page views from 45,502 users.

Refugee week 19-Jun-23 – Stronger Communities led on the Refugee Week Programme; Refugee Week is a UK-wide festival celebrating the contributions, creativity and resilience of refugees and people seeking sanctuary. This year the theme was "compassion". A programme was coordinated by Stronger Communities. 17 grants were allocated, 31 events ran across the Bradford District (including at least one event in all constituencies. During the week there were approximately 3,900 people engaged.

Migrant communities' awareness - Worked with Migration Yorkshire, training has been delivered to Bradford Council and partners staff to increase their understanding of the needs of refugees and wider migrant groups including racism and hate crime.

To increase diversity of stakeholders and organisational representation across the strategic partnership structure.

The VCS is represented on the Wellbeing Board and can express the views of its members to senior public and civic leaders on the issues of concern to the communities they serve. They are also actively working to ensure that committees, boards and staff of VCS organisations are reflective of the communities they serve.

The Stronger Communities Partnership Board has active membership from colleagues across faith, housing, VSC and residents (x5). Quarterly Board meetings. The Stronger Communities Board also has a resident sub-group – Bradford for Everyone Ambassadors.

Celebrating diversity through events and civic recognition

An important part of embracing the diversity and intersectionality of the district and the communities we serve, is in the celebration of events and civic recognition.

This is done through partnership working both within the Council departments and staff networks, and also with our external partners in the VCS. There has been significant work done to produce a diversity calendar of event. These events are noted and celebrated/commemorated. (for a full list please see appendix A objective 4.6). Some of the events include, Islamophobia month, Remembering Srebrenica, Holocaust month, Windrush and Race Equality week.

Work with schools in tackling hate crime is ongoing through **Bradford District Schools Linking Network** continues. All aspects of the Linking Network's programmes are designed to provide preventative factors against Hate Crime and build confidence in contact with others. Some work highlights include:

- **Bradford District Schools Linking Network Reach: 142** classes from **74** schools engaged in the Bradford Schools Linking Programme from **September 2022 to July 2023**. The programme is now recruiting the new cohort of classes for September 2023 to July 2024; **122** classes from **72** schools already signed up with an extra **26** primary classes are signed up for a second year of linking.
- **Bradford District Intergenerational Linking Programme** has **52 Links** between schools and older people's groups. This includes 35 care homes, 9 independent living schemes and 4 older people's groups linked with 26 primary schools, 3 nursery schools and 20 secondary schools.
- Created new **Resources** for Primary and Secondary Schools to understand the migration story of the Windrush Generation and shared these with all Bradford schools and arranged to bring a Windrush elder into 5 schools to celebrate Windrush 75.
- The Stronger Communities Partnership Board has approved additional funding. This joint funding, in collaboration with the Linking Network, aims to link, support and develop 60 intergenerational links and to reach around 1200 younger people and similar numbers of older people across Bradford District between April 2023 to March 2024.

4. FINANCIAL & RESOURCE APPRAISAL

There are no additional financial issues arising from this report that require further approval.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risks arising out of the implementation of the proposed recommendations. This report is for updating purposes.

6. LEGAL APPRAISAL

The specific legal duties and obligations of the Council under the Equality Act 2010 and the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 are summarised in section [3] of the report above.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

This report is for updating purposes.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

This report is for updating purposes.

7.3 COMMUNITY SAFETY IMPLICATIONS

This report is for updating purposes.

7.4 HUMAN RIGHTS ACT

This report is for updating purposes on the current plan and it should be noted that equalities is directly linked to ensuring peoples' Human Rights.

7.5 TRADE UNION

This report is for updating purposes.

7.6 WARD IMPLICATIONS

This report has implications for each Ward area to put equality at the heart of all work carried out by the Council either directly, through partnership working or through procurement.

7.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

This report is on equalities for all departments which should be actioned when working with all children and young people.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

This report is for updating purposes.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

To consider this update report on the progress made against the Council's equality duty and work.

10. RECOMMENDATIONS

The Committee is asked to consider this update report.

11. APPENDICES

Appendix 1- Equality Diversity and Inclusion Plan 2022-2025

Appendix 2 – EDI data report

Appendix 3- Council Plan

12. BACKGROUND DOCUMENTS

Appendix 1- Equality Diversity and Inclusion Plan 2022-2025

Appendix 2 – EDI data report

Appendix 3- Council Plan

APPENDIX A: DETAILED PERFORMANCE INFORMATION AND REPORTING

Figure 2 is an in depth look at all the KPIs in the Equality, Diversity and Inclusivity plan. The table shows, for each indicator, the latest data that is available and their direction of travel compared to its previous reporting period.

This is followed by a series of tables showing measures against themes/priorities, recent performance trends, targets and timescales. There is also an explanation of the current performance and what needs to happen to improve performance.

Figure 2: Performance indicators and their current Direction of Travel

An equal, diverse, and inclusive workplace							
Performance Indicator	What does a good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator (Target)
Percentage of top 5% employees by income who are from BAME backgrounds	High	20.7%	Q4 2022/23	20.3%	Q3 2022/23	Improving	27.8%
Percentage of top 5% employees who are female	High	56%	Q4 2022/23	55.9%	Q3 2022/23	Improving	65%
Percentage of Employees with a Disability (not including schools)	High	4.62%	Q4 2022/23	4.4%	Q3 2022/23	Improving	5.4%
Percentage of employees from LGBTQ+ background	High	0.6%	2022/23	0.6%	2021/22	No change	2%
Percentage of employees from BAME backgrounds	High	30.2%	Q4 2022/23	29.9%	Q3 2022/23	Improving	33%

An equal, diverse, and inclusive workplace							
Performance Indicator	What does a good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator (Target)
Percentage of staff at PO1 or above that have completed equalities training.	High	98.6%	2023	98.3%	2022	Improving	100%
Number who have completed RESPECT e-learning (Rolling total)	High	1667 Total					
Number of Safe Space formal sessions carried out.	High	72	2023				

Inclusive and Accessible Services							
Performance Indicator	What does a good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator (Target)
Number of Council delivered Interventions that focus on health. Families with an Early Help Assessment.	High	198	July 2023	198	June 2023	No Change	

Inclusive and Accessible Services							
Performance Indicator	What does a good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator (Target)
Percentage of service plans with an equality objective.	High	94%	2023-2024				We will hopefully be 100% by the time we go to O%Sc in the first week of Oct

An Inclusive Economy							
Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator (Target)
Number of Employers engaging with Skills House	High	1900	2023				
Median earnings of employees in the area (average)	High	£569.00	2021/22	£545.10	2020/21	Improving	National £645.80
Number of people between 18 and 25 accessing Council delivered or procured support to develop skills	High	49%	2022/23	64%	2021/22	Worsening	
Percentage of Year 1 pupils achieving the Phonics Standard	High	72%	2022	81%	2019	Worsening	National 75%
Percentage of pupils achieving Stage 2 Reading, Writing and Maths at expected standard	High	57%	2022	63%	2019	Worsening	National 59%
Percentage of pupils achieving 9-4 pass in GCSE English and Maths	High	59.9%	2022	63.4%	2021	Worsening	National 64.4%

% of people aged 16-64 in the district qualified to NVQ level 3 or above	High	54.4%	2021	51.6%	2020	Improving	National 61.4%
Number of families living in poor quality housing. Percentage of dwellings with EPC Band 'D' or below	Low	68.9%	2021	68.8%	2020	Improving	National 57.9%
Number of private sector homes improved through council interventions	High	1,343	2022/23	880	2021/22	Improving	1,000 per year
Total Nos. households owed a homelessness duty by eligibility for homelessness assistance (Ann.)	Low	4.77 Per 1000 Pop	2021/22	4.74 Per 1000 Pop	2020/21	Worsening	4.92 Per 1000 Pop
% of Households in Fuel Poverty	Low	19.2%	2021	18.5%	2020	Worsening	National 13.1%
Trends in number of people gaining employment in the district	High	70.5%	2022	71.2%	2021	Worsening	
% of Total third party spend with suppliers operating from with the district - Rolling Values	High	34.67%	Q4 2022/23	35.41%	Q3 2022/2	Worsening	49%
Number of people with a disability accessing Council	High	394	2022/23	215	2021/22	Improving	

delivered or procured support into employment							
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Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)
Inclusive Communities							
Percentage of Your Views survey respondents who say they feel safe in their local area.	High	71.90%	<i>Data as of 6.7.23</i>				75.30% West Yorkshire
Number of inclusive memorial and cultural events broadened to include all protected characteristics.	High	32 planned calendar events	2022/23				
The number of voice and influence opportunities shared with children and young people	High	10 local engagement opportunities	2023				

Measures requiring further development.

Performance Indicator	Actions	Expected Date
Inclusive and Accessible Services		
Number of Equality Impact Assessments.	Template created on SharePoint for DMTs to complete annually	October 2023
The percentage of Equality Impact Assessments that include a mitigant to address low-income impact.	Template created on SharePoint for DMTs to complete annually	October 2023
Percentage of policies within the LGA guidance reviewed.	Suggest looking at the procurement and commissioning process this year:- Commissioning & procurement department AD – equality objectives listed on their documents. Book a meeting with the Commissioning & procurement AD. Chris Constello, Kashi Akhtar.	
Number of services with action plans to create data sets to ascertain if there is an under usage.	Khalida to have discussion about data sets, what they don't have re equality. Each DMT having a plan to say where we are now and what we need to do to get where we need to be. PLACE, Adults,	
Involvement in Council run consultations and engagement progresses towards a correlation with district makeup	Demographic completing 'about you' section involved in district wide consultations are not reflective of district makeup.	
Percentage of reasonable adjustments agreed by managers	Suggested managers survey through snap once a year looking at how many times have you done a referral, how many times have you agreed to these adjustments	

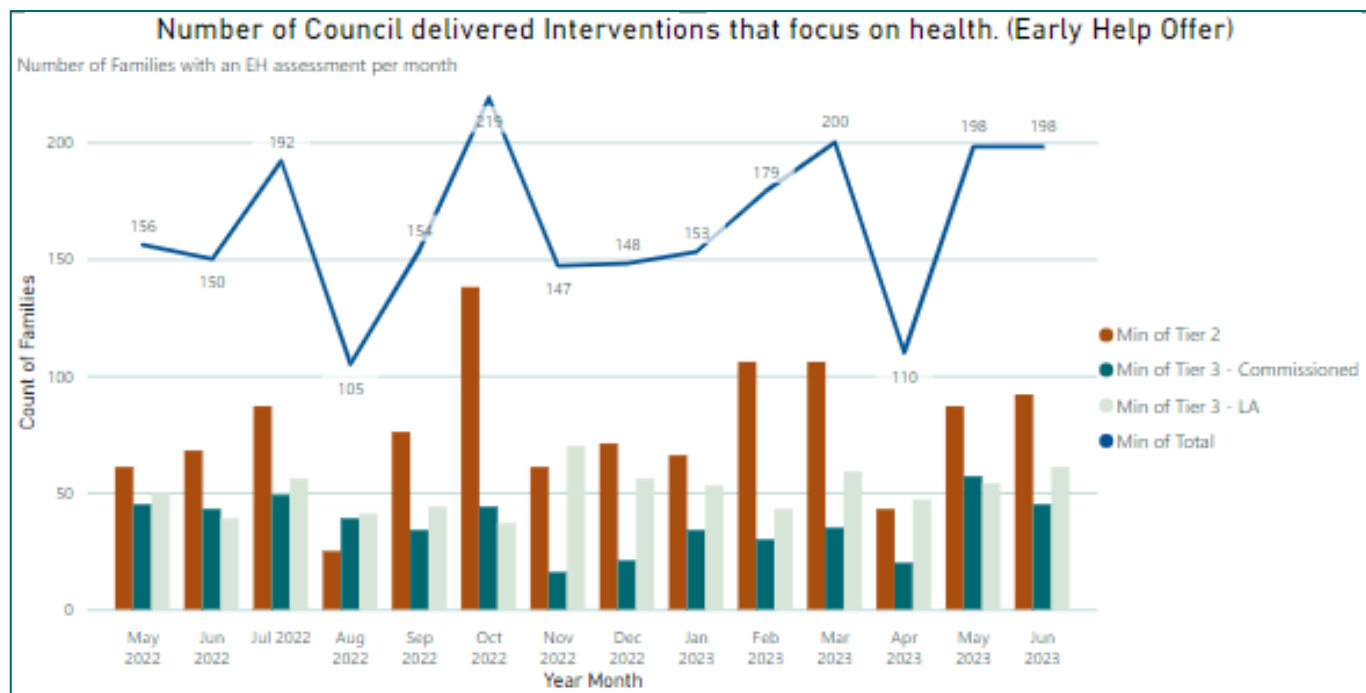
Performance Indicator	Actions	Expected Date
after being proposed by occupational health.		
Internal promotions progress towards a correlation with district makeup.	With HR for development in SAP	
An equal, diverse, and inclusive workplace		
Survey of staff showing what communications are accessed, and reduction of barriers to corporate communications.	Awaiting list of approved questions from CMT	
Percentage of staff who feel safe in the workplace.	Awaiting list of approved questions from CMT	
Survey of staff showing what communications are accessed, and reduction of barriers to corporate communications.	Awaiting list of approved questions from CMT	
Inclusive Communities		
Number of decisions influenced by the voice of children and young people.	<p>The number of voice and influence opportunities shared with children and young people -The number of young people involved in the commissioning of projects and programmes</p> <p>We are unable to provide a numerical metric for this until we have the necessary systems in place to provide an accurate view to O&SC. We expect this to be ready for January 2024. This is tied into the development of the new Joint Commissioning functions.</p>	January 2024

Performance Indicator	Actions	Expected Date
	<p>We are working with the new Engagement and Coproduction Manager in the Joint Commissioning Team to develop systems to embed the voice and influence of children and young people (CYP) into our commissioning approaches in the future. For example, the ability to include a provider focus on children and young people’s voice within our service specifications and contracts. In additional, where relevant and meaningful, children and young people will have the opportunity to take part in commissioning panels to help us work with the right providers to deliver the best outcomes.</p> <p>Children, young people, parents carers and families are currently being consulted on the new SEND Joint Commissioning Strategy with this engagement activity concluding on 14/9/23. The outcomes of this will then inform our future approaches to giving young people with SEND a voice and influence within our commissioning processes and we will be able to provide updates to O&SC.</p> <p>-The number of young people involved in the recruitment and selection of staff We are unable to report at this point in time, as above we are working towards having the monitoring systems in place to enable this reporting across the LA for January 2024.</p>	
<p>Percentage of asylum seekers and refugees informed of how to report hate crime.</p>	<p>Can obtain ‘Hate Crime Victim Satisfaction’</p>	
<p>Percentage of Your View respondents who say people from different backgrounds get on well together in their local area.</p>	<p>Data currently unavailable</p>	
<p>Number of representatives invited to attend strategic boards from non-statutory organisations.</p>	<p>To discuss with board meeting reps</p>	

The content below provides performance against theme and priority measures, recent performance trends, targets, and timescales to deliver.

Equality Objective:	An Equal, Diverse, and Inclusive workplace								
Performance Measure:	Percentage of staff at P01 or above who have completed equalities training								
<div data-bbox="97 611 1286 1518" data-label="Figure"> <p>Percentage of staff at P01 or above that have completed equalities training.</p> <p>Annual</p> <table border="1"> <caption>Completion Status Data</caption> <thead> <tr> <th>Completion Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Successful</td> <td>98.59%</td> </tr> <tr> <td>Pending Approval</td> <td>1.41%</td> </tr> </tbody> </table> </div>				Completion Status	Percentage	Successful	98.59%	Pending Approval	1.41%
Completion Status	Percentage								
Successful	98.59%								
Pending Approval	1.41%								
Actual and timescale:	98.6%, 2023	Target:	100%						
Comments:									
<p>During 2023 98.6% of higher management within the council have successfully completed training on equality and respect. This significant statistic highlights the councils dedication to creating a culture of understanding, fairness and diversity, ultimately contributing to a more balanced, productive and professional environment.</p>									

Equality Objective:	An Equal, Diverse, and Inclusive workplace
Performance Measure:	Inclusive and Accessible Services



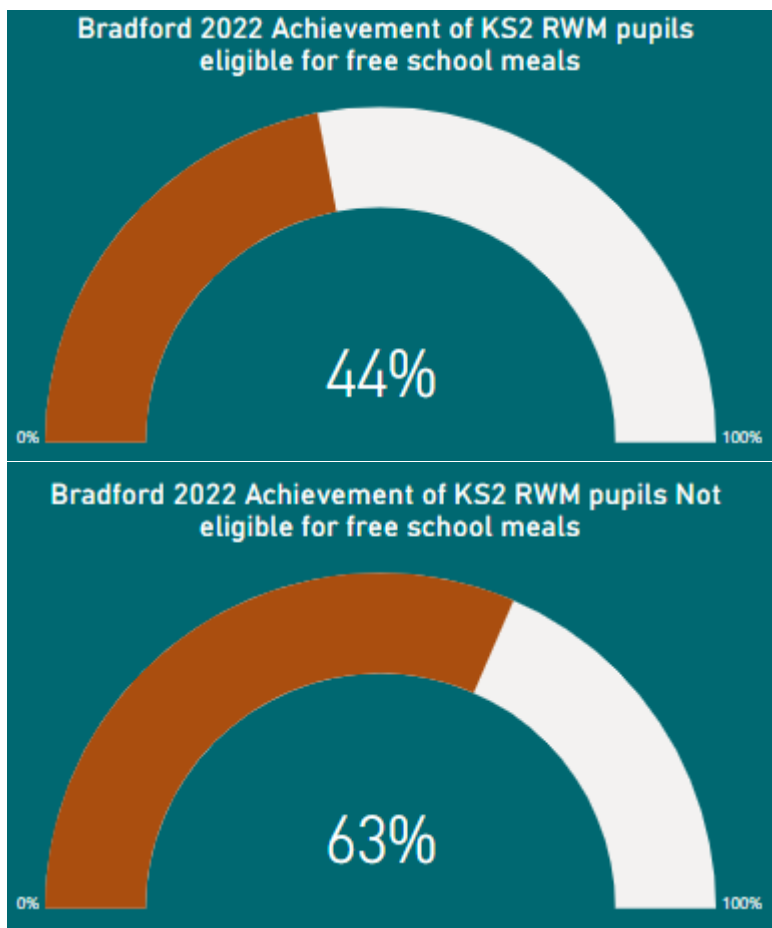
Actual and timescale:	198 July 2023	Target:	
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Comments:

Bradford Prevention & Early Help Strategy, agreed in January, sets out Bradford District’s approach to Prevention & Early Help and reflects the widespread recognition that it is better to identify and address difficulties early. This way, we can positively reduce demand on a specialist or social care services.

The number of families with an Early Help assessment has remained stable around the 200 mark per month. 27% of assessments were completed by LA family support services (Tier 3 LA), 29% by our commissioned providers (Tier 3 Commissioned) and the remaining 44% by partners (Tier 2).

Equality Objective:	An Inclusive Economy
Performance Measure:	Percentage of pupils achieving Stage 2 Reading, Writing and Maths at expected standard



Actual and timescale:	57%, 2021	Target:	National 59%
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Comments:

Reflecting a comparable trend to the national average, Key Stage 2 students in Bradford achieved the expected standard in Reading, Writing and Maths at a rate of 57%. This closely aligns with the national average of 59%.

The above chart demonstrates that those pupils who are eligible for Free School Meals are achieving this at a slightly lower percentage of 44%. These figures highlight the educational challenges that vulnerable students encounter, highlighting the importance of equitable resources and interventions to ensure equal educational opportunities for all.

Equality Objective:	An Inclusive Economy
Performance Measure:	Total Nos. households owed a homelessness duty by eligibility for homelessness assistance (Ann.)

Ethnicity	% Total owed a prevention or relief duty	% Bradford Population	% Gap
Black, Black British, Black Welsh, Caribbean or African	6.00%	2.01%	-3.99%
Other ethnic group	5.00%	1.97%	-3.03%
% Not known	0.00%		0.00%
Mixed or Multiple ethnic groups	1.00%	2.75%	1.75%
White	54.00%	61.13%	7.13%
Asian, Asian British or Asian Welsh	24.00%	32.15%	8.15%

Actual and timescale:	4.77 Per 1000 Pop, 2021/22	Target:	.4.92 Per 1000 Pop National
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Comments:

Examining the data on homelessness support, Bradfords figure of 4.77 households owed a homelessness duty per 1000 population during 2021/22 mirrors England average of 4.92 per 1000 population. When focusing on specific communities, Bradford Black, Black British, Black Wels, Caribbean or African communities is disproportionately affected, constituting 6% of the homeless population, whilst only comprising 2.01% of the city’s total population. This discrepancy emphasizes the need for targeted efforts to ensure equitable access to housing resources and solutions within diverse communities.

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Bradford Council

Draft Equality Diversity and Inclusion Plan 2022-25

DRAFT

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Foreword

This plan is about the District's people. It's about making sure that each and every one of them gets the opportunities and support that they need to be their best regardless of their background. When everyone can be their best, then we all benefit from the realisation of



Councillor Susan Hinchcliffe



Councillor Abdul Jabar

our full creative, productive, economic and cultural potential.

Equality, diversity and inclusion are critical factors in ensuring that Bradford Council and Bradford District are the best they can possibly be.

In 2020, when the Council published its draft equality plan, we both made a personal commitment to keeping it under regular review.

We wanted to ensure that our plan could evolve and adapt to changing circumstances representing a living, breathing commitment to making Bradford Council an equitable, diverse and inclusive organisation in all that it does.

That original plan was developed in the midst of a global pandemic. Covid-19 hit Bradford hard, exposing and exacerbating inequalities affecting the lives of thousands of people, often with multiple impacts on individuals, families and households where a range of overlapping factors such as disability, gender, race and low income converge to form a complex web of disadvantage, discrimination and inequality.

We have emerged from the pandemic to be faced with a cost of living crisis the like of which we haven't seen for years and which threatens to deepen inequality and its associated social, economic and environmental costs at a time when public finances are under huge pressure.

So this is the right time to look again at our approach, at the different ways that people interact with the Council and what we could do better to help them achieve their goals; to review our objectives and actions and make sure that resources are deployed to maximum effect.

Unlocking the full potential of our District means that we have to share different perspectives, think about how what we do as a Council affects different people, improve our understanding of the barriers holding too many citizens back and recognise that we must be prepared to give some people an extra hand.

We are building on solid foundations and have much to take pride in. This plan reflects some of the ground-breaking work spanning a wide array of Council activities that have improved services, changed lives, unlocked potential and delivered better outcomes.

We're making progress but must sustain and deepen our focus. Achieving our goals for equality, diversity and inclusion is everyone's business. It's not "someone else's job" or something that we need to do on top of the day job, it *is* the day job. It is central to achieving our ambitions for the District, to building a representative workforce, delivering creative,

responsive and cost-effective services and to shaping a society and economy in which everyone living and working here has a genuine stake. It is an investment in the rich human capital of this District, in transforming its fortunes and in making it a better, fairer place and it is the right thing to do.

Councillor Hinchcliffe-

Leader of the Council

Councillor Jabar-

Portfolio Holder for Neighbourhoods and Community Safety

Introduction

Bradford District is synonymous with diversity. Its sheer size, its youth and its longstanding traditions of welcoming people from across the world mean that Bradford is one of the most diverse places in the UK and among the world's leading intercultural cities.

We value our diversity and recognise it as a significant strength bringing different perspectives, knowledge, skills, experience and cultural assets. It makes us more interesting, creative and innovative and a growing body of evidence demonstrates that diversity can help boost productivity and performance in cities and workplaces alike.

Inequality and discrimination however continue to hold people back and too many face barriers that prevent them from realising their potential. The District has some stark differences in outcomes between different people and places. Some 266,000 people live in the most deprived areas, a third of children live in poverty, 67,000 employees work in low-paid occupations and rates of youth unemployment are among the highest in the country. Social, economic and health inequalities are reflected in the fact that there is an average of 9.1 years' difference in life expectancy between men in the most affluent and the poorest parts of the District and 8 years for women. Many people are affected by a combination of different dimensions of inequality e.g. income, ethnicity, gender, sexuality, faith or disability.

Bradford was disproportionately hit by the impact of the Covid-19 pandemic which affected certain groups more than others: our Black and Asian communities, our young people, migrant communities, people with disabilities and/or existing conditions, people on the lowest incomes. Post pandemic those groups are among the people most vulnerable to the current cost of living crisis.

In order to unlock the full potential of our diverse population we must ensure that everyone is included and able to participate in and contribute to their communities, society and the economy and that no one faces discrimination or unfair barriers when accessing services. This in turn means treating everyone fairly and understanding their income, age, sexuality, race, gender, faith, disability or any other combination of characteristics that make them more likely to encounter disadvantage in being different from other people.

Promoting equality within the District's current context means not only recognising difference and meeting legal requirements but also being proactive in tackling disadvantage, reducing inequality and including people in shaping the services and decisions that affect their lives.

Bradford's Council Plan recognises this need to put equalities at the forefront of our thinking and makes a clear commitment to striving to secure equality of opportunity for everyone. A fair, inclusive and sustainable recovery from the pandemic is at its heart and in so doing, working towards becoming a fairer and equal employer and district is fundamental to each of its priority outcomes. Our Council Plan includes commitments to:

- Put equalities at the heart of all we do, so that everyone can access services, regardless of background and protected characteristics, including low-income groups, and that we embrace our different communities and build an inclusive organisation; Work together with communities to involve them and empower people in designing the ways that we achieve better outcomes;
- Support people early to prevent needs from escalating and to improve their life chances and outcomes;
- Improve equality of opportunity by addressing factors affecting economic participation and poverty;
- Make it easier for people to adopt healthier lifestyles and reduce health inequalities;
- Support people furthest from the labour market into work;
- Provide access to specialist housing;
- Improve social mobility for children including a focus on children in the most deprived parts of the District;
- Use a targeted approach to reducing health inequalities;
- Increase awareness and reporting of hate crime;
- Build and encourage a workforce that represents the communities we serve at all levels.

Equalities is everyone's business and our Equality Objectives are there to help ensure that it is understood in all its complexity, mainstreamed throughout the organisation and embedded in all that we do. The objectives and associated actions build on an outstanding body of existing work some of which is highlighted in the document. We know however, that there is more to do and we aim to be a learning organisation which is why we invited the Local Government Association to review our approach to equalities leading to our decision to refresh and strengthen our current objectives and plan.

Equality is in everyone's interests and it is key to the successful delivery of cost-effective Council services, cohesive communities and building a sustainable, inclusive economy. Only through harnessing all of the District's talents and assets and giving everyone the opportunities they need to thrive can we unleash the full potential of Bradford District.

Meeting our Public Sector Equality Duties (PSED)

General Duty

The Council has a statutory duty under section 149 of the Equalities Act 2010 that requires all public bodies to consider the needs of all individuals, as part of their day-to-day work. This duty covers: shaping policy, delivering services, and equality in relation to employees. The Public Sector Equality Duty (PSED) is a duty on public bodies and others carrying out public functions.

There are key strands in the delivery of the PSED, these are to:

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

The second aim (advancing equality of opportunity) involves, in particular, having due regard to the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics

- take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- encourage people with certain protected characteristics to participate in public life, or in other activities where their participation is disproportionately low

Specific Duty

As a large employer the Council also has a responsibility to meet what are called Specific Duties. The specific duties were created by secondary legislation in the form of the Equality Act 2010.

In summary, the Council is required to:

1. Publish gender pay gap information
2. Publish information to demonstrate its compliance with the general equality duty
3. At least once every four years, prepare and publish one or more equality objectives that it believes it needs to achieve to further any of the aims of the general equality duty

Further information on the Public Sector Duty in the Equality Act 2010 can be found on the link below:

[Public Sector Equality Duty | Equality and Human Rights Commission \(equalityhumanrights.com\)](https://www.equalityhumanrights.com/en/public-sector-equality-duty)

Bradford Council's Equality Objectives

Bradford Council delivers its Public Sector Equality Duties through its equality objectives, which are contained in its Equality, Diversity and Inclusion Plan (EDI Plan) which is published on the Council's website.

The Equality Objectives and Action Plan published in 2020, has now been reviewed following a Local Government Association (LGA) Peer Review in late 2021, and further stakeholder consultation in 2022.

The Council's equality objectives align with our Council Plan and take into account the LGA Equality Framework for local government. The objectives are set out in four key areas:

- Objective 1: An equal diverse and inclusive workplace**
- Objective 2: Inclusive and accessible services**
- Objective 3: An inclusive economy**
- Objective 4: Inclusive communities**

Publishing data and information

Information in relation to our equality objectives and performance is produced and is discussed on a monthly basis with the Council's Leader and Portfolio Holder. This includes information on workforce make-up (including by protected characteristics) and also measures in relation to the equality objectives. Information can be found at: [The Council's Workforce Profile | Bradford Council](#)

Bradford Council publishes gender pay gap data on an annual basis and this information is also shared and discussed publically through the Council committee scrutiny process. Information can be found at: [Pay, grading structure and senior salaries | Bradford Council](#)

The Council has also committed to publishing pay gap data related to ethnicity in future years.

Engagement

A wide range of participatory methods and opportunities are in place to engage with both staff internally, and externally with partners in relation to our work on equality. Internally this includes: seven active staff networks, an Allyship programme, an advocacy scheme, and the Cross Council Equalities Working Group. Our Stronger Communities team work closely with local community-based stakeholders and leaders to deliver a programme of engagement which is focused on including people from all protected characteristics across the District. This team will incorporate learning from the Bradford for Everyone programme that highlighted what works in building inclusive, cohesive and resilient communities.

Developing Policy and Services

Bradford uses its equality impact assessment process to evaluate the impact of policy and service changes, including the impact of its budget proposals, on residents, including those individuals and groups who share one or more protected characteristics, and against the those who share the locally agreed characteristic of low income.

Procurement

We consider equality to be a cornerstone of public procurement. It is embedded in both the legislative framework that governs procurement, the Council's constitution and its organisational Procurement Strategy.

Equality is at the heart of procurement at Bradford Council. We aim to ensure that our money is not only delivering high quality but also promotes equality of opportunity. Procurement professionals ensure equality objectives are incorporated in our policies, strategies and delivery. We expect suppliers to provide services on our behalf to promote equality within their businesses. The promotion of equality in procurement helps us deliver more responsive, accessible and appropriate services that meet the needs of the District's residents.

The legal requirement, echoed in Contracts Standing Orders (part of the Council's constitution), is that public procurement must be undertaken in a way that ensures equal treatment without any form of discrimination, and that it is undertaken using processes that are proportionate and transparent. Procurement colleagues provide guidance and where appropriate challenge to ensure that the Council's requirements for goods, services and works are procured fairly and that the decisions for which organisations will be awarded a contract are taken objectively, and without discrimination to deliver good value for money in the delivery of public services. Once a contract is awarded the Council then requires its suppliers to ensure their supply chains are also free from discrimination or unfair treatment.

Progress towards this is demonstrated through the Council's procurement staff (as part of the Council's commitment to the Co-Operative Modern Slavery Charter) undertaking annual ethical procurement e-learning and testing through CIPS (Chartered Institute of Procurement and Supply) to obtain the CIPS Corporate Ethics accreditation.

Governance, Monitoring and Evaluation

The Executive of the Council is responsible for approving our equality objectives and Equality, Diversity & Inclusion (EDI) Plan, and for monitoring the plan's implementation. Our Council Management Team (CMT) has responsibility for delivery of the plan.

The programme board for the plan is the Cross Council Equalities Working Group, which is chaired by the Assistant Director for the Office of the Chief Executive.

Progress on the delivery of the plan and the outcome measures are reported twice a year to both CMT and to the Council's Executive. The Council's Corporate Overview & Scrutiny Committee receive reports on progress where both the plan and its outcomes are scrutinised twice in the year. Both Executive and Scrutiny are meetings in public.

Progress against key performance indicators is measured and reported to ensure that priority actions are being progressed to meet the overall Council Plan outcome priorities, the related service plan actions, and ensuring we meet our equality duties under the Equality Act 2010 and our overall commitments to equality, diversity and inclusion.

Linking to the Council Plan and Individual Staff Plans

The equality objectives and EDI Plan link directly to the Bradford Council Plan priorities. These priorities include community-focused outcomes, which are referenced in the EDI Plan.

The Council Plan links to departmental service delivery plans. In turn, these link to individual staff personal development plans. This ensures there is consistency and alignment throughout our planning, delivery and the monitoring of our equality objectives at all levels. All managers have an equality goal as part of their performance appraisal.

Partnership and a Place-based Approach

Whilst this plan and its targets is led by Bradford Council, our objectives are shared with many stakeholders and, as part of our wider partnership working, are being progressed through work with our partners. The Wellbeing Board has system oversight with the System Equality Diversity and Inclusion (EDI) Group taking the lead responsibility for cross partnership EDI work.

The System EDI strategic lead works closely with all partners, including the Council, on developing shared equality goals at a place level.

Both the Safer and the Stronger partnerships also have key roles in ensuring wider engagement with community-based partners, including the Voluntary and Community Sector (VCS).

Where can you find more information

The Council's EDI Plan, that contains its equality objectives, is published on the Council's website alongside the Council Plan. Data on performance against our plans is also on the website, and is reported through our council committee process.

You can find minutes of all Council meetings at: www.bradford.gov.uk.

Case Studies

Whilst this plan sets out our objectives for 2022 – 2025 and what we will do to achieve these objectives, the case studies below illustrate the progress we have made so far since our last plan was published in April 2021:

Staff Networks

Over the last two years, we have supported the creation of five staff networks with two new more coming on stream in Summer 2022. These networks are staff directed, and each has a sponsoring director from CMT. The current networks are: the Race Equality Staff Network (RESN), LGBTQ+, Working Carers, Women's Voice, and Disability. Staff networks provide safe spaces for staff to share their experiences and also to use their lived experience to shape the work of the Council. Each of the networks has developed differently, with their work including a new app for staff; a survey of staff; an action plan for accessibility changes and a district Root Out Racism event.

RESPECT Allyship Programme

In May 2022 the Allyship Programme was launched as a key part of the wider RESPECT campaign. Within 10 weeks of its launch, 407 Allies had committed to this programme. This represents nearly five percent of Council staff. The Allyship Programme provides a powerful and valuable opportunity for staff to develop their knowledge and skills in becoming allies to colleagues who may or may not share the same protected characteristics. The programme, incorporating the values of the RESPECT campaign, aims to create a culture of mutual support and understanding across all staff groups, and build a truly inclusive workforce. Allies make an equality commitment during the signing up process, and have access to monthly training to develop their understanding. Examples of training currently include: transgender and non-binary awareness, and misogyny in the work place. Future planned sessions will cover: race and language, disabilities, mental health champions, and understanding intersectionality. The additional benefit of these sessions is not only to support staff to be allies to each other, but also to the diverse communities and people they support within their roles.

RESPECT Campaign

The RESPECT campaign started as a grass-roots suggestion from a colleague, based in our Department of Health and Wellbeing. It was a way to frame our internal equality vision for all colleagues. RESPECT stands for: rights, equality, speak up, person-centred, education, champion, and think first. The campaign includes an equality e-learning module, (which includes lived experience videos produced using actors and based on real life staff experiences. The module has been completed by over 500 members of staff to date), the Allyship Programme; a SharePoint site containing information on equality, calendars and online networking opportunities. The programme, led by Jody Leach who has also told his story powerfully, has provided a catalyst for real change in how equality is viewed in the Council. The programme has led to many staff reporting feeling confident, as a result of the programme, to challenge inequality and to share their stories and lives with colleagues.

Celebrating Diversity

There has been a variety of campaigns, celebrations and awareness-raising events during the past year. Highlights of this have included the Root Out Racism event held in City Park in summer 2021 and the Pride celebrations held in summer 2022. In between these events we have contributed to UK Disability History Month, Refugee Week, Black History Month, Black Lives Matter, International Women's Day, LGBTQ+ History Month, International Migrants Day, Islamophobia Awareness Month, Disability History Month and Inclusion Week.

Make Sure It Adds Up

Bradford for Everyone has led a number of inclusive programmes focusing on equality and cohesion. The 'Make Sure It Adds Up' anti-rumour and critical thinking strategy involved working with partners to reduce rumours and prejudice. It supported people from across the District to practice and promote critical thinking when receiving and sharing uncertain information. The critical thinking campaign area worked with people from Muslim, LGBTQ+, working class and migrant communities to reduce hate crime and incidents and increase understanding around these diverse areas. The campaign was also used to tackle Covid-19 inequalities. This learning project, working with partners including: City of Sanctuary, Linking Network, Bradford African Community, Hope Not Hate, Integrated Community Learning Schools, Bradford Rohingya Community and Community Action Bradford & District, ran training courses in a range of settings involving 600 people across the District.

Nearly 90 percent of those who have taken the course said it directly gave them a further understanding of diversity and just under 80 percent said they had less negative personal beliefs as a result of the course.

LGBTQ+ Staff Network- App

The LGBTQ+ Staff Network, working alongside colleagues at the University of Bradford, has developed a mobile app to enhance engagement with LGBTQ+ staff. The app has a number of features, including: useful links, contacts, information on support, and the facility for those accessing it to comment and contribute to key issues and changes. The app is available to download on any smartphone, and can reach the widest audience as many staff do not have laptop or computer access. The app also aims to address isolation for some LGBTQ+ staff in dispersed services. It will launch formally in Autumn 2022.

Citizen Coin

Promoting inclusive activity and a feeling of belonging is key to the cohesion work of the Bradford for Everyone team. The team developed the innovative Citizen Coin app which enables people to earn virtual coins for undertaking social value activities, such as volunteering. People can 'spend' their earned coins at an increasing number of local businesses to receive discounts against goods and services. The app automatically records their volunteering hours, helping those who need it to build their CVs which will support them gain paid employment. By March 2022, 992 people were using the app across the district.

Shared Values Campaign

Bradford District Shared Values which are to respect, share, care and protect, is a people-led campaign that inspires and aspires to get all communities and organisations in the Bradford District to live and celebrate four human values that bring us together, these are: we care, share, respect and protect. The Bradford for Everyone team listened to over 1000

people living in the District, who told them having a set of shared values that belong to all, will connect us more, help us grow, shine and create the future we want to experience.

People Library

Bradford's People Library was created as a collection of 'human books' highlighting the many things we have in common as people, as well as celebrating our differences. The library showcases inspiring stories which are from people who were born and bred here, or those newly arrived. People participated in creating the library from all parts of the District.

UniformSavers

This is a co-designed partnership project to tackle the cost of living crisis between Public Health Bradford and the Bradford and District Credit Union. The focus is to help single parents save for the cost of school uniforms. The scheme offers single parents a special account with the Credit Union. The account offers a £100 bonus paid in August to parents who save at least £100 during the year. Up to 285 parents can benefit from this scheme.

Supporting our communities through the pandemic and in pandemic recovery

Our partnerships supporting diverse and vulnerable communities over the pandemic have been a strong part of the work we have done across the District. Examples of this work include:

- work by the Holiday Activities and Food (HAF) project in delivering food parcels and activities for children and families from low-income groups
- funding of the Race Equality Network to provide support on guidance, testing and vaccine programmes with BME communities in the district and in BME languages and through social media
- supporting the needs of diverse and vulnerable groups through the Inclusion Health programme, which works alongside our VCS partners in supporting the homeless, those with substance abuse issues, people with mental health issues, working women and LGBTQ+ groups

Equality Objectives

Objective 1: An equal, diverse and inclusive workplace

Bradford District is a large and diverse place and our Council Plan commits to developing a workforce that properly reflects the people and places that we serve and a workplace that offers opportunities for people to progress regardless of their background and where people can thrive and feel confident and comfortable at work. This objective will help us make better decisions and support the delivery of innovative services.

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
1.1 Increased diversity of senior leaders in the workforce in relation to underrepresented groups and work towards a workforce that reflects the makeup of the working age population of the district.	<p>Deliver a programme of talent management and professional development which ensures that staff at all levels are able to progress within the organisation.</p> <p>Make sure that recruitment panels are diverse.</p>	<p>Numbers for race, gender, LGBTQ and disability in top 5% and Special A and above and also in relation to those in the top 5% in relation to earnings.</p> <p>% of top 5% who are female – 54.6%</p> <p>% of top 5% who are BME – 20.0%</p> <p>% of Special A+ who are female – 52.8%</p> <p>% of Special A+ who are BME – 20.2%</p> <p>Numbers in the above groups who progress successfully internally compared with the total workforce.</p>	Enabling Council
1.2 Council managers and staff have a comprehensive understanding of equalities issues in the workplace.	Develop a clear training offer in relation to equalities and ensure that all managers undertake a programme of equality training.	<p>Training offer set out.</p> <p>Number of managers accessing training.</p>	Enabling Council
1.3 Access to safe spaces is available for all staff,	<p>Support for and development of staff networks</p> <p>Deliver access to RESPECT Allies and Advocates.</p>	<p>Membership of networks.</p> <p>Number of allies and advocates.</p>	Enabling Council

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
1.4 Zero tolerance of workplace discrimination and prejudice with staff accountable at all levels having a greater understanding of the issues and how to identify and respond to them.	Deliver through a specific workforce development programme for equalities which includes the roll out widely of the RESPECT programme and a full programme which engages staff at all levels.	Attendance at safe space events. Zero tolerance policy agreed. Supporting programmes in place advocacy and allyship. Record of issues raised and resolution.	Enabling Council
1.5 Disability accessible workspace is maximised.	All Council services to produce a disability access audit.	Audit within the lifetime of the plan. Measure by service.	Enabling Council
1.6 All staff have access to corporate communications.	Work with staff networks and services to develop communication channels beyond Bradnet to reach all staff, with a particular review to ensure that communication reaches staff in all settings.	Measure channels available. Staff survey to check impact.	Enabling Council

Objective 2: Inclusive and accessible services

Services delivered and commissioned by the Council can play a significant part in addressing inequality, improving well-being and widening access to opportunities. In order to make the biggest impact on outcomes, ensure that they meet the needs of diverse communities and individuals and to maximise value for money we need to better understand who uses our services and where there are any gaps in provision, the needs of our communities and the impact of our decisions about service provision. This means collecting appropriate data and intelligence, involving people in service design and delivery and ensuring that decisions about services and resource allocation are properly informed in terms of their impact on equalities and targeted appropriately.

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
2.1 Current policies support the equality objectives of the organisation.	Review of policies set out in the LGA guidance on achieving equality to ensure the Council equality agenda is balanced across all protected characteristics and low income.	<p>Measure the number of policies reviewed against those set out in the LGA guidance.</p> <p>Audit of reviewed policies for balance across all protected characteristics and low income.</p>	Enabling Council
2.2 Improved understanding of service use by people with different protected characteristics and/or low income groups and steps taken to address gaps in provision.	<p>Services to undertake data collection and research into user base. This will deliver a minimum data set and a more robust understanding of the diverse communities that we serve.</p> <p>Put in place plans to address any underuse of services by specific groups when appropriate.</p>	<p>Collect data on race, gender, LGBTQ and disability, postcode.</p> <p>Increase in social trust between community and services.</p>	Enabling Council
2.3 A diverse range of service users and communities (including communities of	Establish processes, guidance, training and evaluation for consultation and co creation within Council services.	Guidance and processes in place.	Enabling Council

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
interest) are engaged and involved in co-creation of services and outcomes.			
2.4 Equality is a central consideration in decision making	<p>Ensure all key decisions are informed by analysis and evidence of the implications for equalities.</p> <p>Review the process and practice of Equality Impact Assessments.</p>	Annual review of a sample of EIAs.	Enabling Council
2.5 All service plans to include specific equalities objectives	Audit service plans.	All service plans include specific equalities objectives.	Enabling Council
2.6 Reduced health inequalities through targeted interventions	<p>Support to residents that is targeted and appropriate to their needs.</p> <p>A localities-based early help offer provides support tailored and responsive to the needs of local communities.</p>	<p>Indicators on:</p> <p>Gaps in healthy life expectancy.</p> <p>Air quality.</p> <p>Childhood obesity.</p> <p>Physical activity.</p> <p>Mental health.</p>	Better Health Better Lives
2.7 Ensure new services are designed with equality as a key driver	Develop an inclusive service and policy design guide that highlights the need to address barriers to access for low income individuals and families along with highlighting barriers to be removed for people who share other protected characteristics. This will include content on digital services, their inclusivity and the potential barriers to access. The guide will also define when provision may be 'exclusive' to support fair access to services.	<p>Participation in the design stage.</p> <p>Equality data collected by services on usage.</p> <p>Complaints about access to services.</p> <p>Complaints about delivery of services.</p>	

Objective 3: An inclusive economy

People's economic circumstances can have a big impact on health and well-being, the housing that they live in and on social mobility. Bradford has higher than average rates of unemployment, high rates of youth unemployment, relatively low levels of participation in the economy and lower than average wages. Bradford offers significant potential for economic growth and we need to make sure that everyone has the chance to benefit from it. By supporting people into good work, building our skills base, investing locally and delivering decent housing to meet everyone's needs we can progress towards our goal of building an inclusive economy that works for everyone.

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
3.1 Increased proportion of Council expenditure that is spent with local organisations.	<p>Delivery and reporting on social value procurement and the target for local spend.</p> <p>Increase the overall value of Council commissioning spend on charity and voluntary sector contracts. Target is an increase on current spend of £22.2m per year.</p> <p>Increase the amount of Council spending on resources locally to 50% of total by 2024.</p>	<p>Percentage Council spend on local suppliers and contractors.</p> <p>Level of spend with VCS organisations.</p>	<p>Skills Jobs and Economy</p> <p>Enabling Council</p> <p>Pioneering, Confident and Connected – An Economic Strategy for Bradford District 2018-2030</p> <p>Bradford Council Procurement Strategy</p>
3.2 Support is available to people to prevent them falling into poverty or to help them out of it.	Develop and implement an Anti-Poverty Strategy.	<p>Levels of deprivation.</p> <p>Levels of child poverty.</p>	Anti-Poverty Strategy
3.3 People furthest from the labour market, including those with disabilities, can access targeted support to get them into work. (no associated metric under this CP outcome)	Deliver specific programmes of work to support people with disabilities, care leavers and people with mental health problems into paid employment.	<p>Percentage of adults who have a learning disability in paid employment. (national ASCOF measure)</p> <p>Percentage of adults with mental health problems in paid employment. (national</p>	<p>Skills Jobs and Economy</p> <p>People, Skills, Prosperity</p> <p>Better Health Better Lives</p>

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
		ASCOF measure)	People, Skills, Prosperity – Bradford District’s Workforce Development Plan
3.4 Increased earnings of employees in the area and close the gap with the national average.	Delivery of an integrated employer offer through SkillsHouse for the development of strategic workforce planning and high-performance workplace practices.	Household income levels. Earnings per worker. Earnings per capita.	Skills Jobs and Economy
3.5 Our young and enterprising population is equipped with the skills and confidence to succeed.	<p>Increase the percentage of people with NVQ level 3 and above, and close the gap to the national average.</p> <p>Further develop and promote T Level and apprenticeship pathways.</p> <p>Careers and Technical Education and Future Technologies Centre partnerships secure employer input to curriculum to ensure students acquire relevant, in-demand skills.</p> <p>Deliver careers and work-related learning services into schools and colleges.</p> <p>Support development of proposal for a sixth form centre in Keighley/North of district.</p> <p>Deliver Raising Attainment Strategy across early years, primary and secondary.</p>	<p>16-18 destination measures.</p> <p>16-18 NEET rate.</p> <p>Attainment rate of level 2 and 3 by age 19.</p> <p>Youth claimant rate.</p> <p>Percentage of working age population with NVQ level 3 and above.</p>	<p>Skills Jobs and Economy People, Skills, Prosperity</p> <p>Good Start, Great Schools</p>

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
3.6 Leadership and participation in culture and the creative industries will be widened and more representative of our communities.	<p>Draw 50% of Bradford's creative workforce, audiences and cultural leadership from people currently underrepresented in the culture and creative industries sector.</p> <p>Give 250,000 people in the District's most deprived wards the opportunity to get involved with arts, culture and heritage activities.</p>	<p>Measure of the creative workforce through workforce survey.</p> <p>Metrics from City of Culture for participation in cultural activity.</p>	Better Health Better Lives Safe Clean and Active Culture is our Plan
3.7 Everyone has access to decent housing that meets their needs	Support for our residents who have a range of specific and specialist needs by improving access to suitable housing and help them sustain tenancies through our Housing Enabling Strategy. (has no associated metric)	<p>Percentage of adults who have a learning disability in settled accommodation. (national ASCOF measure)</p> <p>Percentage of adults with mental health problems in settled accommodation. (national ASCOF measure)</p>	Decent Homes

Objective 4: Inclusive Communities

We cannot tackle inequality without tackling discrimination and standing up to hate crime. We must also work to integrate communities to build understanding and challenge myths and we need to ensure that everyone has the chance to have their voices heard and to play their part in civic life. Tackling hate and discrimination, building cohesion and empowering local people are all central themes in our Council Plan. This objective will help to ensure that Council services are focussed on supporting our communities to be safe, strong and active.

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
4.1 Promote zero tolerance of discrimination.	<p>Support district-wide campaigns for zero tolerance of discrimination across all protected characteristics.</p> <p>Work with Bradford Hate Crime Alliance (BHCA) and West Yorkshire Police (WYP) and partners to develop and deliver campaigns, days of action.</p>	<p>Council involvement in related campaigns.</p> <p>Number of training events held:</p> <ul style="list-style-type: none"> • in education settings. • for public. • for business partners. <p>Number of VCS initiatives.</p> <p>Feedback from victims through including from our 27 reporting centres across the District.</p>	Safe, Strong and Active
4.2 People are more aware of hate crime, more confident in reporting it and have access to support. Agencies have a better understanding of the dynamics of hate crime.	<p>Work with partners to deliver the Hate Crime Strategy.</p> <p>New arrivals who are asylum seekers and refugees are informed of their rights and responsibilities and how to report through the City of Sanctuary programme. Work with key faith communities of interest partners including Equity Partnership, Equality Together, Council for Mosques etc.</p>	<p>Number of reported hate crime and incidents.</p> <p>Programme of activities offered during October's Hate Crime Week involving:</p> <ul style="list-style-type: none"> • Public. • Partners, including health, education, transport and other key partners. 	

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
		<p>Number of internal and external social media campaigns delivered with key partners.</p> <p>Feedback on use and reporting through the BCHA App for hate Crime.</p> <p>Number of training and awareness raising campaigns in school and community organisations.</p>	
<p>4.3 Progress on Child Friendly District principles to ensure children and young people in our communities have a voice and influence to make change.</p>	<p>Baseline current opportunities and involvement of young people in decision-making across the District.</p> <p>Deliver the Child Friendly Cities programme.</p>	<p>Number of young people represented on decision making structures within the Council and through the District and VCS partnerships.</p> <p>Feedback from young people that they have been involved in decisions.</p>	<p>Good Start, Great Schools.</p> <p>People, Skills, Prosperity – Bradford District’s Workforce Development Plan.</p> <p>Bradford Children, Young People and Families Plan.</p>
<p>4.4 People from different backgrounds get on with each other better.</p>	<p>Refresh of the Bradford For Everyone Stronger Communities Strategy and plan refresh 2023.</p> <p>Support Windrush, Black History Month, South Asian History Month and other community and cultural events and initiatives.</p> <p>Develop and roll out use of Citizen Coin.</p>	<p>Increase in number of people from different backgrounds reporting that they get along with others in their local area.</p> <p>Number of people and number of ‘different backgrounds’ engaged with campaigns and through social media, and events and consultation.</p>	<p>Safe, Strong and Active.</p>

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
	<p>Stronger Communities Partnership and Engagement Officers will work with communities of interest groups to support their action plans.</p> <p>Support to VCS sector for local service provision ensuring equity of opportunity under the VCS Service Improvement Programme particularly through the 'Voice and Influence' element of the contract.</p> <p>To keep 'Welcome to Bradford' website updated and relevant and support Refugee Week.</p>	<p>Number of people from 'different backgrounds' participating, co-designing, and giving feedback.</p> <p>Number of people, and number of 'different backgrounds' taking part in activities such as:</p> <ul style="list-style-type: none"> • People Can opportunities. • Big Lunches. • Citizen Coin. <p>Citizen Coin data reflecting volunteering and participation across many sectors in the district.</p> <p>Number of COI Action Plans on the Council's website.</p> <p>Quarterly monitoring reports to Stronger Communities Partnership.</p>	
4.5 VCS is actively engaged in decision making.	<p>To increase diversity of stakeholders and organisational representation across the strategic partnership structure.</p> <p>Review of VCS engagement across the Council in a post pandemic environment to</p>	Representation from CABAD and Race Equality Network (REN) on Wellbeing and Safer and Stronger Boards.	

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
	<p>ensure it includes large and small organisations.</p> <p>Work in collaboration to ensure flexible delivery on contracts awarded to VCS infrastructure organisations ensuring it meets need.</p> <p>Delivery of a new Service Improvement Programme (for infrastructure support across the district).</p> <p>Co-design and publish a new Bradford District Compact. (local agreement between the public sector and the District's Voluntary and Community Sector).</p> <p>Deliver the Volunteering Cities programme with City of Culture 2025 and Community Action Bradford and District (CABAD).</p> <p>Stronger Communities partnership and Engagement Staff work in partnership with VCS staff in a co-designed programme of activity.</p>	<p>Number of co-designed programmes, including:</p> <ul style="list-style-type: none"> • Volunteering. • support to communities of interest. • Compact. <p>Quarter 3 delivery of the Volunteering Cities programme generates a diverse mix of volunteers in readiness of 2025.</p> <p>Number of co-designed projects and initiatives delivered.</p>	
4.6 Celebrating diversity through events and civic recognition.	Alongside key partners, support memorial and cultural events, such as: Windrush, Black History Month, South Asian History Month, Disability History Month, Pride, Inclusion week, International Women's Day.	<p>Events calendar produced and regular bulletins sent to key partners.</p> <p>Use online portal and app based communication of activities and resources available to support</p>	

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
	<p>Work with schools and community organisations to put on events to learn about the Holocaust, Remembering Srebrenica, Windrush, Black History Month, South Asian History Month.</p> <p>Provide a calendar of events that promotes key memorial and cultural dates and coordinates activity with partners.</p> <p>People Can providing opportunities to bring communities together through volunteering.</p> <p>Encourage and support our VCS partners to get involved in Big Lunches.</p> <p>Supporting the consultation for the new Commonwealth War Memorial that will acknowledge contribution of WW1 and 2 soldiers.</p>	<p>communities and individuals volunteering.</p> <p>Level of community involvement, participation and engagement at events.</p>	
<p>4.7 Help to reduce health inequalities through implementation of the Clean Air Plan.</p>	<p>Implement the Clean Air Plan.</p> <p>It is expected that the Clean Air Zone (CAZ) will reduce concentrations of nitrogen dioxide by up to 35 percent at key locations in the district. The CAZ will not only improve air quality within the CAZ boundary, but all wards in the District should see improvements in air quality. This will still have health benefits.</p>	<p>Achieve compliance with Bradford Clean Air Plan by 2022.</p> <p>BiB estimate that the CAZ will reduce emergency hospital admissions for chronic obstructive pulmonary disease (COPD), heart disease, respiratory disease and asthma and provide substantial health cost savings to the NHS.</p>	

Outcome	Action	How will we know?	Link to Council Plan Priority Outcome / Corporate strategies
	<p>To work with Born in Bradford (BiB) who are carrying out a Health Impact Assessment HIA on the CAZ, the only one in the UK carrying out a HIA and described by the Government as a project of national significance.</p> <p>Citizen Coin to work with schools, and highways and transport staff to integrate its rewards into existing and new sustainable transport and clean air initiatives.</p> <p>Add community clean ups, encouraging people and communities to participate in health activities, walking, cycling and other green/sustainable initiatives, to the range of activities that can be awarded Citizen Coins.</p>	<p>The CAZ involves an extensive monitoring and evaluation programme that is reported to Government on a quarterly basis and includes 400 air quality monitoring points across the District.</p> <p>The 360 CAZ enforcement cameras will provide data as to the continuing improvement in vehicle emission standards.</p> <p>BiB have been working with 20 schools for nearly a year, monitoring pupil exposure to air pollution and carrying out health checks. – this programme will continue after CAZ launch.</p> <p>400 air quality monitoring points across the District.</p> <p>Capture data on usage of Citizen Coin by incentive and use of reward.</p> <p>Capture data through Citizen Coin to report on level of success of initiatives and rewards available.</p>	

OUR COUNCIL PLAN

Priorities and Principles
2021-2025



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FOREWORD

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

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

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

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

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

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

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

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

Resources will remain under pressure and we know the Council has to transform the way it does things in order

to sustain services and improve outcomes. The Council must focus on early help and prevention to reduce pressure on expensive crisis services; be bold and inventive; and work to ensure that every pound, every ounce of effort and every day at work has the maximum impact.

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

Over 80% of Council staff live in the district. Few councils have a workforce so rooted in and connected to the place that they serve. The

tremendous asset that this represents has been evident in the commitment, ingenuity, passion and pride that has characterised the response to COVID-19. These are the qualities that will keep us on course through the pandemic, and beyond, to deliver this Council Plan and progress towards a fairer, more prosperous Bradford District.

Council Leader Councillor Susan Hinchliffe and Chief Executive Kersten England



“Over 80% of Council staff live in the district. Few councils have a workforce so rooted in and connected to the place that they serve”

OVERVIEW: OUR DISTRICT

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

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

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

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

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

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

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

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



The youngest district in the UK with nearly a third of the population aged

UNDER 20





THE MOST IMPROVED CITY 
in the Price Waterhouse Cooper's Good Growth 2019 Index

Local economy worth £9.5 BILLION 

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

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

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

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

 **10 MILLION**
visitors a year

 **The Sunday Times' TOP 20**
places to do business

LIVING WITH COVID-19

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



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

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

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

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

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



BRADFORD DISTRICT SHARED VALUES



WE PROTECT

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

WE SHARE

ideas, resources, knowledge and skills as well as our challenges and opportunities

WE RESPECT

ourselves, each other and our communities

WE CARE

for each other and treat each other with kindness



OUR PRIORITY OUTCOME AREAS

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



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

1

Living with COVID-19

How we help our residents, businesses and places overcome the ongoing challenges presented by the coronavirus pandemic.

2

Building a Better Future

How we work to secure a better long-term future for the district, its people, its communities and its businesses.

Our priority outcomes are:



Better Skills, More Good Jobs and a Growing Economy

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



Decent Homes

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



Good Start, Great Schools

We will help our children to have the best start in life by improving life chances, educational attainment and overall quality of life for all young people regardless of their background.



Better Health, Better Lives

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



Safe, Strong and Active Communities

We want the Bradford District to be a place where everyone can play a positive role in their community and be proud to call the district their home.



A Sustainable District

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



An Enabling Council

We will be a council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively. We will manage our resources well and seize all opportunities to bring funding into the district. We will provide good, accessible services.



“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”





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

Equalities must be at the heart of all we do

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

Working together

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

Early help and prevention

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

Every pound counts

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

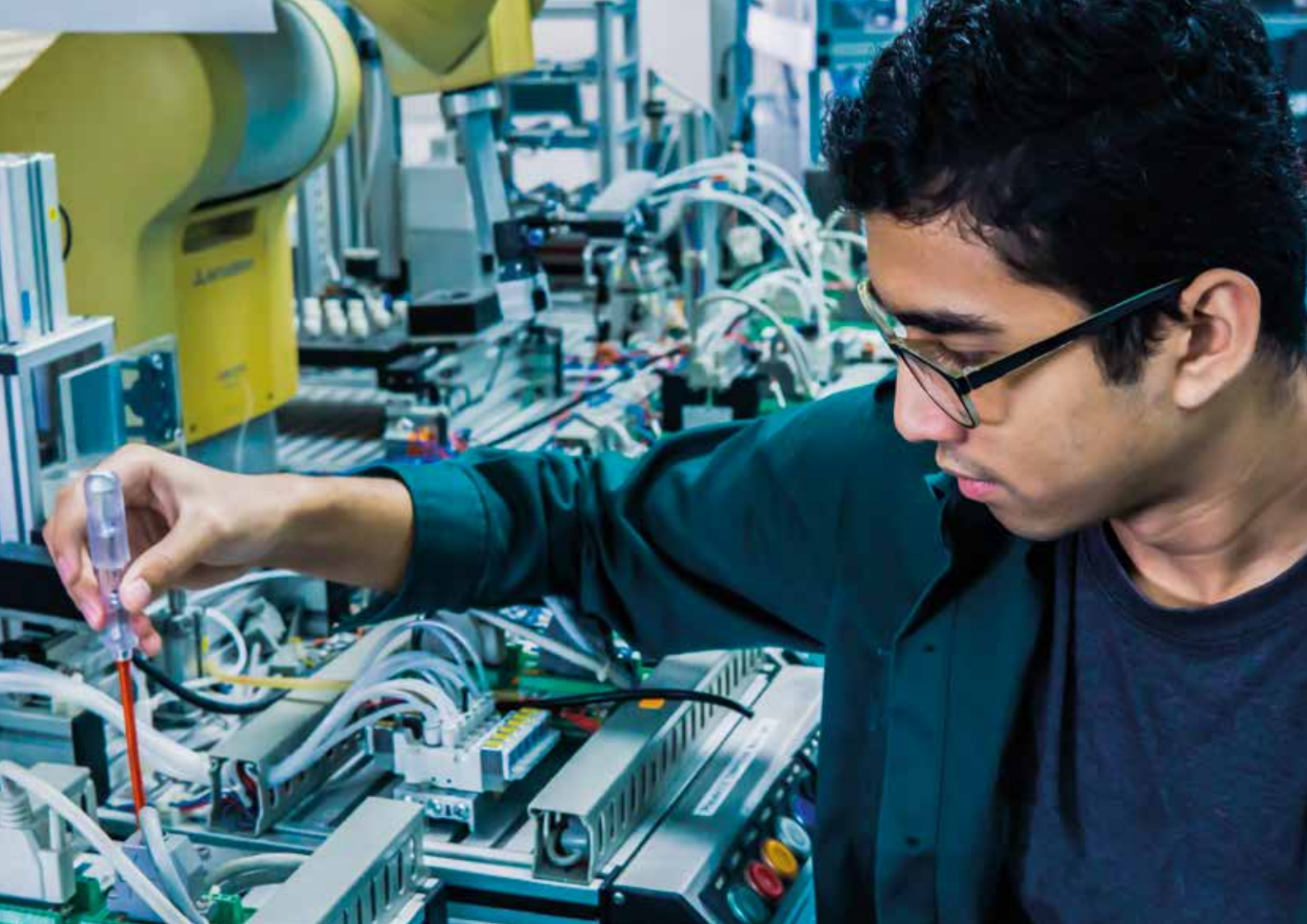
Living well

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

Safeguarding

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

We will also embrace the Bradford District Shared Values which have been developed with our local communities and stakeholders where over 1,400 were engaged in the process.



PRIORITY AREA:

BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY



OUR AMBITION

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

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

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



OUR CONTEXT

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

We have a number of challenges including:

- Helping businesses and individuals adapt to the changes in the economy and nature of work as a result of COVID-19 so the local economy can recover safely and effectively and people can access good jobs.
- Creating jobs in new growth sectors.
- Helping people to get the education and training they need to secure highly skilled jobs.



- Tackling transport connectivity across the district and beyond.
- Improving employment outcomes for everyone. This has been made worse as a result of COVID-19 as businesses close, which has hit young people, low-paid workers and BAME residents hardest.
- Supporting our businesses through the transition from the European Union single market to new trading relationships by signposting them to support and information.



**A growing reputation as a
GREAT PLACE TO START
A BUSINESS
within the UK**



**WE WILL PROVIDE
DIGITAL PLATFORMS AND
INFRASTRUCTURE**
to support employment growth and
retraining via remote learning, access
to peers and wider networks

Building a Better Future

We will:

- Ensure our young and enterprising population are equipped with the skills and confidence to succeed. We will connect our population to employment opportunities across the district, the North and the UK.
- Support people furthest from the labour market, including those with learning disabilities, into work. We will create new employment opportunities, particularly in sectors with workforce shortages such as health and social care.
- Provide digital platforms and infrastructure to support employment growth and retraining via remote learning, access to peers and wider networks.
- Make the most of our distinctive features and use our unique architecture, heritage and cultural assets to create an environment for growth.
- Develop an outstanding bid to become the UK City of Culture in 2025.
- Create a strong city centre business destination through investment in the One City Park office scheme and other developments.
- Work with the Towns Fund boards to improve the prosperity of Keighley, Shipley and other places in the district.
- Develop and deliver our cultural strategy, Culture Is Our Plan, in recognition of the cultural sector's rich contribution to economic and social wellbeing.
- Work with Arts Council England and National Heritage Lottery to win funding and support for projects.
- Use our cultural assets to attract more visitors to all parts of the district, drive economic growth and create new jobs in the cultural, creative and tourism industries.
- Build on our strong and diverse economy to increase innovation, creativity, productivity and prosperity. ➔

OUR PRIORITIES

Living with COVID-19

We will:

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

- Make the most of the 'Bradford District Pound' and ensure that an increasing proportion of our £475 million third-party spend goes to local businesses and community organisations.
- Provide enterprise support to our thriving business community and help people who want to start their own businesses.
- Support social enterprises and social entrepreneurs through the Local Access Fund and Impact Hub investments in the district.
- Improve our transport infrastructure by securing support and investment in key projects including the city centre Northern Powerhouse Rail station, Northern Connect, City Centre and Rail Station Masterplans, Calder Valley Rail Line Upgrade and Skipton-Colne rail link.
- Improve digital connectivity to speed up business growth and connect more people to opportunities in the digital economy. We must ensure businesses are able to access high-speed broadband wherever they are in the district.
- Help businesses to increase exports and grow global trade links. We will ensure businesses have the information and support available to thrive following the exit from the European Union.
- Develop the cultural offer in the district through key projects including supporting the successful delivery of the former Odeon cinema into a premier live music venue.

HOW WE WILL MEASURE SUCCESS

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

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

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



**WE WILL IMPROVE
OUR TRANSPORT
INFRASTRUCTURE**
by securing support
and investment in key
projects...



PRIORITY AREA:
DECENT HOMES



OUR AMBITION

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

We will increase the supply of homes of the right type, quality and location to meet the needs and aspirations of our diverse and growing population. We want more high quality homes in neighbourhoods where people want to live and can thrive. We want more developments of the highest quality. We will retrofit existing stock to create homes that are energy efficient and adaptable.

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

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



**We will make sure elderly and vulnerable people can
ACCESS SPECIALIST HOUSING
THAT MEETS THEIR NEEDS**

OUR CONTEXT

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

We have a number of challenges including:

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

OUR PRIORITIES

Living with COVID-19

We will:

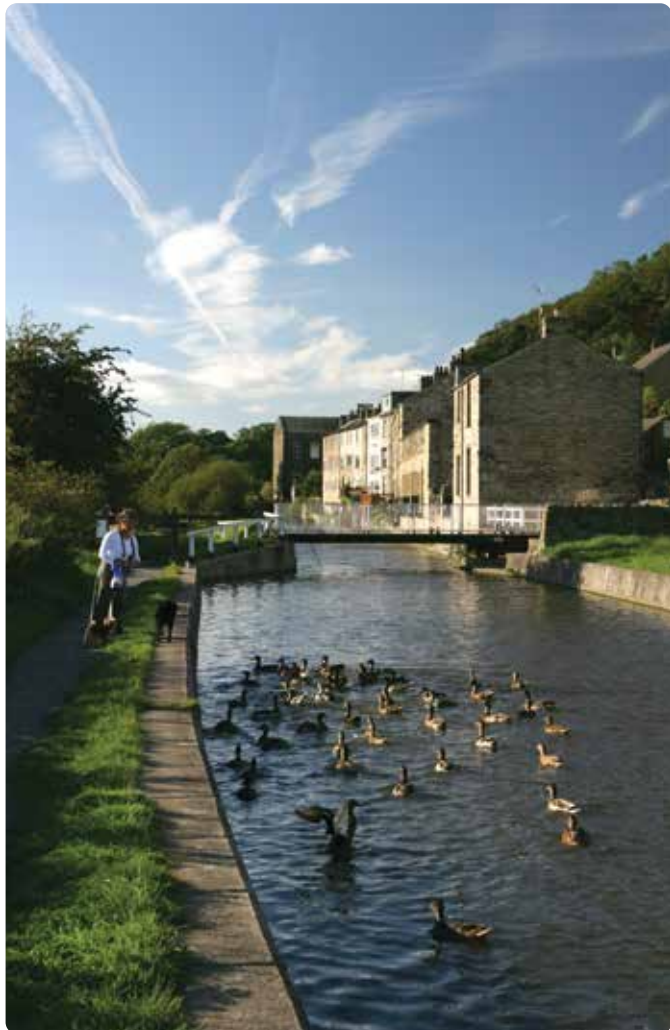
- Maintain social distancing and infection control measures in social housing as much as possible.
- Ensure we keep rough sleepers in accommodation where possible, helping to prevent the spread of infection.
- Work with Government, developers and partners to maximise funding opportunities and the delivery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



Building a Better Future

We will:

- Increase the supply of homes of the right type, quality and location to meet the needs of our population, including those with specialist needs.
- Improve the quality of poor housing stock by encouraging and supporting private sector owners and landlords to bring properties, including empty homes, into good repair.
- Support our residents who have a range of specific and specialist needs by improving access to suitable housing and help them sustain tenancies.
- Use Council-owned land and buildings to create good quality new homes, including on brownfield sites where possible.



We will Use Council-owned land and buildings to create



GOOD QUALITY NEW HOMES, INCLUDING ON BROWNFIELD SITES WHERE POSSIBLE


HOW WE WILL MEASURE SUCCESS

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

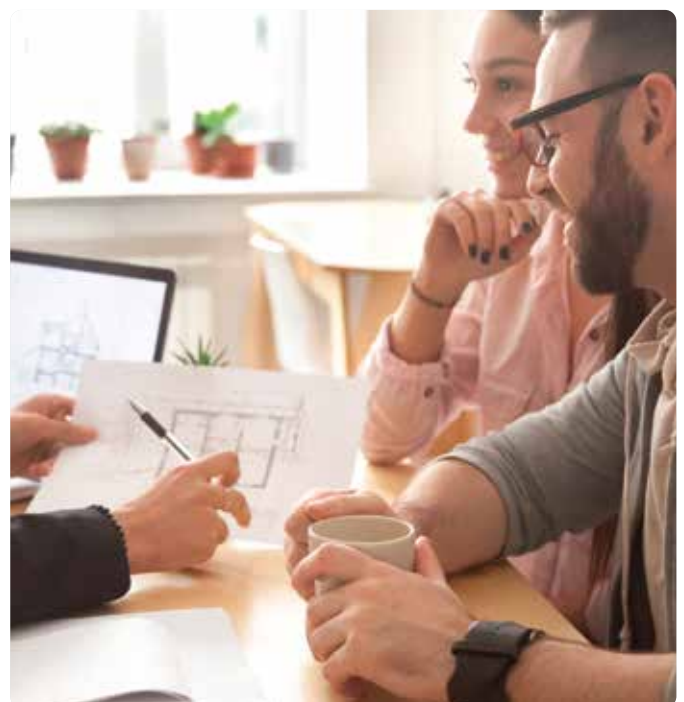
The underpinning plans and strategies that will enable us to deliver on this priority include:

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

1,703
NET NEW HOME
COMPLETIONS PER YEAR



411
AFFORDABLE HOUSING
UNITS PER YEAR





PRIORITY AREA:
**GOOD START,
GREAT SCHOOLS**



OUR AMBITION

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

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

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

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



We will provide the best start by **PROVIDING HIGH-QUALITY EARLY CHILDHOOD EDUCATION AND WELFARE SERVICES FOR ALL**

OUR CONTEXT

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

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

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



OUR PRIORITIES

Living with COVID-19

We will:

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



We have a number of challenges including:

- Too many of our children grow up in poverty. COVID-19 has increased the number of children growing up in poverty and the pressure on their families.
- There are great inequalities in health. Our poorest children can expect to live shorter and less healthy lives than our wealthiest children. Children growing up with health problems or whose care is affected by their parents or guardians' ill health are significantly disadvantaged in education. COVID-19 has exacerbated health problems, particularly childhood mental health problems.
- Educational attainment and progress across all stages of education from early years onwards is below the national average and COVID-19 has shown a growing digital educational divide.
- Educational and social outcomes for our most vulnerable and disadvantaged children and young people need to be improved. This is all the more important because the pandemic has widened the education gap between our poorest and most vulnerable children and the rest.
- COVID-19 has disrupted our children's education. Getting all our children and young people safely in education, ensuring schools are COVID-19 safe places and parents have confidence in sending their children to school is an immediate priority. The pandemic has meant that our children and young people have missed six months of education. The impact of this will be felt by all but falls heaviest on the poorest and most vulnerable who lack access to digital learning and support outside school.



We will continue to provide **HEALTHY MEALS TO THE DISTRICT'S SCHOOLS,** minimising the use of salt and sugar in food production



Building a Better Future

We will:

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



HOW WE WILL MEASURE SUCCESS

1. GCSE Level 4 English and Maths results to close the gap with the national average.
2. Reduce persistent absence faster than national trend.
3. Improve Key Stage 2 results in line with national trends in Reading, Writing and Maths.
4. Improve Key Stage 1 Phonics in line with national trends.

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

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



**WE WILL ENSURE
CHILDREN ARE AT THE HEART
OF EVERYTHING WE DO**
and ensure we continue on our journey
to become a Unicef Child Friendly
District





PRIORITY AREA:

BETTER HEALTH, BETTER LIVES



OUR AMBITION

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

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

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



OUR CONTEXT

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

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

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

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



We will help people from all backgrounds to lead LONG, HAPPY AND PRODUCTIVE LIVES by improving their health and socio-economic wellbeing

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

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



OUR PRIORITIES

Living with COVID-19

We will:

- Make sure robust control measures are in place to reduce infection rates and prevent future outbreaks of COVID-19, including Test and Trace, information, advice and guidance for residents and service providers, and we will respond to COVID-19 outbreaks swiftly and effectively.
- Ensure timely interpretation and localised implementation of national guidance to ensure our plans and approach continue to protect and support residents.
- Maintain provision and support to meet the health and wellbeing needs of all adults and children, while ensuring the most vulnerable and high risk groups are prioritised.
- Use our learning and experience from COVID-19 to accelerate our transformation plans to redesign services to continue our support for communities to help themselves and each other. This will improve outcomes for individuals and families and avoid increased demand on statutory services.

Building a Better Future

We will:

- Use a targeted approach to reduce health and socio-economic inequalities by providing support to our service users that is appropriate to their needs and culture and focusing on interventions to improve air quality, reduce obesity and improve physical activity levels.

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

HOW WE WILL MEASURE SUCCESS

1. Increase the years of healthy life expectancy (at birth) in both males and females and close the gap with the national average (shared target with Better Skills, More Good Jobs and a Growing Economy).
2. Reduce levels of childhood obesity.
3. Increase levels of physically active adults and close the gap with the national average.
4. Bring percentage of referrals to Children's Social Care in the year which were within 12 months of previous referral closing in line with our statistical neighbours.
5. Reduce percentage of children in care with three or more placements during the previous year in line with our statistical neighbours.
6. Improve the emotional wellbeing of Children in Care.
7. People with learning disabilities in settled accommodation. To move up one quartile based on 2018-19 published national data (Adult Social Care Outcomes Framework (ASCOF) data).
8. Percentage of adults who have a learning disability in paid employment. To move up one quartile based on 2018-19 published national data (ASCOF data).
9. Maintain the 2019-20 performance of 555 per 100,000 population (or below) permanent 65+ admissions to residential and nursing homes.

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

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



We will strive to
**PROVIDE PERSONALISED
HEALTH AND CARE SERVICES
TO SUPPORT QUALITY OF LIFE
AT EVERY STAGE**





PRIORITY AREA:

SAFE, STRONG AND ACTIVE COMMUNITIES



OUR AMBITION

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



OUR CONTEXT

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

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

We know our communities well –

**82% OF COUNCIL STAFF
LIVE IN THE DISTRICT**

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



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

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

COVID-19 is widening inequality and threatening community cohesion. Hate crime, domestic abuse and social isolation have increased.

We must continue to work together with communities and align our local and district-wide services so we can all play a part in creating and sustaining strong, active and safe places.



Building a Better Future

We will:

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



OUR PRIORITIES

Living with COVID-19

We will:

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



HOW WE WILL MEASURE SUCCESS

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

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

- Stronger Communities Together Strategy and plan
- Safer Bradford Plan
- Domestic Abuse and Sexual Violence Strategy 2021-24

£22.2m INCREASE ON CURRENT
per year SPEND ON CHARITY
AND VOLUNTARY
SECTOR CONTRACTS





PRIORITY AREA:
**A SUSTAINABLE
DISTRICT**



OUR AMBITION

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

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

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

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



OUR CONTEXT

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

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

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

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

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



**Clean growth could add
£11 BILLION TO THE LEEDS
CITY REGION ECONOMY
and create an additional
100,000 JOBS ACROSS OUR
WIDER REGION**

Photo © John Smith, Skycam Aerial Imaging



OUR PRIORITIES

Living with COVID-19

We will:

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



Building a Better Future

We will:

- Lead district partners to address the climate emergency through the Sustainable Development Partnership working at all levels from grassroots to large infrastructure projects.
- Work with the West Yorkshire Combined Authority and national government to make the case for sustainable transport development, including Northern Powerhouse Rail.
- Improve green space with initiatives such as 'Tree for Every Child' to plant more than 55,000 new trees, one for each primary school pupil.
- Help businesses and households to be more sustainable and embrace the principles of the circular economy.
- Improve air quality through our Breathe Better Bradford clean air plan.
- Encourage more recycling by households and businesses and improve waste recycling rates.
- Help households access funding to improve energy efficiency.
- Support local food production and food security efforts.
- Expand the network of electric vehicle charging points and number of electric vehicles.
- Increase renewable energy usage and reduce greenhouse gas emission reduction in the Council's business activities.





- Reduce energy use and emissions from the Council fleet and street lighting.
- Increase the efficiency of our buildings and operational assets to reduce energy use and emissions.
- Deliver an Advanced Fuel Centre to allow conversion of the Council's vehicle fleet and support the Council's Clean Air Strategy.
- Identify risks from extreme weather events and work with local and national partners to strengthen infrastructure and buildings.
- Bradford Council is committed to supporting Fairtrade as it supports sustainable farming and production methods whilst also ensuring that farmers and producers receive a fair price for their produce and goods. We will continue to buy Fairtrade goods and produce in line with our commitment, encourage our partners and businesses to do so and consider how we can support Fairtrade further across the District.



HOW WE WILL MEASURE SUCCESS

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

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

- Bradford Clean Air Plan
- Sustainable District Action Plan



**We will
REDUCE ENERGY USE
AND EMISSIONS**
from the Council fleet and street
lighting





PRIORITY AREA:
**AN ENABLING
COUNCIL**



OUR AMBITION

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

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

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

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

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

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



Over the last 10 years, we have had to find **OVER £300 MILLION IN SAVINGS AND ADDITIONAL INCOME**

OUR CONTEXT

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

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

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

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

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



Our people

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

Our financial resources

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

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

Our buildings and assets

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

Our information technology and digital infrastructure

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

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

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

Democracy

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

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



OUR PRIORITIES

Living with COVID-19

We will:

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



Building a Better Future

Our people

We will:

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



We will help every employee to **REACH THEIR FULL POTENTIAL THROUGH A PROACTIVE APPROACH TO LEARNING AND DEVELOPMENT**



Our finances

We will:

- Produce an annual budget and continue to manage the Council's resources. We will take a #teambradford approach with partner organisations to make sure we use all of our resources in a joined-up way where we can.
- Collect revenue from Council tax, business rates and accounts receivable in an effective, fair and efficient way. We will work to prioritise and transform the way we deliver our services to improve the impact on people's lives as well as making the best use of the Council's resources. We will continue to seek opportunities for joining up services and making services work better for people, intervening earlier where we can.
- We will achieve value for money through innovative procurement and contract management practices while ensuring robust and transparent governance.
- We will make best use of the 'Bradford District Pound' by committing to using district-based organisations, directly or indirectly, to deliver supplies, services and works wherever possible.
- We will deliver improved social value and inclusive growth outcomes from procurement procedures.
- We will connect with our local suppliers, particularly the voluntary, community and social enterprise community, to improve understanding of our local supply chains.
- We will modernise our procurement platform to enable efficient and effective payments to suppliers.

Our IT

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



HOW WE WILL MEASURE SUCCESS

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

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

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





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Report of the Chair of the Corporate Overview and Scrutiny Committee for the meeting to be held on Thursday 5 October 2023

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Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2023/24.

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2023/24.

EQUALITY & DIVERSITY:

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

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny
Committee

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

Portfolio:

**Corporate
Community Safety**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2023/24, which are attached as appendix 1 to this report.
- 1.2 Also attached as appendix 2 to this report, is a list of unscheduled topics for 2023-24.

2. BACKGROUND

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

3. OTHER CONSIDERATIONS

- 3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).
- 3.2 The remit of this Committee also includes:
 - the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
 - supporting the Executive through its contribution towards the improvement of the Council’s performance;
 - co-ordinating the development of the Overview and Scrutiny role within the Council.
- 3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.
- 3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.
- 3.5 As well as this, Corporate Overview & Scrutiny members are currently undertaking a Call for Action inquiry in relation to, Anti-Social Behaviour across the District.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 None.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 None.

6. LEGAL APPRAISAL

6.2 None.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

None.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

None.

7.3 COMMUNITY SAFETY IMPLICATIONS

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

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

7.4 HUMAN RIGHTS ACT

None.

7.5 TRADE UNION

None.

7.6 WARD IMPLICATIONS

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

7.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

None.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 The Committee may choose to add to or amend the topics included in the 2023-24 work programme for the committee.

9.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

10.1 That Committee may choose to add to or amend the topics included in the 2023-24 work programme for the committee.

10.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

11. APPENDICES

Appendix One – 2023-24 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

2022-23 Corporate Overview and Scrutiny Committee Work Programme.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Tuesday, 27th June 2023 at City Hall, Bradford. Chair's briefing 07/06/23. Report deadline 13/06/23. 1) ISG. recommendation from postponed meeting on Thursday 9	To also specifically focuses on the apprenticeship offer disabled staff, supporting them to develop Which also specifically focuses on the apprenticeship offer from ISG, for its disabled staff, supportin	Matthew Seed. Danielle King.	Corporate Overview & Scrutiny from ISG, for its Committee Thursday 10 February 2022. Deferred their skills and experience. from March 2023, due to adverse weather conditions.
2) Prevent.			Deferred from the meeting on Thursday 9 February 2023.
3) Draft 2023-24 Work Programme.	The proposed areas of work to be considered in this municipal year.	Mustansir Butt.	Includes recommendations that the Committee made in the last municipal year.
Tuesday, 25th July 2023 at City Hall, Bradford. Chair's briefing 06/07/23. Report deadline 13/07/23. 1) 2022-23 Annual Performance Outturn.	To include the Council's Locality Plan and full Council Performance.	Ruth Davison/Jenny Cryer.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 February 2023.
2) Finance Position Statement for 2022-23.		Chris Kinsella/Andrew Cross.	
3) First Quarter Financial Position Statement.		Chris Kinsella/Andrew Cross.	
4) £2m Procurement Contract - Council procurement of energy via a district heat network		John Sharp/Andrew Whittles/Matthew Seed.	Constiitutional requirement.
5) Work Planning.	There is a need to regularlry review the work programme, in order to priotitise and manage the work.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 7th September 2023 at City Hall, Bradford. Chair's briefing 16/08/23. Report deadline 24/08/23.			
1) Progress against the Hate Crime Scrutiny Review recommendations.	That a more detailed response to the recommendations contained in Document "W", particularly in terms of some of the specific measures taken to reduce hate crime, be provided to Corporate Overview & Scrutiny Committee in three months' time.	Neena Punnu/Charles Dacres.	Corporate Overview & Scrutiny Committee recommendation from Thursday 8 December 2022. Deferred from the meeting on Thursday 9 March 2023.
2) Draft Overview & Scrutiny Annual Report 2022-23.		Mustansir Butt.	Constitutional requirement.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Monday, 18th September 2023 at .			
1) Call for Action Enquiry into Anti-Social Behaviour.	Informal information gathering session with Young People at the Grange Interlink Centre, Bradford.	Mustansir Butt.	
Thursday, 28th September 2023 at .			
1) Call for Action Enquiry into Anti-Social Behaviour.	Informal information gathering session with residents at The Clarke Foley Centre, Ilkley, LS29 9Z.	Mustansir Butt.	
Thursday, 5th October 2023 at City Hall, Bradford. Chair's briefing 14/09/23. Report deadline 21/09/23.			
1) Progress against the Fireworks Scrutiny Review recommendations.	Report to also include the approaches being used to address the anti-social use of fireworks and the effectiveness of those approaches.	Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 12 January 2023.
2) Anti-Poverty Strategy.		Ruth Davison/Kevin Brain/Iain Macbeath.	Corporate Overview & Scrutiny Committee recommendation from Thursday 25 October 2022.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 5th October 2023 at City Hall, Bradford. Chair's briefing 14/09/23. Report deadline 21/09/23.			
3) Bradford Council Workforce Development Strategy.	Progress report to also focus on: Professional career development spend on Council Departments, with a breakdown of grades.	Anne Lloyd/Emma Lawer/Catherine Warrener.	Corporate Overview & Scrutiny Committee recommendation from Thursday 25 October 2022.
4) Refresh of the Equality, Diversity and Inclusion Plan 2022-25/Equalities.	Progress against the plan. Report to be presented in 12 months which specifically focuses on: Key Outcomes: Performance Indicators: Activities of each of the staff Networks: Also quarterly performance reports to be circulated.	Anne Lloyd/Khalida Ahsrafi.	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 October 2022. At the request of officers, deferred to the new Municipal Year.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 2nd November 2023 at Unknown.			
1) Call for Action Inquiry - Anti Social Behaviour.	Informal information gathering session with residents.	Mustansir Butt.	Being held at St Johns.
Thursday, 9th November 2023 at City Hall, Bradford. Chair's briefing 19/10/23. Report deadline 26/10/23.			
1) Road Safety.	To include outouts and outcomes on driver enforcement and driver behaviour as well as details relating to zero tolerance. Reprerstatives from the Police to also be requested to attend.	Simon D'Vali.	Corporate Overview & Scrutiny Committee recommendation from Thursday 10 November 2022.
2) Second Quarter Financial Position Statement.		Chris Kinsella/Andrew Cross.	Member Request.
3) Capital Programme for the Council.		Chris Kinsella/Andrew Cross.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 February 2023.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 9th November 2023 at City Hall, Bradford.			
Chair's briefing 19/10/23. Report deadline 26/10/23.			
4) The Social Value and Procurement Policy.	That the new Social Value and Inclusive Growth Rationale and Procurement Policy be considered by members.	Chris Kinsella.	Corporate Overview & Scrutiny Committee recommendation from Thursday 10 November 2022.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 14th December 2023 at City Hall, Bradford.			
Chair's briefing 23/11/23. Report deadline 30/11/23.			
1) Safer Communities Plan Performance.		Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 8 December 2022.
2) Bradford Everyone Strategy, (Previously known as Stronger Communities Strategy).		Mahmood Mohammed.	Corporate Overview & Scrutiny Committee recommendation from Thursday 8 December 2022.
3) Volunteering.	Focusing on an update on the impact of	Ian Day/Mahmood	Corporate Overview & Scrutiny Committee
Recommendation from	Programme and the	the VCSE Service Improvement	Mohammed. Thursday 10 March
2022.Moved from	ordinator to support volunteering across the		cancelled meeting on Thursday 6 April District. 2023.
4) Anti-Social Behaviour Reduction Fund.	Request that a report to Corporate Overview & Scrutiny on the District's progress in tackling ASB and options for any new approaches and learning from other areas to build on our measures to tackle ASB and its cases.	Noreen Akhtar/Michael Churley.	Council resolution from Tuesday 11 July 2023.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

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

Agenda Items	Description	Report Author	Comments
Thursday, 11th January 2024 at City Hall, Bradford. Chair's briefing 21/12/23. Report deadline 28/12/23.			
1) West Yorkshire Joint Services		Karen Pearce/Andy Robson.	
2) Armed Forces Covenant. recommendation from	To report on progress and to also focus on: the expected legislative changes; from cancelled meeting on Thursday 6 Forces Hub; - The work being provided through the Health Service.	Helen Johnstone/Jahanara Begum-Ali. Impacts of	Corporate Overview & Scrutiny Committee Thursday 11 November 2021.Moved - Development in relation to the Armed April 2023.
3) District Plan. The	Performance against the District Plan together with outcomes delivered, be presented to the Committee in 12 from Thursday 9 February 2023. consultation findings to also be presented to this Committee, when they are available.	Ruth Davison/Jenny Cryer.	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 January 2022. Deferred months.
4) Private Hire and Hackney Carriage Service.		Carol Stos.	Corporate Overview & Scrutiny Committee recommendation from Thursday 12 January 2023.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 8th February 2024 at City Hall, Bradford. Chair's briefing 18/01/24. Report deadline 25/01/24.			
1) Third Quarter Financial Position Statement.		Chris Kinsella/Andrew Cross.	Member request.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 8th February 2024 at City Hall, Bradford. Chair's briefing 18/01/24. Report deadline 25/01/24.			
2) Implementation of Universal Credit across the District.	Report to not only include details of the implementayion of Universal Credit across the District, but also the additional support offered by the Council to residents, in relation to the cost of living crisis.	Caroline Lee.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 February 2023.
3) Council Tax and Business Rates.		Caroline Lee.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 February 2023.
4) Work Planning.	There is a need to regularlry review the work programme, in order to priotitise and manage the work.	Mustansir Butt.	
Thursday, 21st March 2024 at City Hall, Bradford. Chair's briefing 29/02/24. Report deadline 07/03/24.			
1) Gambling.	To include the progress against the Gambling Cross Departmental action plan, specifically focusing on clear outcomes; with represntatives from Gamcare to also be invited to attend the meeting.	Sarah Exall.	Corporate Overview & Scrutiny Committee recomemndation from Thursday 12 Janaury 2023.
2) Call for Action Enquiry - Anti Social Behaviour.	Key findings and recommendations.	Mustansir Butt.	
3) Work Planning.	There is a need to regularlry review the work programme, in order to priotitise and manage the work.	Mustansir Butt.	

Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Comments
1	Councillor Call for Action - Anti Social Behaviour.	Mustansir Butt.	The Committee agreed to undertake an enquiry into abti-social behaviour, across the whole District.

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