

Ref	Outcome	Improvement / Action	Timescale	Portfolio Holder	Outcome Board and Officer Lead
LGA Recommendation 1. Develop a coherent narrative of place and your ambitions.					
1.1	A coherent and shared narrative for place - celebrating diversity of place and including "People Can" approach.	Working with our Producer City Partners, develop a shared narrative about Bradford District which can be used to promote our city and district as a place to live, work, study, visit and invest.	Oct. 2017	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Involve local businesses and citizens in developing the shared narrative about Bradford District through workshops, participatory public events, media coverage and social media.	Aug./Sept. 2017	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Share this place marketing narrative widely with local businesses, organisations and groups to ensure consistency in promoting Bradford District.	Nov. 2017	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
1.2	Get Bradford better placed so that we can build our reputation and influence others. Further communicate confidence in our city and district.	Work in partnership regionally and locally to develop and deliver the Positioning Bradford Action Plan.	Oct. 2017	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Identify and work with key stakeholders to improve Bradford District's reputation and influence with key decision makers nationally.	Aug. 2017 - March 2019	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Introduce monthly e-bulletin to further inform and engage key stakeholders.	Completed	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
1.3	Through the New Economic Growth Strategy, express our requirements for inclusive growth, sectoral growth and skills and employment.	Set out the key drivers and enablers for economic growth in the strategy, incorporating skills and employment requirements.	Oct. 2017	Cllr Alex Ross-Shaw	Skills Jobs Economy Strategic Director Place
1.4	Celebrate the culture and heritage of Bradford district.	The cultural partnership further developed and supported by an events programme and the implementation of the destination management plan.	Sept. 2018	Cllr Sarah Ferriby	Skills Jobs Economy Strategic Director Place
1.5	Council priorities defined through West Yorkshire Combined Authority as part of our emerging Economic Growth Strategy.	New Economic Growth Strategy in place with maintained infrastructure for resilience and growth and increased understanding of asset development and conditions.	Oct. 2017 - 2020	Cllr Alex Ross-Shaw	Skills Jobs Economy Strategic Director Place
1.6	Young people engaged in shaping the future narrative.	Using current mechanisms such as Youth Voice consistently engage with young people to shape the future narrative.	On-going to Feb. 2020	Cllr Abdul Jabar	Great start and good schools Strategic Director Children's Services
		Implement a District wide Youth Voice Group.	March 2018	Cllr Abdul Jabar	Great start and good schools Strategic Director Children's Services
		50 young person led initiatives implemented.	March 2020	Cllr Abdul Jabar	Great start and good schools Strategic Director Children's Services
LGA Recommendation 2. Use our narrative to place shape more effectively with partners					
2.1	A Stronger narrative in place that will help partners better understand the council's priorities and how they can contribute.	Put in place a programme of activities to better engage with large and significant national and internationally known businesses who can contribute to the success of the city.	Sept. 2017 - Sept. 2018	Cllr Alex Ross-Shaw	Skills Jobs Economy Strategic Director Place
2.2	Council is better focused on the partnerships and relationships that are most important in achieving the Council's vision.	Further develop our approach to co-design of services opportunities, especially with the Police and Health.	March 2020	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
2.3	Our approach to co-design of services opportunities with VCS and police and health are further developed.	Put in place mechanisms to ensure closer partnership working and operational activity on Shared Spaces..	March 2020	Cllr Abdul Jabar	Safe, Clean and Active Strategic Director Place
2.4	Work specifically with our Health Partners on place shaping through the new narrative	Develop opportunities to integrate service delivery with partners to support people, families, and communities.	Sept. 2017	Cllr Val Slater	Better health better lives Strategic Director Health and Wellbeing

		Develop stronger relationships with health partners through existing and new working arrangements to utilise, share and review commissioning intentions.	Sept. 2017	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
		Streamline health engagement and develop stronger relationships with health partners.	March 2018	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
		Work within the provider alliances to develop our approach towards integration around people, maximising the potential to strengthen the delivery of services at locality level and in key areas across the District.	March 2018	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
		Connect up and strengthen 24 hour support services for citizens of Bradford District.	March 2018	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
2.5	Strengthened corporate data analytics informing intelligence led decision making.	Further develop data analytics IT systems, e.g. the use of PowerBi, and establish shared data hubs with key partners.	March 2018	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
LGA Recommendation 3. Use of 'People Can' approach in a more systematic way					
3.1	<i>People Can</i> approach is further integrated into service provision and future service design.	<i>People Can</i> approach rolled out across departments and partners through the work of the five outcome boards.	Ongoing to 2020 and currently being communicated to all.	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Identify areas where the <i>People Can</i> approach will help reduce demand on services with an aim to systematically reduce demand on council resources.	March 2018	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
3.2	The <i>People Can</i> model encompasses the business community.	Further develop the <i>People Can</i> approach to encompass the business community linked to the delivery of the Business Covenant.	Aug. 2017 - 2020	Cllr Val Slater	Great start and good schools Strategic Director Children's Services
3.3	Focus on <i>People Can</i> for all young people and adults, whatever their individual challenges or age.	Implementation of the Home First Vision.	March 2018	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
3.4	Improved awareness of <i>People Can</i> through the use of technology and improved participation.	Develop the <i>People Can</i> website to drive involvement and take-up.	Dec-17	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Develop online sharing and project development platform e.g. Comoodle.	Completed	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Increase the number of people participating in community life/volunteering by 10% by 2020.	March 2020	Cllr Abdul Jabar	Safe, Clean and Active Strategic Director Place
3.5	Success of our communities celebrated through the use of awards e.g. Community Stars.	Continue to develop <i>People Can</i> , celebrate success through Community Stars.	March 2020	Cllr Abdul Jabar	Safe, Clean and Active Strategic Director Place
3.6	Improvements made to neighbourhoods and businesses through ward planning as a result of delivery of actions and projects. Citizens and partners recognise that they can identify issues at a locality level and influence change.	Ward plans in place that reflect the Council's ambition and incorporate the <i>People Can</i> approach.	Ongoing to 2020	Cllr Abdul Jabar	Safe, Clean and Active Strategic Director Place

3.7	Bradford education Covenant reinforces a <i>People Can</i> mind set in staff and the public.	<i>People Can</i> approach included in the Bradford Education Covenant.	March 2018	Cllr Imran Khan	Great start and good schools Strategic Director Children's Services
LGA Recommendation 4. Make best use of newly appointed Strategic Director Roles					
4.1	Strengthen corporate oversight.	The post of Strategic Director for Corporate Services is now in place, and is an established member of the corporate management team and integral to key decision making groups.	Completed	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
LGA Recommendation 5. More robust financial accountability and allocation of resources within the Medium Term Financial Strategy (MTFS).					
5.1	Outcomes based budgeting better linked to current financial challenges.	The Corporate Plan Delivery Board (CPDB) will take overall responsibility for ensuring the programme of budget actions derived from the outcome based budgeting process is controlled and implemented.	Completed	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Regular reports to the Executive, Corporate Overview and Scrutiny, Corporate Management Team and service managers that flag issues at an early stage.	Ongoing to 2020	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Introduce a series of "Star Chambers" chaired by the Leader of the Council to challenge Strategic Directors where there are signs that savings are at risk of not being met.	Ongoing to 2020	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
5.2	The transformation fund aligned to 'big change' projects ensuring appropriate capacity for these projects.	Review level of transformation funding and how it will be deployed to deliver change.	Completed	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
5.3	Programme management arrangements strengthened to ensure linkages, sequencing, and interdependencies between projects are clear.	Establish Corporate Programme Management Team.	Oct. 2017	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
5.4	Diversifying sources of funding.	Establish funding group.	Ongoing to March 2018	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Undertake assessment of what untapped funding sources exist which support Council priorities.	Ongoing to March 2018	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Set Plan of funding acquisition, evaluate its success and monitor its impact.	Ongoing to March 2018	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
5.5	Investment in assets to generate surplus revenues.	Introduce quarterly reviews of investments and investment pipeline to include case for investment outside Bradford District and investment in wider property portfolio through investment funds.	Completed Process in place and quarterly review undertaken.	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
LGA Recommendation 6. Accelerate a Team Bradford approach to using Apprenticeships					
6.1	Accelerate the approach to using apprenticeships to help as a driver for new ideas, future leadership and making the Council more representative of the communities it serves.	Design and implement a Council wide plan for how the organisation will offer up to 500 apprenticeships and traineeship opportunities per year.	Aug. 2017 - 2020	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services

		Develop and implement a district wide approach to apprenticeship opportunities that cross two or more organisations.	Aug. 2017 - 2021	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Establish career progression opportunities for apprentices.	March 2018	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
6.2	Increase apprenticeships in Social Care.	Jointly work and support providers of Adult Social Care (including support services) to offer apprenticeships within the Council and with partners.	March 2018	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
6.3	Increased use of apprenticeships in Children's Services.	Increased usage of 'apprenticeships' making full use of the reclaimed funding from the 'levy'.	March 2020	Cllr Imran Khan	Great start and good schools Strategic Director Children's Services
LGA Recommendation 7. Review Re-deployment Policy as part of an overall workforce strategy					
7.1	Employment and redeployment policies reviewed as part of the workforce strategy.	Accelerate plans to review our approach to redeployment.	Completed	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Audit of staff skills, commitments and contributions outside work to be undertaken.	Dec-17	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Workforce Development Programme regularly reviewed to reflect the needs of existing staff as well as assessing the skills, knowledge and capacity gaps.	Reviewed annually - next review June 2018.	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
7.2	Appeals process reviewed as part of the workforce strategy.	Enhanced training programme for Appeals Panels' members provided. Composition of Appeals Panels reviewed. Consider establishment of officer only panels.	Jun-18	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
LGA Recommendation 8. Pick one brand for the council					
8.1	Single logo for the council.	Use the civic crest consistently as our brand.	Completed	Cllr Susan Hinchcliffe	Well Run Council Chief Executive