

## STRONGER COMMUNITIES DELIVERY PLAN 2018-2020 v1.1

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

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

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

	includes; <ol style="list-style-type: none"> <li>1. Engaging positively with local residents across Bradford District;</li> <li>2. Build a vision for the diversity future of the city and translate it into a workable strategy;</li> <li>3. Benefit from the advice and support of peers from other cities;</li> <li>4. Call on expertise targeted to the city's specific focus and needs;</li> <li>5. Develop collaborative projects on specific themes;</li> <li>6. Showcase Bradford and the good practice we've developed over 30 years.</li> </ol>	cities who have recently joined.		Inform Forums and Board of potential Innovation Fund projects.			
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**PRIORITY AREA 1: EMPLOYMENT**  
**PILLAR: GETTING ON**  
**More people will have improved their quality of life, feeling happier about the future, being able to fully participate and better equipped to engage in the economy.**

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

<p>enabling them to engage in the economy.</p>	<p>JCP, the provision will take the form of a 13 week programme of activity; claimants will be required to attend for up to 4 days each week, to encourage the behaviours expected in a workplace. Optimum occupancy will be 15-20 claimants per course although referrals for each course could be up to 25. The timing of attendance will be determined locally but claimants will be expected to attend for up to a maximum of 16 guided learning hours per week. Additionally, Providers will be expected to provide refreshments and travel costs. (Childcare or replacement care costs will be met by JCP where appropriate.) The Programme should offer graduates in the main face to face support with the following;</p> <ul style="list-style-type: none"> <li>• Careers and transferable skills advice,</li> <li>• Information about the availability of jobs (nationally),</li> <li>• Help with writing CVs and competency-based application forms,</li> <li>• Advice on how to make speculative approaches to employers,</li> <li>• Advice about Interview techniques and some interview practice if required,</li> <li>• Presentations – content and delivery,</li> <li>• An overview of the benefits of voluntary work and work experience and evidence about how these opportunities can enhance career prospects,</li> <li>• Building on sessions through Work Experience for those graduates who require this support,</li> <li>• Mentoring and Ongoing support</li> </ul> <p>They will be required to provide 3 Master Classes. Claimants attending the Employability Skills for Graduates Programme will bring with them varying levels of skills, experience and ability. The provision must be flexible enough to respond to their individual needs. It will provide support which builds on their knowledge, skills and experience rather than seeking to duplicate them.</p>	<p>Women in Manningham, Bradford Moor, Little Horton and Barkerend and Bowling.</p> <p>Young people aged 16-26 living across the District.</p> <p>Thornbury Centre to be utilised as one of the centres. It is situated on the Leeds/Bradford corridor and is easily accessed by public transport, offering free parking in their private car park. It has a computer suite, and comfortable multi- purpose rooms of various sizes, two conference halls and a designed fully equipped training kitchen facility.</p> <p>KAWAC in Keighley.</p>	<p>route of travel</p> <p>Interventions are set up and ready to be promoted</p> <p>First cohort starts accessing services/ interventions.</p>	<p>No of people supported end to end</p> <p>No of people into jobs</p> <p>No of people applying for work</p> <p>No of people with additional or new qualifications</p> <p>No of people being matched with a mentor</p> <p>No of people who feel more confident to speak English</p> <p>No of people who access conversational English</p> <p>No of people who progress in English and into formal</p>	<p>BAME Asian female students who attain their degree but either do not obtain employment on completion or go into low skilled jobs. They have highlighted possible reasons for this; unable or unwilling to travel for employment, restrictions on the types of workplaces they would work, lack of knowledge or aspiration of the types of employment that they could apply for with their qualifications, expectations of family to stay at home and marry and have children.</p> <p>Data illustrates a need to focus on employment opportunities for women particularly BAME (18.3%) compared to white females (3.5%); young people (68%).</p> <p>Economically inactive rate for BAME female 16-64 is 56.4%). Of which Pakistani/Bangladeshi females are 63.4%.</p>	<p>occupation-specific skills and work experience</p> <p>Increased numbers of jobseekers enter and sustain (quality) employment</p> <p>Disadvantaged groups have increased access to relevant employment opportunities.</p> <p>Increased number of people who will feel confident about speaking English</p> <p>Increased number of people who go onto learning English in formal setting</p>
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	<p>2) Sector based skills such as Catering, Digital Skills and other skill gaps development for women. The catering sector based programme will be run in collaboration between the Jobcentre, Thornbury Centre, KAWAC, Colleges, and local employers could provide opportunities to develop a SBWA, with accredited training in Nutrition, Food Hygiene and food safety. Hands on training, in a Catering Kitchen, providing opportunities for routes into employment, through partnerships we could develop further, with LA and NHS, who often struggle to fill their catering vacancies.</p> <p>3) Raising aspirations in young people aged 18-26 through intergenerational mentoring. Volunteers will include those 50 and over who will use their wisdom, their energy and their life experience to help keep young people on track. We will focus our energy on those young people who, for whatever reason, may not achieve academic results to continue into higher education, or were lacking interview skills and are unemployed, or maybe they have a skill they haven't been able to develop through training and guidance. Matching between mentors and mentees will be intergenerational as well as between BAME and white, male and female and other combinations based on the diversity of both groups.</p> <p>We are aware that QED are working in Partnership with a consortium of VCS organisations on a 'Befriending Scheme' and there is also Caring for the Community project. Their project aims to improve relationships between young people and the white elderly community in Bradford. Caring for the Community will be extended out to those with disabilities. Both will aim to reduce isolation and loneliness and will complement our work in this area. There is potential for sharing data and evaluation.</p>				learning	<p>Indian females, followed by Black females 55.5%. Mixed ethnic group females 48.2%. (Annual Population Survey, Jan - Dec 2017).</p> <p>More than one quarter (29%) is aged under 20 and nearly seven in ten people are aged under 50. Younger age groups are more ethnically diverse. Only 10% of the population over 65 years old are BAME, in contrast to 48% of 0-14 year olds.</p> <p>We recognise this data alone doesn't provide us with a complete picture. For example it is unclear how many people work and trade in the grey economy market.</p> <p>We know Bowling and Barkerend, Little Horton and Bradford Moor have the highest population of children in low income families.</p> <p>Only the White population has a significant proportion of older people aged 65+.</p>	
	<p><b>System Change- Employer Support through B2B challenge</b> Work in partnership with organisations to offer</p>	Scope model of delivery depending on	Co-design intervention	Work with the first organisation	No of organisations		Policy and recruitment practices will

	<p>support to Bradford employers- both businesses and Public Sector. Trial a new approach with three organisations (of which BDMC will be one) to drive change across our District on;</p> <p>1) Using Business to Business Support, we will review policies and practices on recruitment to reduce exclusion and encourage recruitment of BAME, young people, those with disabilities or mental health and poor white class applicants. We intend to explore recruitment on potential. We will target actively not just low-level entry jobs but also at all levels across organisations including senior management roles.</p> <p>2) Informal culture and behaviours to improve social mixing in and outside of work</p> <p>3) Improving social mobility and diversity across the workforce to reflect greater the District.</p> <p>4) Develop a train the trainer approach and a good Employment Practice booklet to share learning and influence quickly more organisations to adopt a similar approach</p> <p>5) To offer training to front line supervisors/managers to reduce barriers in employment which may be inadvertently discriminatory and reduce unconscious bias or entrenched working practices increasing awareness and understanding of culture and diversity.</p> <p>6) Recruit a bank of volunteers who are willing to be loaned out to businesses groups and organisations to debunk myths and raise awareness. Volunteer give their time to speak about themselves as 'an open book' without judgement about the person/organisation enquiring. Groups, business and organisations wanting to learn more about 'the other' will be able to ask for someone from the 'Library' to talk about their life, culture and answer questions that we are sometimes too embarrassed or don't feel</p>	<p>what can be achieved in the timescale.</p> <p>Organisations will be selected based on size, FTE, maturity, diversity of the workforce (&amp; their geography) and type. We've already had exploratory conversations with businesses such as Northern Powerhouse and BDCFT (Teaching Hospitals).</p> <p>Volunteers reflecting the diversity of Bradford District.</p> <p>Organisations engaged</p>	<p>Mobilisation plan written</p> <p>Scope model of delivery and organisations most receptive to engagement for change</p> <p>Provider is commissioned.</p> <p>Volunteer policy written</p> <p>Recruitment initiated</p>	<p>will commence and early signs of changes will be apparent i.e. change of policy/practice, increased diversity in employment.</p> <p>Create a bank of volunteers.</p> <p>No of volunteers recruited</p> <p>No of volunteers 'loaned' out.</p>	<p>participated</p> <p>No of people from diverse background being recruited</p> <p>No of people from diverse backgrounds applying</p> <p>No of organisations interested in 'signing up'</p> <p>Policy and recruitment practices adapted</p> <p>50 volunteers recruited</p> <p>25 groups and organisations engage someone from the 'People Library' in the first year.</p>	<p>The Disparity Audit also tells us that whilst our population is diverse this is not reflective of those in the highest paid jobs.</p> <p>Public engagement on the local integration delivery plan has 'highlighted' that many people are keen to engage and learn more about other people in the district, but do not believe that they 'permission' or that their questions may be construed to be racist, homophobic or based on prejudice etc.</p> <p>We are one of the BAME Challenge Areas and CLLD areas.</p>	<p>have changed</p> <p>Increased diversity in the workforce particularly at senior levels.</p> <p>Improved culture of the organisation</p> <p>Managers at all levels will have raised awareness of themselves and their own attitudes</p> <p>Increased social mixing will occur in the work place.</p> <p>Attitudinal change takes place across everyone who engages</p> <p>Improved relationships within the workplace</p>
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<p>able to ask. Recruits will be 'sourced' through open advertisement and may also come from 'other' projects such as the Believing in Bradford/Catalyst project. A Project Support Officer would administer the recruitment and allocation until an 'alternative delivery vehicle' can be determined. Expenses would need to be provided, initially through the project, but may ultimately through a 'cost recovery' model tailored to suit individual groups.</p>						
<p><b>VFM- Systems Change- Equalities and Community Relations Strategic Group</b>  As part of our work to increase engagement by all groups, we know we must address the systems, processes and structures that exist that hinder this. Our work in this area is targeted in two areas;  1) A series of thematic engagement events will take place with smaller communities of interest to look at what are their key barriers to access and engagement with services. This will include presentations from relevant professional bodies e.g. Health, Education, Police, Business and work shopping barriers, presenting the findings back to the lead organisations for review and response, including developing strategy and action plans. Governance to sit within the Stronger Communities Partnership and Health and Wellbeing Board. Typical groups to be represented to include: Roma, Refugee, Asylum Seekers, African, African Caribbean, LGBT, Gypsy &amp; Traveller.</p> <p><b>Placed based model for Asylum Seekers &amp; Refugees</b>  2) The Home Office has approached Bradford Council working collaboratively with Leeds City Council, Sheffield City Council and Calderdale Council, to consider how central and local governments, service providers as well as civil society could work more closely together to improve the management and flow of newcomers into places. Pilot areas have been selected based on geographical mix and service delivery across a range of asylum and resettlement activity. The high level</p>	<p>Some of the smaller communities of interest have not become established to an extent that they have 'voice and influence' through conventional processes e.g. political or community leadership.</p> <p>The pilot will align and identify links with existing work and governance structures to avoid duplication make best use of officer time and learning from Integration Area pilot, Local Authority Asylum Support Liaison Officer Pilot for move on from the asylum system, Controlling Migration Funded</p>	<p>The Equalities and communities strategic group will be reinstated</p> <p>A Single Point of Contact (SPOC) will be appointed from the Home Office and Bradford Council will appoint a dedicated officer to act as joint project lead working in collaboration with the SPOC.</p> <p>The SPOC</p>	<p>Three thematic meetings each year, discussing priorities determined by the 'communities of interest'.</p> <p>A number of bi-lateral meetings with be held involving main partners to establish gaps and practical solutions for change. This work could lead to a series of workshops with the expectation that the Home Office, Bradford Council and partners will jointly agree</p>	<p>7 'communities of interest' actively engaged in discussions pertinent to their community.</p> <p>Action Plans produced that reflects the needs of 'communities of interest' Project support worker allocated.</p> <p>Set priorities for the pilot; discuss the gaps in service provision, areas for improvements, with a focus on improving the</p>	<p>There are 8,415 people on the electoral register in Bradford from Central and Eastern European (CEE) communities (2% of total registrations). 50% of CEE registrations are from the Polish community. Other CEE communities on the electoral register are: Slovakian (1,266, 15%), Latvian (994, 12%), Romanian (597, 7%), Lithuanian (505, 6%), Czech (396, 5%), Hungarian (212, 3%), Bulgarian (112, 1%), Estonian (62, 1%), Croatian (20, 0%) and Slovenian (9, 0%).</p> <p>The wards with the highest number of people from CEE communities on the electoral register are City, Tong, Little Horton and Bowling and Barkerend. The wards with the highest</p>	<p>Voice and influence provided to communities of interest, giving them confidence to become more involved in the political and community life of the district.</p> <p>Tailored and aligned support provided by agencies to meet the needs of communities of interest.</p> <p>Improved process to access employment and English language opportunities</p> <p>Improved housing</p>

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

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

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

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

### PILLAR: GETTING ALONG

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

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

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

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

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

**PILLAR: GETTING INVOLVED**

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

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

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

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

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

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

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

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

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

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

**PRIORITY AREA 4: PERCEPTIONS OF THE OTHER**

**PILLAR: FEELING SAFE**

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

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

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

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

	<p>appreciate that the long-term benefits of interventions against litter might not be immediate, we believe it may demonstrate a sense of pride in place. We propose to;</p> <p>a) Evaluate and carry out research on perceptions of area pertaining to litter and people's sense of personal responsibility. We will use to compare against wards or areas which are clean and tidy to see whether there is any correlation between perceptions of place to receptiveness to integration.</p> <p>Litter came up repeatedly as a major area of concern across our engagement activities. People expressed how much litter impacted on their own perceptions of where they live including what they thought about their neighbourhood and the District. Whilst we appreciate that the long term benefits of interventions against litter might not be immediate we believe it may demonstrate a sense of pride in place. We propose to;</p> <p>a) Evaluate and carry out research on perceptions of area pertaining to litter and people's sense of personal responsibility. We will use to compare against wards or areas which are clean and tidy to see whether there is any correlation between perceptions of place to receptiveness to integration.</p> <p><b>NOT FUNDED THROUGH MHCLG</b></p> <p>b) Target 6 wards with up to 500 properties in 3 different constituencies to run a pilot which will involve trialing different approaches to improve the appearance of the area. This will involve the following:</p> <p>1. Co-ordination of work to improve recycling linked to an on site presence (washing out and reuse of contaminated bins, issuing of new recycling bins, numbering of bins) and regular monitoring and events and other community engagement activities,</p>	<p>Little Horton, Toller, Bowling and Barkerend and City.</p> <p>Regular reports through various engagement events and ward councillors of complaints and tension in neighbourhoods, due to feelings from some residents that more recently-arrived residents are creating issues in the neighbourhood as they are not taking responsibility for their waste.</p>	<p>properties</p> <p>Training delivered for council wardens on recycling</p> <p>Pilot of new systems for Council Wardens</p>	<p>with waste in gardens are dealt with action</p> <p>Recruitment of street champions</p> <p>Civic pride event delivered</p>	<p>Reduction in the No of contaminated bins (would survey at the beginning and end of the pilot).</p> <p>50% reduction in service requests/complaints about rubbish in gardens.</p> <p>20% reduction in the number of streets failing to reach and acceptable level on litter.</p> <p>30% reduction in reports of fly tipping.</p> <p>90% of green and grey bins will be numbered and at the correct properties</p> <p>At least 5 street champions will be in place in each of he 6 wards.</p>	<p>NI195 assessments.</p> <p>High incidence of fly tipping as recorded on fly capture.</p> <p>Complaints about rubbish in gardens reported to the contact centre.</p>	<p>educated to dispose of their litter and waste properly.</p> <p>Cleaner streets and tidier gardens</p> <p>Residents get along better</p>
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	<p>2. Running a mobile bulk refuse service that collects from the area on the same day every week, or as required, to make it easier for residents to responsibly dispose of waste from their gardens (residents would be charged in the same way as for the current service),</p> <p>3. Training for Council Wardens on recycling,</p> <p>4. Work with landlords and letting agents including education and the development of information packs and taking enforcement action against the landlords for waste in gardens and lack of green bins,</p> <p>5. Council Wardens will pilot the use of software that allows them to issue CPWs on site, making it quicker and easier to take low level enforcement action and show residents that we're serious about dealing with the issues,</p> <p>6. Engagement of street champions linked to Council Wardens and</p> <p>7. Civic pride event with awards in each neighbourhood possibly linked to a garden competition.</p>						
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<b>INTERNAL USE ONLY FOR MHCLG INVESTMENT SUB COMMITTEE / IMPLEMENTATION MANAGEMENT</b>									
<b>Cost / VFM analysis</b>	<b>Strategic Lead in IA</b>	<b>Progress</b>	<b>Risks / Mitigation</b>	<b>Issues</b>					
<i>IA to complete - It should include low cost / no cost interventions- we may only be able to provide rough forecasts for now</i>	<i>Who is accountable for implementation progress in the IA?</i>	<i>Measured regularly by MHCLG and IA leads; will also be used to inform updates to the LIP, MHCLG IA board / ministers</i>	<i>As needed- identified by IA</i>	<i>As needed- identified by IA</i>					
Bradford District Council will administer any funding allocated by MHCLG on behalf of the Bradford 'Stronger Communities Partnership'. The Council undertakes its procurement and commissioning processes in accordance with established internal financial regulations and standing orders for	<table border="1"> <tr> <td data-bbox="607 1102 958 1161">Assistant Director</td> <td data-bbox="958 1102 1352 1161">Interim chair appointed for the Partnership</td> </tr> <tr> <td data-bbox="607 1161 958 1300">Programme Lead</td> <td data-bbox="958 1161 1352 1300">A number of Partnership and Steering group meetings have taken place to develop guiding principles, delivery plan and strategy</td> </tr> <tr> <td data-bbox="607 1300 958 1355">Assistant Director</td> <td data-bbox="958 1300 1352 1355">Programme Manager recruited and now in post</td> </tr> </table>	Assistant Director	Interim chair appointed for the Partnership	Programme Lead	A number of Partnership and Steering group meetings have taken place to develop guiding principles, delivery plan and strategy	Assistant Director	Programme Manager recruited and now in post	See Risk log	See issues log
Assistant Director	Interim chair appointed for the Partnership								
Programme Lead	A number of Partnership and Steering group meetings have taken place to develop guiding principles, delivery plan and strategy								
Assistant Director	Programme Manager recruited and now in post								

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