

# STRONGER COMMUNITIES

STRATEGY FOR BRADFORD DISTRICT

2018 - 2023



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The wording in this publication can be made available in other formats such as large print or Braille. Please telephone 01274 436082.

## FURTHER INFORMATION:

If you'd like to receive information about the data we used (Annex A) or our community consultation report (Annex B) which helped us develop this strategy, please email

**[stronger.communities@bradford.gov.uk](mailto:stronger.communities@bradford.gov.uk)**

Feedback and general enquires are also welcome.



# FOREWORDS



## The Rt Revd Dr Toby Howarth, Bishop of Bradford Chair of Bradford Stronger Communities Partnership

While a great deal of work has gone into producing this Stronger Communities Strategy, it is neither the first nor the last word on this part of our vision for Bradford District.

This Strategy builds on the four “pillars” developed as part of our Delivery Plan (which we refer to as, “Getting On”, “Getting Along”, “Getting Involved” and “Feeling Safe”). It also draws on Bradford’s history of incubating innovative models of social engagement.

Responding to the Government’s Integrated Communities Strategy, launched with a Green Paper in March 2018, we have produced here a local strategy as one of five Integration Areas nationally. But this document makes clear that the work funded within this particular programme is only part of a wider and longer-term vision for Bradford District.

Our five year Strategy has been developed through the late spring and summer of 2018 by a wide group of people who make up the Stronger Communities Partnership. This Partnership has, particularly through a smaller Steering Group, worked with councillors and officers from Bradford Metropolitan District Council and a range of organisations, as well as a team from the Ministry of Housing, Communities and Local Government. We have used data brought together by British Futures and others,

as well as a process of community engagement led by The Social Kinetic, to guide our discussions of complex and challenging issues and to develop this ambitious programme of work. Some of it will be funded from within the national Integration Strategy framework; other aspects will draw on other means of support.

We are aware that creating and maintaining stronger communities is properly the responsibility of all of us, not least in the District, from individuals and community groups at a neighbourhood level to business, statutory and Third Sector organisations. We are impacted by national and regional policy as well as by economic and political factors, including national and international and often beyond our control. We are also aware that, while it is important to measure the success (or otherwise) of our efforts, this is also not an easy task.

But we have also been clear from the outset, that this is a programme that begins with the considerable strengths and assets within our communities, and particularly the desire of so many within our District to work together as part of a vibrant society which enables and encourages people from all sorts of different backgrounds to flourish and contribute.



## Cllr Abdul Jabar, Portfolio Holder, Neighbourhoods & Community Safety

My parents came to Bradford from Pakistan in the 1960's, the latest in a long line of people who have settled in this very special place. A place that for over two hundred

years, has greeted people from across the world. People who have made their homes here, working hard, raising families, making their mark; weaving their presence into the fabric of our cultural and economic life to create a unique and vibrant fusion of proud Yorkshire heritage and international influences.

Our diversity is reflected in strong senses of tradition, culture and community that can encompass multiple identities. Sometimes this leads people to pull in different directions which in turn can generate misunderstanding and result in intolerance. On occasion, events have put Bradford at the centre of national debates around integration. Yet each time we have weathered the storm and come back stronger, more resilient and ready to learn the lessons. Its not been easy; its taken leadership, patience and dialogue from all quarters. We've had to be prepared to listen to people, bring them together, change the way we do things and challenge and overcome the voices of the extremists.

Experience tells us that the overwhelming majority of people, whatever their background, share common values and aspirations. Respect for the law and for others; the principle of free speech; wanting the best for their families, good education, homes and jobs. Bradford's focus then is on common humanity and values not judgements about gender, age, race or faith.

We also know that integration's not just about where people choose to live or who with. Taking part in the economy, having a decent home and avoiding poverty are equally powerful factors. Equality of opportunity must be at the heart of the debate.

Similarly, issues of race, ethnicity, faith, gender, sexual orientation and disability must be addressed together, not separately, because integration does not mean everyone being the same, thinking the same or looking the same rather, it means everyone a having a fair chance, doing their bit and playing by the rules. It means creating the space, understanding and opportunities for difference to be celebrated and respected. It means rejecting all forms of hate and prejudice. It means people pulling together united by shared values, common goals and collective pride.

The issues are complex with no quick fixes. We must guard against complacency, stay close to our communities and keep working to make sure those settled here are integrated and those arriving here get the support they need. The themes of this strategy are not new to us and link directly to the priority outcomes expressed in the District's strategic plan and many other investments and initiatives.

Our challenges are not unique but our experience, expertise and desire to learn means that we are among the cities best placed to meet them. So we welcome the chance to build a body of knowledge that will help to create a better future not just for Bradford District, but also Britain.



# OUR AMBITION

We know that when we feel a great sense of belonging and connection within a place, this makes us stronger, happier, healthier and more prosperous while leaving space for diversity and difference. The priorities and measures identified in this strategy will promote how everyone has an essential part to play in our District, impact directly on our strategic priorities and help us to achieve our ambitions for Bradford District. It is through our shared ambition that we believe we can realise this vision.

Our shared ambition, articulated in our District Plan is to make Bradford District a great place for everyone – a place where all our children have a great start in life, where businesses are supported to create good jobs and workers have the skills to succeed, a place where people live longer, and have healthier lives and all our neighbourhoods are good places to live with decent homes for everyone.

## OUR PRIORITIES

Our priorities have been developed with an understanding of our data and evidence and by talking to people about what is important to them. We know that having integrated communities is key to living a fulfilling life and to be able to achieve this we need to be holistic and inclusive as well as brave and bold in our approach. We will do this by prioritising four areas in our work:

# 1

### GETTING ON:

Equality of opportunity - addressing factors affecting economic participation and poverty including language skills and educational attainment.

**Employment:** We aim to build better economic outcomes and extend opportunity through alignment with other strategies designed to get more people into employment. This will be a two-prong approach; it will target activity at our poorest communities, improve English language skills and literacy and in particular, work with those most distant from the labour market including the long-term unemployed, older South Asian women, refugees and people with disabilities. It will work with employers to improve recruitment practices, promote diversity in the workforce and create a step change in organisational culture.

# 2

### GETTING ALONG:

Promoting greater interaction, dialogue and understanding between people from different backgrounds given the diversity of the population and the extent of residential and educational segregation; ensuring that people understand fully their rights and freedoms and their responsibilities.

**Education:** We will help to increase social interaction between people from different backgrounds from the earliest age, through Linking Network and by exploring how the 'Admissions Policy' impacts on integration. We will translate this into adulthood building tolerance, understanding and respect.

# 3

### GETTING INVOLVED:

Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership.

**Social mixing:** We aim to bring people together in a shared purpose to build pride in their communities and local areas and develop a common identity that can cut across ethnicity, faith and geography. We will continue to provide safe spaces for difficult conversations to take place and for issues of concern to be raised. We will encourage and support volunteering and aim to increase participation. We will work to strengthen community leadership resources targeting those areas where intelligence suggests that participation in community and civic life and satisfaction with the neighbourhood are low. We will develop strategies to ensure that key public sector agencies are better equipped to support groups like Roma and Asylum seekers. We will work to improve perceptions so that people from all backgrounds see Bradford District as a good place to live.

# 4

### FEELING SAFE:

Tackling crime and the fear of crime so that everyone feels safe.

**Perceptions of the other:** We will help to increase understanding of acceptable behaviour and of rights and responsibilities. We will work to increase understanding and awareness of hate crime in all its forms whether it's cross-community, interfaith and intergenerational and equip people to manage those conversations. We will also pursue a robust criminal law response to hate in all its forms.

These form the key and overlapping pillars on which Bradford's Stronger Communities Partnership will focus its work.



# OUR COMMITMENT TO BUILDING STRONGER COMMUNITIES

Bradford District is big, diverse and globally connected with long-standing traditions of welcoming people from across the world, all of whom have played their part in contributing to its history, heritage and cultural and economic life.

Through working over many years to bring communities together, promote shared values and connect people to opportunities, our services and community organisations have developed a significant body of expertise about what does and doesn't work. However, we know we haven't got all the answers and we must be open to new thinking and learning and ready to address on-going and emerging challenges.

Bradford District is home to a significant asset base which supports reciprocity, interculturalism, social mixing and economic opportunity.

## OUR STRENGTHS

**Experience.** We have significant experience of promoting cohesion and opportunity over the last three decades including innovations like the nationally renowned (schools) Linking Network, Bangla Bantams expanding Bradford City FC's fan base, Believing in Bradford bringing people together through a residential to build understanding and advocacy. Get Bradford Working, our flagship employment and skills programme, has seen 3,000 people from disadvantaged groups' access employment. We have worked successfully together to reject the provocation and politics of far-right extremists like the EDL and Britain First.

**Youth.** Bradford benefits from the unique energy, ambition and talent associated with being the UK's youngest city, teeming with potential. Our Industrial Centres of Excellence are education-industry partnerships that are equipping young people with the skills and experiences necessary for work helping to create a new generation of skilled and enterprising people. Research has revealed a growing concentration of young urban residents in Bradford – a highly sought-after group who can act as a catalyst for growth and business creation.

## CASE STUDY



### BORN IN BRADFORD

Born in Bradford (BiB) is one of the largest research studies in the World, tracking the lives of over 13,500 children to find out what influences the health and wellbeing of families.

The health of these children is being tracked from pregnancy through childhood and into adult life. Studying children from before birth is a powerful way of understanding the many influences that shape our lives. We have been able to include how our parents and our wider family, our genes, the way we choose to live, the local environment, the services we access come together to affect our health and well-being. The information collected from our BiB families is being used to find the causes of common childhood illnesses, conditions and to explore the mental and social development of this new generation. We have now started to follow-up all the BiB families to see how their lives have changed since pregnancy. We are doing this through BiB: Growing Up and the Primary School Years projects. The oldest child from this cohort is 11 years.

**Community.** A strong and vibrant civil society sector with an estimated 1,500 voluntary groups and 100,000 volunteers committed to making Bradford District a better place to live. Our People Can initiative is connecting more and more people to volunteering opportunities in which they can make a difference. Many neighbourhoods are served by community centres that offer a range of health, social and welfare to work support to users from a range of backgrounds. A growing number of community leaders are able to articulate positive messages around integration and the future district that Bradford aspires to be. Bradford Community Broadcasting (BCB) is playing a key part in helping to give our aspiring leaders a voice and to train its broadcasters and advocates of the future.



We have a proud history of welcoming and including newcomers from all corners of the world. City of Sanctuary Bradford was officially launched on 1st October 2008, with a vision to see this culture of welcome and hospitality extended to include those seeking sanctuary in our city. On 18th November 2010 Bradford became only the third city in the UK to be formally recognized as a 'City of Sanctuary'.



## CASE STUDY

### BOXING DAY FLOODS

**People  
Can** make a  
difference

The Boxing Day Floods in 2015 left destruction across Bingley and across the Airedale corridor and parts of Wharfedale. Properties, possessions, home and businesses were destroyed. The emergency services were fully stretched and it was apparent that this needed more resources including volunteers. Under the People Can initiative, Minhaj Welfare Foundation part of Minhaj-ul-Quran International (Bradford), were one of the first to respond to the devastation caused by the floods. It offered manpower as well-made arrangements for hot food meals, water and snacks.

Over 300 hot food packs containing rice, meat and vegetable curry along with fresh fruit and water were prepared and distributed. One resident even commented that this will be the first time in her life that she will be eating Asian food. In addition to this teams of volunteers were sent to Halifax at Mytholmroyd were deployed to help and assist families with clean-up operations.

**People Can is a district wide approach that is gaining wider recognition, building on the ethos that great transformation can take place when communities and others work to support each other. People Can is a:**

- Community of people finding new ways to work together,
- Shared approach to solving problems and meeting needs,
- Shared set of tools and resources to get things done.

**The People Can work is currently themed in four areas:**

- Be neighbourly – carrying out small, informal, every day acts of support and kindness for others,
- Community action – create or be part of a group, activity or event with others to start tackling local issues and needs
- Volunteering – as individuals how can we devote some of our time to helping others
- Finding resources – where we find funds, space and skills to get our project or initiative off the ground.

## CASE STUDY

### CITY PARK, THE GREAT MEETING PLACE

City Park has given Bradford a versatile meeting place and performance and events space in the city centre. It is a quality place for all ages and nationalities, cherished and used by the people of Bradford and attracting new visitors from outside the District. It is changing perceptions of the city and providing widespread opportunities for people of different backgrounds to meet and mingle and to celebrate and commemorate.

The park welcomes on average 5 million visitors per year, almost 27.5 million visits since it opened in March 2012. It is the focal point for Remembrance Day, military and scout parades, Bradford City Fire memorial, Bradford Literature Festival, and whole host of events dear to the communities of Bradford.

Popular with families, teenagers and young adults and with older people, City Park draws a truly diverse crowd and the opportunities it provides for interaction, mixing and sharing of public space promotes positive intercultural experiences and a coming together which help change perceptions about Bradford and challenge assumptions, stereotypes and prejudice. Public feedback reflects the importance that people attach to this space and the collective sense of ownership and pride that it instils.



**Enterprise and productive potential.** A culture of enterprise and industry supports the most productive businesses of any Northern City. Our businesses are working with education providers to open up opportunities for young people for example, through our network of Industrial Centres of Excellence and 5,000 of our 17,000 businesses are supporting the District's Education Covenant which promotes a culture of lifelong learning. Working together public services and businesses are actively promoting Bradford as a place to live, work, visit and invest and campaigning for a city centre high speed rail stop that would unlock further productive potential and add £1.5bn to the economy.

**History, Heritage and Culture.** The District is home to significant heritage and cultural assets that help to tell the story of our place, the pioneering part it has played in shaping the nation and of our international links and influence across the world. These include the Saltaire World Heritage Site, the Hockney gallery, Bronte Parsonage and the magnificent City Hall, Cartwright Hall and Cliffe Castle.

Bradford was designated the first UNESCO City of Film and is using this to strengthen its global connections and creative industries. Bradford's cuisine is renowned and the city has earned the accolade of UK Curry Capital a record number of times; we are home to Mind the Gap the country's largest theatre company for people with learning disabilities, Kala Sangam, a provider of outstanding South Asian and intercultural arts and Bradford Literature Festival, a rapidly growing and inclusive annual event with a diversity of offer that reflects our many different communities.

**Inclusive Public Realm.** Public realm investment is increasing civic pride and shared identity. Award winning City Park is attracting millions of visitors, playing host to world class events and bringing people together in an area of "democratic space"; it shows the best of what we aim to achieve.

**Strong Partnerships.** We work well together, external assessors such as Ofsted, the Care Quality Commission and Local Government Association Peer Reviewers have repeatedly identified Bradford as having strong, mature and effective partnership working across agencies and organisations that makes a real difference on the ground.



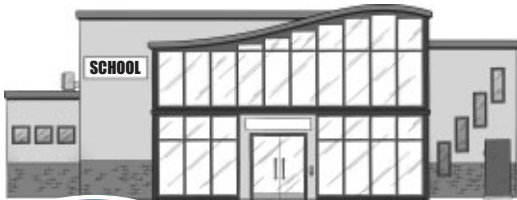
# THE CHALLENGE

Diversity is our strength, enabling the District to benefit from different skills, knowledge and experience and from the opportunities offered by extensive international links. However it also presents challenges.

## a) SCHOOLS

- Residential patterns have influenced the profile of local schools.

### UK schools classed as not being mixed or diverse



**58%**  
PRIMARY  
SCHOOLS



(based on the extent to which the proportion of White British pupils differed from the local area.)

**71%**  
SECONDARY  
SCHOOLS

**Understanding School Segregation Report, 2016**

## What people said

“ There was no doubt that people thought mixing and integration at school was important. The public liked the Linking Network. They thought it was essential and a great initiative. What they also said was that it needed to go deeper and build longer and lasting relationships and connections. It needed to extend to parents and teachers who needed the same support too. There was also a view that in the past integration in schools was better and there was more mixing. There was an ask for equal focus on primary and secondary schools and thinking beyond school to every day life. ”

*(Annex B)*

- In 2017 Bradford district was the most improved in the country on the progress 8 measure - but needs to go further faster as the District lags behind national averages on key indicators such as KS2 and GCSE attainment. Poverty is a key factor impacting on educational achievement and in Bradford.
- Research shows that the first 1001 days of a child's life are crucial. The earliest experiences shape a baby's brain development and have a lifelong impact on that baby's mental and emotional health. Access to good quality pre-school experiences, enhances all round development in children. Disadvantaged children benefit significantly from good quality pre-school experiences, especially where they are with a mixture of children from different social backgrounds (EPPE report). In Bradford the take up for free early education places for 2's, 3's and 4 year olds in disadvantaged areas is low and targeted work is being undertaken to improve take up.



## b) RESIDENTIAL

- Bradford has the third highest level of residential segregation in England with nearly a third of Council wards having BAME populations of over 50% influenced by historic patterns of settlement and where housing is most affordable.
- In 2017 16% of Bradford's population was estimated to have been born outside of the UK with Pakistan, India and Poland the predominant countries of birth among this group of people. Many people born outside of the UK are longstanding residents and British citizens.
- In March 2018 the District was home to 819 asylum seekers and between 2014 and March 2018 Bradford welcomed 282 Syrian refugees through the Vulnerable Persons' Resettlement Scheme. Population estimates suggest that 3,000 people born overseas came to the UK as refugees.
- In 2017, 3,781 new arrivals to Bradford came from 68 countries. The top three nationalities of new arrivals were Pakistan, Poland and Romania; 57% came from the EU.

## c) LABOUR MARKET

- Child poverty affects 21.8% of children. While District-wide, areas with predominantly BAME populations such as City, Manningham, Little Horton, Great Horton and Central Keighley display higher levels of deprivation than mainly white areas, these figures mask issues of entrenched poverty in predominantly poor, white communities.
- The two wards with the highest proportions of young people not in education, employment or training (NEET) are Tong and Eccleshill, areas with a predominantly white population.
- Economic participation is lower than average and there are particular challenges relating to women's participation in the labour market. The proportion of working age BAME females across the district in employment is 38% compared with a rate of 67% for white females.
- New migrants from various countries including Pakistan, Poland, Slovakia, Romania and the Czech Republic arrive often needing support to learn English Language, access to employment and awareness of their rights and responsibilities.
- Application of the Immigration and Asylum Act 1999 means that some immigrants have no recourse to public funds. These migrants, and especially women,

### What people said

“ People had a lot to say about their spaces and places. For them it's not just what and where they are that is important, but how people behave and make each other feel when they are there. Whether it's a physical or online space- people wanted more safe, cared for and well designed spaces for people to come together. Shared spaces and places give people a chance to see other people as people, connect, interact with others in an authentic and human way, help break down prejudices, signalling positivity and hope, building understanding and giving people joy and a reason to smile. ”

(Annex B)

may find themselves unable to support themselves, can be left vulnerable to modern day slavery. Asylum seekers are on the whole barred from undertaking paid employment whilst waiting for their cases to be determined – this in itself excludes them from many activities that would help them to adopt British values and integrate within communities. This also denies Asylum seekers the opportunity to mix with others through work and the other social benefits that work also brings.

### What people said

“ Employment opportunities was viewed as a number one priority, particularly for young people. “Everything flows from having properly paid jobs with good and equal opportunities to progress. Employers say they have a lot of jobs available- they need the right people with the right skills and most importantly attitude to fill their vacancies and help them prosper. ”

(Annex B)

## d) LACK OF ENGLISH PROFICIENCY

- It is estimated that nearly 24,000 people across the district do not speak English well or at all, some 4.8% of the total population. The evidence suggests that this includes some long-settled members of the South Asian community, newly arrived migrants, asylum seekers and refugees. Pakistani women aged 45-64 are the most likely group to speak little or no English.
- Some 38.8% of the District's school population speaks English as an additional language including those who are fluent as well as those beginning to learn. Among Primary School pupils 41.3% speak English as an additional language. Research shows that children who arrive in the UK at secondary school age suffer an attainment penalty as a result of varied support for English language skills.

## What people said

“ Language and local know-how give people confidence, hope and the ability to connect with others and get on with day to day life. If you don't speak English, you won't go far from home and you are unlikely to go far in life. People need learning to be easy, affordable and very local- within their communities. Being able to speak English gives people confidence and social connections so they can mix, find work, connect, understand each other and avoid isolation. Practical connections and know how is equally important- from navigating services, to finding jobs, schools, how to travel, shop and do the basics- so people can get on with day to day life and settle in a new life. ”

(Annex B)

## e) PERSONAL, RELIGIOUS AND CULTURAL NORMS, VALUES AND ATTITUDES

- Nearly half (45.9%) of the population identified as Christians in the 2011 census and almost one quarter (24.7%) as Muslim. The Muslim population included the majority those of Pakistani heritage. Just over one fifth of the district's population (20.7%) stated that they had no religion. But this does not demonstrate whether religion is practiced.
- In parts of the District democratic participation is very low for example, turnout in the 2018 local elections in Tong ward was only 20%. Of Bradford's 90 Elected Councillors, 31% are of BAME background however women are underrepresented at 38.9% of all Councillors and the average age of Councillors is 54.
- The district is made up of communities from all over the world this means that global conflict and national and regional incidents can create unease and tension in our local communities.
- The District has a large and vibrant voluntary and community sector and over 100,000 volunteers. We



know that many people feel that Bradford needs to grow its sense of civic pride and belonging and that participation in community and civic life can be a vehicle for achieving this.

## What people said

“ Like employment, there was a view that where there is hope, everything else will flow. People want hope, joy, aspiration and opportunity. The four corner stones of hope as identified by Bradford District's residents were;

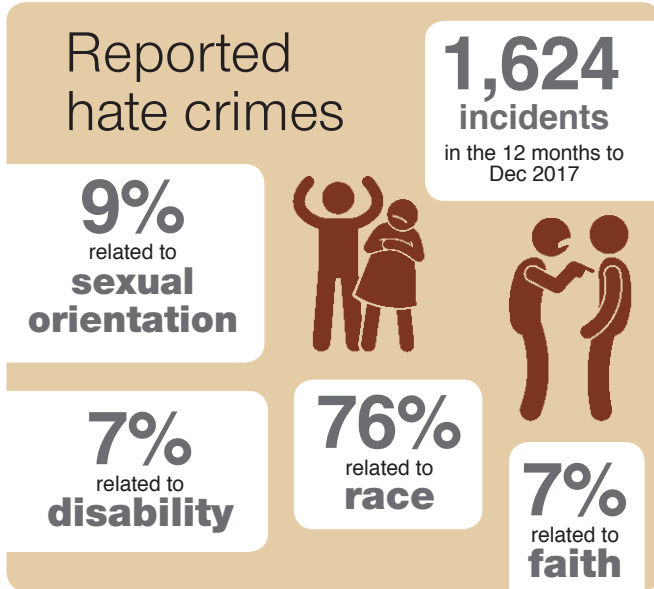
1. Employment and a thriving economy
2. Education with great schools where children mix and connect
3. A crime free and well-kept environment, homes and thriving town centres and
4. Pride in Bradford. ”

(Annex B)



## f) LACK OF MEANINGFUL SOCIAL MIXING

- There were 15,335 recorded reports of anti-social behaviour in 2017-18 with hotspots in City, Bowling and Barkerend and Eccleshill wards.



- In the 12 months to December 2017, there were 1,624 incidents of reported hate crimes. The city centre is a particular hotspot for incidents of hate crime.

## What people said

“ Through our conversations people told us that they liked living in a multi-cultural city, but they wanted more opportunities for mixing. A priority for many was to connect more and “build understanding across faiths, cultures, ages, at work, at school and in the community. Lack of understanding affects inclusivity, opportunity, confidence, progress and ability to get things done.

(Annex B)

”

- Almost one quarter of Bradford’s population are Muslims and research carried out by the Bradford’ Hate Crime Alliance suggests that there is strong evidence that Islamophobia and Anti-Muslim sentiment exists in Bradford and that local Muslim people believe it to be increasing.
- The West Yorkshire Police and Crime Commissioner’s survey indicated that 66% of the District’s residents are satisfied with their area as a place to live. Some 62.6% agreed that their local area is a place where people live harmoniously however there were wide variations across different places for example, only 38.9% of people shared this view in Keighley West.



# DELIVERY PLAN

Our Delivery Plan has been developed by talking to our partners, to those living and working within our District and to our elected representatives. It focuses on the next two years and builds on our existing strategic priorities shared across partners and incorporates a range of ideas that we know work well and will be scaled up to benefit the maximum number of people. Other elements are innovative ideas that we want to test and learn from.

People told us how our interventions should be designed. Where possible these will be included in the design of our interventions informing not just what we do but how we do it. We recognise our interventions are interlinked and interconnected not just across other activities across the District but also how they will work in practice. This Plan outlines how we will work together to achieve our ambition for the District. The interventions that we propose now will reduce pressure on public services and resources.



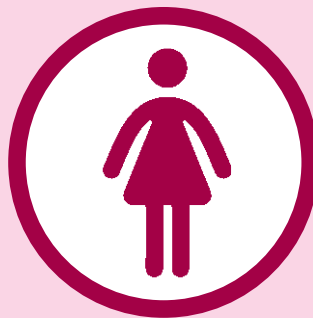
## OUR FOCUS

Our focus on integration is not a 'one size fits all'. We understand that the challenges facing the District vary from one place to another. What we do in turn needs to vary in a way that is specific to the place and its communities. We know that our focus cannot be entirely on the few but on society as a whole. It should look at addressing the issues of barriers to both integration and to all groups of people having the same life chances. We will ensure that

poor white British communities with generations of unemployment, along with other poor communities and those most vulnerable to discrimination and marginalisation, are also included. Our data and evidence show that the following communities need more of our support:



**Young People**  
Attainment, Identity and Belonging, Schools, Economic Inactivity, Aspiration



**Women**  
Economic Inactivity, English Language, Participation/Social Mixing, Aspiration and empowerment



**Poorer Communities**  
Economic Inactivity, Aspiration, Participation/Social Mixing



**New Communities**  
Orientation, English Language, Economic Inactivity, Participation/Social Mixing

## OUR APPROACH

We know that it is impossible to do this without talking to other people, bringing others along with us and inspiring commitment to change or reform in practice. To do this we know we need to complement, inform and create synergies with a number of interventions supported by Government, other external bodies and local partnerships, some of which will have overlapping goals. To be able to achieve our ambition for the District we

will encourage and facilitate opportunities for reciprocity, interculturalism, social mixing and economic opportunities as a general ethos across our work in the District. To make sustainable difference we need to change the systems in which we work and live in, change behaviour and perceptions people may hold of others to create a safe city that provides a fair chance for all.

### a Policy Change

We aim to reconfigure services, processes and procedures that hinder opportunities to build stronger communities. To drive this forward we will work towards a joint political cross-party agreement. It is important that the Government recognises that what we can achieve locally may also be impeded by the impact of wider policy. For example:

- Austerity
- Welfare Reform Act
- Parental choice in Education
- Asylum Policy
- Brexit

We think it is critical that the focus should be on all barriers to creating stronger communities and this is why we are one of the few local authorities who consider low income/low wage as a protected characteristic.

### b Partnerships

There is lots of work already being undertaken across our priority areas across the District. We will continue to have on-going conversations to identify areas of overlap, how we can collectively work together and join up our work. We will do this by understanding what can be achieved by sharing data and learning from the evaluation of local programmes and strategies.

#### GETTING ON: EMPLOYMENT

- **Anti-Poverty Strategy** – provides a framework within which all services in the District can work together to meet agreed outcomes associated with reducing the effects of poverty.
- **Economic Strategy** – sets out our plans to grow our economy by increasing the number of productive businesses and supporting young and enterprising people to innovate, invest and build fulfilling lives in the District.
- **Community Led Local Development** – projects in Keighley and Manningham designed to build community led approaches to economic development.
- **Controlling Migration Fund** – supporting communities impacted by migration

#### GETTING ALONG: EDUCATION

- **Education Opportunity Area** – aims to improve social mobility through education for the most disadvantaged young people.
- **Better Start Bradford** – a community partnership to help parents give their children the best start in life.
- **Born in Bradford** – helping to unravel the reasons for ill health and bring new scientific discovery to the world. It is also providing a catalyst for communities to work with the NHS and local authority to improve child health and wellbeing
- **Civic Society Strategy** – aims to encourage individuals and organisations to act with creating social value foremost and independent of state control.

#### GETTING INVOLVED: SOCIAL MIXING

- **Well North Bradford** – working to help transform neighborhoods into dynamic communities where local people can live, work and thrive.
- **Local Delivery Pilot** - a pilot to explore ways to make it easier for people in our poorest communities to access sport and physical activity.

#### FEELING SAFE: PERCEPTIONS OF THE OTHER

- **Safer Communities Plan** – outlines the district priorities to build safer communities.
- **Hate Crime Strategy** – aims to highlight and support Bradford's approach to tackling hate crime.



## c Public Sector and Businesses

Promoting and supporting diversity in the workplace is an important aspect of making diversity our strength- it's about valuing everyone in the organisation as an individual. This means we need to challenge practices and offer opportunities at leadership. To reap the benefits of a diverse workforce it's vital to have an inclusive environment where everyone feels able to participate and achieve their potential. The Public Sector and Businesses should:

- Be confident to change policies and practices to promote recruitment, retention and progression of employees which better reflects diversity of the District.
- Encourage English language skills of employees whilst in work and encourage a culture of equality and mixing.

## d Voluntary Community and Faith Sector

As resources have dwindled, we know organisations are working in a pressurised, difficult and competitive environment. This makes working in collaboration increasingly more important. The Voluntary Community and Faith sectors should:

- Work together to maximise outcomes especially where funding is being sought or awarded.
- Work together in sharing data so we can better demonstrate our shared impact of our work across the District.
- Share best practice and building on what works.
- Continue working in partnership with others with integration as a general ethos
- Address tensions, stereotypes and perceptions others may hold which impede on building a stronger community in the District.
- Build on the Governments Civic Society Strategy and continue community development, supporting our communities to become role models in their neighbourhoods and families.

## e Community

People who live across our District told us how important reciprocity, interculturalism, social mixing and economic opportunity are to living a fulfilling life across the District. However, many expressed they didn't know where to start. Communities should:

- Be courageous in taking personal responsibility
- Challenge the normalisation of unacceptable behaviour
- Be brave and take opportunities to ask questions and forge relationships with people from different backgrounds

- Challenge attitudes and practices which fosters negativity, stereotypes and hate within themselves, their families or others around them



## f Telling our Story well




Stories powerfully influence people's beliefs and actions. They strengthen advocacy campaigns by grounding policy proposals in real life examples.

We will mobilise a programme of campaigns identified through our conversations such as 'I am' and 'Through the Keyhole', a mobile exhibition which tells the story of our shared history and debunk myths. This will align closely with the Anti- Rumour Campaign developed through Intercultural Cities which aims to dispel the widespread myths around the topic of immigration. The campaign is a preventative measure against racism that also promotes increased and effective integration of migrants.

We will have a Communications and Marketing strategy that will incorporate these approaches and encourage thought provoking conversations and promote understanding and tolerance. We will train ambassadors involved in the delivery of our plan in social media messaging and encourage people to talk about the positive work that is taking place, providing a balance to divisive narratives. Our Stories will inspire others and show how community change is carried out. We will share our learning on what works and what doesn't and make sure this is disseminated widely.

## OUR PILLARS

Using our guiding principles, we have considered where we can have the most impact and deliver the greatest change. To do this, we will:

-  1. Continue to have on-going 'conversations' to gather the views of the Districts' residents. Where appropriate, communities will be involved in co-designing our programme. We will also involve communities to co-produce to deliver sustainable change. Where needed we will feedback so communities know we have listened. We will maximise existing resources and skills by developing local community researchers to make sure information remains current.
-  2. Agree a set of measures that can track our progress towards becoming a truly integrated community.
-  3. Agree a method of sharing data across our stakeholders, the local authority, our programmes and the District through our Partnership and events to gain a better understanding of the impact of our work on integration. We will gather feedback on the work we are doing as well share what is and isn't working.

## PILLAR ONE



## GETTING ON

Our objectives are to:

- Improve opportunities for those furthest away from the labour market enabling them to engage in the economy.
- 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.
- Create clear pathways and referral routes to enable people to easily navigate services and the District

**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.**

**Priority: Employment**

**Challenge: Labour Market disadvantage**

### What we will do:

We want to make sure that everyone in Bradford has chances to achieve their potential, regardless of their background.

This means reviewing the services we offer and working collectively to meet and appropriately respond to existing and emerging needs of different communities.

Building on the Economic Strategy, we will work with a range of organisations and other programmes across our

District to review the support that is being offered to people who struggle to find work.

We will use this review to help us to address gaps in training, employability support and reshape how organisations recruit at all levels. We will invest in a programme of activities for those furthest from the labour market. We will use a person centred approach which will support their journey into work and assist with long term preparation for employment. This will include raising aspirations and attitudes through a mentoring scheme, providing opportunities to build sector based skills such as digital and catering and support for finding and getting a job. A particular scheme will be delivered for graduates



who do not go onto employment. We will look to support people in keeping and progressing when they are in employment. Our ambitious programme will also involve trailing a change in how public sector and businesses recruit. Where possible we will take a proactive approach to recruitment practices by making sure they do not act as unintentional barriers. We will make sure that employers have more knowledge about different communities by recruiting volunteers that are able to speak about themselves as ‘an open book’. Groups, businesses and organisations wanting to learn more about ‘the other’ will be able to ask for someone to talk about their life, culture and answer questions that we are sometimes too embarrassed or don’t feel able to ask. We will equip employers with the confidence to recruit more diversely.

### **Challenge: Lack of English Proficiency**

People told us that English language should be accessible and practically available for everyone at all levels, within formal or informal settings. To do this we need to understand what the current level of need is and how we can capture this data. We will invest in a central unit that will support the way the provision of English language teaching (ESOL) for adults in the District is currently being accessed. Through our working group of providers delivering ESOL, we will make sure that all adults have access to high quality English language provision. This will range from conversational English delivered in local community venues, building confidence for those who have some or little English to more formal learning for those who require it for work or education.

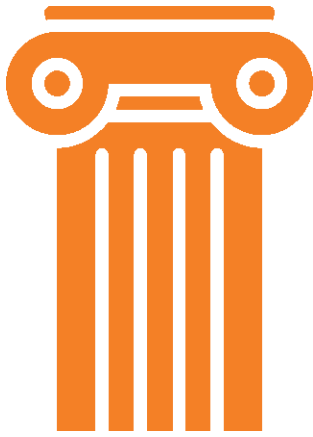
We will continue our work from the Government’s Controlling Migration Fund increasing capacity across the district to respond to migrant communities. We know from our community engagement activities, how limiting life can be when people cannot access services they need or navigate with confidence in a new place. We will make sure that people who are new to Bradford and Britain receive the help that they need to secure their immigration status and are able to access employment and English language opportunities.

We know when we leave ourselves open to opportunities, make friends and travel to places we normally wouldn’t, this can result positively on our views and experiences of the world. It raises our confidence and aspirations to do more. We will use Travel and Tourism, local community centres and faith organisations to promote a new innovative app that challenges us to engage in activities and with others we normally wouldn’t, increasing positive experiences. We will work with communities in the development of this app, increasing digital skills and creating gaming environments.

We will pilot a way of working which will concentrate on those seeking asylum and refuge. It will focus on managing the impact on those arriving into our District offering more timely and appropriate support that addresses immediate needs. We will use this approach to better understand and consider how national systems, processes and priorities interact with local services and complement each other. It will explore gaps, good practice and opportunities for co-design and co-production.



## PILLAR TWO



# GETTING ALONG

### Our objectives are to:

- Influence schools to test new approaches to their School Admissions Policy.
- Increase social contact between people of different backgrounds including school age children providing opportunities for open dialogue and to learn from each other.

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

**Priority: Education**  
**Challenge: School Segregation**

### What we will do:

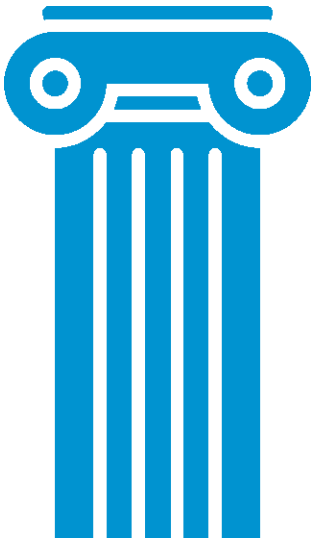
We want the District's residents to connect with each other, at school, college, work and in the neighbourhoods, they live and across the District. We want to influence where possible process and policy barriers that stop us from doing this. We know that social mixing can reduce anxieties and stereotypes we might hold about people who are different to ourselves.

We will test and learn from the new approach of two new sixth form colleges in the city ward to encourage social mixing of young people living in different parts of Bradford. We will take this learning and look at ways we can encourage other schools to re-evaluate their Admissions Policy and share best practice.

We will continue our support for The Linking Network. We will make sure that all primary schools across our District are offered the opportunity to link with children in a school different from their own. We will expand our reach offering linking experience to a small number of secondary schools and parents of different backgrounds enabling them to extend their existing social and support networks. Our school linking training and toolkit will enable us to work with our 138 supplementary schools across the District. We will also look to share learning from the Strengthening Faith Institutions pilot.



## PILLAR THREE



## GETTING INVOLVED

### Our objectives are to:

- Work with registered social housing landlords on how housing provision is allocated.
- Increase social mixing across the District, widening exposure and opportunities in building friendships and networks.
- Provide safe spaces where difficult conversations can be held, and conflicts can be resolved.
- Improve coordination between partners and services so people have a fair chance.

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

**Priority: Social Mixing**  
**Challenge: Residential Segregation**

### What we will do:

Building trust within and between communities is central to building stronger and more resilient communities. This involves people feeling empowered to be active in their communities and contribute to civic life. But where people live can stop those conversations and interactions to take place. Volunteering is one of the ways in which people of different backgrounds come together to support causes they are passionate about and it has been demonstrated to improve mental and physical well-being. It enables all of us to feel we have a stake in the place we live and builds shared values and common goals. Our residents have a strong tradition of volunteering and we want to build on this.

Our approach to residential segregation is two pronged. We will explore approaches on how we can influence where people live to encourage more social mixing and creating opportunities for more meaningful dialogue over a prolonged length of time through shared spaces.

We recognise that social housing landlords are an important resource in developing a local approach, having well established community links. We will influence well thought out housing provision as we know it can facilitate social interaction, sustainability and a sense of pride in the community. Where we do not have the answers, we will look at best practice nationally and internationally through

our work with Intercultural Cities. We will research on how best to create mixed neighbourhoods and why people to choose to live or leave a place.

### Lack of Meaningful Social Mixing

We will build community resilience through development training and empower residents to challenge and take social action. We will continue our work in the District by developing an understanding of our neighbours and communities and provide support to expand existing social networks reducing isolation and loneliness. We recognise safe spaces are critical in building relationships especially if they are seen as shared and neutral. Where this is desired and appropriate we will support transfer of assets. We will bridge community divides by offering more opportunities for community dialogue. We will provide an on-going programme of support for groups of people to hold difficult conversations and space for talking about issues they care about. Communities will be supported in turning their ideas into actions. We will run more targeted services for young people enabling them to build bridges across boundaries and areas they wouldn't normally go into. We will work through our existing staff and networks to deliver team challenges, team building and cultural awareness sessions.

We will use our festivals and events to bring communities together by involving them in the design and delivery of them. We will also build on our work on understanding of different faiths by growing our Faith walks and Iconic Places of Worship Tours to engage more people. We know

a minority of people hold views of certain areas and places as 'no go zones'. This work will aim to dispel these beliefs. We will include opportunities for sustained dialogue over a length of time for those who are receptive and open through conversation cafes.

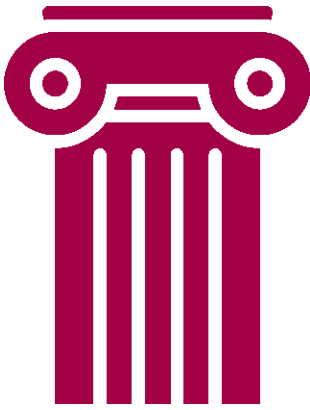
We will continue our support for People Can, which will increase volunteering and neighbourliness. We will continue to celebrate volunteering and make sure that volunteers feel valued and rewarded. We fully support the extension of Believing in Bradford/ Catalyst which will include developing leadership skills for 600, 16-26 year olds and women across the District, creating role models who will become Ambassadors for our campaigns and volunteer across our Stronger Communities work.

We recognise that there is more to be done for those whose needs are not being met and need our support. In these circumstances, we will work with the Council, Health, Police, Fire & Rescue Service and alongside Voluntary, Community organisations to develop a District wide strategy as an organisational response with and for the Roma community. This will look at how to improve social integration and ensure equal access to opportunities. We will carry out research to understand how better to support Refugees, Asylum Seekers, African, African Caribbean's, LGBT, Gypsy and Travellers who are often marginalised and discriminated. We will look at what their key barriers are in accessing and engaging with services such as Health, Education, Police and Business. We will develop a strategy and action plans for each service and will monitor their progress through the Partnership.





## PILLAR FOUR



# FEELING SAFE

### Our objectives are to:

- Reduce negative views and stereotypes that some of the Districts residents hold about people who are different from themselves.
- Equip people with the skills to resolve conflict
- Facilitate activities through the Safer Communities Partnership

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

**Priority: Perceptions of the Other**  
**Challenge: Personal, religious, cultural norms, values and attitudes**

### What we will do:

We want to build a society based on shared values and responsibilities. Safety and security underpin the work that we want to do. But too many of our residents feel unsafe, at home, in the streets and across the District. The prejudiced attitudes of a minority can hold us back and stop us becoming an integrated society.

We will kick-start our work on the District's Hate Crime Strategy and use it to test delivery. This work will be monitored through the Safer Communities Partnership. We will work more closely with partners to identify key areas for staff development. We will work with partners, residents and voluntary, community and faith organisations to raise awareness of all hate crime and act on crime against those most vulnerable such as LGBT, disabled people, Refugee and Asylum seekers and develop learning on how to tackle Islamophobia. We will do this through the production of resources such as videos, vlogs and positive social media campaigns to counter and challenge harmful narratives. We will test initiatives such as restorative justice, which will allow perpetrators to face victims in a safe environment to learn the impact their actions have on others. We will work together to support the rejection of racist messages. This includes listening to the concerns and fears expressed in the community, such as misconceptions around preferential treatment of some groups. There may also be a need to take action to dispel myths and to ensure transparency about decision-making. This can help local people understand and accept how and why priority decisions are made.



There is also work to be done to bring different parts of the community from diverse ethnic and social backgrounds together to develop mutual understanding and respect. We will look at ways to find out more about current views and perceptions of local people in a neighbourhood. Its purpose is to understand what the most pressing issues are and if they could be leading to increased local tensions, for example if there has been a local incident that may have fuelled tension. A local issue can also be a source of community harmony as residents come together to campaign on a locally important issue. The more we have a developed awareness of local issues and directly talk to local people, the better we can understand what we can do about it. From our community engagement activity, people told us nuisance and dangerous driving was a huge cause of tension between communities. We will research on the causes of this and the affects this has on community perceptions of the other.

Many of those we spoke to talked about the general perception of the area as a major concern. We will test out the best way to involve, include and engage with our communities in a sustainable programme of behaviour change by running a range of interventions in selected wards.

# WHAT WE STILL DON'T KNOW

## **a** Test and learn from what we deliver

To drive meaningful transformation at scale, we must be open to the adoption of a test and learn culture, which will enable us to optimise opportunities for good social integration, create and enhance first-class interventions and develop learning across this programme. By doing this we will be able to make good decisions about what we invest in based on interventions we know that work. Where results prove to be positive we will either scale up reaching more people or test them in other areas with different communities.

## **b** Stronger Communities Innovation Fund

Innovation is critical in enabling us to achieve the ambitions set out in this strategy, to increase the pace and scale of change, and deliver better outcomes for those living and working across Bradford District. We will develop an Innovation Fund to research new ideas. Our community engagement exercise produced a range of ideas that we are keen to explore further. We are also in a changing environment where challenges may arise we do not have interventions for. The Innovation Fund allows flexibility to respond to these, whilst also exploring interventions tested elsewhere and have a good evidence of success.

## **c** Behaviour change

We will inform some of our services with 'Community Readiness'. This has been piloted by the Innovation Hub and University of Bradford. This tool makes sure our services are designed at an appropriate level which responds to where communities are. This assessment will be carried geographically and for communities of interest groups. We will explore other appropriate behaviour change methodology and weave this into our communications, training and conversations such as Nudge Theory and effective Story Telling. We will develop ways to measure its impact. This will help us understand how best we can create a culture of tolerance that targets society as a whole and not just those who access the programme's interventions.

## **d** Learn from best practice- local, national and international

We recognise that to be forward thinking we need to harness the talent and energy of our growing diversity. We will continue to develop, negotiate and implement a comprehensive strategy, taking into consideration best practice at all levels to realise Bradford District's diversity advantage. We are joining the Intercultural Cities Network to help us develop and deliver a long-term strategy that takes this into account, enabling us to share our learning with other areas and cities.



# HOW WILL WE KNOW IT WORKS?

The programme will build on evidence of best practice as well as developing new and innovative approaches where these are necessary and where they respond to an evidence of need. We will work with Government to develop a series of measurable outputs and outcomes in order that impact of the interventions made can be measured and understood. We will invest in good methods for evaluation and data, so it can be adequately collected, analysed and evaluated quickly.

Our approach will link to and continue to deliver on our District wide work on integration building strength and resilience within our communities. We expect this plan to go through a number of reiterations whilst interventions undergo a design thinking process.



# OUR PARTNERSHIP – AND HOW YOU CAN BE INVOLVED IN OUR WORK



We are committed to devolving decision making to those who this programme affects, which is why we have an independent board. The Stronger Communities Partnership will keep oversight of the delivery of this work as well as the wider priorities of the programme. Getting our partnership approach right is important to us.

being for all communities. It will also be informed by what happens locally, nationally and internationally. In this way the work of the wider Stronger Communities agenda will benefit from members' ideas and perspectives in respect of their individual areas of expertise and experiences, which we might otherwise have missed.

The Health and Wellbeing Board is the lead partnership in the Bradford District Partnership. The Stronger Communities Partnership will report to this board. The Stronger Communities Partnership will also report to the Corporate Overview and Scrutiny Committee to make sure our decisions and services are being made fairly and with transparency.

The Partnership will be made up of a wide range of experts and strategic leads. Our Partnership Board will be informed by the Stronger Communities Delivery Forum which will incorporate delivery partners, voluntary and faith organisations, analysts and researchers who can really tell us what the picture looks like on the ground.

The Partnership will develop a channel for community voice that will ensure our Board and community continue to work together. This voice will ensure that the programme gives local people power about what is being delivered and with who. It will be representative of not only different areas, but social class, religion, ethnicity, ability, age, gender and sexuality because we see this programme







To get involved in our work please contact  
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