



Report of the Chief Executive to the meeting of Executive to be held on 6th October 2020

Subject:

Draft Council Plan 2021-2025

Summary statement:

The Council Plan is a key document that outlines the Council's overall strategic objectives as a Local Authority over a four year period and identifies our key priorities. The draft Council Plan for 2021 – 2025 identifies the Council's key priorities for this period including Better Skills, More Good Jobs and a Growing Economy; Decent Homes; Good Start, Great Schools; Better Health, Better Lives; Safe, Strong and Active Communities and a Well Run Council.

These are the same priorities as in the existing Council Plan. Given that the Council has declared a climate emergency, an additional priority area "A Sustainable District" has been included in this draft Council Plan.

This report provides a draft Council Plan (Appendix 1) and Key Performance Indicators (KPI) and targets (Appendix 2) for Executive's approval for consultation with the public, Council employees and partners. If approved for consultation, it is proposed that the draft Plan will be considered further by Executive following consultation.

Kersten England, Chief Executive

Report Contact: Phil Witcherley
Head of Policy and Performance

**Portfolio:
Leader**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 The Council Plan is a key document that outlines the Council's overall strategic objectives as a Local Authority over a four year period and identifies our key priorities. The draft Council Plan for 2021-2025 identifies the Council's key priorities for this period.
- 1.2 The existing Council Plan period came to an end earlier this year. A report was considered by Executive in July 2020 which outlined our performance against the Council Plan.
- 1.3 The draft Council Plan for 2021-2025 includes all of the same priorities as in the existing Plan. In addition, a new priority has been added to promote "A Sustainable District". This follows the Council's declaration of a climate emergency in 2019.
- 1.4 The draft Council Plan is underpinned by a number of principles, including equalities, embedding prevention and early help across the District, making sure every pound we spend counts, working together with partners across the District.
- 1.5 The draft Council Plan also reflects on the challenges that the COVID-19 pandemic has led to, both in terms of our operational delivery and on the impact on our businesses and communities.
- 1.6 For each priority area, a series of new performance indicators are identified including proposed targets.
- 1.7 This report provides a draft Council Plan (Appendix 1) and Key Performance Indicators (KPI) and targets (Appendix 2) for Executive's approval for consultation with the public, Council employees and partners alongside the Equality plan. Full details of the consultation process are included in the report to this Executive meeting on the Equality Plan.
- 1.8 Following the consultation process a further Report and draft Council Plan will be brought to Executive in December for approval prior to the draft Plan being considered and adopted by Full Council

2. BACKGROUND

- 2.1 A draft Council Plan for 2021-2025 is included in Appendix A of this report.
- 2.2 This draft Council Plan sets out the Council's priorities for the next four years. At the heart of this is a fair, inclusive and sustainable recovery. Each of our priority areas are divided into two sections in terms of activity:
 - **Living with COVID-19** – how we help our residents, businesses and

places overcome the ongoing challenges presented by COVID-19.

- **Building a Better Future** – how we work to secure a better long-term future for the District, its people, communities and businesses.

2.3 The Council's priority areas are as follows:

- **Better Skills, More Good Jobs and a Growing Economy** - We will grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate, invest and create great jobs in the District.
- **Decent Homes** - We want everyone in the District to have a comfortable home which meets their needs and helps them lead fulfilling lives.
- **Good Start, Great Schools** - We will help our children to have the best start in life by improving educational attainment for all young people.
- **Better Health, Better Lives** – We will help people from all backgrounds to lead long, happy and productive lives by improving their health and socio-economic wellbeing.
- **Safe, Strong and Active Communities** – We want the District to be a place where everyone can play a positive role in the community and be proud to call Bradford their home.
- **Well Run Council** – We will be a Council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively. We will manage our resources well and seize all opportunities to bring funding into the District. We will provide good, accessible services.

2.4 Following the Council's declaration of a climate emergency, we have created a new outcome area. "A Sustainable District". Here our ambition is to play a part in making it easier for individuals, households and businesses in the District to adapt, change and innovate to address the challenges presented by climate change.

2.5 Our work will be underpinned by the following cross-cutting principles:

- **Equalities must be at the heart of all we do:** To secure the benefits of diversity we are building an inclusive organisation that actively recognises the contribution that people from different backgrounds make to all aspects of the Council's work and the District's communities.
- **Embedding prevention and early help across the system:** This means we will support people early and in their communities to prevent their needs from escalating and to improve their outcomes. This will reduce demand on statutory services and demonstrate return on investment of localised prevention and early help. It will also enable and grow the strength in communities to support each other to survive and thrive.
- **Every pound counts:** We will continue to adopt effective and value-for-money approaches to service delivery. We will increase the proportion of Council resources spent in the District to help grow the Bradford economy and develop our local supply chains. We will ensure that services are creative, innovative and effective to provide the best outcomes for our

residents and businesses. Working with others across the District, we will ensure we get the best and most effective value for every pound spent in Bradford.

- **Working together:** We will collaborate as a Council with other public sector organisations and our communities to ensure residents and businesses across the District have the best opportunity to reach their potential. Together we will be strong, creative, innovative and effective, delivering the very best services for all. We recognise no single body or agency can achieve our priority outcomes alone and partnership and co-production will be central to success.
- **Living Well:** We will work alongside our communities and our partners in the NHS, independent sector and VCS, to embed the Bradford's Living Well, whole systems' approach to improving health and wellbeing for all across the District. With energy and commitment, we will actively pursue the Living Well mission - to make it easier for people in the District to adopt healthier lifestyle behaviors' - and in doing so, to reduce preventable health conditions, (including childhood obesity), reduce premature deaths and increase the number of years that people in Bradford live in good health and wellbeing.

Performance Indicators

- 2.6 For each priority area, a series of new performance indicators are identified including proposed targets. These are outlined in Appendix 2

Consultation

- 2.7 As outlined in the separate report to this Executive on the Equality Plan. We plan to consult staff, the public and partners on the draft Council Plan and the draft Equality Objectives before they come to executive in December. In our consultation, we will make every effort to adhere to the principles outlined in section 4 of this paper.
- 2.8 Following Executive approval on the 6th October, we will invite colleagues to comment on this. We will also consult through staff equalities networks, specially arranged consultation events and partner meetings (such as the Health and Wellbeing Board) through the process outlined as for the Equality objectives paper at this Executive meeting.

3 FINANCIAL & RESOURCE APPRAISAL

The priorities set in this report will feed into our prioritisation as part of the annual budget setting process for the period of this Council Plan.

4 LEGAL IMPLICATIONS

- 4.1 The final draft of the Council plan will need to be considered and adopted by full Council in accordance with the Council's constitution. Following the consultation process a further report and draft Council Plan will be considered by Executive before being considered and adopted by full

Council.

4.2 The following principles must be followed for the consultation to be fair:

- Consultation should occur when proposals are at a formative stage;
- The proposer should give sufficient reasons for any proposal to permit intelligent consideration;
- Consultation should allow adequate time for consideration and response and,
- the product of consultation must be conscientiously taken into account before a decision is made.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The final draft of the Council plan will need to be considered and adopted by full Council in accordance with the Council's constitution. Following the consultation process a further report and draft Council Plan will be considered by Executive before being considered and adopted by full Council.

6. OTHER IMPLICATIONS

6.1 EQUALITY & DIVERSITY

Equalities must be at the heart of all we do. To secure the benefits of diversity we are building an inclusive organisation that actively recognises the contribution that people from different backgrounds make to all aspects of the Council's work and the District's communities.

Our Equality Objectives and the plans that sit alongside them are presented at this Executive Committee as a separate item.

6.2 SUSTAINABILITY IMPLICATIONS

Following the Council's decision to declare a climate emergency, the draft Council Plan includes a new outcome area on sustainability. This underpins the seriousness in which the Council takes this issue.

6.3 GREENHOUSE GAS EMISSIONS IMPACTS

As in 6.2.

6.4 COMMUNITY SAFETY IMPLICATIONS

The Draft Council Plan provides a high level overview of our work on the Safe, Strong and Active objective. The intention of this objective is to build safe communities, working with partners such as the Police. This underpins the importance in which the Council places on community safety for our residents and businesses.

6.5 HUMAN RIGHTS ACT

No direct issues arising from this report.

6.6 TRADE UNION

No direct issues arising from this report

6.7 WARD IMPLICATIONS

No direct issues arising from the report.

6.8 IMPLICATIONS FOR CORPORATE PARENTING

No direct issues arising from the report.

7. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No direct issues arising from the report.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

That Executive approve the draft Council Plan set out in Appendix 1 and draft KPIs and targets set out in Appendix 2

13. APPENDICES

Appendix 1 – Draft Council Plan
Appendix 2- Draft KPIs and targets

12. BACKGROUND DOCUMENTS

Appendix 1: Draft Council Plan

Foreword from Cllr Susan Hinchcliffe, Leader CBMDC and Kersten England, Chief Executive

Council Plan Foreword

The Council Plan has been developed amidst unprecedented levels of challenge, complexity and uncertainty as we work alongside our partners and communities to tackle the COVID-19 pandemic.

What's crystal clear, despite the clouds of uncertainty, is the critically important role that Council staff, services and resources have played in those efforts to get our schools, businesses and services back to work while keeping people supported and safe, preventing the spread of infection and maintaining essential services.

In rising to the challenge Council staff have taken their place among the nation's key worker heroes, gaining long overdue recognition for the things they do day in and day out that contribute to the quality of life of everyone yet often taken for granted. Caring for the vulnerable, collecting our waste and recycling, keeping our streets safer and cleaner, supporting communities to be stronger.

Less visible, but no less important, is the work we do to help our businesses, city and town centres and economy to stay open; to support skills, schools, children and young people; to provide access to green space, homes to the homeless and plans for the future.

Council services will keep playing a key role as we adapt to living alongside COVID-19 and as we build a better future.

We have little certainty with which to plan for that future so must be responsive to changing circumstances. But the fundamental challenges we faced before the pandemic are the challenges we continue to face throughout it and beyond and have shaped the priorities in this plan.

Advancing educational attainment, raising skills and productivity and attracting new jobs and investment. Tackling the climate emergency, improving transport connectivity and capitalising on our cultural assets. Keeping communities safe, clean and active, sustaining quality local services and addressing long-standing issues of poverty, inequality and poor health and housing. These issues are central to achieving our ambitions for an inclusive and sustainable District offering opportunities to everyone.

While COVID-19 hasn't dampened our ambition, it has increased the scale of the challenge. It's impact has been disproportionate on the poorest and most vulnerable, BAME communities, disabled people, women and carers. It has widened inequality so we must ensure that working to secure equality and social justice is at the heart of all we do.

Resources will remain under pressure and the Council has to transform the way it does things in order to sustain services and improve outcomes. We must focus on early help and prevention to reduce pressure on expensive crisis services, be bold and inventive and work to ensure that every pound, every ounce of effort and every day at work has the maximum impact.

We will of course, make little progress working alone. Collaboration with others to understand the District and design services and solutions is essential to our prospects for success.

The vast majority of Council staff live here. Few Councils have a workforce so rooted in and connected to the place that they serve. The tremendous asset that this represents has been evident in the commitment, ingenuity, passion and pride that has characterised the response to COVID-19. These are the qualities that will keep us on course through the crisis and beyond to deliver this Council Plan and progress towards a fairer, more prosperous Bradford District.

Our District

Bradford Council, working alongside partners, business and communities, delivers services and democratically accountable leadership to a diverse population of over half a million people and around 16,000 businesses and strives to secure better outcomes and equality of opportunity for everyone. It employs over 8,000 staff, 82% of whom make their home here representing a significant asset rooted in our communities.

The Bradford District is big, the 5th biggest urban Local Authority District in the UK; it's young – the youngest in the UK with nearly a third of the population aged under 20; and it's diverse – ethnic minorities form a third of the population with over 150 languages spoken within the District. Geographically, it is home to the city of Bradford itself, the large town of Keighley and a number of smaller towns and villages many with strong and distinctive identities.

Outstanding landscapes complement historically important architecture alongside a rich cultural heritage and vibrant contemporary cultural scene which together attract 10 million visitors a year.

The District's scale, diversity, innovation and productive potential are reflected in its strong and broad-based business community which is part of an overall economy worth £9.5 billion, the 11th largest in England. We are proud to be identified as the best place in Britain to start a business, named as one of the Sunday Times' top 20 places to do business, and identified as the most improved city in the Price Waterhouse Cooper's Good Growth 2019 Index.

The District is home to high-value production businesses across a wide range of sectors including food manufacturing, engineering, chemicals, digital technologies, energy and utilities. Many businesses in the District support international supply chains in sectors such as automotive, construction, finance and health, making us one of the most internationally connected cities in the UK. Our University is a hive of technological innovation.

Public services and the voluntary and community sector have a strong track record of working together in mature and effective partnerships and the District's work to bring communities together and promote participation is among the most innovative to be found anywhere in the world.

So the Council and its partners have plenty of assets to work with, however the District, like anywhere of its size and complexity, faces some significant and persistent challenges.

- **Poverty:** Whilst we have some of the wealthiest areas in northern England, Bradford is the 5th most income deprived District in the country. Some 266,000 people live in the poorest areas and nearly one third of our children are living in poverty. Fuel poverty affects over 13.5% of households. Health inequalities persist and the gap in life expectancy between the wealthiest and poorest areas of the District is around nine years for men and around eight years for women. These levels of poverty and inequality are unacceptable and generate demand for public services.

- **Connectivity:** We need to do more to improve transport connectivity to Bradford, Keighley and Shipley. Bradford is the largest city in the UK not on a mainline rail station and travel times are too long between all parts of the District and the wider north.
- **Education and skills:** While progress has been made in closing the gap in educational attainment between Bradford and the national average it has not gone far enough or fast enough and the adult skills base remains relatively low which affects productivity and potential inward investment decisions.
- **Resources:** The Council has limited ability to raise income locally. Our Band D Council tax is 8% below the average for Metropolitan authorities and 80% of our households are below Band D. However, the District is home to high levels of need and demand for public services.

Living with COVID-19

In recent months, the Coronavirus pandemic has presented additional challenges and tests to our organisation, communities, public sector partners and businesses.

COVID-19 has intensified the deep inequalities that already existed in our society. The Coronavirus pandemic has had a disproportionate impact on our most disadvantaged people, including young people in the District, large and persistently deprived communities, Black, Asian and Minority Ethnic (BAME), women, migrants, people in poverty and the elderly. As we are UK's youngest city we are understandably concerned about the impact the COVID-19 lockdown has had on children's health and future prospects. Addressing this is a key priority for the next four years.

The full implications of COVID-19 on the District and its economy are still to be fully understood. Modelling commissioned by the West Yorkshire Economic Recovery Board demonstrates the significant impact this crisis could have on businesses and communities. Even in the event of a relatively strong recovery, the District economy is still set to shrink by up to 10% in 2020. If we see a slower uneven recovery, modelling suggests our economy could shrink by almost 30% by the end of 2021. This will have an impact not only on businesses in the District, but people's jobs and livelihoods.

The way in which we deliver Council services and operate has changed during lockdown. Aside from front line positions, most of our staff and members are now working remotely with video conferencing replacing physical Council meetings. The pandemic has affected our overall financial position significantly. There are many new costs in tackling the pandemic and increased demand in a range of services. Alongside these new cost pressures, our ability to raise income and funds collected in fees and charges has reduced.

Our Priority Outcome Areas

This Council Plan will help set the priorities and inform our future budgets and medium-term financial strategies. At the heart of this is a fair, inclusive and sustainable recovery. Each of our priority areas are divided into two sections in terms of activity:

a) Living with COVID-19 – how we help our residents, businesses and places overcome the ongoing challenges presented by COVID-19.

b) Building a Better Future – how we work to secure a better long-term future for the District, its people, communities and businesses.

Our priority areas are as follows:

- **Better Skills, More Good Jobs and a Growing Economy** - We will grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate, invest and create great jobs in the District.
- **Decent Homes** - We want everyone in the District to have a comfortable home which meets their needs and helps them lead fulfilling lives.
- **Good Start, Great Schools** - We will help our children to have the best start in life by improving educational attainment for all young people.
- **Better Health, Better Lives** – We will help people from all backgrounds to lead long, happy and productive lives by improving their health and socio-economic wellbeing.
- **Safe, Strong and Active Communities** – We want Bradford District to be a place where everyone can play a positive role in the community and feel proud to call it their home.
- **A Sustainable District** – We will make it easier for individuals, households and businesses in the District to adapt, change and innovate to address the challenges of climate change.
- **Well-Run Council** – We will be a Council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively. We will manage our resources well and seize all opportunities to bring funding into the District. We will provide good, accessible services.

Our work will be underpinned by the following cross-cutting principles:

Equalities must be at the heart of all we do: To secure the benefits of diversity we are building an inclusive organisation that actively recognises the contribution that people from different backgrounds make to all aspects of the Council’s work and the District’s communities. Our equality objectives are published alongside this Plan and feature across our outcome areas.

Embedding prevention and early help across the system: This means we will support people early and in their communities to prevent their needs from escalating and to improve their outcomes. This will reduce demand on statutory services and demonstrate return on investment of localised prevention and early help. It will also enable and grow the strength in communities to support each other to survive and thrive.

Every pound counts: We will adopt effective and value-for-money approaches to service delivery. We will increase the proportion of Council resources spent in the District to help grow the economy and develop our local supply chains. We will ensure that services are creative, innovative and effective to provide the best outcomes for our residents and businesses. Working with others to across the District, we will ensure we get the best and most effective value for every pound spent.

Working together: We will collaborate as a Council with other public sector organisations and our communities to ensure residents and businesses across the District have the best opportunity to reach their potential. Together we will be strong, creative, innovative and effective, delivering the very best services for all. We recognise no single body or agency can achieve our priority outcomes alone and partnership and co-production will be central to success.

Living Well: We will work alongside our communities and our partners in the NHS, independent sector and VCS, to embed the Bradford's Living Well, whole systems' approach to improving health and wellbeing for all across the District. With energy and commitment, we will actively pursue the Living Well mission - to make it easier for people in the District to adopt healthier lifestyle behaviors' - and in doing so, to reduce preventable health conditions, (including childhood obesity), reduce premature deaths and increase the number of years that people in the Bradford District live in good health and wellbeing.

PRIORITY AREA: Better Skills, More Good Jobs and a Growing Economy

Our ambition:

We will grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate, invest and create great jobs in the District.

Our economic growth will be inclusive, sustainable and resilient. We will make sure everyone can contribute to and benefit from growth, helping the long-term unemployed, people with long-term conditions and care leavers into the labour market. We will build a fairer and more cohesive District.

We will make sure growth protects and enhances our physical and natural environments meeting this generation's needs without compromising those of future generations. We will make sure our recovery solves our immediate sustainability challenges and unlocks new opportunities in the low-carbon, digital economy. This will make us stronger and more resilient to future economic trends and shocks.

Our context:

Our local economy has many powerful assets. These include a vibrant small and medium enterprise sector, a number of nationally significant businesses and a growing reputation as a great place to start a business within the UK.

We have a number of challenges including:

- Helping businesses and individuals adapt to the changes in the economy and nature of work as a result of COVID-19 so the economy can recover safely and effectively and people can access good jobs.
- Creating jobs in the District in new growth sectors.
- Helping people in the District to get the education and training they need to secure highly skilled jobs.
- Tackling transport connectivity across the District and beyond.
- Improving employment outcomes in the District for everyone. This has been made worse as a result of COVID-19 as businesses close, which has hit young people, low-paid workers and BAME residents hardest.
- Supporting our businesses to make the transition as the UK exits the European Union, with or without a deal.

Our priorities:

a) Living with COVID-19

- We will help people into work and give them the skills to succeed. To do this we will create a flexible and agile skills service to retrain local residents who find themselves unemployed, are entering the job market for the first time or are considering self-employment. We will work with businesses to support workforce mental health and wellbeing, which will help boost productivity.

- We will help businesses access support to innovate and adapt to the challenges of COVID-19. We will connect businesses to financial and other support packages. We will help businesses to embrace new digital ways of working. We will use our local procurement powers to increase the social value of contracts and develop our local supply chain.

b) Building a Better Future

- We will ensure our young and enterprising population is equipped with the skills and confidence to succeed. We will connect our population to employment opportunities across the District, the North and the UK.
- We will support people furthest from the labour market, including those with learning disabilities, into work. We will create new employment opportunities in the District, particularly in sectors with workforce shortages such as Health and Social Care.
- We will provide digital platforms and infrastructure to support employment growth and retraining via remote learning, access to peers and wider networks.
- We will make the most of our distinctive features and use our unique architecture, heritage and cultural assets to create an environment for growth.
- We will develop an outstanding bid to become the UK City of Culture in 2025.
- We will create a strong city-centre business destination through investment in the One City Park office scheme and other developments.
- We will work with the Towns Fund to improve the prosperity of Keighley, Shipley and other places in the District.
- We will develop and deliver our cultural strategy, Culture Is Our Plan, in recognition of the District's rich contribution to economic and social wellbeing.
- We will work with Arts Council England and National Heritage Lottery to win funding and support for projects.
- We will use our cultural assets to attract more visitors, drive economic growth and create new jobs in the cultural, creative and tourism industries.
- We will build on our strong and diverse economy to increase innovation, creativity, productivity and prosperity.
- We will make the most of the "Bradford District Pound" and ensure that an increasing proportion of our £475 million third party spend goes to local businesses and community organisations.
- We will provide enterprise support to our thriving business community and help people who want to start their own businesses.
- We will support social enterprises and social entrepreneurs through the Local Access Fund and Impact Hub investments in the District.

- We will improve our transport infrastructure by securing support and investment in key projects including the city centre Northern Powerhouse Rail station, Northern Connect, City Centre and Rail Station Masterplans, Calder Valley Rail Line Upgrade and Skipton-Colne rail link.
- We will improve digital connectivity to speed up business growth and connect more people to opportunities in the digital economy. We must ensure businesses are able to access high-speed broadband wherever they are in the District.
- We will help businesses to increase exports and grow global trade links. We will ensure businesses have the information and support available to tackle the challenges posed by Brexit.

How will we measure success:

1. Increase the years of healthy life expectancy (at birth) in both males and females and close the gap with the National Average (shared target with Better Health, Better Lives)
2. Increase the percentage of people in the District with NVQ Level 3 and above and close the gap with the National Average.
3. Increase the amount of Council spending on resources locally to 50% of total by 2024
4. Increase employment overall and close the gap with the National Average trend.
5. Increase the earning of employees in the area and close the gap with the National Average

PRIORITY AREA: Decent Homes

Our ambition:

We want everyone in the District to have a comfortable home which meets their needs and helps them lead fulfilling lives.

We will increase the supply of homes of the right type, quality and location to meet the needs and aspirations of our diverse and growing population. We want more high quality homes in neighbourhoods where people want to live and can thrive. We want more developments of the highest quality. We will retrofit existing stock to create homes that are energy efficient and adaptable.

We will work with partner agencies and communities to improve management of our neighbourhoods and ensure the District has green, safe, inclusive, and cohesive places where people are proud to call home.

We will support vulnerable residents to live independently. We will make sure elderly and vulnerable people can access specialist housing that meets their needs. We will help homeless people into permanent accommodation.

Our context:

Bradford District offers a range of housing choices including attractively priced terraces in close-knit city neighbourhoods, quality social housing in well-kept estates, unique Victorian Squares with spacious family accommodation, city centre apartments in new-build schemes or listed buildings in architecturally renowned locations like Little Germany, executive family homes near beautiful countryside, and homes of character in some of the most prosperous towns and villages in the country.

We have a number of challenges including:

- Financial viability of developing housing that meets the needs of specific users such as older people and those with disabilities.
- Impact of COVID-19 on housing market, particularly on incentive to invest to improve quality of housing.
- Impact of COVID-19 in delaying the delivery of capital investment schemes, on both large and small scale.
- Large number of empty homes in the District.
- Lack of large family accommodation to meet the needs of extended families.
- Changing needs and aspirations of an ageing society.

Our priorities:

a) Living with COVID-19

- We will maintain social distancing and infection control measures in social housing as much as possible.
- We will ensure we keep rough sleepers in accommodation where possible, helping to prevent the spread of infection.
- We will work with Government, developers and partners to maximise funding opportunities and the delivery of new homes and improved homes by managing the impact of additional COVID-19 precautions.
- We will work with the Government, Leeds City Region and delivery partners to make the most of energy efficiency measures in the Government's new green voucher scheme and other programmes.

b) Building a Better Future

- We will increase the supply of homes of the right type, quality and location to meet the needs of our population, including those with specialist needs.
- We will improve the quality of poor housing stock by encouraging and supporting private sector owners and landlords to bring properties, including empty homes, into good repair.
- We support help our residents who have a range of specific and specialist needs by improving access to suitable housing and help them sustain tenancies.
- We will use land and buildings owned by the Council to create good quality new homes for the District.

How we will measure success:

1. Achieve at least 1,703 net new home completions per year.
2. Achieve at least 411 affordable housing units per year.
3. Increase the number of private sector homes with improved housing conditions as a result of our interventions.
4. Continue to be above regional and national average rate for homelessness preventions.

PRIORITY AREA: Good Start, Great Schools

Our ambition:

We will improve educational attainment for children and young people from all backgrounds across the District. We will strengthen leadership, management and governance in our schools.

Our context:

Success at school is a product of what happens inside and outside the classroom. A number of things impact on educational success for children. These include the quality of home learning environment, housing, health and the level of deprivation. All are as important to a child's success as the quality of the education offered in school.

The pandemic brings a renewed urgency to our Council Plan to improve the life chances of our children and young people. They will disproportionately bear the impact of the economic, social and cultural changes brought about by the pandemic. We know time away from school has a negative impact on all children but it affects the poorest and most disadvantaged children the most. We know from research that children who are disadvantaged are already behind their peers at 16, and the pandemic is making this worse.

We have a number of challenges including:

- Getting all our children and young people safely back in education, ensuring schools are COVID-19 safe places and parents have confidence in sending their children to school.
- Educational attainment and progress across all stages of education from early years onwards.
- Educational and social outcomes for our most vulnerable and disadvantaged children and young people.

Our priorities:

a) Living with COVID-19

- We will develop a strategy that sets out our approach at all ages and key stages of delivery and covers school attendance, mental health and well-being, direct learning, classroom delivery, and one-to-one support for young people.
- We will support schools with clear infection control and response procedures to protect their staff, pupils and families.
- We will provide children and young people with the equipment and support to learn flexibly, including at home.
- We will provide enough childcare to help service providers continue to operate under COVID-19 restrictions.

b) Building a Better Future

- We will improve attainment of children and young people in Bradford District at all Key Stages so they can secure employment and be active and positive citizens.

- We will improve levels of attendance in Bradford District schools so children and young people can achieve their academic potential.
- We will maintain enough safe and secure childcare places so parents and carers can contribute to the economy and promote child development and early achievement.
- As a good and responsible corporate parent, we will improve and increase apprenticeship and training opportunities in the Council and District for young people in care and care leavers.
- We will help young people in care to achieve their full potential in education and learning.

How we will measure success:

1. GCSE Level 4 English and Maths results close the gap with the National Average
2. Reduce persistent absence faster than national trend.
3. Improve Key Stage 2 results in line with national trends in Reading, Writing and Maths.
4. Improve Key Stage 1 Phonics in line with national trends.

PRIORITY AREA: Better Health, Better Lives

Our ambition:

We will help people from all backgrounds to lead long, happy and productive lives by improving their health and socio-economic wellbeing.

We will strive to provide personalised health and care services to support quality of life at every stage. We will intervene when necessary to keep our children safe and ensure that residents in need can access services to maintain dignity and independence.

Our context:

COVID-19 has had a devastating impact on health and social care provision. It has meant that services and resources focused on self-care, prevention and early intervention to reduce demand on public services have had to be shifted to manage the pandemic.

COVID-19 has disproportionately affected those facing financial hardship and vulnerable people in our communities, as well as people from BAME groups, widening health inequalities.

The gap between the most deprived and least deprived remains large in the District and will require sustained effort and targeted investment in the most deprived communities and neighbourhoods.

We will need to shift resources and investment towards prevention and early intervention activities and make sure allocation is based on need. This will help citizens make long-term positive behaviour changes to improve their health and wellbeing.

Addressing historic health and wellbeing inequalities will require a collective, whole system effort from all partners within the health and social care system across the District. It is vital that common areas of need - or interdependencies - across the system are identified and that resources are used to complement and add value.

We recognise the challenges made by Ofsted in 2018 about the quality of children's social care services. We are currently working through our plan to improve children's social care services and aim to be out of special measures by 2024.

Our priorities:

a) Living with COVID-19

- We will ensure robust control measures are in place to reduce infection rates and prevent future outbreaks of COVID-19, including Test and Trace, information, advice and guidance for residents and service providers and respond to COVID-19 outbreaks swiftly and effectively.
- We will ensure timely interpretation and localise implementation of national guidance to ensure our plans and approach continue to protect and support residents.
- We will maintain provision and support to meet the health and wellbeing needs of all adults and children, while ensuring the most vulnerable and high risk groups are prioritised.
- We will use our learning and experience from COVID-19 to accelerate our transformation plans to redesign services to continue our support for communities to help themselves and each other. This will improve outcomes for individuals and families and avoid increased demand on statutory services.

b) Building a Better Future

- We will use a targeted approach to reduce health and socio-economic inequalities by providing support to our service users that is appropriate to their needs and culture and focusing on interventions to improve air quality, reduce obesity and improve physical activity levels.
- We will work with partners including education providers, NHS, the police and the voluntary and social sectors to shift budgets to prevention and early intervention for all ages. As part of this work, we will deliver a prevention and early help offer for families to support children from conception to five years.
- We will improve self-care and personalisation services for adult social care and tailor support to the long-term health and wellbeing needs of individuals.
- We will transform how services are delivered with a digital-first, citizen-centred approach. Our services will remain accessible to all those for whom using the internet will never meet their needs.
- We will work closely with our partners across the health and social care system to ensure that resources are pooled, prioritised and channelled to address shared outcomes. This is being enacted through the 'Act as One' strategy and formalised through the section 75 agreement with the NHS.
- We will improve the mental wellbeing and resilience of adults and children through our partnership approach to prevention and early intervention with education providers, NHS, the police and the voluntary and social sectors.
- We will strive to make sure that all children are safe in the District. We will prevent and reduce the impact of adverse childhood experiences. We will achieve an improved Ofsted assessment for our children's services. We aim to become a Unicef Child Friendly District where children and child welfare are at the heart of everything we do.

How will we measure success:

1. Increase the years of healthy life expectancy (at birth) in both males and females and close the gap with the National Average (shared target with Better Skills, More Good Jobs and a Growing Economy)
2. Reduce levels of childhood obesity.
3. Increase levels of physically active adults and close the gap with the National Average.
4. Bring percentage of referrals to Children's Social Care in the year which were within 12 months of previous referral closing in line with our Statistical Neighbours
5. Reduce percentage of children in care with 3 or more placements during the previous year to be in line with our Statistical Neighbours.
6. Improve the emotional well-being of Children in Care.

7. An increase in people with learning disabilities in settled accommodation. To move up 1 quartile based on 18/19 published national data (Adult Social Care Outcomes Framework data)
8. Increased proportion of adults with a learning disability in paid employment. To move up 1 quartile based on 18/19 published national data (ASCOF data)
9. Permanent Admissions to residential and nursing homes 65+ per 100,000 population. Maintain the 2019/20 performance of 555 admissions per 100,000 population (or below)

PRIORITY AREA: Safe, Strong and Active Communities

Our ambition:

Our ambition is to make the Bradford District a great place for everyone to live: where each one of us can play an active role in, be part of, be enriched by, and feel proud of calling it their home.

Our context

We have significant experience of promoting integration and cohesion over the last three decades. With additional integration funding, we have been able to invest in innovations like the nationally renowned Linking Network for schools which has benefited more than 5,550 children locally and helped bring different communities together. The higher incidence of road casualties in the more deprived parts of the city has been directly addressed with positive, pro-active interventions.

Dangerous driving is a big challenge for Bradford District. In response, we launched Operation Steerside as a partnership-led initiative which focusses both on enforcement and on changing road safety behaviours. The project has seized 1,103 vehicles since the project started. The Partnership has also collectively funded Theatre in Education at 10 high schools, delivered over 450 road safety inputs in schools to more than 63,000 pupils across the district. Through collaboration on road safety schemes, bicycle training, school education and road safety publicity messages on billboards, social media and radio, we have continually pushed road casualty numbers down.

Our world has changed with the outbreak of COVID-19. We have had to significantly change the way we deliver services and work with our communities. The pandemic has increased economic insecurity, social isolation, mental health problems, domestic abuse and community pressures.

We need to make sure we continue to work together with communities and align our local and District services so we can all play a part in creating and sustaining strong, active and safe places.

Our priorities:

a) Living with COVID-19

- We will reduce social isolation as a result of COVID-19 and support the building of community resilience and cohesion.
- We will ensure residents of all communities have access to the support they need.
- We will increase the awareness and confidence among victims of domestic violence and hate crimes to report incidents and seek help.

b) Building a Better Future

- We will improve equality of opportunity by addressing factors affecting economic participation and poverty including language skills and educational attainment.
- We will help people get on better with each other by promoting greater interaction, dialogue and understanding to address residential and educational segregation in the District.
- We will make sure people understand fully their rights, freedoms and responsibilities.

- We will create opportunities for people to take part in community and civic life and strengthening leadership. We will nurture and grow a resilient and vibrant voluntary and charitable sector.
- We will tackle crime and the fear of crime so everyone feels safe.

How we will measure success:

1. Improve the percentage of people from different backgrounds who get on well together and close the gap with the West Yorkshire average.
2. Increase the overall value of Council commissioning spend on charity and voluntary sector contracts. Target is an increase on current spend of £22.2m per year.
3. Reduce the number of people killed or seriously injured in road accidents in Bradford District.
4. Increase in percentage of Your Views survey respondents who say they feel safe in their local area (rolling year) including an improvement in comparison with West Yorkshire average.

PRIORITY AREA: Sustainable District

Our ambition:

We want to lead by example and become one of the best Councils in the country for our record on climate change. We want to make it easier for individuals, households and businesses in the District to adapt, change and innovate to address the challenges presented by climate change.

Our context:

The climate emergency is a defining issue for local government. Our Council declared a Climate Emergency in 2019.

Effective climate action presents challenges but also offers opportunities to generate sustainable, clean and fair economic growth, improve health and well-being and environmental quality. We want our District to be at the forefront in taking advantage of these opportunities.

Tackling this emergency will require urgent and significant steps to limit our collective impact on the climate and ensure our residents, businesses and public sector partners can adapt to the challenges of the future.

The District currently has relatively low levels of CO2 emissions – In 2018, the last year where we have data, Bradford District CO2 emissions – 3.8 tonnes per capita, compared to 6.5 tonnes for Yorkshire and Humber, and a UK average of 5.2 tonnes.

The District is home to around 10,000 environmental sector jobs and exemplar businesses including Texpelt, a manufacturer using recycled fibres and plastics, Yorkshire Water, Morrisons and the pioneering Ecology Building Society.

The District has a strong and committed network of voluntary and community organisations with an estimated 100,000 citizens who are actively engaged with the climate and environmental agenda.

We have a strong research base in the District. Bradford University is a global leader in the circular economy and has a centre for sustainable environment which is tackling civil engineering climate challenges. The Bradford Institute for Health Research is researching health and wellbeing and undertaking national evaluation work on air quality improvements.

Our business and research strengths offer growth potential in areas including food and non-food crops, renewable energy, flood alleviation, soil management and carbon capture. Research suggests that clean growth could add £11 billion to the Leeds City region economy and create an additional 100,000 jobs across our wider region.

Our priorities:

a) Living with COVID-19

- We will encourage the use of digital technology to reduce carbon emissions, support business activities and maximise the environmental benefits of home and remote working.
- We will improve active travel infrastructure and help people move round the District for business or leisure safely, quickly and sustainably, even with reduced public transport capacity.

b) Building a Better Future

- We will encourage more recycling by households.

- We will help households access funding to improve energy efficiency.
- We will support local food production and food security efforts.
- We will improve air quality through our Breathe Better Bradford clean air plan.
- We will expand the network of electric vehicle charging points and number of electric vehicles.
- We will increase renewable energy usage and reduce greenhouse gas emission reduction in the Council's business activities.
- We will reduce energy use and emissions from the Council fleet and street lighting.
- We will increase the efficiency of our buildings and operational assets to reduce energy use and emissions.
- We will improve green space in the District with initiatives such as a 'Tree for Every Child' to plant more than 55,000 new trees, one for each primary school pupil.
- We will help businesses and households to be more sustainable and embrace the principles of the circular economy.
- We will identify risks from extreme weather events and work with local and national partners to strengthen infrastructure and buildings.
- We will improve waste recycling rates.
- We will set up an active Sustainable Development Partnership to drive forward a District approach to change.
- We will work closely in partnership with West Yorkshire Combined Authority on sustainable development within the devolved region.

How we will measure success:

1. The Bradford Clean Air Plan will achieve compliance with UK limits by 2022 and maintain this performance in future years
2. Increase the percentage household waste sent for reuse, recycling or composting and close the gap with the National Average
3. Reduction in CO2 from Council Buildings below the 2019 level.

PRIORITY AREA: Well-Run Council

Our ambition:

We will be a Council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively. We will manage our resources well and seize all opportunities to bring funding into the District. We will provide good, accessible services.

We will lead the digital transformation of public services, not just putting existing services online, but rewiring the local system to take advantage of shared, common digital components. The Council will collaborate with all public service providers on a digital platform for genuinely joined-up service delivery.

Our Context

We are delivering our Procurement Strategy to provide a first class, end-to-end buying service, which is effective, efficient and respected. It will deliver improved outcomes for the Council and the District.

We are proactively supporting economic development and growth throughout the District using the Council's financial strength. We are funding the redevelopment of key iconic sites directly or indirectly to attract new businesses, cultural, retail and leisure facilities to the District.

Schemes include Bradford Live, the new Darley Street Market and associated public realm and the proposed 56,000 sq ft office development at One City Park, which will provide much-needed work space to attract new employers and entrepreneurs to the District.

We are developing creative and innovative solutions for digital service redesign to deliver better outcomes for our residents and businesses and make the most of funding and partnership opportunities.

We are supporting local democracy by encouraging all to register for local elections and ensuring elections are delivered effectively and safely.

Our priorities:

a) Living with COVID-19

- We will continue to pay our suppliers quickly and efficiently to help cash flow.
- Our Asset Management Team works closely with HR and public health colleagues to ensure our buildings are COVID-19 secure and safe for colleagues and members of the public to use.
- Facilities Management (FM) Catering is working hard to deliver healthy meals to around 145 schools throughout the District. It is minimising the use of salt and sugar in food production and also reducing the use of plastics in packaging and using sustainable alternatives wherever possible. FM Catering is providing school meals wherever needed, particularly for the most vulnerable children.
- We will manage our finances effectively and make sure we take advantage of opportunities to secure funding to support our COVID-19 response.
- We will make sure we have a strong baseline budget to deliver services where needed and attract income and investment to support frontline delivery.

b) Building a Better Future

- We will make sure all employees feel included, are able to bring their whole self to work and barriers to success are removed. This will be done through staff engagement, review and refresh of policies, procedures and effecting culture change.
- We will help every employee to reach their full potential through our approach to learning and development.
- We will achieve a workforce that represents the communities we serve across all levels through our approach to recruitment and selection and talent development including a renewed commitment to diverse interview panels.
- We will seize all opportunities to bring funding into the District.
- We will work with partners to make sure we use all of our money in a joined-up way where we can.
- We will achieve value for money through innovative procurement and contract management practices while ensuring robust transparent governance.
- We will make best use of the Bradford pound by committing to using District-based organisations, directly or indirectly, to deliver supplies, services and works wherever possible.
- We will deliver improved social value and inclusive growth outcomes from procurement procedures.
- We will work with our partners in the procurement community through collaborative arrangements.
- We will develop digital access to all our services. Our services must remain accessible to all those for whom using the internet will never meet their needs.
- We will provide great customer service to people in the District.
- We will connect with our local suppliers, particularly the voluntary, community and social enterprise community, to improve understanding of our local supply chains.
- We will modernise our procurement platform to enable efficient and effective payments to suppliers.

How we will measure success:

1. Ensure Council spending is within budget and year on year savings agreed by council are delivered
2. Increase percentage of top five percent of employees who are female
3. Increase percentage of employees from LGBTQ+ backgrounds
4. Increase percentage of employees from BAME backgrounds

Increase percentage of top five percent employees by income who are from BAME backgrounds

Improve staff satisfaction, measured through the staff survey

Bradford District Shared Values



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



We **RESPECT** ourselves, each other and our communities



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



We **CARE** for each other and treat each other with kindness



Appendix 2: Draft KPIs and Targets

Outcome Area	Performance indicator	Target	Current Performance
Better Skills, More Good Jobs and a Growing Economy	Healthy life expectancy (at birth) in males (shared with Better Health, Better Lives)	Increase the years of healthy life expectancy (from birth) in males and close the gap with the National Average National Average - 63.4	60.1 (2016-2018 data)
	Healthy life expectancy (at birth) in females (shared with Better Health, Better Lives)	Increase the years of healthy life expectancy (at birth) in females and close the gap with the National Average National Average – 63.9	60 (2016-2018 data)
	Percentage of people in the District with NVQ Level 3 and above	Increase the percentage of people in the District with NVQ Level 3 and above and to close the gap with the National Average National Average – 58.5%	41.4% (Gap 17.1%)
	Percentage of total third party spend with suppliers operating from within the District	Increase the amount of Council spending on resources locally to 50% of total by 2024	42.1%
	People in work (aged 16 – 64)	Increase the earning of employees in the area and close the gap with the National	66.2%

		Average trend <i>National Average – 76.2%</i>	
	Median earnings of employees in the area	Increase the earning of employees in the area and close the gap with the National Average <i>National Average - £591.30</i>	£500 (Gap with the English National Average £91.30)

Outcome Area	Performance indicator	Target	Current Performance
Decent Homes	Net number of additional homes provided	Achieve at least 1,703 net new home completions per year	1,690
	Number of affordable housing units	Achieve at least 411 affordable housing units per year	309 <i>Provisional</i>
	Number of private sector homes improved	Increase the number of private sector homes with improved housing conditions as a result of our interventions	99 homes improved
	Homelessness preventions	Continue to be above regional and national average rate for homelessness preventions	<i>Latest percentage of homelessness preventions:</i> <i>Bradford - 72.64</i> <i>England - 58.51</i>

Outcome Area	Performance indicator	Target	Current Performance
Good Start, Great Schools	Percentage of pupils achieving 9-4 pass in GCSE English and Maths	GCSE Level 4 English and Maths results close the gap with the National Average National Average – 59.8%	54.7%
	Persistent absence rates	Reduce persistent absence faster than the National trend National Average – 10.9%	14.9%
	Key Stage 2 Reading, Writing and Maths results	Improve Key Stage 2 results in line with national trends in Reading, Writing and Maths National Average – 65%	63%
	Percentage of Year 1 pupils achieving the Phonics standard	Improve KS1 phonics in line with national trends National Average – 82%	82%

Outcome Area	Performance indicator	Target	Current Performance
Better Health, Better Lives	Obesity in primary school age children in Year 6	Reduce levels of childhood obesity National Average - 20.2%	24.4%
	Percentage of physically active adults	Increase levels of physically active adults and close the gap with the National Average National Average – 67.2%	62.4%
	Percentage of referrals to Children’s Social Care in the year which were within 12 months of previous referral closing	Bring percentage of referrals to Children’s Social Care in the year which were within 12 months of previous referral closing in line with our Statistical Neighbours Statistical Neighbour (2018/19) 21.85%	31.98%
	Percentage of children in care with 3 or more placements during the previous year	Reduce percentage of children in care with 3 or more placements during the previous year to be in line with our Statistical Neighbours. Statistical Neighbour (2018/19) 8.9%	8.45%
	Emotional and Behavioural health of children and young people in care for at least a year and aged	Improve the emotional wellbeing of Children in Care	13.2%

	between 5 -16 years old (average score from the total of SDQ scores)		
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Outcome Area	Performance indicator	Target	Current Performance
Better Health, Better Lives	Percentage of people with an learning disability living in their own home or with family	To move up 1 quartile based on 18/19 published national data (ASCOF data) Target 90%	88.2%
	Percentage of adults with an learning disability in paid employment	To move up 1 quartile based on 18/19 published national data (ASCOF data) Target 4.5%	3.9%
	Permanent Admissions to residential and nursing homes 65+ per 100,000 population	Maintain the 2019/20 performance of 555 admissions per 100,000 population (or below)	555

Outcome Area	Performance indicator	Target	Current Performance
Safe, Strong and Active Communities	Percentage of people from different backgrounds	<p>Improve the percentage of people from different backgrounds who get on well together and close the gap with the West Yorkshire average</p> <p>West Yorkshire Average – 57.2%</p>	55.7%
	Local (VCSE) Voluntary, Community and Social Enterprise (sector)	Increase the overall value of Council commissioning spend on charity and voluntary sector contracts. Target is an increase on current spend of £22.2m per year	£22.2m
	Number of people killed or seriously injured in road accidents in Bradford District	<p>[As per Operation Steerside Targets]</p> <p>2020 – 172</p> <p>2021 - 165</p>	168
	<p>Percentage of people who feel safe in their local area</p> <p>(Suspended due to COVID-19)</p>	Increase in percentage of Your Views survey respondents who say they feel safe in their local area (rolling year) including an improvement in comparison with West Yorkshire average	77.43%

		West Yorkshire Average – 81.3%	
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Outcome Area	Performance indicator	Target	Current Performance
A Sustainable District	UK Air Quality legal limits*	The Bradford Clean Air Plan will achieve compliance with UK limits by 2022 and maintain this performance in future years	
	Percentage of household waste sent for reuse, recycling or composting	Increase the percentage household waste sent for reuse, recycling or composting and close the gap with the National Average National Average – 41.6%	40.7%
	Greenhouse gas emissions from Council operations	Reduction in CO2 from Council Buildings below the 2019 level	47,446 Tonnes

Outcome Area	Performance indicator	Target	Current Performance
Well Run Council	Achievement of Council wide budget savings	Ensure spending is within budget. Target to be set as part of the budget process.	
	Delivery of budgeted savings	Ensure year on year savings agreed by Council are delivered. Target to be set as part of the Budget process	
	Equality targets (to match with final equality)	Percentage of top 5% employees who are female Target 65%	48.2%
	Equality targets (to match with final equality)	Percentage of employees from LGBTQ+ backgrounds Target 2%	0.6%
	Equality targets (to match with final equality)	Percentage of employees from BAME backgrounds Target 33%	27.8%

	Equality targets (to match with final equality)	Percentage of top 5% employees by income who are from BAME backgrounds Target 27.8%	18.4%
	Annual staff survey	Improve staff satisfaction measured through the staff survey	Baseline to be set when staff survey is created.

*https://uk-air.defra.gov.uk/assets/documents/Air_Quality_Objectives_Update.pdf