

Report of the Chief Executive to the meeting of Executive to be held on 1 December 2020

Subject:

CQ

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. A draft Council Plan was approved for consultation at Executive in October. This paper outlines the results of this consultation and is the first of several key strategic documents presented to this Executive Committee including the future financial strategy, the Equality Plan, the Procurement Strategy and the Council Workforce strategy.

This report provides a final version of the Council Plan and Key Performance Indicators (KPI's) for approval (included as Appendices 1 and 2). This has been amended following an external consultation on the Council Plan, a summary of this consultation can be found in Appendix 3.

As per the Council's Constitution, the Council Plan is a key Council document. Following Executive's approval, it will need to be approved and recommended to Council for adoption.

Kersten England
Chief Executive

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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.
- 1.2 The previous Council Plan period covering 2016-2020 ended this year and a summary of performance against this plan was tabled at Executive in July 2020.
- 1.3 A new draft Council Plan was presented to Executive in October 2020. Following Executive's approval, the draft Council Plan went for consultation with members of the public, Council employees and partners during October and November.
- 1.4 This report provides a final draft of the Council Plan and Key Performance Indicators for Executive approval (included as Appendices 1 and 2). This has been amended following an external consultation on the Council Plan, a summary of this consultation can be found in Appendix 3.
- 1.5 Following approval from Executive and Full Council, the draft Council Plan will be published and promoted in a range of formats, including an easy read version.

2. BACKGROUND

- 2.1 A draft Council Plan for 2021-2025 was brought to Executive on October 6th 2020 for approval for consultation. Following Executive approval, a consultation on the draft Plan took place with the public, Council employees and partners during October and November.
- 2.2 The consultation was composed of:
 - An online survey
 - A series of focus groups including membership of the Bradford and District Voluntary and Community Sector (VCS) Assembly, Women's Health Network, the Cnet equalities forum (including representatives from a range of protected characteristics, including groups for people with disabilities), faith groups, young lives forum, volunteer leads, Bradford for Everyone ambassadors, Safer Communities partnership, equalities and communities strategic group.
 - In addition to this, a focus group on the Council Plan was held with members of the public on the 17th November.
- 2.4 The consultation was promoted on the Council website, via the Council's social media channels including People Can and Safer Bradford and through forum sessions. Additionally, the consultation was promoted via the Stronger Communities e-bulletin and the People Can e-bulletin. Community Action

Bradford & District (CABAD) promoted the consultation in their Daily Briefing to the voluntary and community sector and via their social media channels. A wide number of groups were contacted to circulate and promote the consultation including the Council for Mosques and the Race Equality Network.

2.5 The consultation was also promoted at planned meetings with other strategic boards including focus groups sessions with a range of internal and external stakeholders.

2.6 Details about the consultation were also sent to the following partnership boards:

- The Parish Council Liaison meeting
- Public Services Executive Group
- Sustainable Development Partnership
- Economic Recovery Board
- Positive Aging Partnership
- Young Lives forum
- Assembly Steering Group
- Bradford District Armed Forces Covenant Partnership
- Anti-Poverty Co-ordination Group

2.7 569 people engaged with the consultation, 131 through focus groups and 438 through an online survey. A full overview of the consultation can be viewed in Appendix 3. The revised draft of the Council Plan attempts to address some of the key messages received from the consultation, including:

- Providing a greater focus on co-design and working with our communities in everything we do.
- A broader focus for the Good Start, Great Schools objectives to reflect children and young people's experiences outside of education settings including children's mental health.
- A better reflection on waste and cleanliness.
- More material covering the wider Bradford District outside of the City of Bradford.
- A renamed and wider ranging "Enabling Council" chapter to replace the previous "Well Run Council" chapter.

Changes have been made to reflected this in the attached revised Council Plan (included as Appendix 1)

3. OTHER CONSIDERATIONS

3.1 PERFORMANCE INDICATORS

A number of Key Performance Indicators were approved at Executive in September of consultation. These will enable us to track our progress overtime and play our role in supporting the UN Sustainable Development Goals. Based on feedback the following Key Performance Indicators (KPI's) have been proposed further to those agreed at October's Executive meeting. These are included in Appendix 2 for approval and include:

- A target on employees with a disability
- A target on Council Tax collection rates.

3.2 WORKING IN PARTNERSHIP

As a Council, we are aware that we cannot work to deliver our priorities alone and will work in collaboration with our partners and communities. Further collaborative work will be outlined within the District Plan which is currently being refreshed.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The priorities set in this report have been followed in the budget setting process as outlined in the finance paper presented to this Executive committee.

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.

6. LEGAL APPRAISAL

6.1 Implementation of the Council Plan will have legal implications, in specific areas such as employment law, environmental law, social care law and procurement, in addition to public law issues. Legal support and guidance will be provided as required to support the plan's implementation.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 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.

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

7.2 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.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

As in 7.2

7.4 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.

7.5 HUMAN RIGHTS ACT

No direct issues arising from this report.

7.6 TRADE UNION

No direct issues arising from this report.

7.7 WARD IMPLICATIONS

No direct issues arising from this report.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

No direct issues arising from this report.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

No direct issues arising from this report.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No direct issues arising from this report.

8. NOT FOR PUBLICATION DOCUMENTS

None.

10. RECOMMENDATIONS

- (1) That the draft Council Plan set out in Appendix 1 and draft KPI's and targets in Appendix 2 be approved.
- (2) That following approval, the draft Council Plan and the draft KPI's be presented to Full Council for full adoption.

11. APPENDICES

Appendix 1 – Final Draft Council Plan

Appendix 2 – Final Draft Key Performance Indicators

Appendix 3 – Consultation Summary

Appendix 1: Final Draft Council Plan

Foreword from Council Leader Councillor Susan Hinchliffe and Chief Executive Kersten England

Foreword

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

What has become crystal clear is the critically important role that Council staff, services and resources have played, and continue to play. They are vital to getting our schools, businesses and services back to work while keeping people supported and safe, preventing the spread of infection and maintaining essential services.

In rising to the challenge our staff have taken their place among the nation's key worker heroes. They have earned long overdue recognition for the things they do day in and day out that contribute to the quality of life of everyone, yet are often taken for granted. They care for the vulnerable, collect our waste and recycling, keep our streets safer and cleaner, and they support communities to be stronger.

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

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

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

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

COVID-19 hasn't dampened our ambition, but it has had a disproportionate impact on the poorest and most vulnerable, Black, Asian and Minority Ethnic (BAME) communities, people with disabilities, women and carers. It has widened inequality so we must put working to secure equality and social justice at the heart of all we do.

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

work has the maximum impact.

Of course, we will make little progress working alone. Collaboration with others to understand the district, design services and deliver solutions is essential to our prospects for success.

Over 80% of Council staff live in the district. Few councils have a workforce so rooted in and connected to the place that they serve. The tremendous asset that this represents has been evident in the commitment, ingenuity, passion and pride that has characterised the response to COVID-19. These are the qualities that will keep us on course through the pandemic, and beyond, to deliver this Council Plan and progress towards a fairer, more prosperous Bradford District.

Overview: Our district

City of Bradford Metropolitan District Council, working alongside public and private sector partners and communities, delivers services and democratically accountable leadership to a diverse population of over 530,000 people and around 16,000 businesses.

The Council strives to secure better outcomes and equality of opportunity for everyone. It employs more than 8,000 staff.

The Bradford District is the fifth largest Metropolitan Local Authority District in England. It is the youngest district in the UK with nearly a third of the population aged under 20. And it's diverse – ethnic minorities form a third of the population with more than 150 languages spoken within the district.

Geographically, our district includes the city of Bradford itself, the large town of Keighley and a number of smaller towns and villages many with their own strong and distinctive identities.

Outstanding landscapes complement historically important architecture alongside a rich heritage and vibrant contemporary cultural scene. Ilkley Moor, Haworth and Brönte Country, Saltaire World Heritage Site and the National Science and Media Museum in the city centre, amongst a host of other sites, attract 10 million visitors a year.

The scale, diversity and productive potential of the district is reflected in its strong, broad-based, innovative and entrepreneurial business community, which is part of an overall local economy worth £9.5 billion, the 11th largest in England.

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

We are proud to be identified by Barclays Bank as the best place in Britain to start a business, named as one of the Sunday Times' top 20 places to do business, and identified as the most improved city in the Price Waterhouse Cooper's Good Growth 2019 Index.

The district has a strong and committed network of voluntary and community organisations

with an estimated 30,000 regular volunteers and 100,000 occasional volunteers. The spirit of our communities is a tangible asset that we want to work on more with people in the future to develop and deliver our shared objectives.

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

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

- **Poverty:** Whilst the District includes some of the wealthiest areas in northern England, the Bradford District is the fifth most income-deprived in the country. Some 266,000 people live in the poorest areas and nearly one third of our children live in poverty. Fuel poverty affects 13.5% of households. Health inequalities persist and the gap in life expectancy between the wealthiest and poorest areas of the district is around nine years for men and around eight years for women. These levels of poverty and inequality are unacceptable and increase the demand for public services.
- **Connectivity:** We need to do more to improve transport connectivity to Bradford, Keighley and Shipley. Bradford is the largest city in the UK not on a mainline rail station and travel times between all parts of the district and the wider north are too long.
- **Education and skills:** While progress has been made in closing the gap in educational attainment between the district and the national average it has not gone far enough or fast enough and the adult skills base remains relatively low. This affects productivity and potential inward investment decisions.
- **Resources:** The district has high levels of need and demand for public services but the Council has limited ability to raise income locally. Our Band D Council tax is 8% below the average for Metropolitan authorities and 80% of our households are below Band D.

Living with COVID-19

The coronavirus pandemic has presented additional challenges and tests to our organisation, our communities, our public sector partners and our businesses.

COVID-19 has intensified the deep inequalities that already existed in our society. It has had a disproportionate impact on our most disadvantaged people, including young people, large and persistently deprived communities, BAME, women, migrants, people in poverty and on low incomes, and the elderly. As we are the UK's youngest city we are concerned about the impact on our children's health and future prospects. Addressing this is a key priority for the next four years.

The full implications of COVID-19 on the district and its economy are still to be fully understood. Modelling commissioned by the West Yorkshire Economic Recovery Board demonstrates the significant impact the pandemic could have on businesses and

communities.

Even in the event of a relatively strong recovery, the district's economy is still set to shrink over the next year, in line with national trends. If we see a slower, uneven recovery, modelling suggests our economy could shrink by almost 30% by the end of 2021. This will have an impact not only on businesses, but also on people's jobs and livelihoods.

The way we operate and deliver Council services has changed during the pandemic. Apart from frontline roles, most of our staff and councillors are now working remotely with video conferencing replacing physical Council meetings.

Tackling COVID-19 has affected our financial position significantly. It has brought many new costs and has increased demand in many services. At the same time, it has reduced our ability to raise funds and collect expected income from fees and charges.

Our Priority Outcome Areas

This Council Plan will help to set our priorities and inform our future budget and medium-term financial strategies. We have placed a fair, inclusive and sustainable recovery at the heart of this.

In terms of future activity each of our priority areas are divided into two sections:

- a) Living with COVID-19** – how we help our residents, businesses and places overcome the ongoing challenges presented by the coronavirus pandemic.
- b) Building a Better Future** – how we work to secure a better long-term future for the district, its people, its communities and its businesses.

Our priority outcomes are:

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

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

Equalities must be at the heart of all we do: This means that everyone can access services regardless of their background, that we embrace our different communities across the whole district and that we build an inclusive organisation. We want to be an organisation which actively recognises the contribution that people from different backgrounds make to all aspects of the Council's work and the district's communities. Our Equality Objectives are published alongside this plan and feature across our outcome areas. Our Equality Objectives and accompanying Equality Plan for the period 2020-2024 will outline how we intend to keep equalities at the heart of all we do.

Working together: We will work with our communities to get them involved at every opportunity. We will empower individuals so that they can be involved in the process of designing how outcomes are achieved. We will collaborate with other public sector organisations and our communities to ensure residents and businesses have the best opportunity to reach their potential. Together we will be strong, creative, innovative and effective, compassionate and thoughtful, delivering the very best services for all. We recognise that no single organisation can achieve our priority outcomes alone and that partnership and working together will be central to success.

Early help and prevention: This means we will support people early and in their communities to prevent their needs from escalating and to improve their outcomes. This will reduce demand on services and improve the quality of life of individuals. We will be supported in delivering on this cross-cutting principle through our Early Help Board Strategy and Action Plan.

Every pound counts: We will adopt effective and value-for-money approaches to service delivery. We will increase the proportion of Council resources spent locally to help grow the Bradford District economy and develop our local supply chains. We will ensure that services are creative, innovative and effective to provide the best outcomes for our residents and businesses. Working with others, we will ensure we get the best and most effective value for every pound spent in Bradford District. Internally the Council has a number of strategies and plans in place, such as our Financial Strategy, our Procurement Strategy and our Council Workforce Plan.

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

Safeguarding: Bradford District will work with partners and communities to do everything it can to ensure that children and adults at risk in the District are kept safe. We will work together to deliver this principle with collaboration with our children's and adult's safeguarding board. This is not just a role for professionals in social care, but will be part of everyone's role in the authority.

We will also embrace the Bradford District Shared Values which have been developed

with our local communities and stakeholders where over 1,400 were engaged in the process.

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



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

Our ambition:

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

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

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

Our context:

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

We have a number of challenges including:

- Helping businesses and individuals adapt to the changes in the economy and nature of work as a result of COVID-19 so the local economy can recover safely and effectively and people can access good jobs.
- Creating jobs in new growth sectors.
- Helping people to get the education and training they need to secure highly skilled jobs.
- Tackling transport connectivity across the district and beyond.
- Improving employment outcomes for everyone. This has been made worse as a result of COVID-19 as businesses close, which has hit young people, low-paid workers and BAME residents hardest.
- Supporting our businesses 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.
- 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 are equipped with the skills and confidence to succeed. We will connect our population to employment opportunities across the district, the North and the UK.
- Support people furthest from the labour market, including those with learning disabilities, into work. We will create new employment opportunities, particularly in sectors with workforce shortages such as health and social care.
- Provide digital platforms and infrastructure to support employment growth and retraining via remote learning, access to peers and wider networks.
- Make the most of our distinctive features and use our unique architecture, heritage and cultural assets to create an environment for growth.
- Develop an outstanding bid to become the UK City of Culture in 2025.
- Create a strong city centre business destination through investment in the One City Park office scheme and other developments.
- Work with the Towns Fund boards to improve the prosperity of Keighley, Shipley and other places in the district.
- Develop and deliver our cultural strategy, Culture Is Our Plan, in recognition of the cultural sector's rich contribution to economic and social wellbeing.
- Work with Arts Council England and National Heritage Lottery to win funding and support for projects.
- Use our cultural assets to attract more visitors to all parts of the district, drive economic growth and create new jobs in the cultural, creative and tourism industries.
- Build on our strong and diverse economy to increase innovation, creativity, productivity and prosperity.
- Make the most of the 'Bradford District Pound' and ensure that an increasing proportion of our £475 million third-party spend goes to local businesses and community organisations.
- Provide enterprise support to our thriving business community and help people who want to start their own businesses.
- Support social enterprises and social entrepreneurs through the Local Access Fund and Impact Hub investments in the district.
- Improve our transport infrastructure by securing support and investment in key projects including the city centre Northern Powerhouse Rail station, Northern Connect, City Centre and Rail Station Masterplans, Calder Valley Rail Line Upgrade and Skipton-Colne rail link.
- Improve digital connectivity to speed up business growth and connect more people to opportunities in the digital economy. We must ensure businesses are able to access high-speed broadband wherever they are in the district.
- Help businesses to increase exports and grow global trade links. We will ensure businesses have the information and support available to thrive following the exit from the European Union.
- Develop the cultural offer in the district through key projects including supporting the successful delivery of the former Odeon cinema into a premier live music venue.

How we will measure success:

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

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Pioneering, Confident & Connected - An Economic Strategy for Bradford District 2018-2030
- People, Skills, Prosperity - Bradford District's Workforce Development Plan
- Bradford Council Procurement Strategy

PRIORITY AREA: Decent Homes

Our ambition:

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

We will increase the supply of homes of the right type, quality and location to meet the needs and aspirations of our diverse and growing population. We want more high quality homes in neighbourhoods where people want to live and can thrive. We want more

developments of the highest quality. We will retrofit existing stock to create homes that are energy efficient and adaptable.

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

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

Our context:

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

We have a number of challenges including:

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

Our priorities:

a) Living with COVID-19

We will:

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

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.
- Improve the quality of poor housing stock by encouraging and supporting private sector owners and landlords to bring properties, including empty homes, into good repair.

- Support our residents who have a range of specific and specialist needs by improving access to suitable housing and help them sustain tenancies.
- Use Council-owned land and buildings to create good quality new homes, including on brownfield sites where possible.

How we will measure success:

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

The underpinning plans and strategies that will enable us to deliver on this priority include:

- A Place to Call Home, a Place to Thrive Housing Strategy for Bradford District 2020 – 2030
- Bradford Homelessness and Rough Sleeping Strategy 2020 – 2025

Good Start, Great Schools

Our ambition:

We want Bradford to be a great place to be a child – a place where all our children and young people are given the best start in life and can develop their talents and abilities to the fullest extent. This is reflected in our ambition to become a Unicef Child Friendly District, where the voice of the child is at the heart of all we do and all our children and young people have the opportunity to develop, thrive and prosper.

We will provide the best start by providing high-quality early childhood education and welfare services for all. From this secure base, we will ensure our children can develop their talents by creating a long-term, sustainable improvement in school attainment for all our children and young people.

We want Bradford to be a safe and secure place for children and young people to grow up. We will continue to work with our partners in education, health, police and the community on safeguarding to keep children safe and respond to child protection concerns.

We will work tirelessly to reduce the educational attainment gap and ensure no child is left behind so that our most vulnerable children and young people are protected. Education and schooling should be an engine of opportunity that maximises our children and young people's talents and abilities to their fullest extent and prepares them for successful transitions into adult life, whatever their background.

Our context:

Bradford District is one of the youngest, most diverse places in the country.

Bradford District has a rich cultural and arts scene with world-famous events such as the Bradford Literature Festival. There are great youth and leisure services, award-winning social cohesion programmes and innovative support programmes for some of our most vulnerable children and young people.

In Born in Bradford, we have a unique and internationally renowned research institute, based at Bradford Royal Infirmary, which helps us understand the challenges and opportunities faced by children and young people in the district.

We have a number of challenges including:

- Too many of our children grow up in poverty. COVID-19 has increased the number of children growing up in poverty and the pressure on their families.
- There are great inequalities in health. Our poorest children can expect to live shorter and less healthy lives than our wealthiest children. Children growing up with health problems or whose care is affected by their parents or guardians' ill health are significantly disadvantaged in education. COVID-19 has exacerbated health problems, particularly childhood mental health problems.
- Educational attainment and progress across all stages of education from early years onwards is below the national average and COVID-19 has shown a growing digital educational divide.
- Educational and social outcomes for our most vulnerable and disadvantaged children and young people need to be improved. This is all the more important because the

pandemic has widened the education gap between our poorest and most vulnerable children and the rest.

- COVID-19 has disrupted our children's education. Getting all our children and young people safely in education, ensuring schools are COVID-19 safe places and parents have confidence in sending their children to school is an immediate priority. The pandemic has meant that our children and young people have missed six months of education. The impact of this will be felt by all but falls heaviest on the poorest and most vulnerable who lack access to digital learning and support outside school.

Our priorities:

a) Living with COVID-19

We will:

- Support schools with clear infection control and response procedures to protect their staff, pupils and families.
- Provide children and young people with the equipment and support to learn flexibly, including at home.
- Work with partners to make sure that no child goes hungry through this pandemic. We will continue to provide healthy meals to the District's schools, minimising the use of salt and sugar in food production and also reducing the use of plastics.
- Work with early years settings to ensure that parents are able to access childcare to enable them to work.
- Work as a whole system to promote, protect and improve children and young people's mental wellbeing to be happy and healthy

b) Building a Better Future

We will:

- Ensure children are at the heart of everything we do, and ensure we continue on our journey to become a Unicef Child Friendly District.
- Improve attainment of children and young people at all Key Stages so that they can secure employment and be active and positive citizens.
- Improve levels of attendance so that children and young people can achieve their academic expectations.
- Deliver our 0-5 Early Years Programme including a prevention and early help offer for families to support children and young people from conception to five years.
- Improve social mobility for children, including through the continuation of the Opportunity Area programme, which focuses on children in the most deprived areas of the district.
- As a good and responsible corporate parent, we will support our children and young people in care to achieve their full potential in education and learning.
- Work with early years providers to ensure sufficient places for all children in the district.
- As a good and responsible corporate parent, improve and increase apprenticeship and training opportunities in the Council and district for young people in care and care leavers.
- Work with partners to ensure we have an evidence-based approach to all we do. This includes working with Born in Bradford to make sure that all our interventions are based on Bradford-specific research data.

How we will measure success:

1. GCSE Level 4 English and Maths results to close the gap with the national average.

2. Reduce persistent absence faster than national trend.

3. Improve Key Stage 2 results in line with national trends in Reading, Writing and Maths.

4. Improve Key Stage 1 Phonics in line with national trends.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Bradford Children, Young People and Families Plan
- Bradford District Education Covenant

PRIORITY AREA: Better Health, Better Lives

Our ambition:

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

We will strive to provide personalised health and care services to support quality of life at every stage. We will transform how services are delivered with a digital-first, citizen-centred approach.

We will intervene when necessary to keep our children safe and ensure that residents in need can access services to maintain dignity and independence. We will continue to work with our partners in health, police and the community on to keep vulnerable children and adults safe and secure.

Our context:

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

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

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

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

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

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

Our priorities:

a) Living with COVID-19

We will:

- Make sure robust control measures are in place to reduce infection rates and prevent future outbreaks of COVID-19, including Test and Trace, information, advice and guidance for residents and service providers, and we will respond to COVID-19 outbreaks swiftly and effectively.

- Ensure timely interpretation and localised implementation of national guidance to ensure our plans and approach continue to protect and support residents.
- Maintain provision and support to meet the health and wellbeing needs of all adults and children, while ensuring the most vulnerable and high risk groups are prioritised.
- Use our learning and experience from COVID-19 to accelerate our transformation plans to redesign services to continue our support for communities to help themselves and each other. This will improve outcomes for individuals and families and avoid increased demand on statutory services.

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.
- Work with partners including education providers, NHS, the police and the voluntary and social sectors to move budgets to prevention and early intervention for all ages. As part of this work, we will deliver a prevention and early help offer for families to support children from conception to five years.
- Improve self-care and personalisation services for adult social care and tailor support to the long-term health and wellbeing needs of individuals.
- Transform how services are delivered with a digital-first, citizen-centred approach. Our services will remain accessible to all those for whom using digital channels will never meet their needs.
- Work closely with our partners across the health and social care system to ensure that resources are pooled, prioritised and channelled to address shared outcomes. This is being enacted through the 'Act as One' strategy and formalised through a Section 75 agreement with the NHS.
- Improve the mental wellbeing and resilience of adults and children through our partnership approach to prevention and early intervention with education providers, NHS, the police and the voluntary and social sectors.
- Strive to make sure that all children are safe. We will prevent and reduce the impact of adverse childhood experiences. We will achieve an improved Ofsted assessment for our children's services.
- Support the protection and welfare of vulnerable children, including providing specialist advice and representation to assist Children's Social Care in achieving their improvement goals following the Ofsted inspection in September 2018.
- Continue to support the continuation of the innovative approach within the Family Court in West Yorkshire.

How 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 three or more placements during the previous year in line with our statistical neighbours.

6. Improve the emotional wellbeing of Children in Care.
7. People with learning disabilities in settled accommodation. To move up one quartile based on 2018-19 published national data (Adult Social Care Outcomes Framework (ASCOF) data).
8. Percentage of adults who have a learning disability in paid employment. To move up one quartile based on 2018-19 published national data (ASCOF data).
9. Maintain the 2019-20 performance of 555 per 100,000 population (or below) permanent 65+ admissions to residential and nursing homes.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Health and Wellbeing Strategy
- Children's Services Improvement Plan
- Living Well
- Bradford Children, Young People and Families Plan
- Home First - Our vision for wellbeing
- Joint District Health and Wellbeing Strategy
- Happy, Healthy and at Home
- Health & Wellbeing – (Adult Social Care) - Commissioning Strategy and Intentions 2019 – 2021
- Better health and wellbeing for everyone: Our five year plan – West Yorkshire and Harrogate Partnership
- Mental wellbeing in Bradford district and Craven: a strategy 2016-2021
- Care Quality Commission System Review

PRIORITY AREA: Safe, Strong and Active Communities

Our ambition:

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

Our context

COVID-19 presents complex challenges to a district as young and diverse as the Bradford District. As we face them and look to a better future beyond the pandemic we know that we have solid foundations to build that future upon.

We know our communities well – 82% of Council staff live in the district, many with deep rooted connections to our places and people. Decades promoting integration and cohesion have taught us valuable lessons and led to pioneering partnership initiatives such as the School Linking Network; our community ambassadors providing critical insight into the assets and needs of our communities; innovative approaches to increasing participation in the economy; and internationally recognized work to combat racism and extremism.

Our understanding of our communities has been integral to our response to the pandemic as has our recognition that the Council achieves little acting alone. Strong, mature partnerships with our Voluntary and Community Sector and Police, developed over many years, have been critical to community resilience and wellbeing and will continue to be so throughout COVID-19 and beyond.

'People Can' is at the heart of working with people as individuals, families and communities to help get the very best outcomes. We are committed to doing things with people, not to them.

However, we are only too aware of the impact that the behavior of a minority has on the quality of life of the responsible, law-abiding majority. We see it in dangerous and anti-social driving, the drug deals, the litter on our streets and the affront of fly-tipping. Spelling out responsibilities as well as rights and taking robust action to identify and prosecute offenders will be key to our work.

COVID-19 is widening inequality and threatening community cohesion. Hate crime, domestic abuse and social isolation have increased. We must continue to work together with communities and align our local and district-wide services so we can all play a part in creating and sustaining strong, active and safe places.

Our priorities:

a) Living with COVID-19

We will:

- Work with our communities, volunteers and community organisations to reduce social isolation as a result of COVID-19 and support the building of community resilience and cohesion.
- Ensure residents of all communities have access to the support they need.
- Increase the awareness and confidence among victims of domestic violence and hate crimes to report incidents and seek help.

b) Building a Better Future

We will:

- Work to empower communities so we do things with them not to them.
- Improve equality of opportunity by addressing factors affecting economic participation and poverty, including language skills and educational attainment.
- Help people get on better with each other by promoting greater interaction, dialogue and understanding across the district.
- Make sure people fully understand their rights, freedoms and responsibilities.
- Create opportunities for people to take part in community and civic life and strengthening leadership. We will nurture and grow a resilient and vibrant voluntary and charitable sector.
- Keep the district clean and tidy, including waste collection, keeping our public spaces clean and tidy and continue to support measures to address fly tipping.
- Tackle crime and the fear of crime so everyone feels safe.

How we will measure success:

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

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Stronger Communities Together Strategy and plan
- Safer Bradford Plan
- Bradford Domestic and Sexual Violence Strategy 2015-20

PRIORITY AREA: Sustainable District

Our ambition:

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

We acknowledge we need to reduce our carbon emissions to tackle the climate emergency. This will require urgent and significant steps to limit our collective impact on the climate and ensure our residents, businesses and public sector partners can adapt to the challenges of the future.

We want to lead by example and become one of the best councils in the country for our record on reducing carbon emissions and become known for our proactive management on biodiversity, water management. We will make it easier for individuals, households and businesses to adapt, change and innovate to address the challenges presented by climate change.

We will develop a Single Use Plastics Policy and implementation plan to help the Council become a single use plastic-free organisation by 2024.

Our context:

Bradford Council declared a Climate Emergency in 2019 and we are members of the Leeds City Region Climate Coalition. We are also investing in a number of capital and community based projects – for example, through a capital programme to invest in energy efficient street lighting and in reducing the environmental footprint of our own buildings.

The Bradford District currently has relatively low levels of CO2 emissions but still need to do more in order to ensure we are sustainable in the medium to long term. In 2018, the last year where we have data, the district's emissions were 3.8 tonnes per head, compared to 6.5 tonnes for Yorkshire and Humber, and a UK average of 5.2 tonnes.

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

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

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

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.
- Improve active travel infrastructure and help people move around the district for business or leisure safely, quickly and sustainably, even with reduced public transport capacity. Ensure that the public are informed about how they can access support on how they can move around the district safely using sustainable forms of transport.

b) Building a Better Future

We will:

- Lead district partners to address the climate emergency through the Sustainable Development Partnership working at all levels from grassroots to large infrastructure projects.
- Work with the West Yorkshire Combined Authority and national government to make the case for sustainable transport development, including Northern Powerhouse Rail.
- Improve green space with initiatives such as 'Tree for Every Child' to plant more than 55,000 new trees, one for each primary school pupil.
- Help businesses and households to be more sustainable and embrace the principles of the circular economy.
- Improve air quality through our Breathe Better Bradford clean air plan.
- Encourage more recycling by households and businesses and improve waste recycling rates.
- Help households access funding to improve energy efficiency.
- Support local food production and food security efforts.
- Expand the network of electric vehicle charging points and number of electric vehicles.
- Increase renewable energy usage and reduce greenhouse gas emission reduction in the Council's business activities.
- Reduce energy use and emissions from the Council fleet and street lighting.
- Increase the efficiency of our buildings and operational assets to reduce energy use and emissions.
- Deliver an Advanced Fuel Centre to allow conversion of the Council's vehicle fleet and support the Council's Clean Air Strategy.
- Identify risks from extreme weather events and work with local and national partners to strengthen infrastructure and buildings.
- Bradford Council is committed to supporting Fair Trade as it supports sustainable farming and production methods whilst also ensuring that farmers and producers receive a fair price for their produce and goods. We will continue to buy Fair Trade goods and produce in line with our commitment, encourage our partners and businesses do so and consider how can support Fair Trade further across the District.

How we will measure success:

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

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Bradford Clean Air Plan
- Sustainable District Action Plan

PRIORITY AREA: A Enabling Council

Our Ambition

We will be an enabling Council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively, and the buildings they work from will be fit for purpose.

We will work to deploy our resources – people, money, buildings, land, ICT and digital infrastructure – in a sustainable and responsible way.

We will deliver efficient, value for money services, minimise risk and support improved outcomes across the district's key priorities.

We will take an asset-based approach working with the district's communities, the voluntary sector, the local business community and public sector partners to develop and deliver against our shared priorities.

Effective communications will ensure that everyone in the district is kept informed and engaged about local services and activities and the part that they can play in helping to achieve better outcomes.

Council decision making will be open, transparent and democratically accountable.

Our Context

Bradford Council has a net budget for 2020-21 of £378 million and oversees a £734 million capital programme. It employs over 8,000 people with wide-ranging skills and expertise and holds extensive legal responsibilities and powers. These resources make an important and often essential contribution to leading and shaping the district's present and its future.

Over the last 10 years, we have had to find over £300 million in savings and additional income whilst continuing to deliver services for the people, businesses and organisations of the district, work alongside them to make the most of all our assets and provide the leadership and profile necessary to secure private and public investment.

COVID-19 has had a substantial and disproportionate impact on Bradford District. The deployment of Council resources required to respond to the pandemic has been considerable. We have had to adapt rapidly and make changes to the way we work in order to maintain the district's resilience, sustain services and build for recovery.

The Council will continue to work within a changing environment, including working with a Mayoral Combined Authority, preparing for and responding to Brexit, and strengthening our approach to equalities in the light of the pandemic.

That's in addition to sustaining our flexible response to COVID-19 and the recovery of the district post COVID-19.

Our people – We will ensure the authority is a great place to work and reflects the communities we serve. We will encourage, empower and enable our colleagues to deliver great services. We will make sure all employees feel engaged and can have the confidence and tools to achieve their full potential and barriers to success are removed.

Our Financial resources - We will manage public money responsibly and be proactive in identifying and exploiting opportunities to bring additional funding and investment into the district. Responsible and prudent financial management will help us to sustain investment in key priorities even through the challenges presented by austerity, increasing demand, inflation and COVID-19. The Council will work to prioritise and transform the way we deliver our services to improve the impact on people's lives and make the most effective use of Council resources.

We are delivering our Procurement Strategy to provide a first class, service that is fully integrated from procurement to payment and is effective, efficient and respected. We will use procurement of goods and services to deliver social value by securing wider social, economic and environmental benefits to the district and in this way improving outcomes.

Our Buildings and assets – The Council uses its estate and land to support delivery of outcomes across all priorities. In particular, we are proactively supporting economic development and growth throughout the district using the Council's financial strength. We are also working to reduce the carbon footprint of our overall estate. We are funding the redevelopment of key iconic sites directly or indirectly to attract new businesses, cultural, retail and leisure facilities to the district. We are working to ensure our buildings are fit for purpose for our colleagues to occupy and to deliver services from.

Our Information Technology and digital infrastructure - We will lead the digital transformation of public services, not just putting existing services online, but rewiring the local system to take advantage of opportunities to share and integrate digital tools and platforms across services and organisations. The Council will collaborate with all public service providers on a digital platform for genuinely joined-up service delivery. The Council will work with public and private stakeholders to boost digital infrastructure and connectivity across the district.

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

Digital technology will continue to help to ensure that decision making is transparent and subject to appropriate scrutiny despite the limitations imposed by COVID-19 on people meeting publicly.

Democracy – Our 90 councillors will be well supported and our democratic processes will be effective to help them to make decisions. We will do our utmost to comply with the law, adhere to ethical standards and make sure our decision making is transparent and accessible. We encourage the scrutiny of our policy setting and delivery. We will welcome and encourage peer and councillor review and challenge to test our leadership and decision-making, to make sure we are doing the right things and getting the right results. We will put in place robust systems to anticipate and manage opportunities, threats, risks and challenges, and to make sure that we remain focused on our district's priorities.

We will make sure we fully meet the standards expected of well-run public bodies. We will run elections well in a transparent way and encourage more people to register to vote. We will contribute to the information provided to citizens and taxpayers on how we are doing.

Our priorities:

a) Living with COVID-19

We will:

- We will support our workforce to deliver against the challenges of COVID-19, whilst ensuring the risk of transmission for our employees and partners is minimised. We will make sure they have the tools to do their job effectively and support the resilience of our people.
- We will manage public finances effectively and make sure we take advantage of opportunities to secure funding to support our COVID-19 response while investing Council resources if necessary in order to assist the vulnerable, support communities and keep the economy in business.
- We will ensure our buildings are COVID-19 Secure and safe for colleagues and members of the public to use, and to work with Services to review how buildings will be occupied and services delivered in a post COVID-19 world.
- We will continue to pay our suppliers quickly and efficiently to help cash flow.
- We will make sure we have a strong baseline budget to deliver services where needed and attract income and investment to support frontline delivery.
- We will continue to work with our partners to ensure the people of Bradford District are informed of changes to services or practices due to COVID-19 including how to stay safe and where to go for the help they need, using community languages and other channels for those with low levels of literacy or no access to IT.

b) Building a Better Future

Our people

We will:

- Develop and implement an inclusive people strategy which will ensure our colleagues are able to deliver this Council Plan.
- Build and encourage a workforce that represents the communities we serve across all levels through our inclusive approach to recruitment and selection and talent development including a renewed commitment to diverse interview panels and more effective tools to ensure we use appropriate recruitment methods.
- Proactively focus on engagement with all of our colleagues, review and refresh all relevant policies, procedures and effecting culture change.
- Help every employee to reach their full potential through a proactive approach to learning and development and supporting the development of the talent across all of our colleagues.

Our Finances

We will:

- Produce an annual budget and continue to manage the Council's resources. We will take a #teambradford approach with partner organisations to make sure we use all of our resources in a joined-up way where we can.
- Collect revenue from Council tax, business rates and accounts receivable in an effective, fair and efficient way. We will work to prioritise and transform the way we deliver our services to improve the impact on people's lives as well as making the best use of the Council's resources. We will continue to seek opportunities for joining up services and making services work better for people, intervening earlier where we can.
- We will achieve value for money through innovative procurement and contract management practices while ensuring robust and transparent governance.

- We will make best use of the 'Bradford District Pound' by committing to using district-based organisations, directly or indirectly, to deliver supplies, services and works wherever possible.
- We will deliver improved social value and inclusive growth outcomes from procurement procedures.
- We will connect with our local suppliers, particularly the voluntary, community and social enterprise community, to improve understanding of our local supply chains.
- We will modernise our procurement platform to enable efficient and effective payments to suppliers.

Our IT

- We will develop digital access to all our services and tackle digital exclusion in the workforce to ensure that everyone has the tools they need to do their job effectively. Our services must however, remain accessible to people whose needs are unable to be met through digital access.

How we will measure success:

1. Ensure Council spending is within budget and year-on-year savings and investments agreed by Council are delivered.
2. Improve the collection rate of council tax to 93.94% to be in line with our statistical neighbours
3. Percentage of top 5% of employees who are female.
4. Percentage of employees from LGBTQ+ backgrounds.
5. Percentage of employees from BAME backgrounds.
6. Percentage of top 5% employees by income who are from BAME backgrounds.
7. Percentage of employees who identify as having a disability
8. Improve staff satisfaction, measured through the staff survey.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Council Workforce Strategy
- Bradford Council Equality Plan
- Bradford Council Financial Strategy
- Bradford Council Procurement strategy

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 employment overall and close the gap with the National Average trend National Average – 76.2%	66.2%

	Median earnings of employees in the area	Increase the earning of employees in the area and close the gap with the national average National Average - £591.30	£500 (Gap with the English National Average £91.30)
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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: Bradford - 72.64 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. %
	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 between 5 -16 years old (average score from the total of SDQ scores)	Improve the emotional wellbeing of Children in Care	13.2%

Outcome Area	Performance indicator	Target	Current Performance
Better Health, Better Lives	Percentage of people with a learning disability living in their own home or with family	To move up 1 quartile based on 2018-19 published national data (ASCOF data) Target 90%	88.2%
	Percentage of adults with a learning disability in paid employment	To move up 1 quartile based on 2018-19 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	Improve the percentage of people from different backgrounds who get on well together and close the gap with the West Yorkshire average West Yorkshire Average – 57.2%	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	[As per Operation Steerside Targets] 2020 – 172 2021 - 165	168
	Percentage of people who feel safe in their local area (Suspended due to COVID-19)	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 West Yorkshire Average – 81.3%	77.43%

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
	Council Tax Collection Rate	Improve the collection rate of council tax to 93.94% to be in line with our statistical neighbours	58.29%
	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	Percentage of top 5% employees who are female Target 65%	48.2%
	Equality targets	Percentage of employees from LGBTQ+ backgrounds Target 2%	0.6%
	Equality targets	Percentage of employees from BAME backgrounds Target 33%	27.8%
	Equality targets	Percentage of top 5% employees by income who are from BAME backgrounds Target 27.8%	18.4%
	Equality target	Percentage of employees who identify as having a disability Target: 5.4%	4.3%
	Annual staff survey	Improve staff satisfaction	Baseline to be set when staff survey

		measured through the staff survey	is created.
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*https://uk-air.defra.gov.uk/assets/documents/Air_Quality_Objectives_Update.pdf

Appendix 3: Consultation Summary

Introduction/ summary

Following Executive's approval on the 6th of October 2020, the draft Council Plan 2021-2025 was released for consultation with members of the public, Council employees and partners during October and November.

The consultation also ran alongside the consultation for the draft Equality Objectives for 2020-2024.

Methodology

The consultation was composed of:

- An online survey
- A series of partner focus groups including membership of the Bradford and District Voluntary and Community Sector (VCS) Assembly, Women's Health Network, the Cnet equalities forum (including representatives of people with disabilities), faith groups, young lives forum, volunteer leads, Stronger Communities ambassadors, Safer Communities partnership, equalities and communities strategic group, Race Equality Network and LGBT groups.
- In addition to this, three focus groups on the Council Plan will be held with members of the public on the 17th November.

The consultation was promoted on the Council website, via the Council's social media channels including People Can and Safer Bradford and through forum sessions.

Where this was published via People Can it was also shared with the Keighley and Shipley constituency pages to ensure all voices could be heard.

Additionally, the consultation was promoted via the Stronger Communities e-bulletin, the People Can e-bulletin and to those who subscribe to the consultation e-bulletins.

Community Action Bradford & District (CABAD) promoted the consultation in their Daily Briefing to the voluntary and community sector and via their social media channels. A wide number of groups were contacted to circulate and promote the consultation including the Council for Mosques and the Race Equality Network.

The consultation was also promoted at planned meetings with other strategic boards including focus groups sessions with a range of internal and external stakeholders.

Where there was no option to hold a focussed session the consultation was sent to the following partnership boards;

- The Parish Council Liaison meeting
- Public Services Executive Group
- Sustainable Development Partnership
- Economic Recovery Board

- Positive Aging Partnership
- Young Lives forum
- Assembly Steering Group
- Bradford District Armed Forces Covenant Partnership
- Anti-Poverty Co-ordination Group

The focus groups were attended by a broad range of people and the demographics of attendees are summarised below.

	Stakeholder	Date	Attended
1.	Community, engagement or delivery partnerships		
	Bradford and District VCS Assembly	13 th October	9
	Women's Health Network	3 rd November	13
	Equalities Forum (Cnet)	13 th October	7
	Race Equality Network (REN)	11 th November	13
	Faith Groups	20 th October	9
	Young Lives Forum	26 th October	4
	Volunteer Leads	14 th October	7
	Youth Ambassadors		10
2.	Strategic Partnerships		
	Children's Trust – information only	24 th September	
	Stronger Communities Together Partnership (Bradford For Everyone - BFE) BFE Ambassadors	15 th October	12
	Safer Communities Partnership	27 th October	18
	Equalities & Communities Strategic Group	29 th October	9
	Internal Staff		
	Cross Department Equality Group	22 September 2020	20
	Open Community Sessions		
	Three online forums	17 th November	1

Consultation Feedback

Through online focus groups, we have so far spoken to over 130 people and an additional 438 responses were received via the survey. We planned our focus groups to ensure as a full a representative response for the district as possible with two sessions for equalities groups, one with the Race Equality Network and one with faith leaders so that we could ensure open discussion with our BAME colleagues across the district.

From the postcode data we can see that over 40% of the survey responses were from Keighley and Shipley.

Key themes from the consultation responses are as follows:

- The Council should do more in the next four years to further collaboration and co-design, to do things “with” our communities rather than “to” them
- We need to broaden the Safe, Clean and Active chapter and Sustainability chapter to give more prominence to waste and cleanliness of the district.
- We need to broaden Good Start, Great Schools chapter to reflect that it isn’t just about education but also about the District as a place to be a child and young person.
- There needs to be more development of the Well-Run Council objective, including a more active title to An Enabling Council. We have expanded this section to cover more of what we do as a Council, such as our finances, our buildings and democratic services.
- The importance of skills for the future of the District
- Disconnect between villages, towns and cities

Proposed changes to the council plan to reflect comments made

Theme Area	What we changed
<p>The Council should do more in the next four years to further collaboration and co-design, to do things “with” our communities rather than “to” them</p>	<p>We strengthened wording throughout the Council document to reflect our ambition to continue to work with our communities and partners to help make Bradford a better place for all.</p> <p>Some of the areas we made changes include:</p> <ul style="list-style-type: none"> • Within the Council Plan introduction where we make reference to the districts strong and committed volunteers. We acknowledge that <i>‘the spirit of our communities is a tangible asset and we want to work more with people in the future to develop and deliver our shared objectives.’</i> • Strengthen our wording within the cross-cutting principle <i>Working together</i>, to make it clear that <i>‘We will work with our communities to get them involved at every opportunity. We will empower individuals so that they can be involved in the process of designing how outcomes are achieved.’</i> • Within our <i>Better Health, Better Lives</i> ambition – making reference to the fact that we <i>‘will continue to work with our partners in health, police and the community on to keep vulnerable children and adults safe and secure.’</i> • Within the introduction to <i>‘Safe, Strong and Active Communities’</i> made reference to our community ambassadors and how they provide us with a valuable insight to their communities. Our community ambassadors will be integral to help support out work in partnership with communities. • Expanded our first <i>Living with COVID-19</i> priority within our Safe, Strong and Active Communities section to reference that we will <i>‘Work with our communities, volunteers and community organisations</i> to reduce social isolation as a result of

	<p>COVID-19 and support the building of community resilience and cohesion.’</p> <ul style="list-style-type: none"> • Added an additional priority within the ‘<i>Building a Better Future</i>’ section of ‘<i>Safe, Strong and Active Communities</i>’ to say that we will ‘Work to empower communities so we do things with them not to them.’ • Within the newly titled ‘<i>Enabling Council</i>’ chapter we have added the following additional priority under Living with COVID-19, ‘<i>We will continue to work with our partners to ensure the people of Bradford District are informed of changes to services or practices due to COVID-19 including how to stay safe and where to go for the help they need, using community languages and other channels for those with low levels of literacy or no access to IT.</i>’
<p>We need to broaden the Safe, Clean and Active chapter and sustainability chapter to give more prominence to waste and cleanliness of the district.</p>	<p><u>Cleaning the District</u></p> <ul style="list-style-type: none"> • Made more reference to issue that residents have commented on such as fly tipping, dangerous driving etc. within the <i>Safe, Strong and Active Communities</i> ambition section. • Within the <i>Safe, Strong and Active Communities</i> chapter, added an additional <i>Building a Better Future</i> priority, referencing our commitment to keeping the district clean and tidy ‘<i>Keep the district clean and tidy, including waste collection, keeping our public spaces clean and tidy and continue to support measures to address fly tipping.</i>’ • Within the Sustainable District chapter, expanded the Building a Better Future priority around recycling to include, ‘<i>improve waste recycling rates.</i>’ <p><u>Sustainability</u></p> <p>Under our priority outcome area for Sustainable District, have made reference to the fact that we will work to ‘reduce carbon and use resources sustainably.’</p> <ul style="list-style-type: none"> • In regards to housing and sustaining our green spaces, we have made reference within the <i>Decent Homes</i> chapter that we will work to build good quality new homes ‘<i>on brownfield sites where possible.</i>’ • Added additional priorities within the <i>Building a Better Future</i> section of the <i>Sustainable District</i> chapter which include; ‘<i>Lead district partners to address the climate emergency through the Sustainable Development Partnership working at all levels from grassroots to large infrastructure projects</i>’; making reference to ‘<i>sustainable transport development, including Northern Powerhouse Rail</i>’; ‘<i>Deliver an Advanced Fuel Centre to allow conversion of the Council’s vehicle fleet and support the Council’s Clean Air Strategy.</i>’ <p>In addition, we have also added a new cross-cutting principle for Safeguarding.</p> <p>Added our Single Use Plastics Policy into our ambition <i>We will develop a Single Use Plastics Policy and implementation plan to help the Council become a single use plastic-free organisation by 2024.</i></p>

<p>We need to broaden Good Start, Great Schools chapter to reflect that it isn't just about education but also about the District as a place to be a child and young person.</p>	<p>We have strengthened the wording of this priority and widened this section to include the wider reasons alongside education on why we want to ensure that Bradford district is a great place to grow up.</p> <p>We have also added text to reflect the challenges we have seen as a result of Covid-19 – difference in levels of poverty, health equality and digital divide and lack of equipment.</p> <p>Amongst some of our additional priorities, within Living with COVID-19 - Work with partners to make sure that no child goes hungry through this pandemic. We will continue to provide healthy meals to the District's schools, minimising the use of salt and sugar in food production and also reducing the use of plastics.</p> <p>We also added text to reflect the fact we will work as a whole system to promote, protect and improve children and young people's wellbeing.</p>
<p>There needs to be more development of the Well-Run Council objective, including a more active title to An Enabling Council. We have expanded this section to cover more of what we do as a Council, such as our finances, our buildings and democratic services</p>	<p>We have refreshed this section to add wider corporate objectives around our people, our financial resources, our buildings and infrastructure and democracy.</p>

One: The Council should do more in the next four years to further collaboration and co-design, to do things “with” our communities rather than “to” them

- “I really don't see any real commitment to work along side communities on their agendas, there is an expectation that communities will engage with the councils agenda rather than the other way around, and top down initiatives rarely achieve their goal of engaging effectively with communities.”
- “ward officers have a key role and this should be used more, more neighbourhood forums to cover key themes that matter to communities and not just to the Council and use them for consultation and engagement”
- “you need to address the issue of what is in it for communities? Where is the training for community activists to develop their community development skills...?”
- We can't expect a lot of these grass roots groups to continue after the pandemic without investing time and money in the VCS.

- NHS and VCS would like to see links between our staff networks and theirs and the forums, talk and listen equally to build strength and sense of community instead of us and them between sectors.
- “We should do more for integration on the council estates.”
- “Helping those who are the most vulnerable will make a difference to their lives and the way they live and to do so Education and a decent home to live in will help.”
- “Work on communication and delivery between services within the community.”
- “A lot of services have similar priorities and would make sense working together.”
- “Bradford for everyone ambassadors. The purpose of the group is to bring people from different backgrounds together. Projects have been funded with this focus. Worked well. Good example of how this priority is being delivered well in Bradford but needs building on.”

Two: We need to broaden the Safe, Clean and Active chapter and Sustainability chapter to give more prominence to waste and cleanliness of the district.

Comments include issues with fly-tipping, vandalism and an ask to find ways to keep the District clean and tidy.

- “Recycling and initiatives that address waste disposal and reduce landfill”
- “Bins for plastic bottles clearly labelled and in more areas.”
- “More signs saying “There's no dog poo fairy. Pick it up.”
- “Educate children on the importance of the local environment and the effects of litter
- “Further emphasise reducing pollution”
- “Making environmental services such as bin collections responsive to the cultural need of local communities.”
- “Keep Bradford clean and tidy, it is not a place to be proud of at the moment”
- “It is impossible to pay the ridiculous charges that private companies ask to take away waste so fly tipping naturally is on the increase. Your policies of encouraging recycling only work if you have full access to a vehicle large enough to take things to a recycling centre or to take your waste to the tip. The vast majority of those living in poverty do not have a vehicle and nor do they have the money to pay private companies. And you then fine them if they breach your policies with no thought that it was your policy at fault, not them.”

Three: We need to broaden Good Start, Great Schools chapter to reflect that it isn't

just about education but also about the District as a place to be a child and young person.

Comments included that the current draft version of the Council Plan is missing opportunities for young people and support with mental health:

- Young people – opportunities for them?
- Support for young people's mental health

There were also comments around the digital inclusion gap that the Coronavirus pandemic has highlighted between our wealthiest and poorest communities with this and poverty being overriding themes across all focus groups sessions.

- "Covid has shown the need for better digital inclusion, too many children left behind because poverty means they can't access online learning"
- "Come across lots of children that don't have the facilities at home. Internet computer etc. and parents can't help them. They won't be at the same level as other children where there is support. Anyway to provide facilities to these children will help improve results "
- "Less youth services along with poor education impacts hugely on childrens life chances, particularly children from disadvantaged backgrounds, who are then drawn into crime. Until these basic needs are met there can be no improvements."
- "Why are most of your grants for capital only when the stated aim is to engage communities who do not traditionally engage - where is the money for community workers, youth workers, drama/ art other community engagement specialist/s; biodiversity experts."

There were also comments for further to support young people with additional needs:

- "Better educational provision and outcomes for children with SEN particularly children with high functioning Autism"

Four: There needs to be more development of the Well-Run Council objective, including a more active title to An Enabling Council. We have expanded this section to cover more of what we do as a Council, such as our finances, our buildings and democratic services.

- "Able to access information about various aspects that the council has responsibility for. This can only be achieved if the website and e-infrastructure is in place to facilitate this" – better IT infrastructure and ability to search for Council Services
- "A priority should be to build upon the 'digital' image and communications of the Council to disseminate information to wider sections of the community. E.g Covid e-bulletins - many residents I speak to are not aware of these email and no clue

about the status of lockdown within the district. Digital communications should be utilised and built upon to benefit all our citizens.”

- “Be serious about wanting to spend as much as possible within the district, need more than empty words.”
- “I want to see the council in the community. I want to see the council bringing the community into job roles outside of the traditional applications and interview process.”
- “We welcome more investment in local services but this has to be accessible to all in the VCS and not just the same organisations who always get the money. Smaller groups often innovate more but are never heard, listen to them too”
- “Be inclusive and consistent with contact and communication options. Some services are contactable e-mail only, some telephone only, some by online form, some switch between”

Five: The importance of skills for the future of the District

Comments include helping to support people it to work and maintain their jobs, support staff develop their skills and help to address unemployment and poverty by providing and encouraging access to further education, re-training and apprenticeships:

- Support people develop the skills to get and keep a job
- Help to address unemployment and poverty by providing and encouraging access to further education, re-training and apprenticeships
- “More support for volunteering both for Council staff to volunteer in their communities and also for people to volunteer with the Council to gain skills and insight. We’d especially welcome those Council staff who live outside the district to be more involved in communities to really get to know us”

And from staff feedback:

- Support staff to undertake training opportunities that may not be related to their job to help develop skills
- More information provided about development opportunities
- Support with funding for professional posts
- “integrate the university and college students into the economy branch. The council plans to integrate communities but it doesn't start with thinking out of the box. There is a lot of talent available through college and university students or music school even. Little projects in cooperation would integrate new talents with creative minds and university students coming from abroad could integrate new strategies and perspectives.”

Six: Disconnect between villages, towns and cities

Most comments here related more to Bingley, Keighley, Ilkley, Eldwick and Haworth etc. for example:

- “Allow individual areas to have a bigger say in the place they live.(I.e listen to Keighley people)”
- “Try treating areas like Bingley and Eldwick more favourably and not spending all our taxes on Bradford City residents”
- “There are far greater services in the Bradford area. Airedale/Ilkley are part of the council and rarely get mentioned and a distinct lack of resources.”

Online Survey Responses

Council Plan 2021 – 2025 Consultation

Importance of each of the Priority Areas

Priority Area	Percentage of individuals who rated the priority as really important (10) to them (Internal)	Percentage of individuals who rated the priority as really important (10) to them (external)
Great Start, Good Schools	67%	70%
An Enabling Council	55%	54%
Better Health, Better Lives	52%	63%
Decent Homes	49%	59%
A Sustainable District	44%	46%
Better Skills, More Jobs and a Growing Economy	44%	45%
Safe, Strong and Active Communities	44%	49%

Other questions

Should everyone within our communities be treated with respect and be able to access to services that support them to live without fear of violence or abuse?

Important 409 (97%)
Not Important 12 (3%)

Do you think there are any priority areas we have missed in our council plan?

Yes 165 (39%)
No 262 (61%)

Demographic information provided by respondents

Which of the following options best describes your race, ethnic or cultural origin?

	Survey %	Focus groups %
White English //Welsh /Scottish/ Northern Irish/ British	79	40
Any other white background	6	1
Asian / Asian British	11	42
Caribbean/ African	2	8
Any other background	2	9

Age (survey)

Category	%
16-17	0%
18-24	1%
25-34	6%
35-44	20%
45-54	23%
55-64	24%
65-74	15%
75+	5%
Prefer not to say	6%
Totals	100%

*12% of overall focus group attendees were under 25s attending the young lives forum and the youth ambassadors forum

Gender Identity

Category	Survey %	Focus group
Male	34%	51
Female	57%	49
Other	0%	0
Prefer not to say	9%	0
Totals	100%	100%

Sexual Orientation (Survey)

Category	%
Bisexual	3%
Gay man	1%
Gay woman or lesbian	2%
Heterosexual or straight	77%

Prefer not to say	16%
Other – No extra details	1%
Totals	100%

Health issue or disability which prevents you from doing things you want to, need to or have to (survey)

Category	£
Yes, a little	11%
Yes, a lot	19%
No	62%
Prefer not to say	8%
Totals	100%

Health or Disability (survey)	%
Internal - Physical disability <i>(including mobility difficulties)</i>	36%
Learning disabilities	1%
Mental ill health	17%
Autism spectrum conditions	2%
Visual impairment	2%
Hearing impairment	7%
Learning difficulties eg Dyslexia	2%
Other substantial and long term condition	23%
Prefer not to say	5%
Other	5%
Totals	100%