

Report of the Director of Place to the meeting of Corporate Overview & Scrutiny Committee to be held on 8th December 2022

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Subject:
Bradford for Everyone Strategy (2018 – 2023)
Building Stronger Communities Together

Summary statement:

This report provides a summary of the Bradford for Everyone Strategy and provides an update on the Integration Area pilot which ran under the title of “Bradford for Everyone” between 2019-2022. With a focus on learning and legacy from this ‘test and learn’ style programme.

EQUALITY & DIVERSITY:

Our work on supporting communities is designed to be inclusive and benefit all local service delivery across the district. Whilst this is right and consistent with the principle of equalities at the heart of everything we do; it is also the case that our investment needs to demonstrate how it is enabling us to make sustainable progress in equality, diversity and inclusion and culture. Our team supports communities with protected characteristics to create actions plans and provide them with voice and engagement for developing services and policies.

All grant funded, contracted partners and projects recognise the single statutory duty to promote equality under the Equality Act 2010. All our partners ensure and demonstrate that services delivered have due regard to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between people who share a relevant protected characteristic and persons who do not share it

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Overview & Scrutiny Area:

Corporate

1.0 SUMMARY

- 1.1 Corporate Overview and Scrutiny Committee is asked to note the progress of the Bradford for Everyone Strategy and learning and legacy of Bradford District's Integration Area pilot programme "Bradford for Everyone" (BfE).

2.0 BACKGROUND

- 2.1 Following publication of the [Integrated Communities Strategy green paper](#) in 2018 Bradford District became one of five 'Integration Area' Local Authorities in England, funded by MHCLG (now the Department for Levelling Up, Housing and Communities [DLUHC]). The purpose of the programme was to better understand and tackle the challenges specific to a place, building on existing best practice, data, evidence, innovative ideas and local strengths. Each area was expected to produce, and deliver on, an area-specific integration strategy, in Bradford District, the [Bradford for Everyone Strategy 2018-2023](#) focused on four key pillars: Getting On, Getting Along, Getting Involved and Feeling Safe - with key focus areas/communities such as young people, women, new, and poorer, communities.

The programme's vision, aligned to the strategy, was of *"a place where everyone feels that they belong, are understood, feel safe and are able to fully participate in the opportunities the District offers."* Under the title of [Bradford for Everyone](#), and lead by Programme Lead, Zahra Niazi, the work was overseen by the Stronger Communities Partnership Board (SCPB) – then Chaired by Bishop Toby Howarth.

- 2.2 The programme received a total of £3.7 million of Integration Area funding, with additional funds being incorporated into the programme of delivery during COvid-19 – e.g. for Community Champions. In total over 85 'test and learn' style projects or campaigns were funded or directly delivered by the *Bradford for Everyone* during its three years, directly engaging 36,000 people with hundreds of thousands more involved or influenced via campaigns, social media, the BfE website, events and advertising. The programme engaged and supported people from across multiple ethnic, faith, gender, sexuality, age, and disability backgrounds. A 'dip sample' demonstrating diversity in participation can be found in **Appendix B page 48** "Who did the projects engage". Participants named **over 91 different countries of origin**, and came from **all wards within the district**.

The programme supported 23 core projects and a further 60 smaller projects and campaigns.

- 2.3 The programme had a keen focus on community and citizen engagement at all stages - from problem/opportunity identification, to project design, volunteer 'Ambassador' involvement in funding allocation, project observations, campaigns, the SCP Board and programme events and webinars.

The programme utilised a 'grass roots to tree tops' approach, recognising that for real change to be made in our societies both hyper-local and large scale systemic learning and initiatives were both vitally important. Listening to, and hearing, real people was vital whilst simultaneously working on multi-level governance and system change (e.g. as an [Intercultural Cities](#) member) and on perception and behaviour change (e.g. via the [#MakeSureItAddsUp](#) and [Shared Values](#) campaigns, and development of Bradford District's [People Library](#)).

- 2.4 This DLUHC funded programme came to an end in March 2022 after which thorough and independent programme/project evaluations were undertaken by [Belong – the cohesion and integration network](#).

The full [Programme Evaluation report and Executive Summary report can be found here](#), alongside numerous individual project evaluation reports, strategies and toolkits. **The Executive Summary is also featured at Appendix A** in papers for this Overview & Scrutiny Panel. The full programme evaluation report contains significant detail around individual projects, themes, impacts, innovations, campaigns, learning and recommendations.

In addition to the programme and project evaluations two end of programme films were produced - one highlights the kind of initiatives that were designed and implemented during the programme's three years, and another focusses particularly on how we brought a diverse range of citizens into all stages of the programme's development, implementation, promotion and evaluation via our Bradford for Everyone Ambassadors and network. Both films are available to watch on the *Bradford for Everyone* You Tube channel and links can be found below:

- **Bradford for Everyone - The Movie:** <https://youtu.be/TWZC0fldBSE>
This film provides a glimpse into Bradford for Everyone Integration Area pilot programme which was delivered between 2019 and 2022. The film highlights the vision, ethos, ways of working and a selection of the projects that were funded and supported by the BfE Programme - introducing the viewer to real people, organisations and communities positively impacted upon by the programme's work.
- **Bradford for Everyone – Ambassadors:** <https://youtu.be/tq1YBFm-j20>
This film highlights the thoughts and experiences of some of Bradford for Everyone's Volunteer Ambassadors - a group of dedicated Bradford district citizens from all backgrounds and places who have helped to shape, promote and continuously improve projects and campaigns delivered during the BfE programme. The Ambassadors have been integral to the 'Bradford for Everyone' programme's success. This film is just a snapshot of the huge amount of work, ideas and support that have come from this amazing group of *Bradvocates*.

2.5 **Key Elements of the Bradford for Everyone programme from Belong evaluation:**

“Evidence from the Belong longitudinal research surveys showed that Bradford District is becoming more united with a higher level of trust in local government, building more connections with neighbours and family, and that local areas that invested in social cohesion programmes fared better during the COVID-19 pandemic compared to other cities that had not invested in social cohesion.

The Stronger Communities Partnership was set up to bring key partners together, including businesses and the social and faith sectors involving engagement and consultation with over 70 organisations. A Delivery Partner Sub-group was composed of providers from across the District and was a space where they could

learn from each other, collaborate and understand 'what works' for all the participating communities. Quarterly Partner Forum meetings were a key method used to share learning, findings and to have open debate including knowledge transfer on key issues surrounding successful integration. Additionally, the Council team involved around 600 organisations in sharing good practice.

An evaluation framework was developed from the start of the programme, setting clear indicators of success which could then be measured. Data about every project included in the programme was collated and regularly interpreted to allow for adjustments as projects progressed. Rapid evaluations were conducted, and the findings were incorporated into subsequent delivery plans. Larger projects benefited from a bespoke Theory of Change, developed through applying the logic model methodology with whichever community partners were involved in delivery. The Bradford for Everyone team understood their role as a 'test and learn' pilot for how integration can successfully be fostered, encouraging all partners to collect high quality data that could then be evaluated.

The programme was able to successfully adapt to changing circumstances due to the pandemic. Major adaptations included adding the Community Champions project into the overarching four pillar framework. The targets of the 'feeling safe' pillar were expanded from tackling misinformation and having difficult conversations relating to integration issues to including difficult conversations related to COVID-19 vaccine take-up. The Make Sure It Adds Up campaign, formulated to tackle rumours adapted to incorporate rumours about COVID-19.

The programme did not adopt a 'one size fits all' approach to integration. It focused instead on how the challenges facing the District varied from one place to another and on funding projects that met the needs of each place and its communities. Local people had an opportunity to make a difference to the way the programme was delivered and designed (e.g. as Ambassadors) and helped the providers reach the maximum number of people, with the aim of ensuring that all the District's communities could really benefit from the activities."

The Innovation Fund – In relation to this small grant funding and support mechanism Belong highlighted the following:

"The Innovation Fund projects represented an exciting approach to stimulating new thinking, building new partnerships and testing innovative modes of delivery. The fund enabled volunteer-led and small voluntary and community organisations to undertake projects with support from the programme team and dedicated Project Support Officers (PSOs) to build capacity and learning. The devolved mode of delivery strengthened collaborations and trust between the Council and the funded organisations and groups, and by extension the individuals and communities involved in the projects.

The approach of granting volunteer-led and smaller voluntary and community organisations pots of funding to develop innovative projects highlighted a commitment to co-designed work that spoke to the needs of the local communities in question and thereby held the potential to have a greater impact. Small organisations needed more support to meet the programme criteria, therefore up-skilling was needed to ensure that the projects understood the rationale behind

collecting quality data, writing good case studies and how these could highlight their successes as well as where there were learnings.

The funded projects were able to reach out to individuals from different age groups, genders, areas, religions/beliefs and cultural and ethnic backgrounds. The data shows a broad demographic reach, with a range of different activities, all targeting different groups, thereby meeting the fund's overall aim of engaging all groups and communities”

2.6 **Overarching Recommendations from Programme evaluation:**

Recommendation 1

Central government and local authorities to note that a relatively small investment in integration and cohesion can positively impact a large percentage of the population, helping to: build trust in government; support more connections with neighbours, increasing resilience to shocks; involve more people in civic life and volunteering; and improve a range of indicators including levels of hate crime, health inequalities, language proficiency and entry into employment.

Recommendation 2

To adapt delivery, between scalable and targeted activities such as high profile events, public campaigns and ambitious local strategies. Using the examples of the 'Make Sure It Adds Up' and 'Shared Values' campaigns together with ESOL, Roma and Hate Crime Strategies and Innovation Fund approach will ensure that the future programmes can learn and benefit. Opportunities for storytelling need to be embedded to ensure programmes are relevant, understandable and can be applied by a range of professionals and organisations.

Recommendation 3

To use the findings from this evaluation to inform whole systems approaches to service provision within local authorities, police, courts, health, etc. Through this, building trust and resilience with equality, diversity and inclusion at the heart of every approach.

Recommendation 4

To learn from the efficacy of the small grants programme (Innovation Fund) that can reach local communities and enable them to develop sustainable solutions to local issues and trial new ideas. This includes recognising the need for infrastructure to support and measure improvements in social trust, understanding between different communities, civic participation and volunteering.

On how the programme addressed the priorities within the Strategy's four pillars; Getting On, Getting Along, Getting Involved and Feeling Safe the evaluators found that:

“The structure of the four pillars successfully addressed the key underlying mechanisms impacting on integration in the context of Bradford: providing hope for

the future by giving people support to move forward in their lives and to be able to take up available employment, learning and volunteering opportunities; increasing levels of respect between people of different backgrounds and developing people's understanding of rights and responsibilities; building constructive and trusting relationships between people from different backgrounds and between communities and Bradford Council and other service providers, particularly through the Stronger Communities Partnership for strategic direction; creating a context in which people feel safe – particularly from Hate Crime and in the context of the pandemic, that their health needs are being met.”

Pages 14 & 15 of the Bradford for Everyone Evaluation Report [Executive Summary \(Appendix A\)](#) provide a **comprehensive breakdown of key programme learning points** about what works in social integration, as well as learning from what might have been done differently or more effectively.

2.7 Sustainability and legacy:

To ensure sustainable legacies and long-term impact many of the projects and campaigns that were initiated as part of the *Bradford for Everyone* programme are continuing, learning is being utilised (and shared), and the positive, honest and innovative culture of the programme is being maintained within the Stronger Communities Team – lead by Head of Service, Mahmood Mohammed.

Below are **examples of elements which have been sustained** beyond the end of the DLUHC funded *Bradford for Everyone* programme:

Local Authority of Sanctuary

Having supported with achievement this status the Stronger Communities team have begun to coordinate fulfilment of the Local Authority of Sanctuary Award Action Plan.

Roma Strategy

The Stronger Communities team will be leading the implementation of the recommendations and actions within Bradford's "European Roma Strategy" which was developed as part of the Bradford for Everyone programme.

Intercultural Cities

Bradford continues to successfully utilise its membership of this 156 city wide global network, led by the Council of Europe. During 2023 Bradford will review its [Intercultural Cities](#) Index as a mechanism to again identify strengths, weaknesses and progress towards becoming a truly 'intercultural' district. This work will also feed into a review of the "Bradford for Everyone Strategy 2018-23".

Volunteering

The Volunteer Services Co-ordinator post has now been filled. Jabu Phiri now leads on the Citizen Coin Project and People Can, with support from our five new Partnership & Engagement Officers.

Citizen Coin brings local residents together to engage in volunteering and increase participation in social, civic, training and environmental activities. The scheme is for everyone and actively promoted to; those on a low income, people who have become disengaged, isolated and newly arrived communities. At November 2022, we see over 2000 registered users; 170 retailers offering discounts off goods and services; 81 rewarding organisations using the scheme to advertise activities and 5768 coins generated and are in circulation. Citizen Coin Bradford is becoming increasingly embedded across departments within the council as well as with partners and private sector companies across the district. Interest is growing amongst neighbouring Local Authorities also.

People Can

Our volunteering offer will be revived and both practically and digitally incorporated into the team's work – bolstered by the Bradford Citizen Coin initiative. The team will also continue to play a key role in the Volunteering Cities and City of Culture work as we move towards a successful year as UK City of Culture 2025.

English for Speakers of Other Languages (ESOL)

Work undertaken as part of the Bradford for Everyone programme in relation to ESOL is ongoing with additional funding secured to sustain it.

The English Language Advice Hub aims are to map learner needs and barriers to ESOL against existing provision. 473 learner baseline needs assessments have been carried out to date, over 300 initial assessments and 30+ focus group with learners at all levels across the district; 74% of these participants demonstrated an increase in perception on employment and education as a positive destination. Bradford Council is also part of the regional Learn English digital platform, which hosts all ESOL provision in one central place: www.learningenglish.co.uk The Hub is now in a position through consultation with ESOL providers to shape the ESOL strategy and introduce a referral model that will make access to ESOL provision easier and more importantly provide evidence based planning for Bradford District.

The Hub has successfully co-designed ESOL provision based on its findings and transformed delivery in the light of Covid-19 and digital poverty. It has engaged 1500 learners through the English for Everyone and ESOL and Health and Well-being programme. It has designed a joint referral system to implement with Skills House systems (includes information, advice and guidance) to capture data, progression and impact as an independent advice service. By establishing a Bradford District ESOL & Community Learning Consortium with over 90+ members it is able to foster greater collaboration and partnerships across the district.

Key Campaigns

- **Make Sure It Adds Up** campaign aims to get more people from across the Bradford District to practice and promote 'critical thinking' when receiving and sharing uncertain information either online, in person, or over instant messaging apps.

- **Bradford District Shared Values** were agreed in consultation with over 1400 residents; the four values are; Respect, Care, Share, Protect. The Shared Values campaign has been launched as a long term drive to stamp out discrimination and prejudice in all its forms. It aims to help build a fair, inclusive and happy Bradford, today and in the future for everyone living and working in the Bradford District; 3015 people have engaged in the campaign. This campaign continues with values being embedded across the council and beyond.

Social Media

The Stronger Communities Team continues to utilise the *Bradford for Everyone* brand and as such retains its ever-growing social media presence on Twitter, Facebook and Instagram alongside its website – www.bradfordforeveryone.co.uk . The team will continue to support relevant campaigns, events, awareness and commemoration events, and network growth, using its existing Social Media and web platforms.

Welcome to Bradford

The [Welcome to Bradford website](#) straddled impact areas with Pillar 1 and was designed to support the integration of new arrivals/refugees in the District. It successfully increased the number of migrants accessing information on health and wellbeing provision, education and employment information. It also led to a decrease in number of migrants needing to access destitution provision. The site features integrated maps, Street View integration, listings for over 250 services, listings that can be embedded into pages, dynamic translation for Bradford's 30 most commonly spoken languages and can even be added to the home screen of mobiles as an App.

Storyteller Mentoring Project – People Library

We are keen to support the development of a new generation of storytellers with the skills, and confidence, to truly hear, understand and represent Bradford district's many potential #HumanBooks. This pilot project will see three young people aged between 16-19 given the opportunity of a mentorship in Storytelling which will include elements such as shadowing, interviewing, photography and writing. The 12-week mentorship will culminate in the publication of [People Library](#) stories written and photographed by the Mentees themselves – helping to further populate the diverse 'Bradford bookshelf' whilst also adding quality published work to each young person's portfolio. The Young People will then have the opportunity to continue as contributors to the People Library – to further hone their skills and grow their bodies of work – or may take their skills on into education, training or employment. The delivery period would include: 7-week recruitment and selection phase

- 6 new written stories
- 1 film (produced separately to the Mentorship programme)
- 3 new young contributors with published writing and improved knowledge, skills and confidence as Storytellers.

The total allocated budget for the project (and one additional film) is £9,989.

Recruitment will commence in January 2023 with a programme start date of March 2023. In the meantime, a further two new People Library stories are to be published in December 2022.

Inclusive Employers Network

Bradford for Everyone's Inclusive Employers Network and Toolkit also form a significant and ongoing legacy of the BfE programme.

The Inclusive Employers network has now grown to 190 members which represent over 100 employers across the Bradford District, from the Private, Public and VCS Sectors. The Inclusive Employers Network after consultation runs;

- A Share Bi-Monthly event, which provides employers the opportunity to share good practice with other employers on the Inclusive Employers Network; and
- A monthly Lunch and Learn Bite-size, providing a regular learning platform for Employers on the Inclusive Employers Network.

Additionally, an advisory board is currently being set up, which will meet quarterly. The Inclusion Executive Coach has been brokering relationships between employers and services including providing inclusion support where needed. The Inclusion Executive Coach is the member representation for the network on the Systems Equalities Group, under the Wellbeing Board, to ensure perspectives and experiences are informing the systems equality, diversity and inclusion work.

Social Integration Research

The University of Bradford has recently published research funded by Bradford for Everyone into Social Integration. This study covers residential and educational segregation and Hate Crime Reporting. DLUHC funding of £30,000 has been reserved for projects that can act upon the recommendations in this report, and funding will be allocated according to the direction of the Stronger Communities Partnership Board.

The Social Trust Barometer

This collaborative social innovation project to measure and act upon levels of Social Trust at the neighbourhood level is funded by the Council of Europe's Intercultural Cities Network of which Bradford is an active member.

Members of the Stronger Communities team work alongside the Lead for Equality, Diversity & Inclusion (system-wide) and Canada's Social Trust Collaboratory lead Eric Young to utilise Bradford District as a forerunner and test bed for this ground-breaking social action project which is funded until mid-January 2023.

3. OTHER CONSIDERATIONS

The Bradford for Everyone Strategy 2018-23 will be refreshed next and include contributions from all key partners and stakeholders. Learning and successful programmes will be rolled into the new strategy and Stronger Communities Team.

4. FINANCIAL & RESOURCE APPRAISAL

There are no further financial considerations.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The Stronger Communities Partnership Board oversaw the management of issues and risks and these were periodically raised at Board meetings. The Programme Lead and Project Support Officers utilised Risk Registers, and regular supportive and honest monitoring of delivery, to foresee and mitigate against risks throughout the duration of the programme.

6. LEGAL APPRAISAL

There are no further legal considerations.

7.0 OTHER IMPLICATIONS

There are no further implications

7.1 SUSTAINABILITY IMPLICATIONS

There are no further sustainability implications

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

There are no further impacts to gas emissions

7.3 COMMUNITY SAFETY IMPLICATIONS

Feelings of safety can act as a barrier to people's willingness to engage in those activities that bring people together at a neighbourhood level, which was a factor raised during the consultation work carried out in support of the *Bradford for Everyone Strategy 2018-2023*.

The Bradford for Everyone programme was delivered under the Stronger Communities Partnership which aligned some of its work with the Community Safety Partnership and vice versa. The Portfolio Holder for Neighbourhoods & Community Safety was a member of the Stronger Communities Partnership Board (now Chair) and also chaired the Community Safety Partnership. Officers also attended and supported both partnerships and the relationship between these two - and other major district partnerships - were key to the success of the overall strategy and BfE Programme.

Many of the initiatives that sat within the Bradford for Everyone programme had a positive impact on people's feelings of safety, particularly where they brought different groups of people together, building tolerance and understanding.

7.4 HUMAN RIGHTS ACT

This Strategy impacts positively on the Human Rights Act through our work on new arrivals, City of Sanctuary award, Roma Strategy and supporting communities with protected characteristics

7.5 TRADE UNION

There are no further implication for Trade Unions

7.6 WARD IMPLICATIONS

This Strategy benefits all the wards across the district with projects and campaigns. There are no further ward implications.

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

There are no Area Committee implications.

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

There are no further implications for children and young people.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no issues arising from privacy and impact assessment

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

No decision required.

10. RECOMMENDATIONS

That Corporate Overview and Scrutiny Committee note the success, progress, learning and legacy of Bradford District's Integration Area pilot programme "Bradford for Everyone" (BfE) – delivered by Stronger Communities and the recommendations of the Evaluation of it.

11. APPENDICES

Appendix A – "What works in building cohesive communities. Programme Evaluation Report – **Executive Summary**"

Appendix B – "What works in building cohesive communities. Programme Evaluation Report" – **Full Report**

12. BACKGROUND DOCUMENTS

None