

Bradford Council Plan

2016-2020

V0.4 DRAFT

December 2015

This draft has been created using content pulled from existing sources, with some input from key officers with a closer involvement in each of the New Deal outcome areas (note that some content on Good Schools, Great Start is still to be included due to timeframes it was not ready for this draft). As a draft, all content is open for comment and amendment.

Questions to guide feedback on draft:

- Is there a good balance to show the council's contribution to the district plan and what we can do together with others?
- Does the content feel familiar and can you buy into it?
- Big ideas – at present this page covers the process of changing the council, but it could instead cover specific deliverables. Should the Big Ideas be focussed on specific deliverables? If so, what could they be?
- Are there any good case studies we could include that show what we can achieve as a council?
- How should the Council Plan deal with the New Deal principles (as they overlap the values somewhat)?
- Are the measures of success the right ones for a public audience?
- Taking into account that a final version would be glossier, with photos, images etc in – does the general look/feel to the layout work?
- Are the sections in the right order, should there be more or less up front before getting to the New Deal outcomes?
- Does the text make sense, is the language correct for the audience, is it clear and in Plain English?

Who this plan is for

Council Staff

The Council Plan sets out the council's priorities to 2020 and the way in which we want to achieve them. Every member of staff should be playing a part in this; this is what we call 'the golden thread'. The Council Plan should be used in your appraisals so you understand how your role contributes to the Council achieving its priorities and what is expected of you.

Our Partner Organisations

The Council Plan explains the Council's contribution to the Bradford District's Partnership's District Plan. Only by working together can we achieve better things for the District and our people

Bradford Residents and Businesses

Ever wondered what the council does with your Council Tax and Business Rates? This plan sets out how we intend to adapt the services we provide to cope with the changing pressures we face in relation to increasing demand and fewer resources. It also sets out how you can help.

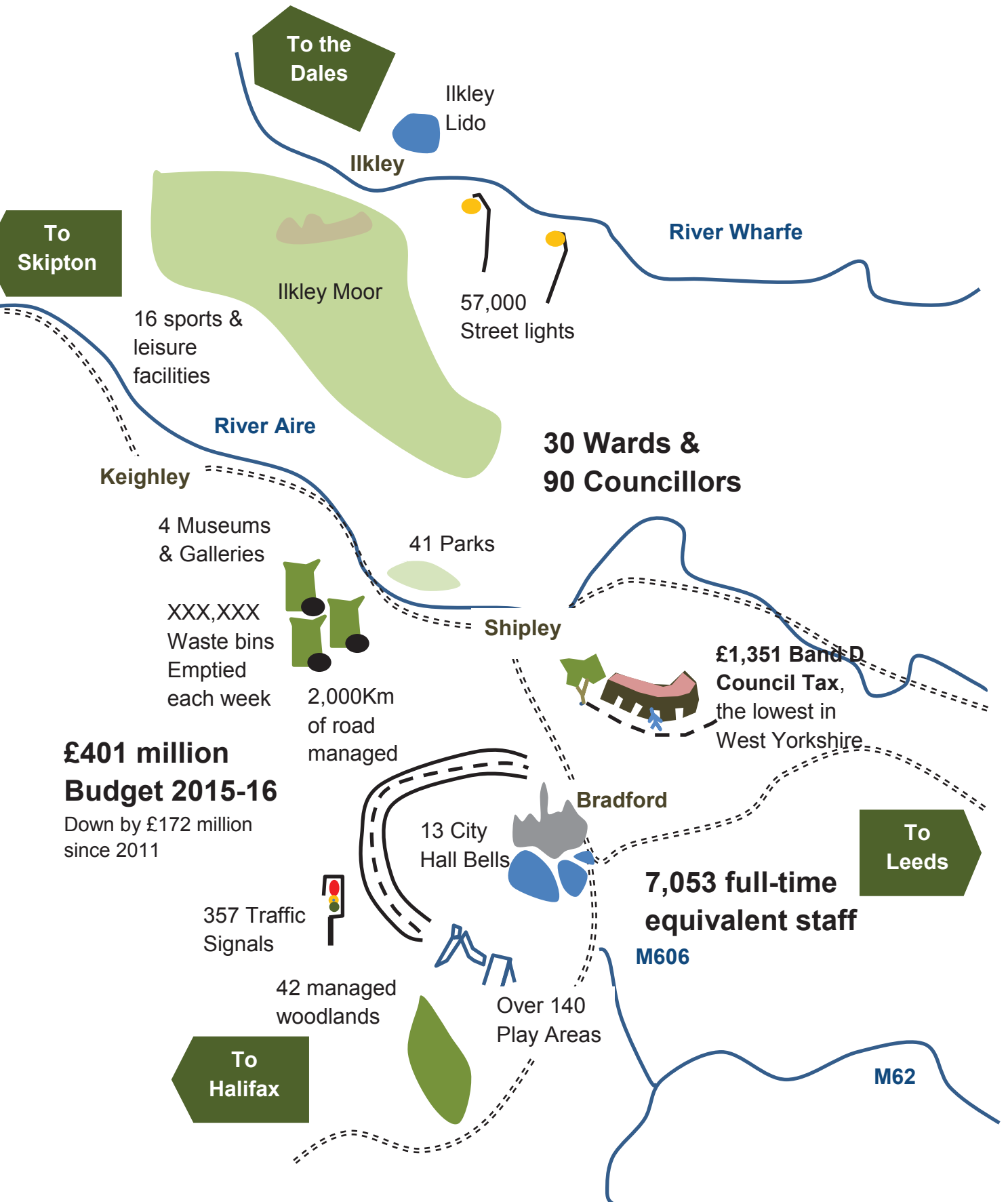
Forward

Joint forward by Leader and Chief Exec

Half a page of text.

To cover what the council plan is and how it is our contribution to the District Plan, but need to work with others.

This is Bradford Council today



A better Bradford Council

The Council's purpose

The Council's 'Purpose' reflects what we want to achieve as an organisation, and how we will work with people, communities, businesses and the voluntary sector.

Working with people and partners for a healthier, caring, more prosperous and sustainable Bradford District

Bradford Council is the democratically elected local Government for the whole district. We exist to serve the people, communities, organisations and businesses of the district by representing and working with them to protect and improve the quality of life for all. We do this by providing community leadership, services, resources, information and expertise.

The outcomes we want to achieve

The Bradford District Plan explains the outcomes the Bradford District Partnership wants to work together to achieve. As a major partner in the Bradford District Partnership, the Council needs to contribute to achieving these outcomes.

As well as outlining our contribution, we will also need others to play their role; this is what we mean by 'working with people and partners'. So throughout this plan we have identified how residents and businesses can contribute.

Good schools and a great start for all our children	Better skills, more good jobs, and a growing economy	Better health, better lives	Safe, clean and active communities	Decent homes that people can afford to live in
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As well as being focussed on our outcomes, we also need to make sure we can **Enable our Outcomes** through having an efficient and effective council.

Each outcome and our contribution to it is explained in more detail later in this document.

A very important principle

One of our biggest challenges as a district is deprivation and inequality between individuals and communities. We therefore have a very important principle that runs through everything we do.

Reducing inequalities and tackling poverty

Our values

Everything we do, and everyone working for us or on behalf of us as a council should observe our values.

Honesty, trust and respect
Fairness and equality
Value for money
Innovation and improvement

Our values are explored in more detail later in this document; **Together we are Team Bradford.**

Our big ideas

As a council, over the next three years we'll need to become more efficient and targeted as our resources continue to reduce. There are a great many opportunities, but we also know we have significant challenges facing us with a growing population, affected by significant issues of deprivation and inequality. Business as usual is not an option.

Big idea 1: Preparing the Council for the future

Over the next year we will radically think about who we are and what we do as a council.

- **Subsidiarity** - We need to think about what decisions are best made at a local neighbourhood level. But we also need to work out how the council's role will change as part of English devolution, when national powers and money are devolved to a regional level. Logically, this is likely to mean that some of the functions we currently provide may get transferred to a regional level, like transport planning.
- **An Integrated Local State** - We need to work out where *specifically* we can work in partnership, particularly with other local public sector bodies to create efficiencies and make our services more joined up and seamless.
- **Productivity and value for money** - We need to think about how we deliver services, what services are best delivered in-house and which are best delivered by other organisations on our behalf.

Big idea 2: A New Deal with residents and businesses

Over the last year we've been talking to residents and businesses right across our district to explain the challenges facing us and understand what's important to them. We've explained how we need to change the relationship the Council has with them, reducing the dependency on our services and building social capital and community enterprise. We need to listen, support, enable and empower people. And we need to reduce the demand on our services, change expectations and behaviour.

We will do this by:

- **Education** – We can use lots of different ways to ensure people understand how they can take control of their lives and actions, help themselves and help others.
- **Nudge** – Through the design of our services we can encourage people to act in certain ways that are better for themselves, their communities and for us as a council.
- **Enforcement** – We will crack down on behaviour that adversely affects our communities and diverts our resources away from the things that matter.

Big idea 3: Live within our means

Bradford, like many other northern metropolitan councils, is reliant on government grants to top up our funding; what we collect in Council Tax and Business Rates does not cover what we spend. In the future we will need to be more reliant on the money we raise locally as government grants get reduced. It is therefore vital that we increase our income if we are to protect the services people value and rely on.

- We need to **build our revenue base** through encouraging more businesses to set up here so we collect more in Business Rates. New housing aimed at skilled, working households will also bring in more Council Tax.
- We need to be more **commercially minded and innovative** in how we can attract funding.
- We will **invest in prevention and early intervention**. This will prevent costly problems occurring in the first place, intervening before problems become chronic and intractable.

The big ideas in action

Case studies showing how we have been successful

Good schools and a great start for all our children

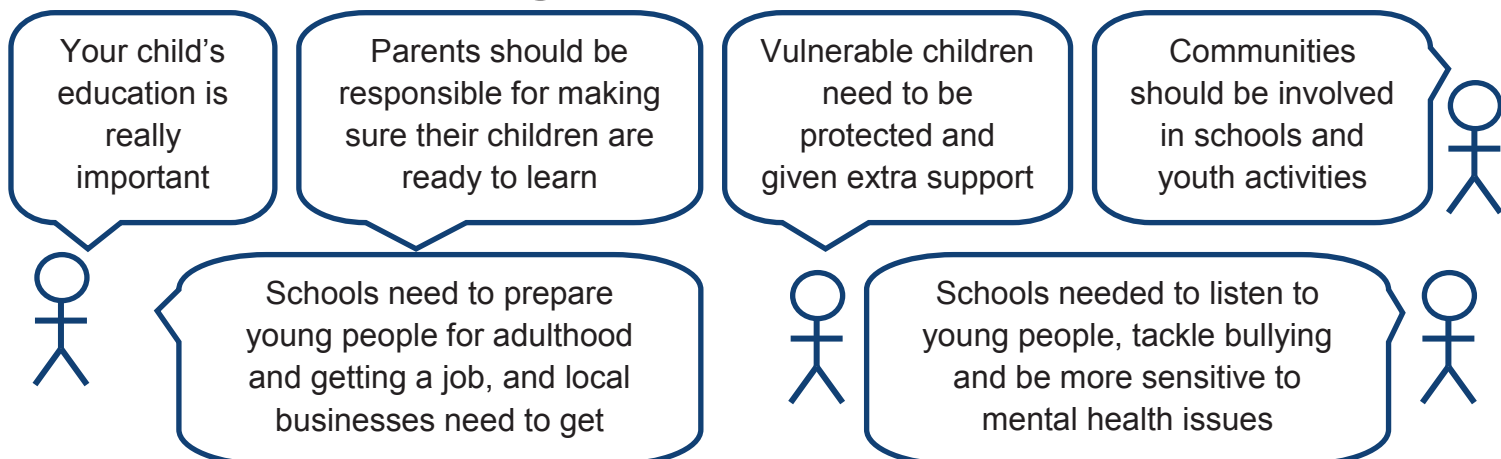
With 29% of the population aged under 20 Bradford is one of the youngest cities in the UK, but 24% of children are currently living in poverty. We want *all* our children and young people to achieve their ambitions and help make Bradford district a great place to live and work. Working alongside our partner organisations within the Children's Trust, parents, children and businesses, we have five priority areas for action:

- Ensuring that our children start school ready to learn
- Accelerating educational attainment and achievement
- Ensuring our young people are ready for life and work
- Safeguarding vulnerable children and young people – including those at risk of sexual exploitation
- Reducing health and social inequalities – including tackling child poverty, reducing childhood obesity and improving children's oral health

What we do day to day



You've been telling us



What we are working on

Enabling young people to move around the district as independently as possible

Early Help

Virtual School

Clustering Children's Centres

Schools led approach to school improvement

Review of school nursing

What you'll notice

Greater promotion of travel training to increase children's independence

You should...

- Value and take responsibility for your own education – it's your life, your future
- Make sure your child attends school, is there on time and isn't absent without the school's agreement
- Get your child a nursery place
- Get involved in your children's education, encouraging and celebrating their learning
- Be our eyes and ears to help protect children at risk



I volunteer for a youth sports club



I'm a foster carer



I make sure my kids brush their teeth properly

Lots of little things...



I make learning fun at home – I read, count and play every day with my young child



I get involved in out of school activity



I provide apprenticeships for local young people



I provide meaningful work placements to local schools



I'm a school governor



I make sure my kids eat healthy meals



add up to something great!

Share what you're doing... join in the conversation #twitterhandle

Supporting Plans

Children's and young people's plan
Health & Wellbeing Strategy
Education Covenant

District measures of success

Schools classed as good or better by OFSTED
Educational attainment
Child poverty

Council measures of success

Time taken to hold child protection conferences

Better skills, more good jobs, and a growing economy

Increased prosperity, more good jobs and successful businesses means fewer people relying on services, fewer people claiming benefits and higher living standards for everyone. Our growing population of young people means by 2021 the district needs 26,000 new jobs to match national rates of employment. Working alongside our partner organisations, including local businesses, as part of the Producer City our priorities are:

- Creating the conditions for business – including improving our transport and digital infrastructure, and a vibrant, prosperous city centre
- Making innovation and skills central to our economy – ensuring that there is access to education, employment and higher skills for all
- Trading on our culture of enterprise – building on our strengths and assets to compete in a global economy

What we do day to day



You've been telling us



New start up companies should be encouraged and helped - small measures could make a big difference

There should be a focus on skills rather than educational



What we are working on

City centre
railway stations
masterplan

Digital health
enterprise
zone

Review of
council car
parks

Canal Road
Corridor

Keighley
townscape
heritage
initiative

No.1 City
Park
Super
connected
cities

Online and
digital tourism
promotion

The old
Odeon
Building

City centre
growth zone
Markets
Initiative
Scheme

New
Railway
stations

Business Rates
relief scheme
for town
centres

What you'll notice

Winter gritting
focussed on main
routes

New businesses
in the city centre,
including the
regeneration of
Broadway

Council car park charges
will become more locally
consistent and set a level
to encourage economic
development

A greater
emphasis on
digital ways
to promote
tourism

More job
opportunities
in the city
centre

New rail
station at
Low Moor

You should...

- Be ambitious for yourself and your family

Lots of little things...



add up to something great!

Share what you're doing... join in the conversation #twitterhandle

Supporting Plans

Core Strategy (the local planning framework)
Local Transport Plan
City Plan
Airedale Masterplan
Saltaire Management Plan
Children & Young People's Plan

District measures of success

Skill levels
Number of jobs
Employment rate
Value of local economy

Council measures of success

Number of people assisted into employment
Number of jobs helped to create

Better health, better lives

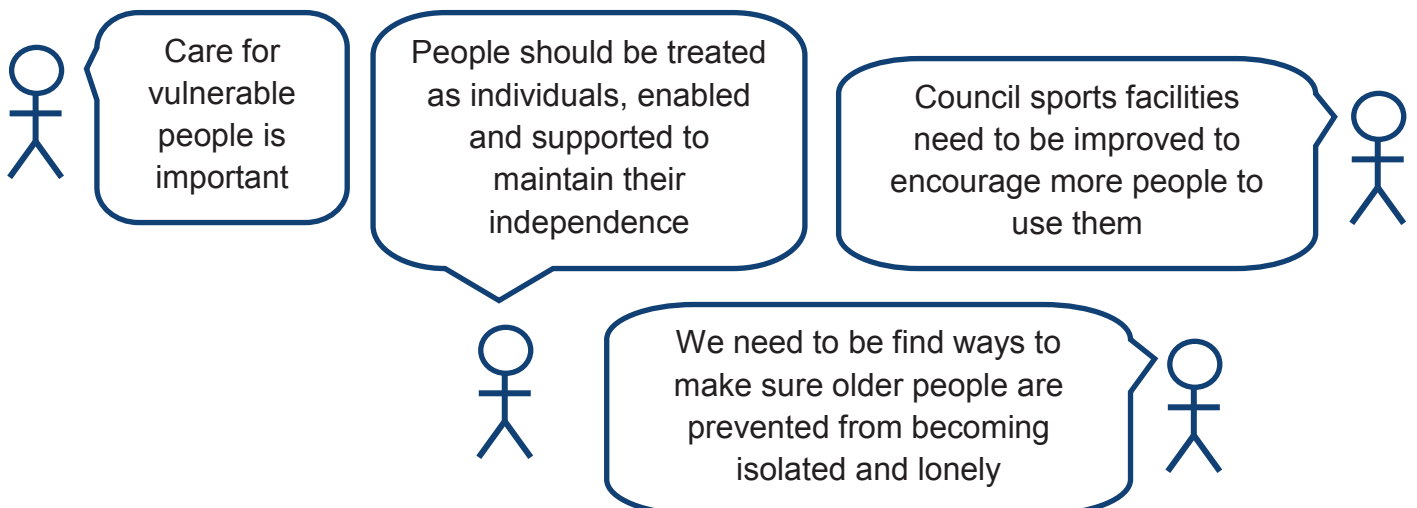
In general people are living longer than ever before, but our challenge is to ensure *everyone* is able to enjoy good health and a good quality of life *whatever age* they are and *wherever in the district* they live. Health inequalities are stark, it is estimated that on average a child born today in a deprived part of the district may live 10 years less than a child born in the most affluent areas. With a focus on tackling health inequalities we are working alongside our partner organisations on the Health & Wellbeing Board to achieve the following priorities:

- Improving the mental health of people in Bradford
- Improving the health and wellbeing for people with physical disabilities, learning disabilities, sensory needs and long term conditions
- Improve diagnosis, care and support for people with dementia
- Promote the independence and wellbeing of older people
- Reducing harm from preventable diseases caused by tobacco, obesity, alcohol and substance abuse
- Reducing mortality from cardiovascular disease, respiratory disease, diabetes and cancer
- Supporting independence and preventing homelessness

What we do day to day



You've been telling us



What we are working on

Promoting self-care

Sports centre investment

Getting prepared for Universal Credit

Investing in new assistive technology and equipment to increase independence

Reducing reliance on Bed & Breakfast accommodation for homeless people

Family weight management service

Improving air quality

Developing innovative ways to support people who suffer from mental ill health

Improving the ways information is shared between social care and health services

Creating great places where people can live as they grow older

Increasing the use of personal care budgets

What you'll notice

Assistance for people moving to Universal Credit

More people living independently being less reliant on social care and health services

4 brand new sports centres, including a city centre pool

New Extra Care housing developments in the district

On-line booking of sports facilities

Using technology to provide new ways for people to have face to face consultations with services

People who suffer from mental ill health receive tailored support from services

More information about how to look after yourself

Better sharing of information between health and social care services

New temporary accommodation for homeless people at Clergy House

You should...

- Take responsibility for your own health
- Look after your friends and family

Lots of little things...

I walk or cycle for short journeys instead of using my car, it keeps me active

I got help to stop smoking

I showed my granddad how to use an Ipad

I take the time to chat to my elderly next door neighbour

I enjoy jogging round my local park, it's a lovely space and I meet other people

I've cut down on fast-food and sugary drinks

I joined a club and made lots of new friends

add up to something great!

Share what you're doing... join in the conversation #twitterhandle

Supporting Plans

Health & Wellbeing Strategy
 Health Inequalities Action Plan
 Food Safety Plan
 Air Quality Plan
 Sports Hall Access Strategy
 Emergency Management Plans
 Housing & Homelessness Strategy
 Food Strategy

District measures of success

Life expectancy
 Out of work benefits

Council measures of success

The effectiveness of reablement
 Average days to process Housing Benefit

Safe, clean and active communities

Right across the Bradford District people are working with pride and passion to make the district a safer and cleaner place where everyone can play an active role in their community. Mirroring national trends, crime rates have reduced significantly over the past 10 years, but 23% of residents still have high negative perceptions of anti-social behaviour. Littering is a problem on many streets and recycling rates need to increase to overcome the increasing costs associated with household waste. Working alongside residents, businesses and our partner organisations including the Stronger Communities partnership, our priorities are for:

- Minimising waste –through increasing recycling and reducing the costs of waste disposal
- Community safety – tackling domestic violence, human trafficking and exploitation, anti-social behaviour and burglary
- Stronger, active communities and community relations
- A thriving cultural offer

What we do day to day



You've been telling us



What we are working on

Cliffe Castle park restoration

Reducing costs on flower beds

Upgrading street lighting to LEDs

Library services provision

Redesigning youth services

Better targeting of street cleaning

Review of enforcement/uniformed staff with Police

Minimising waste sent to landfill

Review our trade waste services

Culture company

What you'll notice

We'll encourage more people to recycle more of their waste

We'll crack down on littering

Multi-disciplinary neighbourhood teams

Flower beds replaced with perennials

More community run libraries

Alternate weekly collections for waste and recycling

Community groups taking responsibility for flower beds

In some places street lighting will switch off at night to save energy

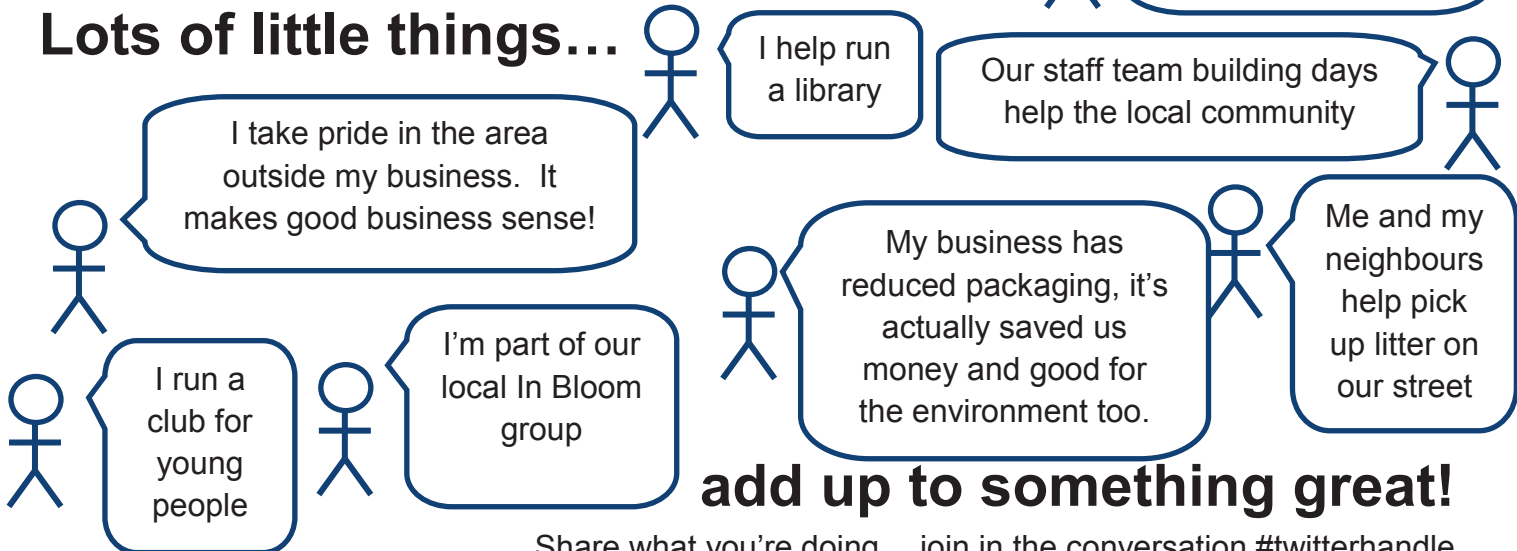
Cashless payments for trade waste services

More community involvement in delivering youth activities

You should...

- Sort your waste at home into the correct recycling bins
- Use litter and recycling bins or take your rubbish home - don't drop litter, gum or cigarette butts
- Pick up your dog waste and dispose of it correctly
- Be our eyes and ears and report anti-social behaviour

Lots of little things...



add up to something great!

Share what you're doing... join in the conversation #twitterhandle

Supporting Plans

Individual ward plans
 Community of Interest plans
 Community Safety Plan
 Stronger Communities Plan
 Prevent Action Plan
 Woodland Plan
 Empty Homes Plan
 Environment & Climate Change Strategy

District measures of success

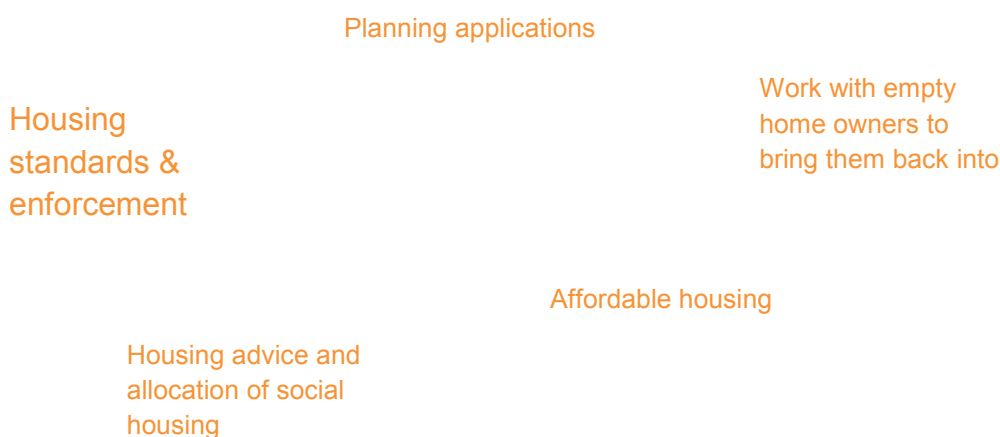
Crime rate
 Level of street litter
 Living harmoniously together
Council measures of success
 Street lamp faults
 Missed waste collections

Decent homes that people can afford to live in

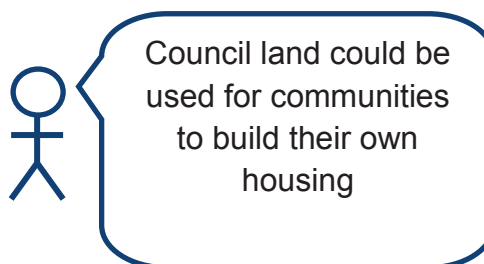
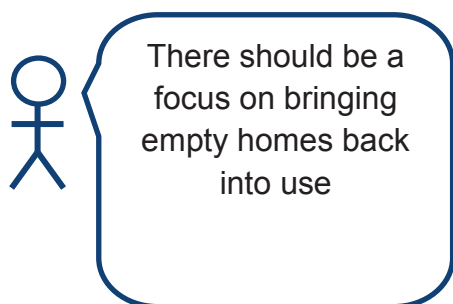
Everyone in Bradford should have a place to call home. A growing population suggests that we will need around 2,200 additional new homes *each year* across the district. Compared to neighbouring authorities, housing is relatively cheap, but because many households have low incomes affordability can still be a problem, and this can have a knock on effect on the quality of housing. Working alongside residents, private landlords, housing developers and our partner organisations in the Bradford Housing Partnership, our priorities are for:

- More homes
- Safe and healthy homes
- Affordable homes

What we do day to day



You've been telling us



What we are working on

Using Government funding to install gas central heating for fuel poor households

Working with the voluntary sector to provide energy advice to vulnerable householders

Housing Options Transformation

Tapping into utility company funding to insulate private homes in deprived areas

Energy Made in Bradford

What you'll notice

Council developed new homes for Affordable Rent in Bradford, Keighley and Baildon

Better housing advice services

Community energy generation opportunities

Fuel poor private homes insulated in Holme Wood, Thorpe Edge and Wyke

300 vulnerable households

given advice and help to reduce their fuel bills
A Bradford utility company offering market leading tariffs for pre-payment customers

You should...

- Make sure you meet legal requirements if you let out property
- If you rent your home, look after it as per your tenancy agreement
- Use your Housing Benefit/Universal Credit to pay your rent on time

Lots of little things...

I helped my elderly mum get rid of trip hazards in her home, like rugs and trailing wires

I got a bank account so my housing benefit pays my rent automatically

I get involved in local neighbourhood planning

I made sure I knew my rights before signing my tenancy agreement

I got my house insulated and replaced my old boiler, our bills are much lower now

I get my gas appliances checked and serviced by a qualified person every year

I've learnt how to lower my fuel bills but still keep warm

add up to something great!

Share what you're doing... join in the conversation #twitterhandle

Supporting Plans

Core Strategy (Planning Framework)
Housing & Homelessness Strategy
Empty Homes Plan
Great Places to Grow Old

District measures of success

Growth in housing stock
Average house prices

Council measures of success

Number of homes helped to improve
Affordable homes delivered by the Council

What we are working on

Energy management system for council buildings

A new performance management framework

Better use of data & intelligence

Solar panels

Rationalisation and standardisation of IT systems

Redesigning customer contact

Rationalising the number of council buildings

Reduced cash use

Reduced office cleaning

Increased use of YORTender

School energy audits

Learning from others through peer reviews

Improving collection of local taxation

What you'll notice

A new council website that is easier to use

Jacobs Well and Future House offices closed

More staff in the city centre hot desking and working flexibly

More services being delivered on-line, through Smartphone Apps or via new technology

Increased emphasis on collection of local taxation

Greater emphasis on employees to keep their work area clean
More informed decision making

You should...

- Pay your bills on time
- Look at our website before contacting us – you might find the answer you are looking for.
- Download our Smartphone App for useful information on the go.

Supporting Plans

Medium Term Financial Strategy
Organisational Development Plan
IT Strategy
Digital Strategy
Performance Management Framework
Programme & Project Management Framework
Budget Delivery Programme
Heating Strategy
Flexible Working
Corporate Travel Plan
Equality Action Plan

Council measures of success

Council Tax and Business Rates collection
Staff sickness
Complaints about the council

We will also

- Produce an annual report and mid-year report to publish our performance and keep track of progress on the things we said we would do
- Refresh this plan each year to make sure it's up to date.

Together we are Team Bradford

Whether you're a Councillor, member of staff, a volunteer who helps us deliver our services, one of our suppliers, or the employee of one of our contracted services; we all have a part to play in delivering a better Bradford Council.

And the Council cannot do this alone, we need to work alongside national Government, our neighbouring authorities, partner organisations, local businesses, communities and residents...in fact, anyone who has a connection to Bradford.

Together we are Team Bradford. Together we can make a better Bradford.

Our Staff

Our staff are our most important asset. Without you nothing will happen. But we also recognise this is a very challenging and uncertain time for staff. Despite relentless financial and workload pressures staff across the Council have knuckled down and shown hard graft, resolve and enterprise. For that we thank you.

Our values

In order to continue deliver services in the future our organisation needs to be the best it can be, and every member of staff has a role to play. Every member of staff should know and work within our values:

Honesty, trust and respect

There are key legal responsibilities we need to work within.

The **Freedom of Information Act** gives a general right of access to all types of recorded information held by public authorities, including Bradford Council. Our key decision making bodies publish their agendas and minutes in the public domain. We are also committed to Open Data.

The Council has **Information Governance** arrangements to ensure we keep personal information safe under the Data Protection Act. Everyone managing and handling personal information needs to understand their responsibilities in complying with the Data Protection Act. All staff should complete mandatory Information Governance training each year.

We will also listen to our communities, and get them involved in service design. We will continue to encourage people to contact us to tell us their experiences, and we will consult on policy changes.

Fairness and equality

We are committed to promoting equality and diversity - as an employer, in the services we provide, in partnerships, and in the decisions we make. Our aim is to ensure that people are treated fairly and with respect. We have legal responsibilities relating to equality but we see these as the

minimum requirement. We also understand the wider benefits of improving everyone's quality of life and our social responsibility. Every member of staff should understand our equality policy and how it applies to their work.

Value for money

Getting good value for money ensures that we spend our money in ways that achieves maximum effectiveness in relation to cost. This does not necessarily mean seeking the cheapest option.

We have **procurement policies** in place to ensure we get good value for money from our contractors and suppliers. All staff involved in purchasing supplies, equipment or services should be fully compliant with our procurement arrangements.

Innovation and Improvement

Every member of staff has a role to play in helping us innovate and improve our services; indeed it is often the staff on the front-line that experience those things that seem inefficient and need improving. We will work with and encourage all staff to suggest ideas on how to improve services.

Our **Performance Management Framework** will help identify and tackle poor performance, and we have **Programme and Project management** guidelines to ensure we can implement new working practices effectively.

The Staff Challenge

How many can you achieve?

- 1) **Make a difference** – Know how the work you do contributes to us achieving our outcomes
- 2) **Change your mind-set** – No-longer can we afford to keep doing things for people, think about how you can change the way you do things to work alongside people instead.
- 3) **Can do** – If staff, residents, communities or businesses are coming to you with ideas that could help us meet our district outcomes, do what you can to help, point them in the right direction and try not to block.
- 4) **Be brave** – How can you challenge yourself to improve? Can we trust people more to do the right thing? How can we be better at taking on calculated risks?
- 5) **Get outside the box** – Work with whoever you need to, to do the best job you can. That means working alongside people outside your team, service, department and outside the Council.

Your knowledge, enterprise and energy will play a critical role in securing the wellbeing of our communities and our economy, not just today but for future generations.

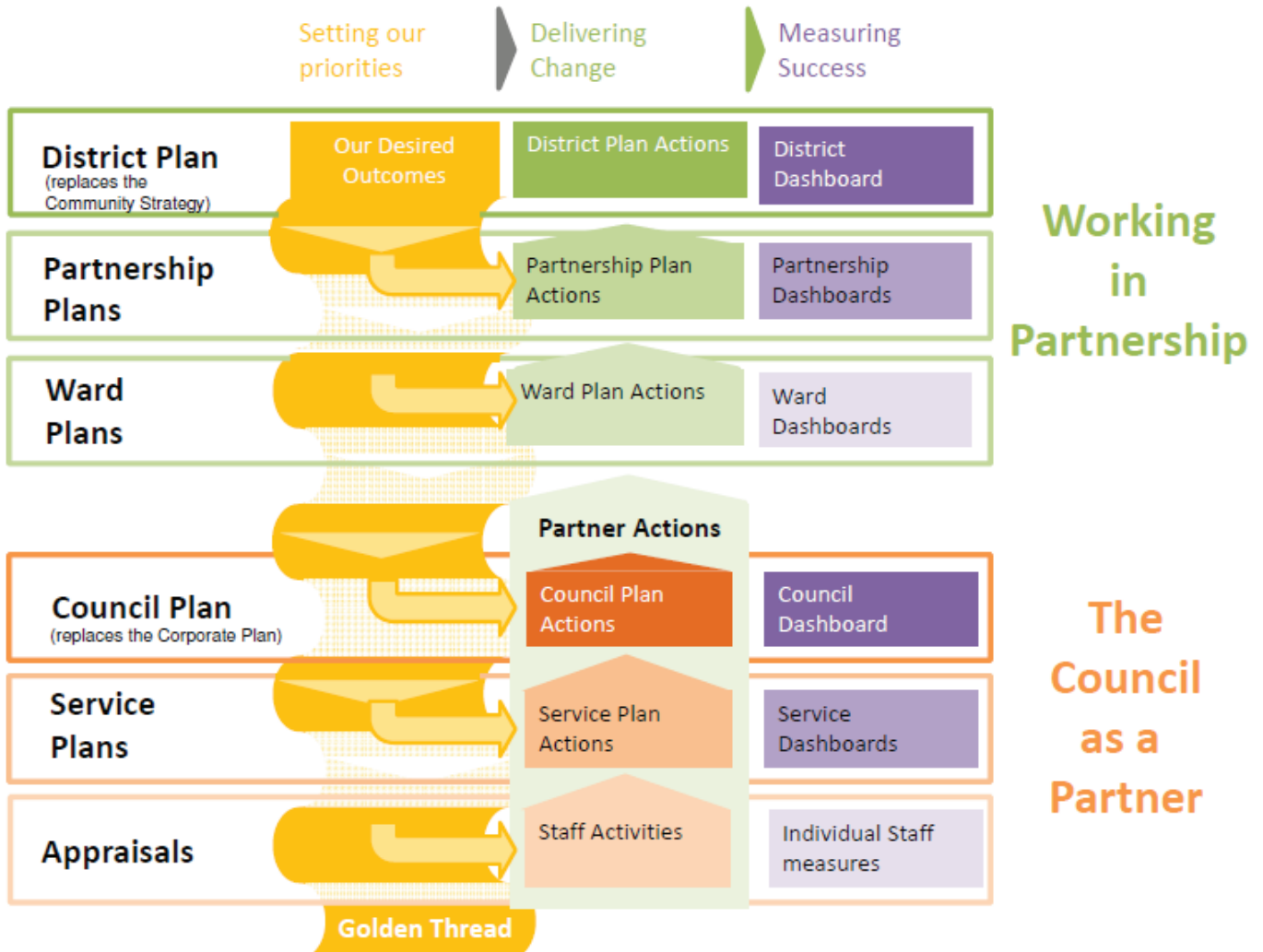
Working alongside you...

If you would like to get more involved with what the Council does, or thank our staff (or a particular member of staff) for their hard work and dedication we would love to hear from you.

- Contact us on our website http://www.bradford.gov.uk/bmdc/contact_us
- Make a nomination to the Service Excellence Awards scheme
- Tell the world #twitterhandle

The Golden Thread

The Golden Thread represents the flow of our district priorities down through everything we do; through the Council Plan, Service Plans, right down to individual staff actions. This is how the Council Plan sits with our District Plan.



Glossary

To be added

A Better Bradford Council

Purpose

Working with people and partners for a healthier, caring, more prosperous and sustainable Bradford District

Outcomes

Good schools and a great start for all our children

Better skills, more good jobs and a growing economy

Better health, better lives

Safe, clean and active communities

Decent homes that people can afford to live in

Reducing inequalities and tackling poverty

A Very Important Principle

Honesty, Trust & Respect

Fairness & Equality

Value for Money

Innovation & Improvement

Values