

# **Report of the Assistant Director, Policy, Programmes and Change to the meeting of Bradford West Area Committee to be held on Thursday 28 January 2016**

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## **Subject:**

**District Plan and Council Plan Development**

## **Summary statement:**

**This report provides a summary of the approach taken in the development of the District Plan and Council Plan, and seeks member input at the drafting stage. The District Plan will identify how partner organisations across the district will contribute to the delivery of our shared outcomes. The Council Plan will identify the Council's contribution to the District Plan.**

Sam Plum Assistant Director of Policy  
Programmes and Change

### **Portfolio:**

**Corporate**

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### **Overview & Scrutiny Area:**

**Corporate**

## 1. SUMMARY

This report provides a summary of the approach taken in the development of the District Plan and Council Plan, and seeks member input at the drafting stage. The District Plan will identify how partner organisations across the district will contribute to the delivery of our shared outcomes. The Council Plan will identify the Council's contribution to the District Plan.

## 2. BACKGROUND

- 2.1 The District Plan will outline partners' commitment to delivery, how things will be done differently, working together towards shared aims. It will not be a plan which simply captures 'business as usual' activity, and instead will focus on new ways of doing things through co-production and joined-up working, resulting in better use of resources. This will enable both the Council and other public sector partners to meet the challenges of reducing budgets and increasing costs and demand.
- 2.2 Learning taken from the development of previous district strategies has informed this approach. Instead of using the plan to capture a large number of deliverables, the District Plan will outline the key activity which will make a real difference using district-wide resources.
- 2.3 The Council Plan will identify Bradford Council's contribution to the District Plan. It will also identify key actions and deliverables, along with a clear sense of *how* the Council will operate, and how progress will be measured, so as to provide accountability and transparency.
- 2.4 A district Community Strategy ran from 2011-2014. Work was started in 2013 to review that strategy but was put on hold awaiting the development of New Deal priorities. There is currently no district-wide plan in place to tie strategic partners to common goals.
- 2.5 A one year Corporate Plan was agreed for 2013/14 on the basis that it captured the 'as is' position of the Council, and would be reviewed once further transformation planning was complete. This update is now being progressed via the development of the Council Plan.
- 2.6 Since 2014 there has been a fragmented approach across the work of Strategic Delivery Partnerships, with a more joined-up approach to district-wide delivery needed. This is especially important in the context of significant public sector budget reductions which have taken place in recent years and are expected to continue for the foreseeable future.
- 2.7 A New Deal for the district has been developed which will change the way the Council and other public services work together with people, communities, businesses and the voluntary sector. Effective partnership working, towards common goals, is critical to the successful delivery of the agreed New Deal outcomes.
- 2.8 The Bradford District Partnership (BDP) Board agreed at its meeting on 23 October

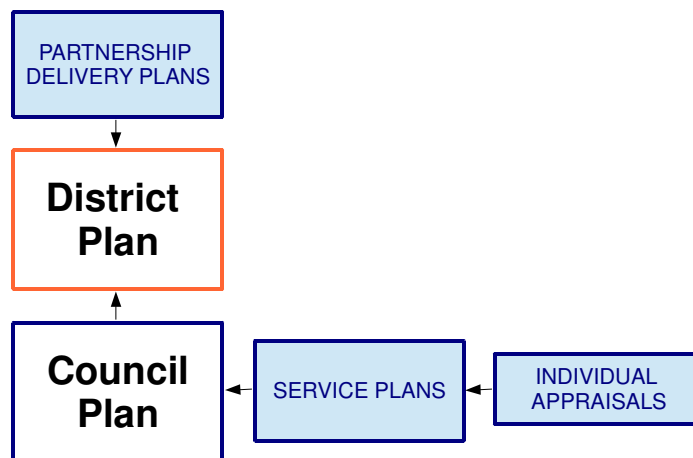
2015 that a new District Plan for 2016-2020 should be developed that supports a shared direction, co-ordinates effort and provides accountability to support the delivery of the New Deal outcomes.

2.9 Revised governance arrangements for Bradford District Partnership were also approved by the BDP Board on 23 October 2015, and partnerships have now taken ownership of New Deal outcomes as follows:

- Good schools and a great start for all our children – Children’s Trust
- Better skills, more good jobs and a growing economy – Producer City Board
- Better health, better lives – Health and Wellbeing Board
- Safe, clean and active communities – Safer and Stronger Communities Partnership
- Decent homes that people can afford to live in – Producer City Board/Place Board

2.10 The District Plan will clearly state how the Strategic Delivery Partnerships will commit to delivery of the New Deal outcomes by outlining detailed activity with specific success measures to support the monitoring and reporting of progress. The Council Plan will outline the Council’s commitment to the District Plan, by detailing the key activity the Council will undertake which will really make a difference.

2.11 The development of the Plans will ensure that the council, partners, individuals, communities and businesses all work together towards a shared vision for the district. The diagram below outlines the relationship between the two Plans.



### 3. OTHER CONSIDERATIONS

3.1 The duration of the District Plan will be 4 years, from 2016-20, with a review of progress made annually. The duration of the Council Plan will be 4 years, from 2016-20, with a review of progress made annually.

#### **Draft Plans**

3.2 A draft of the District Plan is available at Appendix 1, and a draft of the Council Plan is available at Appendix 2.

3.3 The purpose of the drafts is to outline the structure and main component parts of the Plans with initial content based on existing strategic direction and commitments. These current drafts are not intended as being close to the final version, and are provided as a means of triggering discussion and debate to ensure that the things that will really make a difference are identified for the final version. The next stage of drafting will be undertaken and owned by senior managers and directors of the Council – in parallel with partners for the District Plan.

3.4 As drafts, all content is open for comment and amendment, and the views of Members are sought, particularly in relation to:

- 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?
- Is there a good balance to show that it is about everybody delivering and contributing? What actions that will most make a difference need to be included?
- 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?
- Do you think the document will work for the range of audiences across the district including residents, businesses, communities, public sector, City Region and Government?
- Does the plan need to be more explicit about what we are offering and expecting from Government and City Region?
- Taking into account that a final version would be glossier, with photos, images etc – 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?

#### **Format / content of final Plans**

3.5 The District Plan will provide an introduction which summarises the district's great assets and strengths, and also highlights the challenges. There will be a statistical snapshot of the district today in relation to such factors as demographics, employment and economy.

3.6 The Council Plan will outline the 'big ideas' which state how the Council will be prepared for the future, how the Council will enter into a New Deal with residents, and how the Council will live within its means.

3.7 Each outcome will take up a two page spread, with an introduction to the outcome, a summary which sets the scene of where we are today in relation to that goal

supported by a statistical evidence base.

- 3.8 The Council Plan will explain what activity the Council carries out across the district, what projects we're currently working on, and what outcomes residents can expect to see when we have delivered our actions.
- 3.9 Both Plans will outline who will undertake key activity that will really make a difference, when and how success will be measured.
- 3.10 In keeping with the principles of New Deal, the Plans will not only tie the Council and partners to activity, but will also outline what is expected of individuals, communities and businesses. This will reinforce the need for change in terms of what people can expect from local services, their rights and responsibilities and how they and other people can help by doing things differently.
- 3.11 Each New Deal outcome two page spread will also contain case study examples of positive outcomes, with an emphasis on collaborative working and co-production.

### **Consultation**

- 3.12 In developing the Plans on-going consultation is underway with BDP Strategic Partnerships, partners, Council officers and with elected Members, alongside public engagement.
- 3.13 The consultation has an emphasis on capturing commitments to new ideas, different ways of working and activity that will really make a difference. The Plans will be populated with specific actions which will support a district-wide commitment to the New Deal outcomes.
- 3.14 The measurement of success against the stated aims will be achieved by using dashboard measures – designed to assess if the Council and partners are collectively achieving their ambitions and outcomes. This approach is critical to ensure that commitments are monitored and measured to provide accountability to the delivery of activity.
- 3.15 Public engagement has most recently included district-wide discussions in places such as bus stations, children's centres and advice offices to capture the issues that matter to residents and their families. This captured the views of people from all over the district. A verbal update on the analysis of this work can be provided at the meeting. Further 'vox pop' type engagement is also planned with the public in the next couple of months, asking more detailed questions and recording or videoing responses. These questions can be tailored to each public area visited and Members can make suggestions of what those questions might be. Feedback from the first phase of New Deal engagement will also be taken into consideration when developing the two Plans.

### **Dependencies**

- 3.16 The direction established by the **ward planning** process will need to be reflected in the District and Council Plans to ensure a geographic perspective is given and that the Plans are built from the bottom up. As the 2016/17 ward plans are also currently in development, it is important that all drafts are shared to ensure they reflect and influence each other. Area Committee are asked to consider how the

ward planning might best feed in to the Council and District Plans, both in their content and process development.

- 3.17 Some of the other key dependencies for the District and Council Plans are the developing digital strategy, work around devolution, Council budget 2016/17, and for the District Plan in particular partner strategies.
- 3.18 The principle dates for the development of the Plans are:
- Consultation on drafts – December 2015 to January 2016
  - Area Committees and Overview and Scrutiny – January 2016
  - BDP Board and CMT discussions – end January 2016
  - Plans approvals – April to June 2016

### **Next Steps**

- 3.19 As part of the consultation on the drafts, and production of the Plans, there will be follow up conversations and detailed dialogue with the Strategic Delivery Partnerships and individual organisations (including the Voluntary and Community Sector), along with officer and political input.
- 3.20 Feedback and contributions received from the initial draft consultation will be analysed and included to help shape the detail of the Plans.

## **4. FINANCIAL & RESOURCE APPRAISAL**

The District and Council Plans will bring about a greater degree of collaboration and co-production resulting in a more efficient and sustainable use of resources.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

The content of the District Plan will comprise activity which is owned by the Strategic Delivery Partnerships, with clear success measures governed through the Bradford District Partnership Board. The governance of the Council Plan is through Executive and Full Council.

## **6. LEGAL APPRAISAL**

The publication of the District and Council Plans is not a statutory requirement. However their absence would restrict the Council and partners' ability to deliver New Deal objectives, jeopardising budget savings and limiting opportunity to transform the district.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

Discussions have taken place and feedback gathered from different locations across the district in order to ensure no group of people has been disproportionately disadvantaged from taking part in engagement activity. Supplemented by written and online consultation, this has ensured feedback has been received from a broad cross-section of the district. As options, ideas and projects are identified,

implemented and tested, each proposal will be equality assessed at each stage of its development with documentation produced and made available publicly for transparency purposes.

## **7.2 SUSTAINABILITY IMPLICATIONS**

The District and Council plans will be forward looking and fit for the future across Council, partners, communities and businesses.

## **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

There are no greenhouse gas emission impacts from the development of the District Plan and Council Plan.

## **7.4 COMMUNITY SAFETY IMPLICATIONS**

There are no community safety implications from the development of the District Plan and Council Plan.

## **7.5 HUMAN RIGHTS ACT**

There are no human rights implications from the development of the District Plan and Council Plan.

## **7.6 TRADE UNION**

There are no Trade Union implications from the development of the District Plan and Council Plan.

## **7.7 WARD IMPLICATIONS**

Public participation activities have been taking place across the district since autumn 2014 to gather public views on the five outcome areas, and develop a fuller understanding of what is most important to people. A report summarising the feedback from the engagement that took place from October 2014 to March 2015 was received by this Committee in April 2015. Early drafts have incorporated the findings from this engagement, with further input to come from additional scheduled engagement.

One of the primary dependencies of the District and Council Plans will be geographical implications as captured through the ward planning process. The ward assessments will be analysed alongside a district wide evidence base with highlights captured in the final Plans.

## **7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

With new ward plans being developed for the next financial year, there will also be an opportunity to assess their actions for any issues which consistently affect a lot of wards, or any big issue that could have district wide implications.

This work will ensure that ensure a geographical perspective is given and that the

Plans are built from the bottom up.

## **8. NOT FOR PUBLICATION DOCUMENTS**

None

## **9. OPTIONS**

9.1 For Members to provide their comments on the development of the District and Council Plans.

9.2 Members to provide their input to the public engagement activity and ward planning processes.

## **10. RECOMMENDATIONS**

10.1 That Area Committee Members provide their views on the questions listed in section 3.4.

10.2 Area Committee Members may provide suggestions of questions to ask through the ongoing public engagement activity (as outlined in section 3.15).

10.3 That Area Committee Members comment on the key aspects of the ward plans that should be reflected in the Council and District Plans.

10.4 Area Committee Members provide their thoughts on how the ward plans and their development can be more systematically connected to the Council and District Plans (as outlined in section 3.18).

## **11. APPENDICES**

- Appendix 1 – Draft District Plan
- Appendix 2 – Draft Council Plan

## **12. BACKGROUND DOCUMENTS**

None



# Bradford District Plan

2016 - 2020

## Consultation Draft

December 2015

This draft has been created using content pulled from existing sources, and is based on some early conversations with partners involved in each of the New Deal outcome areas.

There are some gaps in content – in particular there is a need for more input on delivery actions across the five outcomes.

As a draft, all content is open for comment and amendment.

Questions to guide feedback on draft:

- Does the District Plan represent the areas of work you know about? Does the content feel familiar and can you buy into it?
- Is there a good balance to show that is about everybody delivering and contributing? What actions that will most make a difference need to be included?
- Are there any good case studies we could include that show what we can achieve? We want to highlight the breadth of activity across the district
- Are the measures of success the right ones for a public audience?
- Do you think the document will work for the range of audiences across the District including residents, businesses, communities, public sector, City Region and Government?
- Does the plan need to more explicit about what we are offering and expecting from Government and City Region – what are the key offers/asks in the areas you work in?
- 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?

**We want to make Bradford a better district – a place where all our children have a great start in life, businesses are supported to create more and better jobs, people live longer and healthier lives and all our neighbourhoods are good places to live.**

*Set against a graphic/images of the district*

*Logo's of organisations who will deliver it*

*Faces of people who are Bradford*

# **FOREWARD – A BETTER BRADFORD**

From Chair of Bradford District Partnership Board and strategic partnerships?

To provide a sense of the district plan on one page, with an emphasis on:

- Assets
- Challenges
- Outcomes
- What we can achieve if we work together

Page 2

Bradford Today: Infographics describing key attributes of the District

# Understanding Bradford District

District Dashboard  
In Your Pocket  
December 2015 (DRAFT)

District Demographics  
Population

528,200 ▲

203,971 ▲

Households

4<sup>th</sup> largest metropolitan district in England



152,600 ▲


Aged under 20

3<sup>rd</sup> youngest Local Authority in England

75,000 ▲

Aged 65 or over

Good schools & a great start for all our children

55.5% ▲ of children achieve a good level of development at the end of reception ▼ 

44.0% of pupils gain 5+ A\*-C grade GCSEs including English & Maths

% of children overweight and obese



22% ▲▶ age 4-5

24% ▼ of  children living in poverty

36% ▲ age 10-11

5.6 ▼ Infant Mortality Rate

Better health, better lives

25.5% ▲ of people reported high anxiety

Life expectancy at birth (in years):

Women 81 ▼, of which 59 ▼ healthy

Men 78 ▲, of which 62 ▲ healthy

12.9% ▼  of working age population claiming out of work benefits

14.1% ▲▶ of

People born today in deprived areas of district expected to live:

**8** years less (for women)



**10** years less (for men)

than those born in the most affluent areas

households live in fuel poverty

**20** adults in every 10,000 had personal insolvencies including bankruptcy

Better skills, more good jobs and a growing economy

Employment Rate

**64.3%**

**0.67** jobs for every working age person



**66.3%** of working age population qualified to Level 2 or higher (equivalent to 5 good GCSEs)



**17,050**

VAT/PAYE business units



Safe, clean and active communities

**12%** of streets had problems with litter



Decent homes that people can afford to live in

**212,512**

homes, up by

**1,134**

from last year.

Average house price

**£92,646**



**1.7** households statutory homeless in every 1,000 households

**1.89%** of homes empty for longer than six months



**64%** of people agree that their local area is a place where people live harmoniously together

**23%** of residents have high negative perceptions of anti-social behaviour



**74** crimes for every 1,000 people, of which

**11** (per 1,000) were violent

**5.1** tonnes of CO<sub>2</sub>  
per capita



In Your Pocket provides a snapshot of some of the headline figures from the Bradford District Dashboard. For more information, including the latest trends, national & regional benchmarks and data sources please refer to the full District Dashboard.

[www.bradford.gov.uk/observatory](http://www.bradford.gov.uk/observatory)

**Key – Annual trends**

▲ Trend up, positive

▼ Trend down, positive

△ Trend up, negative

▽ Trend down, negative

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Policy Programmes & Change

City of Bradford Metropolitan District Council

City of Bradford MDC

[www.bradford.gov.uk](http://www.bradford.gov.uk)



## **Good schools and a great start for all our children**

Securing a successful future for all of us depends on securing a successful future for the young people of the district. We want all of our children and young people to achieve their ambitions and help make Bradford District a great place to live and work.

### ***Talking Head: Head teacher***

“Our children and young people are our greatest asset. They have high ambitions – and we have high ambitions for them.”

## **Bradford Today**

Bradford District has a young population and our. With 29% of the population aged under the age of 20, Bradford is the youngest city in the UK.

### ***(Key stats and description infographic)***

- 124,650 children aged 0-15, 23% of population
- (Number of) schools
- HE/FE facts and figures
- Educational attainment figures
- 42,000 children living in poverty

## **A Better Bradford**

In the past, improvement in education hasn't gone far enough, fast enough. Things have to change. Urgent and sustained action is needed to drive up educational results. We want all our schools to be good by 2018. We want to reduce the deprivation and inequality that affect too many of our children and young people.

Working alongside 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
- Reducing health and social inequalities – including tackling child poverty, reducing childhood obesity and improving children's oral health

## **District Measures of Success**

- Every School a good school – classed as good by OFSTED
- Every child given the opportunity to achieve – educational attainment as KS2/3
- Child poverty

## **Delivery**

**Together we can:**

- Continue to build childcare and early education places
- Keep investing in and commissioning school improvement
- Invest in attracting, developing and keeping the best school leaders, teachers and classroom assistants.
- Provide real opportunities for skills development and jobs when young people leave school, working closely with the business community, the University and colleges.

**Parents can:**

- Get your child a nursery place
- Get involved in your children's education, encouraging and celebrating their learning.
- Make learning fun at home – read, count and play every day with your young children.
- Make sure your child attends school, is there on time and isn't absent without the school's agreement.
- Support your child to get involved in out of school activity.

**Children and young people can:**

- Make the most of opportunities for learning at home and outside school.
- Value education and take responsibility for your own education, ask questions, build your skills, discover your talents – it's your life, your future, and your choice.

**Schools can:**

- Work in partnership, recognising that all types of school are part of a wider education system and need to share solutions to raise attainment.
- Share resources and expertise to invest in teaching, learning and facilities.
- Take action to deal with performance, governance, attendance and ...
- Support students to identify future careers opportunities.

**Businesses and others can:**

- Provide meaningful work placements to your local schools and be an active partner in educating young people about potential careers.
- Provide apprenticeships for local young people.
- Encourage your employees to volunteer for the reading in schools project and to offer mentoring for young people at school
- Encourage your staff to become school governors.
- Supporting and getting involved with an Industrial Centre of Excellence or Bradford Pathways

**Partners**

• Children's Services • Adult Social Care • NHS providers • Fire and Rescue Service • School governors • Regeneration and Housing • Voluntary and community sector • Culture, Sports and Leisure • Schools - primary, secondary (inc academies) and special schools • Young Lives Bradford • Children's centres • University of Bradford • Safeguarding Children Board • West Yorkshire Police • Council for Mosques • NHS Foundation Trusts • Better Start • Community Rehabilitation Co Ltd

**Case Studies**

**Science Week** Bradford University engagement with schools –

**Industrial Centres of Excellence**

Industrial Centres of Excellence (ICE) are an innovative way in which the Bradford District is providing education for young people aged 14-19  
ICE are about working together. They involve businesses and education providers working together to develop the curriculum young people are taught, and the environment in which they are taught. This helps to ensure that the skills young people develop match those that employers need



ICEs allow employers and training providers to exchange knowledge and innovation that contributes to the district's economic competitiveness

### **Bradford Pathways**

Bradford Pathways is about developing a new educational model that meets the challenge of delivering employment focussed skills, careers and technical education. Bradford Pathways is an innovative way of delivering skills and knowledge for young people so they can gain employment now and in the future.

### **Better Start Bradford**

### **Barkerend Dads Reading Scheme**

## Better skills, more good jobs and a growing economy

Bradford is one of the biggest and fastest growing economies in the UK and is a key part of the Leeds City Region. Business success is essential to the future economic and social wellbeing of the city and district. Business success will generate the wealth and the jobs needed to enable people in Bradford District to enjoy a better standard of living and will help create a city to be proud of.

### Bradford Today

The modern reality of Bradford - The Producer City is demonstrated by the scale and breadth of an £8.7 billion economy that is the 11<sup>th</sup> largest in the UK and the 8<sup>th</sup> largest in England. We are a centre for manufacturing with advanced engineering, chemicals, printing and digital industries prominent. We have real strengths in other key sectors such as finance, professional services, retail, construction and the creative industries. Bradford is home to major companies operating globally and a large number of major UK businesses have their headquarters here including Morrisons, Yorkshire Building Society, Pace, Yorkshire Water and Hallmark Cards.

#### *Key stats and description - Graphic*

- 17,000 businesses employing 195,000 people in Bradford District.
- 24,600 jobs in manufacturing, the 3rd highest number of any city or district in the UK.
- A powerful culture of entrepreneurship. 32,000 people in the district are self-employed.
- 46,000 people commute between Bradford and Leeds each day, the largest flow between any two cities in the UK.
- There are 44,400 working age people with no qualifications
- 31% of households in Bradford have gross income less than £15K

### A Better Bradford

We need to make sure the economy keeps growing. We have one of the UK's youngest populations and the numbers of people of working age are expected to grow by another 24,000 by 2024. Those people need to be able to get good local jobs. The district needs 15,000 new jobs to match national rates of employment by 2019 alone.

This means:

- **Creating the conditions for business** – to make Bradford the best place to set up, grow and run a business.
- **Making innovation and skills central to our economy** – putting innovation, knowledge creation and higher skills at the centre of creating a strong economy
- **Trading on our culture of enterprise** – building on our strengths and assets to compete in the global economy

### District Measures of Success

- Skill levels
- Number of jobs
- Employment rate
- Value of local economy

## Delivery

### Together we can

- Continue to regenerate our City Centre
- Implement masterplans for the two city centre rail stations and support development plans for the Keighley and Shipley stations
- Increase provision and access to super/ultra fast broadband,
- Bring forward strategic employment sites to attract new and growing businesses
- Develop an employer led education and skills system to match local people to jobs
- Strengthen links between universities and industry to support innovation, knowledge transfer and technology development
- Strengthen the capability of Bradford companies to trade in overseas markets
- Maximise the impact of public and private procurement to support business and jobs growth
- Target and attract high-value inward investment that plays to our industrial and innovation strengths
- Support small and medium sized enterprises with growth potential, targeting companies in our priority sectors
- Increase the level and quality of new business start ups
- Work with the Leeds City Region to articulate the Bradford offer to unlock our investment and growth potential

### Residents can:

- Skill yourself up – go on a course at work or in your spare time to keep your skills up to speed
- Find out about opportunities to participate in local apprenticeship schemes
- Keep your city, town and local shopping centres clean and free from litter
- Shop local and realise the power of the pound in your pocket
- Big up Bradford and be a local tourist

### Businesses can:

**Talking Head: *Brian Cantor, University of Bradford.***

*“With a tremendous history and culture of enterprise and innovation, manufacturing excellence and economic success, we all share a responsibility to start making great things happen in this part of the world. We have an exciting future. Let’s get going.”*

## Case Studies

**Case Study: Apprenticeship Hub** exists to help people find the right apprenticeship provider and to support businesses in setting up apprenticeships.

### Apprenticeships

- Supporting apprenticeships is a key development priority for the district's business and public sector partners
- Apprenticeships enable businesses to develop the talent they need to be successful
- We want the district's businesses to employ even more apprentices so that we can support business growth and the long-term prosperity of Bradford
- Apprenticeships aren't just for young people, more and more older workers are using them as a way to re-train

### Get Bradford Working

- Get Bradford Working, Bradford's award winning employment and skills programme includes the Employment Opportunity Fund which has helped over 1,500 disadvantaged people into training and more than 1,600 into work

### Skills House

- SkillsHouse is a unique local partnership based in Bradford city centre that is designed to boost retail, hospitality and visitor economy businesses and help people to find jobs. Broadway Bradford employers have recruited from these people ensuring that the benefits of the new development are felt across the district.

### Keighley Business Improvement District

- Businesses in Keighley Town Centre have voted to create a Business Improvement District which will put them in driving seat to improve the town centre.
- **The Broadway Centre**
- **City Centre Growth Zone**
- **Curry Capital**
- **Digital Health Enterprise Zone**

## **Better Health and Better Lives**

A district where people enjoy long and healthy lives and are supported to make healthy choices and can access the health and social care services they need.

### **Bradford Today**

There are a lot more of us living in the Bradford District these days. By 2020 there'll be another 20,000 of us, including 4,000 more children and young people under 16.

The biggest and fastest increase will be among people aged over 65 – another 9,000 than there are now.

### **Key stats and description - Graphic**

One in ten people provide some degree of unpaid care and 12,400 older people need assistance in maintained daily living.

By 2020:

- The numbers of people over 65 who have dementia will increase by 750 or 14%
- The numbers of people aged over 85 will increase by 2,000 or nearly 20%
- The numbers of adults with a disability or mental health issue will increase
  - nearly 3,000 more people with a physical disability
  - a rise of 3% in the number of adults with a learning disability
  - over 3,000 more people with mental health problems
- The numbers of people with severe disabilities are also predicted to rise

### **A Better Bradford**

It's great that people are leading healthier lives and living longer and we want everyone to be able to enjoy good health and a good quality of life whatever age they are. People will be supported by different organisations, their families, neighbours or their communities to retain their independence.

Our priorities for action are:

- 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

### **District Measures of Success**

- Life expectancy
- Infant mortality
- Out of work benefits
- People supported to remain independent

## Delivery

### Together we can:

- Make positive lifestyle choices and changes
- Stay fit by taking advantage of the wide range of sport and leisure activities in the district
- Ensure health and care services work much more closely together as part of the same system, supporting people to remain independent and avoid hospital and nursing care
- Target resources where they make the most difference and at people with the most complex needs
- Ensure our workplaces are safe and support employees health and wellbeing

### Case Study

**Connect to Support** is a marketplace to buy your own support whether this is equipment to assist you, looking for assistance in your home or even a directory of care homes should you or someone you know require this. It also has a directory of voluntary support groups and services including social clubs within the district.

### Case Study

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### *Talking Head: Professor John Wright, Director, Born in Bradford programme*

"Born in Bradford has the potential to promote real change at a local level and also make major contributions to global knowledge: our children may be born in Bradford, but they will change the world."

## Safe, clean and active communities

To foster safe, self-reliant and resilient communities in neighbourhoods that people are proud of and are happy to live in.

### Bradford Today

Right across the Bradford District people are working with pride and passion to make it a safer and cleaner place. 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.

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It's estimated that there are over 100,000 active citizens in the Bradford District (around 20% of the total population) and that volunteers contribute over £17 million to the local economy.

XX VCS organisations

% of local people who are happy with where they live

Recycling rates

### A Better Bradford

All across the district people are active in the communities, contributing their time, energy and skills to help make them better places to live.

Looking after the environment, helping to keep the places we live and work in clean and safe, reducing waste and getting involved in the community are the right things to do.

Working alongside residents, businesses and our partner organisations our priorities are:

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

### District Measures of Success

- Crime rates
- Level of street litter
- Living harmoniously together

### Delivery

#### Together we can:

- Work closely with partner agencies to reduce crime and make our communities safer.
- Support the work of the police both at a neighbourhood level and in specialist departments.
- Reduce waste and increase levels of recycling

#### Residents can:

- Help out as a Neighbourhood Watch Co-ordinator. The Online Watch Link allows residents to receive updates on crime in their area and provides details of your nearest Neighbourhood Watch scheme.
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- Sign up to be a Street Angel supporting the Police to help people to stay safe and enjoy their night out in the city centre.
- Get involved in more organised activity in your area such as litter picks or working with public services to look out for people with dementia or disabilities
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#### **'Fats to fuel' recycling project**

A 'fats to fuel' recycling project in Bradford plans to expand across parts of the city to harness the bio fuel potential of waste cooking oil, whilst also protecting local sewers. The scheme involves asking local residents in the area to collect their waste cooking oil in tubs, known as 'fat vats', rather than typically pouring the greasy oils such as ghee down the kitchen sink.

Thanks to the scheme, there has been an almost total elimination of sewer blockages in the area too. The scheme began in March 2014 and could gradually expand up to 6,000 homes. In 2013, Yorkshire Water invested £2.3m on the sewer system in Bradford Moor including work on sewer blockages. But through this initiative, the firm hopes to reduce this spend to help keep customers bills as low as possible.

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Everyone in Bradford District should have a place to call home which is right for their needs and is a place in which they can thrive

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Our population is growing rapidly, increasing the need for homes. Current forecasts predict that the district's population will grow at 8.5% over the next ten years placing significant pressures on the housing stock.

Around 2,200 new additional homes are needed each year, to meet the projected growth in households. The scale of this challenge can be demonstrated by the fact that we have seen only around 700 net additions to the housing stock in each of the last two years.

Symptoms of insufficient housing supply are evident across the district: overcrowding has increased to nearly 10% of households, and homelessness is also increasing.

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Just under 70% of households are owner-occupiers.

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Increasing the rate of house building will stimulate both the construction sector and its supply chain across the district, and have a positive impact on many other sectors and services as people move into and furnish new homes.

Most housing growth delivery needs to come from private sector development. A big contribution to meeting housing demand can come from making best use of existing stock. We therefore need to tackle both under-occupation and empty homes. Our priorities are:

- More homes
- Safe and healthy homes
- Affordable homes

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- An increase in net additional homes provided
- A reduction in the number of long-term empty homes
- An increase in the number of private sector homes where housing conditions have been improved through intervention measures
- An increase in the number of new affordable homes delivered

## Delivery

### Together we can:

- Support the development of more homes of the right type in the right location
- Deliver housing growth in the following priority areas:
  - **Canal Road Corridor** – A joint venture company has been established, with the responsibility of delivering a long-term programme of investment, including up to 1,200 of the potential new homes.
  - **Holme Wood and Tong** – a neighbourhood development plan has been agreed with the potential to deliver up to 2,700 new homes over the long term.
  - **Bradford City Centre** – The new City Plan outlines the potential to deliver around 3,500 new homes.
- Make best use of existing stock
- Support access to and development of high quality private rented sector
- Tackle obsolete and low demand housing and neighbourhoods
- Help to make homes in Bradford more energy efficient

## **Whose Strategy and Why?**

Bradford District Partnership description and role

Strategic Partnerships description and role

Key partners

Links to regional and national agendas

Talking heads/Quotes

Council Leader

University VC

Chamber

Lord Patel

Business

Teacher

Parent

Young person

**Page 15 – Inside Back Page**

**Glossary**

**Website**

**Contacts**

# Bradford District Plan

2016 - 2020

## Consultation Draft

December 2015

This draft has been created using content pulled from existing sources, and is based on some early conversations with partners involved in each of the New Deal outcome areas.

There are some gaps in content – in particular there is a need for more input on delivery actions across the five outcomes.

As a draft, all content is open for comment and amendment.

Questions to guide feedback on draft:

- Does the District Plan represent the areas of work you know about? Does the content feel familiar and can you buy into it?
- Is there a good balance to show that is about everybody delivering and contributing? What actions that will most make a difference need to be included?
- Are there any good case studies we could include that show what we can achieve? We want to highlight the breadth of activity across the district
- Are the measures of success the right ones for a public audience?
- Do you think the document will work for the range of audiences across the District including residents, businesses, communities, public sector, City Region and Government?
- Does the plan need to more explicit about what we are offering and expecting from Government and City Region – what are the key offers/asks in the areas you work in?
- 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?

**We want to make Bradford a better district – a place where all our children have a great start in life, businesses are supported to create more and better jobs, people live longer and healthier lives and all our neighbourhoods are good places to live.**

*Set against a graphic/images of the district*

*Logo's of organisations who will deliver it*

*Faces of people who are Bradford*

# **FOREWARD – A BETTER BRADFORD**

From Chair of Bradford District Partnership Board and strategic partnerships?

To provide a sense of the district plan on one page, with an emphasis on:

- Assets
- Challenges
- Outcomes
- What we can achieve if we work together

Page 2

Bradford Today: Infographics describing key attributes of the District

# Understanding Bradford District

District Dashboard  
In Your Pocket  
December 2015 (DRAFT)

District Demographics  
Population

528,200 ▲

203,971 ▲

Households

4<sup>th</sup> largest metropolitan district in England



152,600 ▲

Aged under 20

3<sup>rd</sup> youngest Local Authority in England

75,000 ▲

Aged 65 or over

Good schools & a great start for all our children

55.5% ▲ of children achieve a good level of development at the end of reception ▼ 

44.0% of pupils gain 5+ A\*-C grade GCSEs including English & Maths

% of children overweight and obese



22% ▲ ▼ age 4-5

36% ▲ age 10-11

24% ▼ of  children living in poverty

5.6 ▼ Infant Mortality Rate


Better health, better lives

25.5% ▲ of people reported high anxiety

Life expectancy at birth (in years):

Women 81 ▼, of which 59 ▼ healthy

Men 78 ▲, of which 62 ▲ healthy

12.9% ▼  of working age population claiming out of work benefits

14.1% ▲ ▼ of





People born today in deprived areas of district expected to live:

**8** years less (for women)



**10** years less (for men)

than those born in the most affluent areas

households live in fuel poverty

**20** adults in every 10,000 had personal insolvencies including bankruptcy

Better skills, more good jobs and a growing economy

Employment Rate

**64.3%**

**0.67** jobs for every working age person



**66.3%** of working age population qualified to Level 2 or higher (equivalent to 5 good GCSEs)



**17,050**

VAT/PAYE business units



Safe, clean and active communities

**12%** of streets had problems with litter



Decent homes that people can afford to live in

**212,512**

homes, up by

**1,134**

from last year.

Average house price

**£92,646**



**1.7** households statutory homeless in every 1,000 households

**1.89%** of homes empty for longer than six months



**64%** of people agree that their local area is a place where people live harmoniously together

**23%** of residents have high negative perceptions of anti-social behaviour



**74** crimes for every 1,000 people, of which

**11** (per 1,000) were violent

**5.1** tonnes of CO<sub>2</sub>  
per capita



In Your Pocket provides a snapshot of some of the headline figures from the Bradford District Dashboard. For more information, including the latest trends, national & regional benchmarks and data sources please refer to the full District Dashboard.

[www.bradford.gov.uk/observatory](http://www.bradford.gov.uk/observatory)

**Key – Annual trends**



Trend up, positive



Trend down, positive



Trend up, negative



Trend down, negative

**Contact:** [josie.goodyear@bradford.gov.uk](mailto:josie.goodyear@bradford.gov.uk)

Policy Programmes & Change

City of Bradford Metropolitan District Council



**City of Bradford MDC**

[www.bradford.gov.uk](http://www.bradford.gov.uk)



# Good schools and a great start for all our children

Securing a successful future for all of us depends on securing a successful future for the young people of the district. We want all of our children and young people to achieve their ambitions and help make Bradford District a great place to live and work.

## *Talking Head: Head teacher*

“Our children and young people are our greatest asset. They have high ambitions – and we have high ambitions for them.”

## **Bradford Today**

Bradford District has a young population and our. With 29% of the population aged under the age of 20, Bradford is the youngest city in the UK.

## *(Key stats and description infographic)*

- 124,650 children aged 0-15, 23% of population
- (Number of) schools
- HE/FE facts and figures
- Educational attainment figures
- 42,000 children living in poverty

## **A Better Bradford**

In the past, improvement in education hasn't gone far enough, fast enough. Things have to change. Urgent and sustained action is needed to drive up educational results. We want all our schools to be good by 2018. We want to reduce the deprivation and inequality that affect too many of our children and young people.

Working alongside 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
- Reducing health and social inequalities – including tackling child poverty, reducing childhood obesity and improving children's oral health

## **District Measures of Success**

- Every School a good school – classed as good by OFSTED
- Every child given the opportunity to achieve – educational attainment as KS2/3
- Child poverty

## **Delivery**

**Together we can:**

- Continue to build childcare and early education places
- Keep investing in and commissioning school improvement
- Invest in attracting, developing and keeping the best school leaders, teachers and classroom assistants.
- Provide real opportunities for skills development and jobs when young people leave school, working closely with the business community, the University and colleges.

**Parents can:**

- Get your child a nursery place
- Get involved in your children's education, encouraging and celebrating their learning.
- Make learning fun at home – read, count and play every day with your young children.
- Make sure your child attends school, is there on time and isn't absent without the school's agreement.
- Support your child to get involved in out of school activity.

**Children and young people can:**

- Make the most of opportunities for learning at home and outside school.
- Value education and take responsibility for your own education, ask questions, build your skills, discover your talents – it's your life, your future, and your choice.

**Schools can:**

- Work in partnership, recognising that all types of school are part of a wider education system and need to share solutions to raise attainment.
- Share resources and expertise to invest in teaching, learning and facilities.
- Take action to deal with performance, governance, attendance and ...
- Support students to identify future careers opportunities.

**Businesses and others can:**

- Provide meaningful work placements to your local schools and be an active partner in educating young people about potential careers.
- Provide apprenticeships for local young people.
- Encourage your employees to volunteer for the reading in schools project and to offer mentoring for young people at school
- Encourage your staff to become school governors.
- Supporting and getting involved with an Industrial Centre of Excellence or Bradford Pathways

**Partners**

• Children's Services • Adult Social Care • NHS providers • Fire and Rescue Service • School governors • Regeneration and Housing • Voluntary and community sector • Culture, Sports and Leisure • Schools - primary, secondary (inc academies) and special schools • Young Lives Bradford • Children's centres • University of Bradford • Safeguarding Children Board • West Yorkshire Police • Council for Mosques • NHS Foundation Trusts • Better Start • Community Rehabilitation Co Ltd

**Case Studies**

**Science Week** Bradford University engagement with schools –

**Industrial Centres of Excellence**

Industrial Centres of Excellence (ICE) are an innovative way in which the Bradford District is providing education for young people aged 14-19  
ICE are about working together. They involve businesses and education providers working together to develop the curriculum young people are taught, and the environment in which they are taught. This helps to ensure that the skills young people develop match those that employers need

ICEs allow employers and training providers to exchange knowledge and innovation that contributes to the district's economic competitiveness

**Bradford Pathways**

Bradford Pathways is about developing a new educational model that meets the challenge of delivering employment focussed skills, careers and technical education. Bradford Pathways is an innovative way of delivering skills and knowledge for young people so they can gain employment now and in the future.

**Better Start Bradford**

**Barkerend Dads Reading Scheme**

## Better skills, more good jobs and a growing economy

Bradford is one of the biggest and fastest growing economies in the UK and is a key part of the Leeds City Region. Business success is essential to the future economic and social wellbeing of the city and district. Business success will generate the wealth and the jobs needed to enable people in Bradford District to enjoy a better standard of living and will help create a city to be proud of.

### Bradford Today

The modern reality of Bradford - The Producer City is demonstrated by the scale and breadth of an £8.7 billion economy that is the 11<sup>th</sup> largest in the UK and the 8<sup>th</sup> largest in England. We are a centre for manufacturing with advanced engineering, chemicals, printing and digital industries prominent. We have real strengths in other key sectors such as finance, professional services, retail, construction and the creative industries. Bradford is home to major companies operating globally and a large number of major UK businesses have their headquarters here including Morrisons, Yorkshire Building Society, Pace, Yorkshire Water and Hallmark Cards.

### Key stats and description - Graphic

- 17,000 businesses employing 195,000 people in Bradford District.
- 24,600 jobs in manufacturing, the 3<sup>rd</sup> highest number of any city or district in the UK.
- A powerful culture of entrepreneurship. 32,000 people in the district are self-employed.
- 46,000 people commute between Bradford and Leeds each day, the largest flow between any two cities in the UK.
- There are 44,400 working age people with no qualifications
- 31% of households in Bradford have gross income less than £15K

### A Better Bradford

We need to make sure the economy keeps growing. We have one of the UK's youngest populations and the numbers of people of working age are expected to grow by another 24,000 by 2024. Those people need to be able to get good local jobs. The district needs 15,000 new jobs to match national rates of employment by 2019 alone.

This means:

- **Creating the conditions for business** – to make Bradford the best place to set up, grow and run a business.
- **Making innovation and skills central to our economy** – putting innovation, knowledge creation and higher skills at the centre of creating a strong economy
- **Trading on our culture of enterprise** – building on our strengths and assets to compete in the global economy

### District Measures of Success

- Skill levels
- Number of jobs
- Employment rate
- Value of local economy

## Delivery

### Together we can

- Continue to regenerate our City Centre
- Implement masterplans for the two city centre rail stations and support development plans for the Keighley and Shipley stations
- Increase provision and access to super/ultra fast broadband,
- Bring forward strategic employment sites to attract new and growing businesses
- Develop an employer led education and skills system to match local people to jobs
- Strengthen links between universities and industry to support innovation, knowledge transfer and technology development
- Strengthen the capability of Bradford companies to trade in overseas markets
- Maximise the impact of public and private procurement to support business and jobs growth
- Target and attract high-value inward investment that plays to our industrial and innovation strengths
- Support small and medium sized enterprises with growth potential, targeting companies in our priority sectors
- Increase the level and quality of new business start ups
- Work with the Leeds City Region to articulate the Bradford offer to unlock our investment and growth potential

### Residents can:

- Skill yourself up – go on a course at work or in your spare time to keep your skills up to speed
- Find out about opportunities to participate in local apprenticeship schemes
- Keep your city, town and local shopping centres clean and free from litter
- Shop local and realise the power of the pound in your pocket
- Big up Bradford and be a local tourist

### Businesses can:

**Talking Head: *Brian Cantor, University of Bradford.***

*“With a tremendous history and culture of enterprise and innovation, manufacturing excellence and economic success, we all share a responsibility to start making great things happen in this part of the world. We have an exciting future. Let’s get going.”*

## Case Studies

**Case Study: Apprenticeship Hub** exists to help people find the right apprenticeship provider and to support businesses in setting up apprenticeships.

### Apprenticeships

- Supporting apprenticeships is a key development priority for the district's business and public sector partners
- Apprenticeships enable businesses to develop the talent they need to be successful
- We want the district's businesses to employ even more apprentices so that we can support business growth and the long-term prosperity of Bradford
- Apprenticeships aren't just for young people, more and more older workers are using them as a way to re-train

### Get Bradford Working

- Get Bradford Working, Bradford's award winning employment and skills programme includes the Employment Opportunity Fund which has helped over 1,500 disadvantaged people into training and more than 1,600 into work

### Skills House

- SkillsHouse is a unique local partnership based in Bradford city centre that is designed to boost retail, hospitality and visitor economy businesses and help people to find jobs. Broadway Bradford employers have recruited from these people ensuring that the benefits of the new development are felt across the district.

### Keighley Business Improvement District

- Businesses in Keighley Town Centre have voted to create a Business Improvement District which will put them in driving seat to improve the town centre.
- **The Broadway Centre**
- **City Centre Growth Zone**
- **Curry Capital**
- **Digital Health Enterprise Zone**



## **Better Health and Better Lives**

A district where people enjoy long and healthy lives and are supported to make healthy choices and can access the health and social care services they need.

### **Bradford Today**

There are a lot more of us living in the Bradford District these days. By 2020 there'll be another 20,000 of us, including 4,000 more children and young people under 16.

The biggest and fastest increase will be among people aged over 65 – another 9,000 than there are now.

### **Key stats and description - Graphic**

One in ten people provide some degree of unpaid care and 12,400 older people need assistance in maintained daily living.

By 2020:

- The numbers of people over 65 who have dementia will increase by 750 or 14%
- The numbers of people aged over 85 will increase by 2,000 or nearly 20%
- The numbers of adults with a disability or mental health issue will increase
  - nearly 3,000 more people with a physical disability
  - a rise of 3% in the number of adults with a learning disability
  - over 3,000 more people with mental health problems
- The numbers of people with severe disabilities are also predicted to rise

### **A Better Bradford**

It's great that people are leading healthier lives and living longer and we want everyone to be able to enjoy good health and a good quality of life whatever age they are. People will be supported by different organisations, their families, neighbours or their communities to retain their independence.

Our priorities for action are:

- 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

### **District Measures of Success**

- Life expectancy
- Infant mortality
- Out of work benefits
- People supported to remain independent

## Delivery

### Together we can:

- Make positive lifestyle choices and changes
- Stay fit by taking advantage of the wide range of sport and leisure activities in the district
- Ensure health and care services work much more closely together as part of the same system, supporting people to remain independent and avoid hospital and nursing care
- Target resources where they make the most difference and at people with the most complex needs
- Ensure our workplaces are safe and support employees health and wellbeing

### **Case Study**

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- Support the development of more homes of the right type in the right location
- Deliver housing growth in the following priority areas:
  - **Canal Road Corridor** – A joint venture company has been established, with the responsibility of delivering a long-term programme of investment, including up to 1,200 of the potential new homes.
  - **Holme Wood and Tong** – a neighbourhood development plan has been agreed with the potential to deliver up to 2,700 new homes over the long term.
  - **Bradford City Centre** – The new City Plan outlines the potential to deliver around 3,500 new homes.
- Make best use of existing stock
- Support access to and development of high quality private rented sector
- Tackle obsolete and low demand housing and neighbourhoods
- Help to make homes in Bradford more energy efficient

## **Whose Strategy and Why?**

Bradford District Partnership description and role

Strategic Partnerships description and role

Key partners

Links to regional and national agendas

Talking heads/Quotes

Council Leader

University VC

Chamber

Lord Patel

Business

Teacher

Parent

Young person

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**Website**

**Contacts**