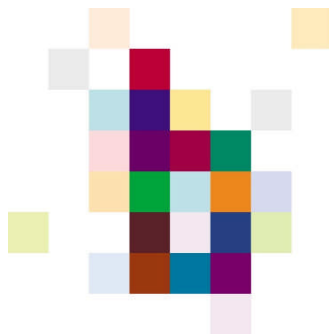


THE BIG PLAN

for the Bradford District 2008-2011



Our Sustainable Community Strategy

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Part One Setting the Scene

Foreword

The Big Plan will guide the way we work and plan together

The Big Plan sets out the most important things that we can do to improve the quality of life in the Bradford district over the next three years. These are vital steps towards achieving success over the long term. We have included an updated 2020 Vision and ambitions in order to provide this long-term context.

The Big Plan is our “Sustainable Community Strategy” (SCS) – something which all districts must have. It is produced by the Council and its partners who, together, work to make the district a decent place to live, now and for future generations. Our common purpose is to create a good quality of life for everyone by maintaining and improving social, economic, environmental and cultural wellbeing.

We have decided on the priorities for action in **The Big Plan** by **looking at evidence** about how things have changed over recent years, and how they will change in the future; and by **talking and listening to people** – over 3000 people answered questions about what things would improve our quality of life.

We will only make a big difference if we work closely with citizens, listening to their views, identifying their needs and wants and tailoring services to meet them.

Our key challenge is to secure long-term prosperity which is shared across communities. This will only be achieved if we invest in regeneration, improve education and equip our

growing, young population with the skills to compete in the global economy.

We have a unique opportunity to meet this challenge – we will have the fastest growing working-age population of any district outside London over the next 20 years. This will provide us with a major advantage if we make sure that this young and diverse pool of workers has the skills our businesses need.

If we succeed in transforming the economy and secure a sustainable future where our diverse communities thrive together, then we can invest in making our neighbourhoods safer, cleaner and greener, in better housing, schools and cultural facilities, and in improving health, and care for people in need.

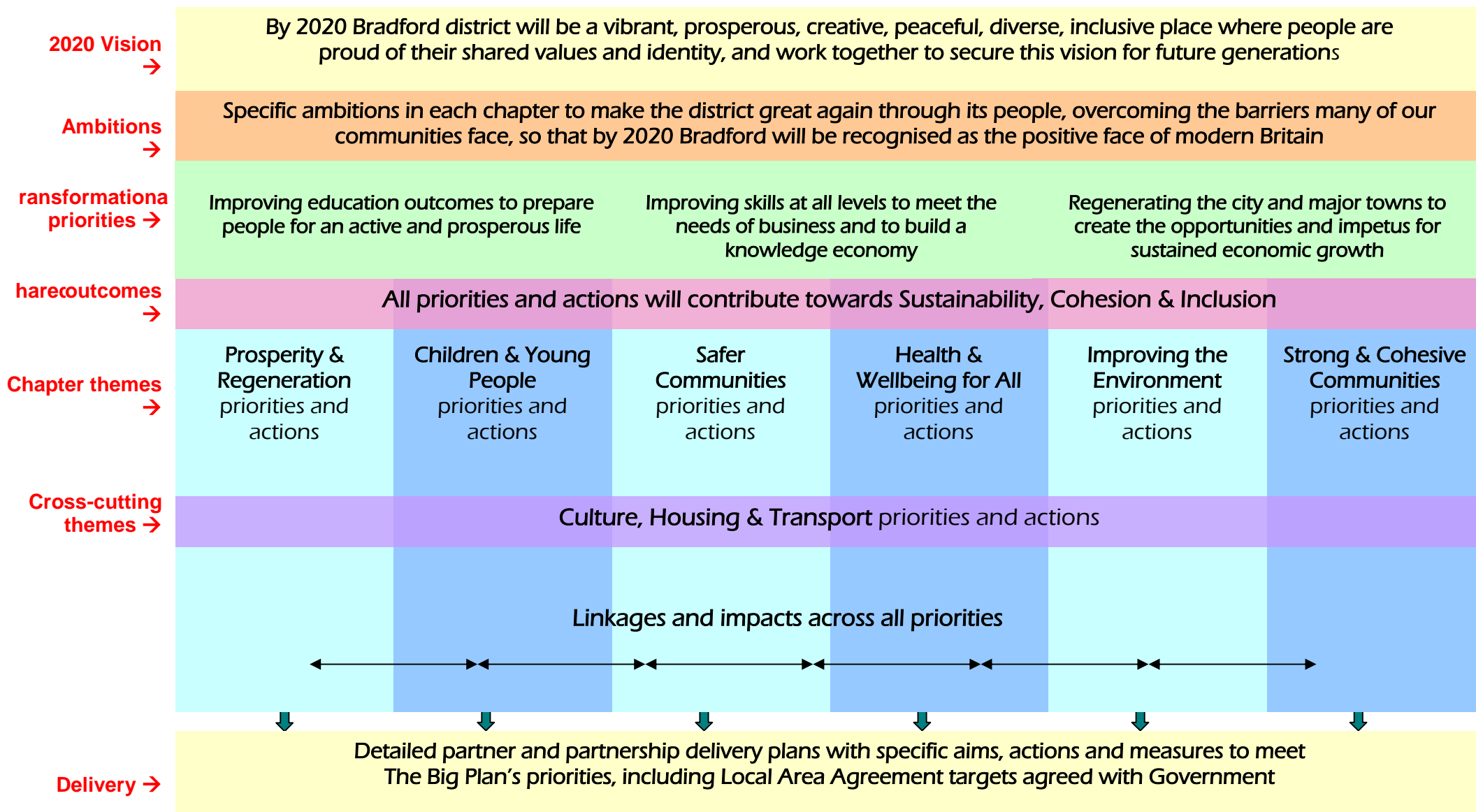
The Big Plan will be used to guide the way partners work and plan together, providing the framework for more detailed delivery plans with measurable targets including those in our Local Area Agreement¹.

We are committed to the ambitions, priorities and actions in The Big Plan and recommend it to you as a shared foundation on which we can work together to build a better Bradford district.

Bradford District Partnership

¹ The Local Area Agreement is a contract between the Council and Government about the specific improvements partners will make in the District over a 3-year period. It will act as a key tool for measuring our progress on delivering The Big Plan

Overview



1. Our Vision and Ambitions for 2020

Our updated vision and ambitions set out the long-term direction and aspirations for the district, taking account of the challenges we now face.

Our Vision – by 2020:

Bradford district will be a vibrant, prosperous, creative, peaceful, diverse, inclusive place where people are proud of their shared values and identity, and work together to secure this vision for future generations

Our long-term Ambitions and Challenges

Our vision depends on achieving a range of specific ambitions set out in each theme chapter. These aim to make the district great again, by realising the potential of its people and overcoming the barriers many of our communities face, so that by 2020 Bradford will be recognised as the positive face of modern Britain.

Most importantly, we need to focus on transforming our economy by regenerating the district, and improving education outcomes and skills levels. This transformation must happen in sustainable ways which support the cohesion of our communities, helping us to secure wellbeing, and improve everyone's quality of life.

By 2020, people will be justifiably proud of the great place in which they live, learn, work and play. We will cherish our beautiful buildings and landscapes, and thriving towns and villages. The district will draw strength from its diversity - making full use of the skills, qualities and enterprise of its people - to create a vibrant community and cultural life for all.

These ambitions will be empty words unless our planning has a clear focus on the long-term challenges we need to overcome.

Our major challenges will include:

1. **An economy which needs to be much stronger** in the face of growing global competition if it is going to provide lasting prosperity that is shared widely.
2. **A population which is changing quickly.** It is growing faster than most other places, with more younger and older people, and with new communities arriving. Our young, fast-growing and diverse population marks out the district as different to all other northern towns and cities. This presents challenges for our services but also huge opportunities and the potential to provide the skilled workforce needed to power our economy and play a vital role in driving regional economic growth.
3. **The impacts of climate change and over-consumption.** We now recognise that the way we live is wasting resources, and damages our climate. Communities can work together to change the way we use energy and resources so that local action can have a global effect, but this will require us all to make difficult choices - as individuals, families, and organisations.
4. **Exclusion, inequality, a lack of cohesion and apathy are threats to healthy communities.** The district has high levels of disadvantage and social exclusion, and diverse and changing communities. We need to build shared values, make services accessible to all, show that resources go to those most in need and treat people fairly. We also need to address the reasons why people don't get involved in local community and social activities and sometimes are not good neighbours – we will support people to be active, involved and responsible citizens.

2. Our Shared Outcomes

Partners are committed to shared outcomes to make our way of life more sustainable and our communities more cohesive and inclusive. These will underpin and connect the ambitions, priorities and actions in The Big Plan

Sustainability

Our job is to make a lasting difference to people's quality of life. We must invest in the wellbeing of future generations as well as today's citizens. We are very aware of the immediate pressures on people's lives. Many of the actions in The Big Plan are designed to improve individual's life-chances, their neighbourhoods and communities over the next three years.

But only focusing on the short term is not enough. We must search for ways to secure long-term wellbeing and prosperity in ways which don't waste limited resources, which respect the natural world locally and globally, and address the long-term needs of the district and its people.

Over recent years, we have started to make the changes that will make the way we live more sustainable, but at the same time we are increasingly aware of the scale and complexity of the challenges we face - we must therefore do much more. The Council and its partners will use national and international thinking and standards about sustainable development to inform all our planning, and to challenge the way we have been doing things. This is why *sustainability* is a shared outcome in **The Big Plan**.

We know we don't yet have all the answers, but we are intent on working together to find them – we will develop a clearer shared understanding of sustainability, and a more effective approach to planning and delivering services and wellbeing in sustainable ways – ways which meet our needs without prejudicing the needs of future generations.

Our work will be guided by the principles of sustainable development used to shape national policy². These principles are:

- **living within environmental limits** – using natural resources wisely, and protecting the environment and its biodiversity;
- **ensuring a strong, healthy and just society** – sustainable communities promote cohesion, meet the diverse needs of people, and create equal opportunities for all;
- **achieving a sustainable economy** – where prosperity and opportunities are created in lasting ways, which conserve resources and energy, and which are shared widely;
- **promoting good governance** – involving citizens in effective decision making and tapping into their creativity, energy and diversity; and
- **using strong scientific evidence**, public attitudes and values as the basis for our planning and action.

These principles apply to our priorities in different ways, and each Big Plan chapter includes statements explaining this.

Partners will work with citizens to secure a good quality of life for future generations. We will cherish our natural environment, reduce the impact of our actions on local and global resources and ecosystems and minimise waste, carbon emissions, water use and our reliance on oil.

² 'Securing the Future' 2005 – UK Government Sustainable Development Policy

Cohesion and Inclusion

Many communities live together in the district. They are based on people having common identities around things such as culture, race, faith, interest and place. Individuals in these communities have a wide range of abilities and needs. Some people suffer discrimination and economic disadvantage which can lead to social, health-related or cultural exclusion.

We recognise that certain forces can threaten the strength of communities and their ability to respect and live alongside each other. These include:

- ignorance and prejudice about different ways of life and culture;
- feelings that some communities are being favoured with resources or services compared to others;
- the tension between groups that results from these perceptions of disadvantage, unfairness and difference
- poverty, and economic, social or cultural isolation which can lead to people feeling alienated from mainstream life;
- a lack of opportunity to experience and understand what we have in common as people in families, communities of the district and as citizens of a modern multicultural country;
- providers who plan and deliver services in ways which are insensitive to people's needs and identities;
- threats of violent extremism and anxiety caused by the local impact of international relations.

We will work to combat these negative forces and to provide services and opportunities to help include people in decision making, and in economic, social and cultural life. We will also help people to feel safe and welcome

in our communities and provide chances to mix, to learn about each other and to recognise the shared values we need to give us strength.

Cohesion and inclusion will grow out of:

- communities being strong and self-confident in their identity, and respectful, tolerant and at ease with people from different communities and neighbourhoods around them;
- public places and services which are accessible to all and ensure equality of opportunity, with chances for all people to influence decisions which affect their lives;
- a narrowing of the gap between the most disadvantaged and the rest by action to distribute the benefits of economic and social development more evenly across the district.

Each Big Plan chapter shows how this shared commitment to promote cohesion and inclusion applies to its specific priorities and actions in different ways. Chapter 6: Strong and Cohesive Communities focuses specifically on priorities and actions designed to strengthen community life, involve people in improving their neighbourhoods, and encourage people to become active citizens who gain from living in a district of rich diversity.

Partners will promote a shared vision and sense of belonging for all communities, so that our rich cultural diversity is valued, alongside the common humanity, tolerance and respect which bind us together. We will support positive relationships between people of different backgrounds.

We will do all we can to meet the needs of all citizens, to make services accessible to those with particular needs and characteristics and to focus on those in greatest need.

We are committed to reducing the effects of economic and social inequality and will work together to achieve this.

3. Our People

Our people are resourceful and welcoming, proud of their Yorkshire character, and their rich cultural diversity, which has been renewed by generations of migrant energy and enterprise. **The Big Plan** is designed to improve the quality of life of all people, to use and support their creativity, knowledge, skills and social responsibility, and address their needs for better education, care, health, housing, neighbourhoods and economic opportunities.

The district's population is projected to grow and change in the next 20 years. It is likely that we will have the fastest growing population of any area outside London.

	2005	2030	Change	% change
Total population	485,000	590,000	+105,000	+22%
0-19 year olds	138,800	161,000	+22,200	+16%
Over 60s	88,600	126,388	+37,788	+43%

Over a third of the projected growth to 2030 is in the 60+ age group. We will need to work together to make sure that everyone takes action to remain healthy, active and independent as they age, so that people maintain their quality of life, contribute to the wellbeing of the district and minimise the increased pressure on health and care services.

At the same time, a fifth of the population growth will be amongst children and young people. Much of this growth is expected to be in parts of the district which are relatively deprived. This provides a major challenge for education, health, cultural and care services to make sure these children have the best possible start in life, that enough high quality school places and staff are available, and that the negative effects of deprivation are

addressed. It is also a great opportunity to make sure we have the young, skilled knowledge workers which will help our businesses to thrive, and increase prosperity across the district.

The population is set to become more ethnically mixed over the next 20 years. In 2005 just over three-quarters of people were of white origin. The projections show that all the non-white and mixed ethnic groups will grow. The proportion of Bradfordians of Asian origin is expected to rise from about 20% to just over 30% by 2030, and the small proportion of the population of mixed ethnic origin will almost double to about 16,000 people. This growth will be mostly due to the birth rate in the district being higher than the death rate, although some will be due to migration.

These figures do not take full account of recent migration into the district from eastern Europe (EU accession states), and although the rapid influx in recent years is unlikely to continue, it is difficult to predict how this within-EU movement will affect the composition of the population. The free flow of labour across Europe and the effects of globalisation suggest that communities everywhere are likely to become more mixed.

Partners will need to manage the impact of these changes through a range of policies designed to maximise their positive economic, social and environmental benefits, promoting opportunities for all, building strong communities who can mix with one another, and targeting resources where they are most needed to minimise exclusion. Most importantly, we all need to see that Bradford people, with their entrepreneurial spirit and national and international links, are what makes the district distinctive and are our greatest asset.

4. Our Places

The district stretches from the outskirts of Leeds in the east, through Bradford city and onwards through the towns of Shipley, Bingley, Keighley and Ilkley, and close to the boundaries of the Yorkshire Dales National Park. This results in a diverse mix of environments ranging from inner-city areas, through towns and villages and onto high Pennine moorland.

We are proud of our built heritage, including the World Heritage site of Saltaire. The redevelopment of Lister's Mill has been a catalyst for ambitious regeneration in Manningham. Four of the district's parks have coveted green flag status, including the award-winning Lister Park. Our desire to build on this heritage is reflected in the ambitious plans for 'Park at the Heart' in the city centre, and in our regeneration master-plans.

The district's range of landscapes is extraordinary - from wide valleys rising steeply through craggy escarpments up to open moorland; and from vibrant urban centres through densely populated residential areas, to idyllic rural villages, each with their own character.

Unlike many metropolitan districts, only about a third of our 370 square kilometres is built up. Much of our moorland and woodland is relatively undisturbed, and provides important conservation habitats, as well as drawing visitors who want to enjoy our countryside.

Farming is still part of our rural economy, but the average size of farm-holdings is only 10-15 hectares, so much farming activity is marginal, often part-time and supported by other income.

This means that while some of our villages have maintained their original agricultural functions, such as Oxenhope and Stanbury, many are now

largely commuter settlements for the main employment centres in the district and beyond.

Our geography has also resulted in most of the industrial, economic and residential development taking place along the valleys and floodplains formed by rivers such as the Aire and Wharfe. 77% of our population live within the urban areas of Bradford, Keighley and along the Aire valley.

These urban areas are both the district's best attributes and biggest challenges. The city of Bradford is rich in culture, architecture and attractions – including the National Media Museum, the Alhambra Theatre and some of the best Asian cuisine in the UK. It is recognised nationally as a significant cultural economy. But it is also the most densely populated area of the district: in the inner city, the proportion of households living in terraced houses is 59%, and there are some 3,000 back-to-back houses.

Sharp contrasts are also clear in neighbourhoods like Manningham. Magnificent buildings and public spaces such as Cartwright Hall and Lister Park, and elegant crescents and squares tell of Manningham's affluent past as a textile centre. However, for many, a vibrant community can be marred by crime, traffic and congestion, sub-standard housing, and ill-health.

Such contrasts are an expression of the fact that, of the 354 local authority areas in England, the district ranks as the 32nd most deprived, according to the latest measures³.

³ Office of National Statistics' indices of multiple deprivation, 2007. These make an assessment across income; employment; health and disability; education; skills and training; access to housing and services; environment and crime

Two-fifths of our population live in some of the most deprived neighbourhoods in the country. And some of these neighbourhoods are adjacent to much more affluent areas.

Another stark contrast is in the more rural areas, where, unlike most of the district, we score badly in terms of access to housing and services. People living in parts of Wharfedale, the Worth Valley, Wyke and Tong face geographical and wider barriers to GP surgeries, supermarkets, primary schools and post offices, as well as housing.

The map (to follow in printed version) illustrates the pattern of deprivation (2007) across the district. It clearly shows that many of the urban areas on the edge of the city centre, which grew when our manufacturing industries were flourishing, have suffered in the shift to the service and knowledge-based economy.

The focus of economic activity now is the city of Bradford, and the well-served corridor centred on Keighley, Bingley and Shipley. The historic concentrations of employment along Canal Road, Thornton Road and Bowling Back Lane have been joined by more recent concentrations close to the M606 and M62 motorways.

We have good transport links with Leeds Bradford Airport, and three rail routes provide key connections across the district, and to neighbouring Leeds, as well as providing a trans-Pennine link to Manchester via Halifax.

Good connections across all types of public transport will be increasingly important. Trends show that the district is unlikely to create enough jobs on its own to meet the demands of a growing workforce. Links with neighbouring districts will be increasingly important to connect people with training and employment. For some, the urban centres of Leeds will provide these opportunities, but for many of our rural communities, Craven is more important.

Population trends also mean that we need to be planning for new homes and housing developments. The Local Development Framework (LDF) is a new system for making sure our land, buildings, transport links and green spaces are planned to provide us with maximum wellbeing and to meet people's needs. The LDF will complement our priorities in The Big Plan, so that the council takes account of all of the economic development, transport, and housing activities that will shape our places across the district in the coming years.

The LDF will help the Council work with its partners to plan for our growing population: to plan for homes, jobs, healthcare, education, shops and recreation spaces.

It will ensure that planning and land-use strategies make the district a focus in West Yorkshire for sustainable economic growth, with high quality employment and housing.

Part Two Our Priorities

Introduction – our priorities are connected and cross-cutting

Our consultation with citizens and the detailed evidence we have gathered about the future have confirmed that the main challenge we face is to bring about long-term, sustainable prosperity which is shared across communities. So at the heart of The Big Plan are three major tasks which are fundamental to transforming the district. These ‘**transformational priorities**’ are:

1. **regenerating** the city and major towns to create the opportunities and impetus for sustained economic growth;
2. **improving education** outcomes to prepare people for an active and prosperous life; and
3. **improving skills** at all levels to meet the needs of business and build a knowledge economy.

The actions to achieve many of the other important priorities in **The Big Plan** will help us to succeed in these three tasks.

Priorities and actions are set out in the six theme chapters which follow. Many of the improvements these will make are connected and designed to reinforce each other – they have knock-on benefits which go beyond the targeted outcomes. For example, if we can improve education so that children are not only well qualified for a skilled job but also understand the value of healthy eating and exercise, the personal and social benefits of sexual responsibility, and the cultural heritage around them, then pressure on health services will be reduced, they will be more productive at work and lead more constructive, well-balanced lives of greater benefit to their families and communities.

Our priorities are focused around the following themes:

- **Prosperity and Regeneration** - including the transformational priorities of regeneration and improving skills, and covering other economic issues such as business growth and aspects of culture, housing and transport.

- **Children and Young People** - including the transformational priority of improving education outcomes.
- **Safer Communities** – building public confidence, trust and satisfaction by reducing crime and anti-social behaviour, tackling its causes and increasing people’s feeling of safety and security in their homes and neighbourhoods.
- **Health and Wellbeing for All** - dealing with the causes of major public health and life-style problems and working together to prevent illness and extend productive, independent life, especially for those groups experiencing the worst health or in need of care and support.
- **Improving the Environment** – clean, attractive neighbourhoods; reducing and managing waste sustainably; and reducing our impact on climate change.
- **Strong and Cohesive Communities** – working with citizens to help them become actively involved and self-confident, to make their communities stronger and invest resources locally in neighbourhood improvement.

Other themes are cross-cutting – they have effects across two or more themes. **Culture** (sport, the arts, leisure), **Housing** and **Transport** make major contributions to our prosperity, to the lives of younger and older people, to our health and the quality of our environment, and to strengthening our neighbourhoods. The priorities and actions for these three cross-cutting themes have been built into the six chapters.

While The Big Plan is for the whole district, it will guide our planning for specific places, areas, and neighbourhoods. The elected members of the Council have important roles to play in representing the needs of their constituents, providing leadership in shaping policies, and influencing the work of partners. The Council’s Improvement Committees will play a vital part in reviewing and scrutinising the progress partners make in achieving Big Plan priorities and actions.

What's in each theme chapter?

Each of the six theme chapters has a common structure.

1. **Introduction** – this explains:
 - why the theme is important in improving quality of life and wellbeing;
 - some of the key features of the theme, eg the size and diversity of the local economy;
 - some of the evidence we have found for how things will change over the next 3-20 years;
 - the major challenges faced by the theme.
2. **Our Long-term Ambitions** for each theme
3. **Recent Achievements** – a shortlist of some significant recent achievements to show the kind of progress we are capable of making, and the foundations we are building on for the future.
4. **Priorities and Actions for 2008-2011** – this section uses tables as set out here?

Transformation: Brief text explaining how the theme priorities and actions will contribute or relate to the three transformational priorities		
Sustainability: text explaining how the theme priorities and actions contribute or relate to the shared outcome of sustainability	Cohesion & Inclusion: text explaining how the theme priorities and actions contribute to the shared outcome of cohesion & inclusion	
Theme priorities	How we will achieve them	How we will know
A short description of the priority	Action statements showing the main activities that will help achieve the priority	Short description of key outcome measures which will be used, along with more specific performance indicators to show the progress we make

5. **People** – a short account of how some of our services or actions are having an effect on the lives of specific individuals or groups of people.
6. **Places** – similarly, a short account of how individual services or actions are improving specific places across the district.

1. Prosperity and Regeneration

Introduction

Economic success and physical regeneration are critical to the success of the rest of **The Big Plan**, providing the resources and places we need to achieve our other ambitions. Equipping people with the skills, knowledge and ability to succeed at work is fundamental to improving everyone's wellbeing, and to removing the barriers faced by people in more deprived communities. Our consultation and impact assessment showed that more jobs, growing businesses and increasing education and skills levels were seen as the most important improvements we could make in the district.

Our economy is worth around £7 billion, the third largest in the region. Around 15,000 businesses provide 195,500 jobs and local residents hold about 78% of these. The district is forecast to have the fastest rate of economic growth in West Yorkshire over the next ten years with a projected 50,000 increase in the number of local jobs.

The district is home to a number of large businesses with recognised brands operating on a national and international scale such as Wm Morrison, Yorkshire Building Society, and Hallmark Cards. It is also home to nationally outstanding cultural businesses, a strong group of new media companies, and a significant national institution in the National Media Museum. Our creative and cultural industries give us a distinctive competitive edge regionally, providing wider vocational and enterprise opportunities for residents and students. Our visitor economy has grown, year on year, to a value of £500m in 2007.

Our established strengths include high-technology manufacturing and communications, financial and business services, cultural, creative, health and environmental industries. We are an enterprising district where local residents are more likely to aspire to start a business than people elsewhere in the region. Business start-up and survival rates are also improving faster than national and regional averages. The regeneration of Bradford city centre, Airedale and Manningham is increasing investment levels and helping to attract more businesses to relocate within the district.

We benefit from the fastest growing working-age population of any major UK city outside London. This can be a major competitive advantage for us if low skill levels are addressed, and our culture of enterprise is nurtured. Our young, growing and international population could provide the workforce for the jobs created in the district, West Yorkshire and the region.

However, we will have to overcome some major challenges if we are to realise our ambitions:

- Our growing population will need more jobs and more housing. A 30% increase in the number of households is predicted over the next 20 years, which could mean 54,000 additional new homes, which will need to be developed in a sustainable and sensitive way.
- The district faces gaps in both the capacity and quality of its transport network. They need to be addressed to connect people with jobs across the district and the region.
- The district remains a low pay area. Reliance on benefits is particularly high in deprived areas, and there are a lot of people living in those areas who do not expect to succeed.
- Unemployment and economic inactivity is increasing. People from black and ethnic minority communities, lone parents, people over 50, and people with disabilities or low qualifications are less likely to be employed.
- Despite recent improvements, skills levels fall short of regional and national averages, and the proportion of people without any qualifications is too high.
- Growth in the visitor economy is dependent on regeneration which will provide a better shopping experience, more hotel accommodation; and on improving the quality and accessibility of the district's attractions.

Our Long-term Ambitions for Prosperity and Regeneration

By 2020, our economy will be a driving force in the region. Businesses will thrive, creating prosperity and opportunity through a wide range of jobs. The creativity and skills of our well-educated, well-trained people will ensure we can compete in global markets. We will work to create a sustainable, broad-based economy with high value, knowledge-based businesses trading internationally, supported by a well-connected and environmentally sustainable transport system.

High quality and sustainable new homes will be provided to meet the diverse needs and aspirations of a rising population. These homes will be delivered in a balanced and sustainable way where they are most needed.

They will have high standards of quality and design, be linked to transport networks and will be at a price that the people who wish to live in them can afford. The quality of our existing housing stock will be improved, including making homes energy efficient and tackling problems of fuel poverty.

The district's residents and visitors will experience vibrant, regenerated city and town centres with a wide range of high-quality cultural activities and visitor attractions. We will be known widely for the quality, diversity and accessibility of our cultural and creative industries. The district will be a key destination and the visitor economy will be a major contributor to our economic wealth.

Recent Achievements

- 2,595 people have been helped into jobs since April 2006 through initiatives such as the Jobs@ scheme.
- Business start-up rates have improved. In 2007 the number of new VAT-registrations in Bradford increased by 2.9% compared to national growth of 2.1%, whilst the Kickstart programme has helped 749 people planning to set up their own businesses.
- We have secured the largest investment into Yorkshire in 2007 - Marks & Spencer is building a major distribution centre creating 2,500 jobs.
- Through the West Yorkshire Local Transport Plan Partnership, major transport schemes have been completed including the M606 Staygate roundabout in south Bradford, the Manchester Road guided bus scheme and the Connecting the City project in the city centre.
- Skills for Life learners have greatly increased. 11,375 learners achieved nationally recognised qualifications in numeracy and literacy in the three years to July 2007 against a nationally set target of 6,616.
- 1,578 additional homes were built in 2006/07, including 245 "affordable" homes. Over 700 private sector properties were improved, and 243 empty properties were either demolished or brought back into use.
- A programme of major events and festivals – including Illuminate, the Bradford International Market, Bollywood Fringe, Bradford Mela and Bingley Music Live helped to attract more than 1.5 million visitors and generate over £16 million of economic activity in 2006/07.
- Bradford has been granted 'regional city' status in the regional spatial strategy. This will help the district to benefit from future transport and other infrastructure investment in future years.

Prosperity and Regeneration Priorities and Actions for 2008-2011

Transformation The seven priorities set out here will make a major, direct contribution to achieving two of our transformational priorities - regenerating the city and major towns; and improving skills at all levels. Our ambitions for prosperity and regeneration are more likely to be achieved if we also make progress on our other transformational priority of improving education outcomes to prepare people for an active and prosperous life.

Sustainability Climate change, scarce resources and population growth present a growing challenge to long-term prosperity and development. We will work together to improve energy efficiency in our businesses and homes, increase recycling and reduce waste. We will promote local procurement, recruitment, transport/travel planning and sustainable construction alongside improving road and rail networks and investing in public transport. Protecting the environment will support sustainable business growth and encourage people to live and work in the district.

Cohesion & Inclusion A successful economy supports, and depends on, strong communities and good relations between them. As a diverse district, shaped by a long tradition of inward migration, this presents opportunities to build global business links that will create wealth and jobs, but also challenges to improve language and employment skills. We must ensure that everyone is able to contribute to and share in prosperity by supporting disadvantaged people and communities. We will improve skills, increase employment and business levels and ensure a sustainable, affordable supply of housing to help create a more prosperous and cohesive district.

Our Prosperity & Regeneration priorities	How we will achieve them	How we will know
<p>Improving skills, aspiration and enterprise</p>	<p>We will:</p> <ul style="list-style-type: none"> raise educational attainment at level 2 (equivalent to five GCSEs, grades A*-C), develop vocational qualifications, and make sure people have the necessary skills to get a job and stay in work⁴ improve workforce skills at level 3 (equivalent to two A levels), maximise the impact of the LSC Train2Gain⁵ programme, and strengthen the relationship between the university/colleges and the private sector to develop higher level skills develop a comprehensive cultural and creative skills programme (to include level 3 and above) outlining the pathways for further training and education create an employer-led Employment and Skills Board 	<ul style="list-style-type: none"> improvement in basic skills attainment increased workforce skills and qualification attainment levels in the working age population, including cultural and creative skills

⁴ "Necessary skills" include communications (language and literacy), numeracy, IT, problem solving and working with others

⁵ LSC = Learning and Skills Council. Train2Gain is the Government's one stop shop providing training advice and support to businesses. The aim is improve productivity and competitiveness by ensuring employees have the right skills to do the best job.

Our Prosperity & Regeneration priorities	How we will achieve them	How we will know
Securing employment	<ul style="list-style-type: none"> • increase employability through effective basic skills training and targeted language programmes • help disabled people into work through rolling out Pathways to Work • introduce new measures for supporting lone parents into work and modernisation of the New Deals for both young and older people • support those older people who want to or need to work through targeted employment services, and by encouraging employers to tackle age discrimination 	<ul style="list-style-type: none"> • more people in work and in higher paid jobs • increased overall employment rate • improved employment rates of lone parents, older people, people with disabilities and those living in the most deprived neighbourhoods
Promoting business growth	<ul style="list-style-type: none"> • promote enterprise, increase new business start-ups and grow local businesses by delivering the Local Enterprise Growth Initiative “Kickstart” programmes • support manufacturing and key growth sectors such as financial services, health, environmental, tourism, digital, cultural and creative industries • work with the university and colleges to develop spin-off companies and graduate enterprises • maximise local impact of public procurement and support for social enterprise • improve services to investors to attract new businesses, promote the supply of land for development across the district, and develop overseas links to grow international trade 	<ul style="list-style-type: none"> • increased numbers of VAT registered businesses • increases in average earnings • increased numbers of jobs in the district • increased visitor spend in the district
Shaping quality places	<ul style="list-style-type: none"> • progress delivery of the masterplans for Bradford city centre, Airedale, Manningham and the Canal Road corridor focussing on transformational priority projects • create vibrant and attractive urban centres through a proactive approach to maintenance, events and marketing • enable economic development through a more business-focussed planning regime and the Local Development Framework 	<ul style="list-style-type: none"> • reductions in the time taken to determine major planning applications • more visitors to the district
Sustainable and affordable housing	<ul style="list-style-type: none"> • ensure an adequate supply of land for housing development in places with good transport links, through the Local Development Framework and a revised Housing Strategy • build 6,000 more homes; and remove obsolete housing to build new affordable homes⁶ on cleared sites, regenerating areas where the housing market has failed through the targeted use of housing capital programmes 	<ul style="list-style-type: none"> • an increased supply of affordable housing • around 750 currently empty properties will be brought back into use by 2011

⁶ Affordable housing is housing which is available either to rent or buy at less than market value with public aid (includes housing made available for rent via housing associations and councils as well as homes sold to people on low incomes below market value ie through the governments Homebuy scheme or other schemes made available by councils or housing associations)

Our Prosperity & Regeneration priorities	How we will achieve them	How we will know
	<ul style="list-style-type: none"> • work with regional partners and property owners to return empty properties to use • work with national and regional partners, utilities and other agencies to tackle fuel poverty by improving the energy efficiency of all dwellings in the district • develop and implement an action plan to tackle the worst private housing stock, following completion of the stock condition survey • improve private housing stock through targeted housing market renewal schemes and wider delivery of equity loans, particularly in homes occupied by vulnerable people and those with health conditions 	<ul style="list-style-type: none"> • all social housing will meet the Decent Homes Standard • improvements to the condition of the worst private sector stock
Enhancing transport and connectivity	<ul style="list-style-type: none"> • improve the Outer Ring Road, in particular the junctions with major routes in and around the city, and improve transport links with Leeds, Leeds Bradford Airport, and the City Region regeneration areas • progress the Shipley Eastern Bypass and Canal Road improvements • support electrification of the Bradford Interchange line • seek further investment to ensure better rail and bus integration, and improve interchange facilities at Shipley and Bingley • promote the opening of new rail stations at Apperley Bridge, Manningham and Low Moor, including the development of a park and ride scheme (with Metro) • lobby for better service on the intercity east coast franchise, especially in Airedale • increase accessibility for all, improving public transport and promoting cycling and walking and access to footpaths and bridleways through the use of 'active design' principles 	<ul style="list-style-type: none"> • Reduced congestion measured by average journey times in the morning peak period • Increased numbers of people using public transport • Greater use the district's cycle routes, and more people cycle to work
Improving perceptions of the district, its neighbourhoods and cultural life	<ul style="list-style-type: none"> • improve image and perceptions linked to real improvements to the public realm • develop a distinctive programme of quality events and festivals, building the District's image to increase the economic impact of major events locally, regionally and nationally • work with business to improve key corridors into the district, and tackle environmental issues such as fly-tipping • bring derelict land back into use for new businesses or housing • improve the marketing of the district through greater co-ordination of activity, developing a unified branding for the District, and improving our position as a key visitor destination 	<ul style="list-style-type: none"> • increased satisfaction levels of residents with their local area • growth in tourism across the district

People

Links 2 - 'H', a 37 year old man, is an ex-offender from a deprived area. Links 2 provided interview technique support and arranged a successful interview with a construction company. H is also on course to complete an NVQ Level 3 at Bradford College. Thanks to Links 2, Bradford College and his employer, H has been provided with opportunities and support that he never had previously and he now has a career and skills for life.

Places

Lighthouse - A new centre of excellence in Bradford, scheduled to open in 2008, which will provide services to excluded and disaffected young people across the district. It will include a purpose-built sports hall which will also host music and performing arts events, a gym, four supported housing units, and training facilities, as well as music and media studios, and managed workspace to encourage entrepreneurship in the district.

Kickstart – as part of our Local Enterprise Growth Initiative, “Kickstart”, the University is working with long-term unemployed people to develop their enterprise skills and set up in business through the **Amaze Yourself** programme. Similarly, **Bizzfizz, Keighley** helps people from diverse backgrounds to develop business ideas which have included a hairdressing co-op, conference centre, removals business and an ethical fashion boutique.

The ‘Jewel of Manningham’ – As part of the wider regeneration of one of the most deprived inner city areas in the district, Urban Splash is restoring Lister Mills, once the world’s largest silk mill, as residential apartments, commercial offices, community space and leisure facilities.

2. Children & Young People

Introduction

In 2005 there were approximately 138,800 children and young people in the district. This is predicted to rise by 16% by 2030, and growth is likely to continue to be highest in the existing deprived parts of the district. This will increase demand for services for children and young people, but will also provide us with an opportunity to improve educational outcomes to meet the needs of local business for rounded, well-qualified workers to meet the needs of a thriving local and regional economy.

Age	Population		
	2005	2030	%age change
0-4	36,100	42,921	+18.9
5-9	33,300	41,100	+23.4
10-14	34,500	39,818	+15.4
15-19	34,900	37,161	+6.5
Total	138,800	161,000	+16

Children & young people are our future and our greatest asset. The district's growing young population will challenge services to make sure they remain responsive and appropriate to the growing and changing needs of all young people including those more vulnerable groups who are at greater risk of social exclusion and educational failure.

We aim to ensure that every child and young person has the best start in life and is supported towards achieving the five outcomes identified in the

Every Child Matters Agenda⁷: Be healthy; Stay safe; Enjoy and achieve; Make a positive contribution; and Achieve economic wellbeing.

Educational achievement is widely recognised as the passport to economic and social success in adulthood, and is an indication of the wellbeing of our children. However, success cannot be achieved in isolation. A high quality education system is one where schools and colleges work together with partners to address all of a child's needs.

In particular, support for parents and carers will help ensure that children grow up happy, active and safe, and fulfil their potential in preparation for a creative and engaged adulthood, contributing to the wellbeing of communities. This support extends from direct help for parenting and families to broader quality-of-life factors such as decent housing, play, economic and cultural opportunities, and help to live healthier lives. This is why improving educational outcomes is a transformational priority in **The Big Plan** which all partners will contribute to achieving.

Our consultation and impact assessment showed that more jobs, growing businesses and increasing education and skills levels were seen as the most important improvements we could make in the district.

⁷ The Every Child Matters Agenda, set out in the Children's Act 2004, is intended to improve services and outcomes for all children & young people, particularly the most disadvantaged, by focusing on prevention and early intervention activities as a means to address any identified needs or difficulties.

Our Long-term Ambitions for Children and Young People

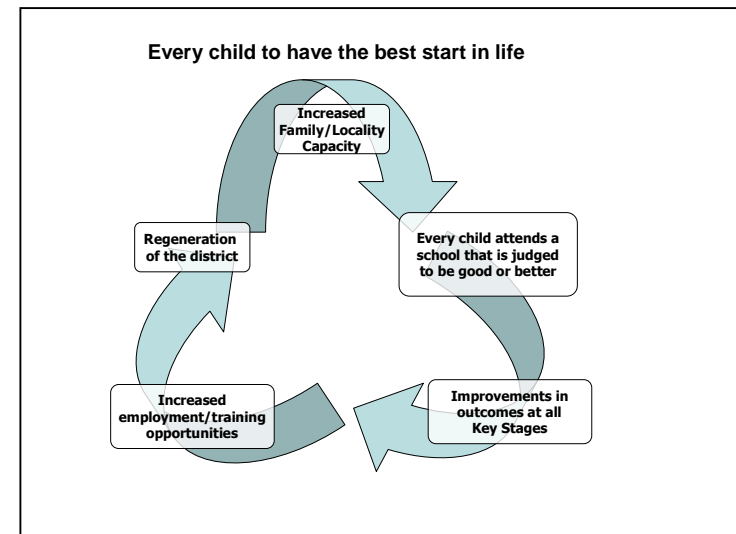
We want every one of our children to have the best possible start in life. By 2020 we will have raised the aspirations, creativity and achievements of all children and young people, leading to overall improvements in their wellbeing.

Well-motivated, socially engaged young people with a high level of skills and knowledge will speed up economic regeneration and contribute towards family and community wellbeing and cohesion.

As the diagram here illustrates, this is part of our aim for a continuous cycle of improvement, with better educated parents and local communities increasingly involved in decision-making, able to make sure that the education system offered to their children represents genuine choice and quality and is amongst the best in the country.

Recent Achievements

- At March 2008, 23 of our schools had been judged as “outstanding” by Ofsted inspectors.
- We had our best ever 5* A – C results at GCSE, including English and Maths (36.3% in 2006/07, up from 34% the previous year).
- We improved access to sexual health services designed for young people through the use of “hot-spotting” activities in identified areas and schools.
- We have supported 13 care leavers to go to university in 2007.
- Over 800 registered childcare settings offered almost 11,000 childcare places to enable parents to train and work.
- There has been a 14% reduction in young people committing crimes – a reduction in offences from 4,224 to 3,633 between 2005 and 2007.
- 23 schools work with 40 “creative practitioners” across the district as part of the Creative Partnerships scheme funded by the Arts Council.
- Key Stage 2 swimming attainment rose from 50% to 70% over the last four years. An all time high of over 400,000 visits were made by under 16s to sports centres and pools in 2007.
- The Youth Festival weekend attracted over 17,000 young people, and over 46,000 children attended Summer play and activity schemes in 2007.



Our Children and Young People priorities for 2008-2011

Transformation The five priorities set out here (particularly priorities 3 and 5) will make a major contribution to achieving our transformational priorities of improving education outcomes to prepare people for an active and prosperous life, and improving skills at all levels. Giving children and young people the best start in life with appropriate skills and knowledge will speed up regeneration, and will contribute towards cohesion, and social, economic and cultural wellbeing.

Sustainability The Big Idea⁸, which all partners support, emphasises: “local, joined-up services focussed on prevention.” Intervening early, to meet a child or young person’s needs, will prevent problems becoming complex and more difficult to solve, will improve outcomes, leading to less resource-intensive input from services at later stages. Investment programmes such as Building Schools for the Future (BSF) use sustainable development principles. All BSF new buildings should comply with a BREEAM⁹ rating of "Very Good". Also, in line with Government expectations, designs for BSF Phase 2 schemes are aiming for a reduction of CO² emissions of 60%.

Cohesion & Inclusion Our priorities and actions are designed to produce well-rounded, better educated and self-confident young people who have opportunities to mix with and understand people from different backgrounds, within and outside school. They will understand the value of being involved in decision making, of respecting different points of view and values, and of a rich diversity of cultures. Improved education outcomes and skills levels will contribute towards greater prosperity, and mobility, combating the risks of economic exclusion.

Our priorities for Children & Young People

How we will achieve them

How we will know

Help every child be happy and resilient, feel good about themselves and have someone to talk to they can trust

We will:

- implement the Parenting Strategy to provide social and emotional support to parents
- promote access to services that respond to the emotional needs of all children
- promote healthy lifestyle choices (participation in sport and physical activity; choosing not to take drugs, alcohol and tobacco; and to be sexually healthy).

The emotional health of children will have improved

More participation in high-quality PE, sport, and cultural activities, eg. children and young people will have access to five hours of sport per week

All children and young people feel safe at home and in their community

- minimise abuse and neglect and help create a safe environment. We will focus on protecting looked after children and children and young people with learning difficulties or disabilities from abuse and exploitation
- reduce bullying
- reduce the number of children going missing
- improve the safety of our roads

More looked after children in stable placements

Fewer children killed or seriously injured on our roads

Perception and fear of bullying will reduce

⁸ ‘The Big Idea’ is a central feature of the district’s Children and Young People’s Plan 2006-09 focused on early intervention, prevention and integrating services to meet children’s needs. The Plan is available at: http://www.bradford.gov.uk/health_well-being_and_care/child_care/Young_Peoples_Plan.htm

⁹ BREEAM = Building Research Establishment Environmental Assessment Method – for more information see <http://www.breeam.org/>

Our priorities for Children & Young People	How we will achieve them	How we will know
<p>Improve education outcomes: every learner can enjoy school life and achieve their full potential</p>	<ul style="list-style-type: none"> • support and challenge schools to continue to accelerate their improvement rates • support parents and carers to help their children and young people, including vulnerable groups, understand and value education • Promote good behaviour and attendance, particularly for pupils who are difficult to manage, and increase provision for those who do not attend school • increase Early Years provision so that it promotes children’s development and wellbeing and helps them meet early learning goals • implement the Play Strategy so that every child has access to stimulating, fun and challenging play opportunities • expand the Creative Partnerships programme 	<p>a narrower gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4</p> <p>a narrower gap between pupils with SEN and those without at Key Stage 2 English and Maths</p> <p>higher achievement rates at all Key Stages</p>
<p>The contribution of children and young people is recognised and appreciated by everyone</p>	<ul style="list-style-type: none"> • promote the image and celebrate the achievement of young people through a planned approach shared by partners • involve children and young people in decision making and in shaping services • encourage children and young people to get involved in community life across the district, by partners working together and promoting activities which bring different generations together 	<p>increasing numbers will vote in the youth parliament</p> <p>Continue our annual Bradford Young Citizen Awards</p> <p>More children and young people will be involved in community festivals and events</p>
<p>Create a highly motivated and well educated young workforce to support successful regeneration</p>	<ul style="list-style-type: none"> • co-ordinate the development of a strategy to reduce poverty for children and young people and to support families to maximise their economic wellbeing • take action to make sure that 14-19 education and training is planned and delivered in a co-ordinated way and that education and training is of a good quality • ensure that young people are helped to prepare for working life, and that we take specific actions to help those young people, including vulnerable groups, who are not in education, employment or training, are implemented 	<p>More 16-18 years olds in education, training or employment</p> <p>More 19 year olds will have a full level 2 qualification</p>

People

The Itext Anti-Bullying Service – The need for such a service was driven by direct requests from young people. Itext provides a texting service to young people across the district who are concerned about or have been a

victim of bullying. The scheme is jointly managed by the Youth Service and the Youth Offending Team. As of December 2007 the service had successfully signposted and/or dealt with 368 messages.

Places

Locality working – Delivering the Children and Young People's Plan will involve joining up services, working in 14 localities across the district. Locating professionals together in geographically-based, multi-agency teams, in extended schools, children's centres or other local settings will promote shared vision and values, strengthen inter-professional relationships and create opportunities to share knowledge and good

practice. This joined-up approach, which in many cases will be a matter of extending and reinforcing current practice, will help us prevent problems or intervene early to sort them out. The aim is to work with the child and his/her family to reduce vulnerability to poor outcomes.

3. Safer Communities

Introduction

Reducing crime and people's fear of crime and anti-social behaviour is vital to creating a long-term, sustainable future. The Big Plan consultation and other recent surveys confirm that tackling crime and making communities safer is one of the top three things people want to see improved.

We face some significant challenges in the district. Some violent crime such as assault is still far too high. Anti-social and nuisance behaviour continues to blight both individuals and local communities, whilst misuse of both alcohol and drugs, continues to play a significant part in too many crimes - particularly domestic violence.

Our Long-term Ambitions for Safer Communities

By 2020, people will experience low levels of crime and fear of crime. We want the district to be a place where people are safe and feel safe at home, at work, at school and in the street. Public confidence in our ability to protect them from serious harm will be high. People from all communities will feel part of an

Recent Achievements

- Over the last four years, overall crime in the district has gone down by more than a quarter (26.7%) – that's over 12,000 fewer crimes than in 2003/04.
- Since 2003/04, the district has seen significant reductions in vehicle theft (-58.9%), domestic burglary (-32.3%), and wounding (-31.3%).
- Since the introduction of community support officers (2003), crime levels in the city centre have fallen significantly.
- In January 2007, the district was designated one of 40 Respect Action Areas - allowing us to take a lead on anti-social behaviour. We have built

But perhaps the toughest challenge of all is the need to improve public confidence in our ability to deliver safety and security in our communities and make sure that people's prosperity and wellbeing are not threatened by crime, anti-social behaviour or violent extremism of any kind. As well as continuing to reduce crime, we must make sure that we are responding to the issues people care most about, and that our work together is really visible to communities across the district.

integrated and equal society. Our distinctive places, environment and heritage will be valued and enhanced, and people from all communities will come together to celebrate and participate in cultural, sporting and social events and activities.

on this success, developing a range of parenting, family intervention and targeted youth support activities in partnership with DCFS¹⁰.

- The District Drugs Team and "Dob in a Dealer" campaign (both set up in 2002) have netted over 2,400 arrests and seized drugs with a total value of £8.5 million.
- The district is one of 25 areas taking part in the Drug Interventions Programme – helping to break the cycle of drug misuse, crime and prison.
- The district has been a pioneer of CCTV. A state-of-the-art system of 100+ cameras covers the city centre and Keighley, Bingley and Shipley town centres. This, together with our street wardens and community support officers, has significantly reduced crime in urban centres.

¹⁰ DCFS = the Government's Department for Children, Families and Schools

Safer Communities Priorities and Actions for 2008-2011

Transformation Action to achieve our Safer Communities priorities will contribute towards safer urban centres and increase the confidence of residents, visitors and investors, helping us to regenerate our city and town centres. In turn, regeneration schemes will be designed in ways which improve public safety and increase the vitality of places. Improved education outcomes and skills levels should reduce social disadvantage and exclusion, which are known risk factors for anti-social behaviour, criminality and substance misuse, and will provide greater opportunities for productive and responsible citizenship and prosperity.

Sustainability Low levels of crime and fear of crime are key elements in the mix of factors which help communities to be sustainable, self-supporting and vibrant. To reduce the risk of crime and anti-social behaviour, schemes and services are designed to improve public safety and help create active, inclusive and safe communities where people live without fear of personal violence from crime or persecution because of their personal beliefs, race, gender or sexuality.

Cohesion & Inclusion Making places safe and people feel safer is key to building well-run, cohesive communities with effective and inclusive participation, representation and leadership. Our work to integrate neighbourhood policing with neighbourhood working emphasises the importance of community engagement to building cohesion and inclusion.

Our Safer Communities priorities	How we will achieve them	How we will know
Reduce overall levels of crime in the district	<p>We will:</p> <ul style="list-style-type: none"> • develop better data-focussed and intelligence-led approaches to service delivery • tackle serious and violent crime • reduce the level of acquisitive crime • tackle criminal damage, including arson and vandalism 	<p>Crime levels will reduce</p> <p>Fewer people will be victims of burglary and theft.</p>
Improve the public's perception of their communities and reduce fear of crime	<ul style="list-style-type: none"> • take a local and targeted approach to tackling crime, disorder and anti-social behaviour, aligning services to create Neighbourhood Teams to communicate better with - and be more responsive to - individuals and local communities • use community data and intelligence at district, area and ward level to help to reduce the fear of crime and target resources to areas of greatest need • have a proactive marketing and communications strategy 	<p>Fear of crime will be reduced and people will feel more satisfied with the safety of neighbourhoods.</p> <p>Older people will feel less vulnerable and more able to take part in community life</p>
Reduce anti-social behaviour and drug and alcohol misuse	<ul style="list-style-type: none"> • Work with the Youth Task Force and DCSF to provide a lead in tackling anti-social behaviour through use of needs assessments and liaison with Children's Services and Health Services to provide a balance of enforcement and prevention activities. • link criminal justice actions with health and treatment services to try to break the cycle of 	<p>Through a range of proven ASB, Drug and Alcohol measures balancing enforcement and prevention</p>

Our Safer Communities priorities	How we will achieve them	How we will know
	drugs and crime <ul style="list-style-type: none"> • implement the recommendations in the alcohol harm reduction strategy 	
Improve reporting levels for domestic abuse and hate crime	<ul style="list-style-type: none"> • implement the Domestic Abuse Strategy • co-ordinate services for domestic abuse victims through the implementation of Multi-Agency Risk Assessment Conferences (MARACS) across the district • investigate all hate crime incidents • tackle financial, emotional, sexual and physical abuse of older and vulnerable people • target repeat offenders 	Measures targeted on repeat offenders will make homes and communities safer An increase in the number of prosecutions
Reduce levels of re-offending	<ul style="list-style-type: none"> • engage with communities and coordinate service providers to more effectively manage prevention, diversion and intervention • increase the number of young offenders in education, training or employment • extend the work of the Young Persons' Support Unit to cover preventative activities for 8-year olds upwards 	Lower levels of crime and disorder across the district.
Make our roads safer for adults and children	<ul style="list-style-type: none"> • raise awareness that everyone is responsible for road safety • maintain a road environment that is safe for people to walk, cycle, drive and ride, and that gives protection to local communities and schools • equip children with the life skills they need to travel safely and become responsible road users • enforce road traffic law 	Reduced numbers of adults and children killed or seriously injured on our roads

People

Bowling Hall allotments project – set up in September 2007, offenders on this project are working with Shipley College. As well as growing produce to supply homeless hostels and vulnerable groups, the offenders will work towards qualifications in horticulture.

Neighbourhood Wardens - Chris and Jane are the eyes and ears of Allerton and Lower Grange; helping organise regular community safety and clean-up campaigns. In their distinctive blue uniforms, their role is to observe and report neighbourhood problems, making real links with local people.

Places

Neighbourhood policing in Denholme - the council's closer working with the police and local community has resulted in a neighbourhood policing team and the Denholme Police Community Contact Point. People say

they now feel safer as they are able to report crimes, discuss issues with trained local volunteers, speak directly to police officers, and access business and neighbourhood watches.

4. Health & Wellbeing for All

Introduction

Our sense of wellbeing and health is affected by every aspect of our lives: where we live and work, the natural and built environment, our income, education, the food we eat, our age, family background, social networks and the services we use. Many aims in The Big Plan will affect people's health and wellbeing. And, in the same way, much of the success of The Big Plan will depend on how fit and healthy we are.

We have significant health and wellbeing challenges in the District.

- We have worse general health than the national average.
- Both men and women, on average, die younger than those in the rest of England. In some parts of the district, men die eight years earlier than men living in other parts. And there are major health inequalities between people in different areas of district.
- Much of our existing housing is of poor standard, particularly in inner-city areas. These homes are often occupied by vulnerable households on low incomes, with inevitable impacts on health and well being.

Our Ambitions for Health & Wellbeing

In line with national policy¹¹, our ambition is to ensure that everyone in the district has improved health, wellbeing and quality of life; can make a positive contribution; has increased choice and control; and can maintain dignity and respect. We will work to remove the inequalities in health and end social exclusion and discrimination.

¹¹ These ambitions are informed by the Government's outcome framework for adult social care, as set out in the White Paper "Our Health, Our Care, Our Say", and in the related Department of Health performance framework.

- The district has the highest levels of fuel poverty within West Yorkshire.
- Smoking is the biggest preventable cause of illness and early death in the district. However, by 2010 obesity is likely to be the main, preventable cause of illness and early death.
- The misuse of alcohol has a major negative effect on both health and crime.
- Nearly 80% of adults in the district are not physically active enough to benefit their health.
- Every year 60-70 babies die in their first year. This is much higher than in other places.
- Bradford people are less likely than the UK average to eat healthily.
- Over 86,000 people consider they have a long-term, limiting disability.
- 46,000 people provide voluntary, unpaid care to their families and neighbours.

We want people to live at least as long and healthily as people in other parts of England, no matter what their background or where they live. This will enable people to make a positive contribution to local economic, social, and cultural life. By 2020, people will be aware of, and will act on, the factors that result in healthier, active and independent lifestyles.

We want all people over the age of 50 to be able to maintain their independence, dignity and respect. They should feel valued and be able to lead healthy, active and productive lives, confident that support will be available for them when and where they need it. These ambitions also apply

to other vulnerable people whose independence can be compromised by illness or disability.

In the future, we want people to have the maximum control to make informed choices about the support they receive and so they remain healthy and well for as long as possible.

Recent Achievements

- We are reducing deaths from heart disease and stroke faster than the average for England. We are also reducing deaths from cancer.
 - The difference in life expectancy between men in the district and the rest of England is reducing.
 - In the last three years we have helped over 10,000 people quit smoking. Fewer pregnant women smoke, which results in healthier babies and reduces the number of babies who die in their first year of life.
 - Seven Extra Care Housing Schemes for older people have been built across the district since 2000.
 - In 2006/7 13,000 people were supported to live at home - including 8,500 older people, 1,400 adults with learning disabilities, 1,500 adults with mental health problems, and 1,600 adults with physical disabilities.
- The quality of life of over 200 households was improved by delivering adaptations, such as stair-lifts through Disabled Facilities Grants in 2006/07.
 - Adult participation in sport and active recreation is above the Yorkshire and England averages (Sport England survey 2006) and the indications are that it is continuing to rise.
 - 69 south Asian elders with dementia have been supported by the award-winning Meri Yaadain programme.

We will recognise the diversity of our people and district, as well as the individual needs within different groups and communities, including disabled people, older people, carers, and people from different ethnic groups.

Health and Wellbeing Priorities and Actions for 2008-2011

Transformation Action to achieve our Health and Wellbeing priorities will allow more people, including those in vulnerable groups, to benefit from the regeneration of the district and from productive employment. Improved physical, emotional and mental health will help children and young people to improve educational outcomes and skills levels, and will allow adults to participate more actively in economically productive lives, supporting our ambition to spread prosperity as widely as possible. Improved health and wellbeing will also reduce the demand on public services.

Sustainability Improved wellbeing comes through being an active citizen, able to make choices about all aspects of life, and leading to better overall health, resulting in more sustainable health and care services. Government reviews¹² have forecast rising demand for health services and the need for much greater investment. This can only be managed if we focus on prevention and dealing with the causes of illness. This involves raising awareness about healthier lifestyles, so that people can prevent, or delay the onset of, illness. Sustainable improvement is therefore focused on preventing illness, and promoting wellbeing and independence.

Cohesion & Inclusion The district has stark health inequalities and high levels of dependence, which undermine individual wellbeing and cohesion, and exclude people from active involvement in their community. Our integrated approach to improving health and wellbeing is aimed at tackling health inequalities and increasing independence. We want to ensure that people receive the best possible health and care provision, how, when and where they need it, and which is targeted on those with the greatest needs.

Our Health and Wellbeing priorities	How we will achieve them	How we will know
<p>Reduce obesity and improve healthy eating, activity levels and lifestyles for children and older people</p>	<p>We will:</p> <ul style="list-style-type: none"> • provide more opportunities for all people to take part in different types of affordable and enjoyable physical activity and sport • raise awareness of the benefits that regular physical activity can bring • focus our work in parts of the district where healthy diets and physical activity are less well developed, using education and projects with communities • create opportunities which make it easier for people to eat more healthily and take more exercise (eg through transport plans, safe play areas, and food production and distribution systems) particularly for hard to reach groups • implement the Rights of Way Improvement Plan, and establish longer distance routes including footpaths and bridleways 	<p>Measures will show that:</p> <ul style="list-style-type: none"> • fewer people are overweight, obese or eating unhealthy foods • more people take physical exercise on a regular basis and eat more fruit and vegetables
<p>Reduce the number of sexually transmitted disease cases for all</p>	<ul style="list-style-type: none"> • recognise that talking about sex and pregnancy can be difficult and embarrassing, and so we will develop specific, sensitive approaches for different communities, and especially for vulnerable individuals • improve access to appropriate sexual health services 	<ul style="list-style-type: none"> • rates of teenage pregnancy and sexually transmitted disease will be lower and nearer the national average

¹² See the Wanless Reports 2002 and 2004 and the Darzi Report 2007/08

Our Health and Wellbeing priorities	How we will achieve them	How we will know
residents and reduce teenage pregnancy	<ul style="list-style-type: none"> work with partners to get these sensitive messages across to the widest possible audience. 	<ul style="list-style-type: none"> young people will have a more responsible attitude to sexual health
Reduce the damage to health caused by the use and misuse of alcohol, tobacco and illegal drugs	<ul style="list-style-type: none"> increase understanding and awareness about the effects of alcohol, tobacco and drugs misuse and work with those most at risk improve access to support and treatment for alcohol, tobacco and drugs misuse work together as partners, and with the Licensed Trade, to reduce harm from the misuse of alcohol, tobacco and drugs 	<ul style="list-style-type: none"> fewer people will smoke, misuse alcohol or illegal drugs fewer alcohol-related hospital admissions and fewer young people with liver failure
Improve people's mental health and wellbeing	<ul style="list-style-type: none"> work together to promote good mental health and wellbeing, through measures to reduce social isolation and address drugs and alcohol use improve access to early interventions and socially inclusive services that promote recovery improve access to support, advice and information for people who experience mental health difficulties including young men and people from black and minority ethnic communities improve opportunities for people with mental health problems to get involved in, or to stay in, education, employment and their homes increase access to, and encourage participation in social and cultural activities promote good health and preventative measures to keep older people healthy, active and involved, especially amongst those at greatest risk increase the choice of well-integrated health and social care services for dependent older people, and where appropriate, their carers 	<ul style="list-style-type: none"> more people will say that they feel well and healthy - both physically and mentally the health and wellbeing of older people has improved, and more older and disabled people are active and engaged in community life differences in health between the communities in the district are less marked
Reduce infant mortality	<ul style="list-style-type: none"> carry out the actions recommended by the Infant Mortality Commission aim to improve the social and economic conditions that lead to more infant deaths, including improving housing, education and healthier lifestyles of the most vulnerable individuals and communities work with new mums and their partners to improve the health of mothers and babies, particularly in relation to nutrition, breast-feeding, smoking in pregnancy, the use of alcohol and non-prescribed drugs, and genetic risk provide better access to support and health care for the most vulnerable parents before and after the birth of their baby 	<ul style="list-style-type: none"> fewer babies die in their first year, or are born with serious conditions more new mothers will use maternity services earlier in their pregnancies more new mothers will breast-feed their babies fewer women will smoke during their pregnancy
Enabling informed choices	<ul style="list-style-type: none"> provide targeted advice and information about how to remain healthy and well, 	<ul style="list-style-type: none"> people will say they have the

Our Health and Wellbeing priorities	How we will achieve them	How we will know
<p>throughout life to remain healthy and well</p>	<p>particularly issues such as physical activity, diet, stopping smoking, sexual health, alcohol</p> <ul style="list-style-type: none"> • provide information and advice on employment, income and benefits • encourage civic involvement for everyone, including contributing to service planning, for example, older people working with transport planners • carry out the recommendations of the review of the learning disabilities service 	<p>information they need to make healthy choices, and to maximise their income</p> <ul style="list-style-type: none"> • more people will be involved in civic activity and service planning • more people with learning disabilities will be able to make real and informed choices about their housing, jobs and recreation
<p>Help people maintain their independence and wellbeing at difficult times</p>	<ul style="list-style-type: none"> • expand preventative services designed to keep people healthy for longer, and to promote independence and wellbeing • provide more opportunities for older and disabled people to access and use public spaces, and mainstream services such as libraries, sports centres, leisure and cultural activities, etc. • implement an Affordable Warmth Strategy for those faced by fuel poverty • increase resources for the Supporting People programme, improve access to housing and related support for vulnerable people, and prevent homelessness • speed up adaptations for disabled people through Disabled Facilities Grants • work with developers and landlords to provide more homes to Lifetime Homes standard and more Extra Care housing • develop information, advice and advocacy services to support people's needs, including the use of campaigns to encourage take-up of benefits and pensions • increase opportunities for different generations to work together, involving older or disabled people, schools, the Youth Parliament, and the Youth Service • expand our Telecare network to enable people to continue to live safely at home • expand provision of direct payments, and individual budgets in line with Transforming Social Care • increase support to carers, in line with the national New Deal for Carers 	<ul style="list-style-type: none"> • increased use of and satisfaction with services by vulnerable people and groups • more people helped to maintain a home, live independently and able to participate in community life • fewer homeless people and in temporary accommodation • fewer people in fuel poverty • increased access to leisure and social activities by specific groups • take-up of housing benefit, council tax rebate, income benefits and pension credit • more older and disabled people claiming direct payments
<p>To provide those people with higher levels of needs with accessible, easy to use health and social care</p>	<ul style="list-style-type: none"> • Develop more integrated health and social care services which are better able to respond to people with changing and/or complex needs • Provide intensive support services in people's own homes, or in a place of their choice, in ways which respect their dignity, wishes and aspirations 	<ul style="list-style-type: none"> • An increase in the number of people accessing and benefiting from services that are delivered seamlessly between health and social care.

Our Health and Wellbeing priorities	How we will achieve them	How we will know
<p>services which meet their needs as close to their homes as possible</p>		<ul style="list-style-type: none"> An increase in the numbers of people with higher support needs being able to remain within their own home and with access to the extra care needed to avoid emergency hospital admissions.

People

Housing for Health - A combined team of health and housing officers visit clients suffering from chronic health problems to address poor housing conditions and give health advice. The team worked with Mr X, who lives in West Bowling, to address issues such as damp, safety, and inadequate heating which were affecting his health. Mr X said: "This has made a considerable difference to my health. My home is now warm and I can now get in and out of the house and use the shower without difficulty. The works have made an immense difference".

BD3 Kelloggs Swim Active Project - Encourages people from the Bangladeshi and Pakistani communities to learn to swim. It addresses cultural and religious barriers and has increased physical activity levels through swimming take-up. Some participants have been empowered to pursue careers in swimming as instructors or lifeguards.

Early intervention to support older people, disabled people and carers – Helping with the tasks of everyday life such as shopping, laundry, cleaning, and gardening, enhances quality of life and means that people can maintain their independence. We will deliver a signposting and referral handling service, and develop the potential of voluntary organisations to become social enterprises able to deliver preventative services.

The Learning Disability Partnership paid for adults with learning disabilities and parents of disabled children to go on a leadership training programme "Partners in Policy Making". Simeon went and says that although it was hard work it was fun, accessible and he learned lots of new things.

He had the chance to 'try things out' like using a microphone to ask questions, sharing his own dreams and aspirations, as well as meeting lots of people and making new friends. Since he has completed the course he has had the opportunity to take part in lots of activities: recruitment; 'Good Ideas Funding Team'; 'Person-centred Planning' and attending partnership meetings. One of his dreams was to move into a place of his own. Since completing the course he has moved into his new home where he can be more independent and live on his own.

Places

The Keighley Action Research Project - Established as a result of the Council's Obesity Commission, the project provides valuable insight into the range of services and support available across Keighley. It recognises that 'tackling obesity' requires the concerted efforts of the public, private, community and voluntary organisations to develop effective approaches to ensure that further rises are prevented. Lifestyle modification (diet, physical activity, behaviour changes) have been identified as key to the management of obesity.

Wellbeing Cafes – Our 12 wellbeing cafes across the district help both carers and people with mental health needs to meet up with others going through a similar experience in a social and relaxed environment. They deliver a programme of entertainment, social activities and guest speakers, and also provide open-door access to mental health support for older people who may not yet have had contact with other mental health services. The cafes are funded through the Department of Health Partnership for Older People's Project, and were recently nominated for a Social Care award.

5. Improving the Environment

Introduction

Built and natural environments play an important role in how people feel about where they live, work and spend their leisure time. We want an environment that will be valued by residents and visitors to the district.

A clean, high quality, safe local environment is integral to the district's regeneration. It will contribute to our sense of health and wellbeing, and the creation of strong, safe, and sustainable communities. We will work to create a clean, green and attractive visible environment within all of our communities, develop and improve parks and open spaces, at the same time as reducing levels of environmental crime. We will also deliver new approaches to managing and disposing waste, ensuring reduced use of landfill whilst improving recycling facilities.

Our Long-term Ambitions for the Environment

By 2020, all residents will place a high value on the district's built and natural environment. We will be taking concerted action to rapidly reduce and manage the impact of human activity on our climate and environment.

We will have a cleaner district and neighbourhood environments, closing the gap in levels of cleanliness between neighbourhoods, and increasing the sense of safety and wellbeing. Citizens will take responsibility for the cleanliness of their streets, parks and open spaces.

We aim to have a greener environment which makes best use of natural resources. This will involve new approaches to managing waste in order to minimise waste, maximise recycling and reduce waste going to landfill, recovering value and energy from our waste stream.

We recognise that climate change is one of the biggest threats to our communities and way of life – for instance domestic housing contributes 27% of all UK carbon emissions. Lifestyles, how we travel and the resources we all use have an impact on the environment. Resources such as oil and gas are limited and will become increasingly expensive. Environmental wealth is a key contributor to regeneration and reducing levels of deprivation and social exclusion. We will also work to ensure that communities and services are able to adapt to the effects of climate change.

We will create a more sustainable environment to positively affect climate change. We aim to use resources efficiently, minimising energy and water use, re-using as much as possible, and expanding the use of renewable energy and locally sourced fuels. The Council will be an exemplar of good practice, and will provide leadership to support organisations and communities to reduce consumption of carbon-based fuels and understand the importance of sustainable design, production and consumption. These approaches to manage carbon and our impact on climate change will also result in more sustainable transport, improved air quality and water management.

Recent Achievements

- Cleans-ups and awareness-raising by the Environmental Task Force has resulted in increased resident satisfaction with the cleanliness of local neighbourhoods, rising by 13% in some areas. This has been recognised by a regional “Improving Lives” award.
- The percentage of waste recycled and composted has increased across the District, from 9% in 2002/03 to 27% in 2007/08 as a result of a green waste service, bin inserts and improvements to waste recycling centres.
- The percentage of people satisfied with the cleanliness of the District has increased from 45% in 2003 to 63% in 2007, while the levels of cleanliness of our streets has risen from 60% to 88% (using the Tidy Britain/ENCAMS standard).
- Four parks in the district have received Green Flag awards for best practice in the management of green spaces. The percentage of people satisfied with the quality of parks and open spaces has increased from 63% in 2003/4 to 69% in 2006/7.
- The West Yorkshire Local Transport Plan continues to promote limited growth of traffic in peak periods as well as working to increase road safety.
- Over the past 4 years more than £4 million of external funding has been invested in the district’s parks, woodlands and open spaces.
- A successful bid to the Government’s Community Energy Efficiency Fund (CEEF) led to a pilot scheme in Great Horton & City wards up to the end of March 2008. The scheme demonstrated the effectiveness of a new approach to help promote and streamline a range of services focused on improved housing, energy and water efficiency.

Improving the Environment Priorities and Actions for 2008-2011

Transformation Action on our priorities to improve the environment will allow the regeneration of the district to be more sustainable, and have a reduced carbon, waste, water and energy footprint. In turn, new environmental technologies and businesses will provide opportunities for investment and skills development. A green, clean and attractive environment will attract investment to assist regeneration and improve quality of life. Environmental education and encouraging our children and others to take responsibility for the environment is part of the improved educational outcomes which will help us to transform the district.

Sustainability We will develop effective ways to tackle climate change, supporting individuals and organisations to use resources more sustainably and reduce energy use whilst adapting to pressures on the supply of oil and water.

We will also support the development of more sustainable communities, promote sustainable consumption, and provide models and guidance to help businesses, families and individuals to reduce their impact on the environment and preserve scarce resources.

Partners will work to improve air quality and water management and to use resources efficiently and effectively; minimising energy and water use, recycling and reusing as much as possible whilst expanding the use of renewable energy and locally sourced fuels.

Cohesion & Inclusion Narrowing the gap between disadvantaged communities and the rest of the district is a key part of our work to improve the neighbourhood environment. Improvements will be focused on the most deprived areas which experience the worst visible environments.

We will strive to meet the needs of communities and promote a shared sense of belonging through improving the way we work with and involve communities in decision-making. Raising awareness around a healthy neighbourhood environment which tackles climate change and uses resources efficiently will be part of our work with communities and will help encourage long-term, socially responsible behaviour.

Our Environment priorities	How we will achieve them	How we will know
<p>A cleaner district and cleaner neighbourhoods</p>	<p>We will:</p> <ul style="list-style-type: none"> • Work with communities to clean-up areas and raise awareness about how improving the neighbourhood environment can increase satisfaction and pride in the area • improve partnership working with all sectors and communities to improve cleanliness • raise awareness of the need for people to take individual and collective responsibility for the cleanliness of their streets, parks and open spaces, and tell them how to access Council services • tailor our services to meet the needs of communities, working through neighbourhood teams and with partners where that is practical • improve and maintain green spaces and woodlands so that they meet local needs, are attractive places to visit, and promote safety, wellbeing and healthy activity • Take all necessary enforcement action to reduce fly tipping, littering and the dumping of bulky waste 	<p>Measures will show:</p> <ul style="list-style-type: none"> • improved cleanliness, and public satisfaction with cleanliness, of the district and neighbourhoods • the gap in levels of cleanliness across the district will be closed • more parks with green flag status • more green spaces used by more people from all communities
<p>A greener environment which</p>	<ul style="list-style-type: none"> • implement the Council's Waste strategy to increase recycling and divert waste from landfill, including a treatment contract and permits to landfill any excess waste. The Council will also prepare for major investment in long-term waste treatment to start in 2014/15. Through improved collection and treatment, we will achieve much better recycling rates and the recovery of energy so that only waste 	<ul style="list-style-type: none"> • Increased recycling and composting rates • Less waste produced by households and businesses

Our Environment priorities	How we will achieve them	How we will know
makes best use of natural resources	<p>from which value cannot be recovered will be landfilled</p> <ul style="list-style-type: none"> • reduce waste by encouraging increased recycling and re-use, targeting specific neighbourhoods or materials as appropriate • increase awareness of the importance of recycling and composting and encourage people to recycle and compost more of their household waste • work with partners to expand and promote recycling and composting of commercial waste, for example through the Better Business Environment Forum and Why Waste Scheme • continue to manage the Council's tree stock, ensuring adequate levels of new planting each year • enhance and maintain our parks, landscapes and historic buildings as places to visit and promote civic pride and an awareness of the built and natural environment 	<p>and less sent to landfill</p> <ul style="list-style-type: none"> • More recycling by businesses • Energy and value recovered from the district's waste stream • A minimum of 2,000 additional trees planted per year
A more sustainable environment which has a positive effect on climate change	<ul style="list-style-type: none"> • Use resources efficiently, reducing fuel poverty and improving the energy efficiency of homes, businesses, and communal buildings • make a positive impact on climate change by implementing the Carbon Management Programme and the Council's Climate Change Plan • ensure new developments and regeneration activities help create sustainable communities through energy-efficient buildings, access to green spaces and safe public cycle routes and pathways • continue to engage businesses and build partnerships to develop new ways of raising awareness and taking actions including: <ul style="list-style-type: none"> - promoting the increased use of renewable energy and renewable fuels in all sectors - encouraging organisations to use tools such as travel plans to reduce private car journeys and encourage use of public transport - exploring the feasibility of establishing a Domestic Sustainability Centre with the Ecoversity project of Bradford University to promote improved sustainability within the housing sector - encouraging developers to adopt environmental management plans in relation to energy use, waste management and water use, and to ensure high-quality design of new housing and commercial developments • develop and carry out plans to protect and improve biodiversity and natural environments, and the quality of the neighbourhood environment, working with schools and communities to raise awareness of sustainability, and promote ways of changing people's behaviour towards the environment • be involved in a number of UK and European-based research projects to develop water management strategies to reduce flooding incidents, working to build resilience at all levels 	<ul style="list-style-type: none"> • increased use of public transport whilst managing traffic volume, particularly into the city centre • reduced CO² emissions and improved air and soil quality • more energy-efficient buildings • increase in cycling and walking • Improved air quality, specifically in the four air quality management areas • Reduced risk of flooding by improving the district's adaptation and resilience to flooding

People

Changing behaviour by involving children and young people – An Environmental Warden met the children of Westbourne Primary School and showed them the Clean Team at work clearing a fly-tipped site. The children took part in a visual audit of the local area, recording fly-tipping,

litter, graffiti, fouling and vandalism. This encouraged them to see the difference they can make. The success of the project will be built on, and the Environmental Task Force will involve more children and young people in community clean-up campaigns.

Places

Housing partners are developing a systematic approach to reduce carbon emissions and fuel poverty. Two examples are:

1. **A Domestic Sustainability Centre** as a focal point of sustainability activities and projects. The centre would provide a first point of contact for enquiries on matters of sustainability.

The centre would have staff from a variety of partners and services to develop and share the knowledge and skills needed to progress this important area of work. It would demonstrate current and future technology complete with a mock-up house. We are working closely with the University's Ecoversity project and Incommunities¹³ to develop the centre.

2. **Community Warmth** - an area based approach to tackle poor standards of efficiency in homes. Community Warmth aims to provide comprehensive help and advice to every private dwelling in the district and will be offering more than just energy efficiency e.g. welfare benefits advice, fire safety checks, access into self-employment, and water consumption etc.

St James' Market – The council and tenants of St James' Market worked together to increase recycling of total waste to 65%. The project also monitored water usage, reduced energy consumption and overall levels of waste. Added benefits included a reduction in tenants' rent and generation

of an income to employ attendants at the market. The work has received an environmental award.

¹³ Incommunities – formerly Bradford Community Housing Trust

6. Strong & Cohesive Communities

Introduction

People in strong and cohesive communities take pride in where they live and show respect for the people they live with. They are communities where people get on well together, where people value each other and where everyone has the opportunity to get involved in community life in a variety of ways.

The district is rich in its diversity both in terms of landscape and people: from rural villages to towns and inner-city neighbourhoods, this district has it all. Similarly, the district is home to a wide range of people from different cultures, backgrounds and experiences. The district's history and diversity mean that people often associate strongly with the place they live in rather than the district as a whole. Many people also relate at least as strongly to 'who they are' as to where they live. These two senses of belonging can be described as 'community of place' and 'community of identity'.

As well as the advantages brought by our rich diversity, we also have long-term challenges which could threaten the strength, vitality and cohesion of our communities, unless we plan well and work together.

The growth and changes in our population will need services to respond so that we are investing in the diverse talents and enterprise of our people, and are supporting different communities to live alongside each other. The persistence of economic exclusion, inequalities between groups, and a lack of involvement in local decision-making and community life can blight individuals and neighbourhoods.

Our Long-term Ambitions for Strong and Cohesive Communities

By 2020, we want no one in the district to be disadvantaged by where they live or who they are. We will have strong and cohesive communities where people get on well, where people value each other and where everyone

Our actions are designed to address these threats and the other negative factors which weaken communities and create tensions between them (see page 7).

There are a number of important things which will help us succeed:

- We are building on our experience of involving people in local planning and decision-making through neighbourhood forums and action plans, urban villages, and parish councils, to develop a district-wide system where everyone is able to influence decisions that affect their lives and know that they have made a difference;
- Elected councillors have an important and growing role to play in representing the needs and views of local people, and working with them to help shape neighbourhoods and strengthen community life;
- Strong and effective community and voluntary organisations play vital roles in supporting and stimulating community life and self-reliance, and provide a voice particularly to more vulnerable groups.

If we are to succeed in improving the quality of life for everyone - closing the gap between the most disadvantaged in the district and the rest - and in addressing the tensions between different people and places, we must pay attention both to 'communities of place' and 'communities of identity'. In doing this we will also create strong and cohesive communities across the district.

has the opportunity to get involved in community life in a variety of ways. Our diverse and thriving communities and neighbourhoods will be recognised as the positive face of modern Britain.

Recent Achievements

- Our nationally acclaimed Linking Schools project demonstrates that repeated contact between children from different cultural, religious or ethnic groups reduces prejudices on an individual level. The project now involves 60 primary and 12 secondary schools; 'Beyond the Boundary' linked young cricketers and their families from Manningham, Girdlington and West Bowling with players from Settle and Upper Wharfedale; and Community Sports Networks (eg SportKeighley) provide community-led partnerships to increase participation in physical activities.
- 30 Neighbourhood Action Partnerships, 15 Urban Village Plans, 17 Town & Parish Councils and five 'Streets Ahead' programmes have created a local action planning infrastructure across the district. 30 Community of Interest Plans bring together people who share the same interest or experience to identify common priorities. These groups and plans help to focus the work of all service providers to help meet these needs.
- Opinion surveys show that there has been an increase in the number of people who feel they can influence decisions made about their local area (up from 15.5% in 2006 to 18.6% in 2007).
- The district was awarded Beacon Status in 2006/07 for improving rural services and empowering people in those communities. This is helping the district address the rural/urban divide.
- Our annual district-wide survey shows that whilst areas have become more mixed, more people feel that residents from different ethnic backgrounds get on well together compared to previous years.¹⁴
- Partners have established a support network and 'Welcome To Bradford' booklet to help the estimated 15,000 migrants from EU accession states to access public services and participate in decision making.
- Increased numbers of people have taken up civic governance roles; since 2006 an additional 158 people have taken up such roles (e.g. magistrates, school governors) making a current total of 713.
- IIFA Bollywood weekend attracted a new diverse audience (30,000+) to Bradford City Centre, while more than 2,000 over 50s enjoyed and participated in a range of cultural activities during Veterans weekend.

¹⁴ 26% of respondents stated that there are no residents from other ethnic backgrounds in their neighbourhoods compared to 28% in 2006 and 33% in 2002, and 38% of respondents stated that they feel residents from different backgrounds get on well together compared to 31% in 2006 and 28% in 2002.

Strong and Cohesive Communities Priorities and Actions for 2008-2011

Transformation Actions to make our communities stronger and more cohesive will build the confidence of residents, visitors and investors in the district, encouraging regeneration, which in turn, will be designed to be inclusive and encourage community integration. Opportunities to improve skills, education and employability across the district will give citizens, including young people, more confidence in their own identity and abilities and opportunities to mix with people from different backgrounds. The recent Commission on Integration and Cohesion found that two of the biggest positive influences on cohesion and integration were educational success and economic opportunities. Our transformational priorities are therefore aimed at providing a strong basis for improved cohesion across the district.

Sustainability The development of good local planning and decision making (local governance) between citizens, councillors & service providers will help create thriving and sustainable communities that are well supported by voluntary, public & private sector services tailored to people's needs and accessible to all. Through these local arrangements, partners will work together to ensure that neighbourhoods are well designed & built to be safe and vibrant, and are well connected through good transport services.

Cohesion & Inclusion Good local governance will enable citizens to work together to influence decisions, and is key to building strong cohesive communities. Local people, working with councillors & partners will be able to plan for their neighbourhoods, comment on how well services are delivering value and make sure their views and needs are understood. Our priorities and actions will help promote this - we will harness the creativity, energy and diverse backgrounds of citizens and work harder with those neighbourhoods and communities who most need it.

Strong and Cohesive Communities Priorities	How we will achieve them	How we will know
<p>Give people access to information, advice and services: everyone has an equal opportunity to succeed</p>	<p>We will:</p> <ul style="list-style-type: none"> • develop effective partnership working across the district with different groups of people, involving citizens and partners from all sectors • develop flexible, coordinated services with local people, delivered by locally based teams that are responsive to the needs and circumstances of specific places • improve the capacity of voluntary and community organisations to deliver services to the most vulnerable and hard to reach groups • develop the ability of local people and groups to improve their communities by supporting informal social networks and local resources which will help raise people's aspirations • raise awareness of inequalities and disadvantage amongst service providers and employers • Improve access to information, advice and services so that people feel included, are better able to exercise their rights, understand what they are entitled to, and help make decisions 	<ul style="list-style-type: none"> • all neighbourhoods and communities exceed agreed outcomes around health, education, employment, crime and environment • smaller gaps in outcomes between the district's most disadvantaged places and people, and the rest • everyone receives fair provision of services • levels of citizen satisfaction increase

Strong and Cohesive Communities Priorities	How we will achieve them	How we will know
<p>Creating opportunities for everyone to get involved and contribute to the life of the District</p>	<ul style="list-style-type: none"> • develop effective ways for all partners to involve communities in their plans and work • support community centres as focal points for local people, to help partnership working, and provide different agencies' services in one place • support communities throughout the district and help them to develop themselves • Increase opportunities for volunteering and participation in community activity, including links to cultural and community events and preparation for the 2012 Olympics, Paralympics and related cultural programmes • Make sure voluntary and community groups can continue to be more effective • engage communities and young people in active lifestyles, eg Bradford College is developing a Centre of Excellence for sports for access by the community 	<ul style="list-style-type: none"> • more people are actively involved in their communities • more people say they feel they can influence decisions about their community • there are thriving and sustainable voluntary & community organisations
<p>Support people from different backgrounds to get on well together</p>	<ul style="list-style-type: none"> • create opportunities for individuals, groups and organisations to get together to discuss their circumstances, needs and aspirations, within and between communities and neighbourhoods • tackle inequality, promote social justice for all and challenge fear of 'difference'. • develop actions to tackle racism, xenophobia, homophobia and religious intolerance • develop a programme of activities to support local and district festivals and events • make greater use of our public halls, theatres and art spaces as key community assets 	<ul style="list-style-type: none"> • more people from different backgrounds say they get on well together regardless of who they are or where they come from • high levels of civic pride and community confidence
<p>Helping everyone to feel secure and at ease</p>	<ul style="list-style-type: none"> • enable communities to be more involved in creating safer neighbourhoods, areas, town and city centres • develop ways to build people's confidence and reassure them that the district is a safe place • develop responsive local teams linked to visible uniformed patrols • provide opportunities for people from different communities to have fun together • promote Bradford district's communities and the way we live together as the positive face of modern Britain 	<ul style="list-style-type: none"> • more people in the district feel safe and at ease • more people are satisfied with the way we deal with anti-social behaviour • perceptions of anti-social behaviour have improved across the district • more people are satisfied with their local area • peoples' fear of crime is significantly reduced

People

Equity Partnership - People from lesbian, gay and bisexual (LGB) communities - the Equity Partnership now plays an active role in developing LGB communities, tackling homophobia and ensuring that services and employers meet the needs of these groups. Working with the PCT and Bradford University, the partnership recently conducted the UK's first health needs assessment of LGB communities in the district, providing comprehensive information for health providers and highlighting key priorities for the future.

Sharing Voices - Mental illness is an issue for many people in communities across the district. Many people experiencing mental health

issues from minority ethnic (BME) communities felt that existing services were not always appropriate to their circumstances; that little account was taken of the way some people from BME communities view mental health issues and/or the part that racism can play in illness in the first place. Sharing Voices project works with people to build their capacity and confidence to provide community-focussed solutions. Clients from Sharing Voices took part in the consultation process to develop The Big Plan.

Places

Worth Valley Ward - The number of people claiming a 'workless benefit' is higher in the Worth Valley ward than the district average. The Jobs@ programme will deliver its services from the Haworth Community Police Contact Point week to help people find out about available jobs, develop a CV and practice their interview skills.

Holmewood Streets Ahead - Residents in Holmewood decided that reducing crime is key to making it a better place. Holmewood Streets Ahead worked with West Yorkshire Police and Bradford South Area Safer Communities Partnership to set up a mobile police unit on the estate which community police officers use as a base. Streets Ahead funding was used to pay for extra police hours: increased police visibility and contact with people in the area has helped to reduce anti-social behaviour and crime.

Part Three Working Together

Working in Partnership

The Bradford District Partnership (BDP) has replaced Bradford Vision as the district's local strategic partnership. BDP coordinates and supports the work of the partners and partnerships across the district and includes the following partners:

- the Council, including leading councillors
- the Primary Care Trust for Bradford and Airedale (NHS)
- West Yorkshire Police
- The Chamber of Commerce
- The Voluntary and Community sector
- The Business sector
- Bradford University
- Bradford, Shipley and Park Lane, Keighley FE colleges
- Bradford Community Housing Trust
- A district MP

These partners share responsibility for making sure The Big Plan succeeds in improving the quality of life and wellbeing of the people of the district.

The partners provide many services and support for citizens and communities on their own, but are increasingly planning and working together to make sure that they can make the biggest impact possible.

Partners work together through a series of partnerships focused either on particular areas of life – eg. the economy, health, the environment, or on improving the lives of particular groups of people – eg children and young

people, older people, etc. These partnerships will need to make sure that specific Big Plan priorities and actions are delivered. Some of these partnerships have been set up by Acts of Parliament to undertake specific statutory duties and roles.



For current details of who chairs and supports these partnerships and how you can contact them, visit www.bradford.gov.uk/bdp .

These partnerships also need to link up and be aware of the ways their plans and actions impact on each other. Partners want to get better at the

way they work together for the people of the district. During 2007, the Council reviewed the way partners work together, and a new structure and ways of working have been agreed which will help deliver The Big Plan and meet the targets in our Local Area Agreement.

The Bradford District Partnership will make sure that individual partner-members deliver their contribution to the Big Plan by:

- making decisions and allocating resources through a new BDP Board and support structure with clear roles and responsibilities
- problem solving and learning from each other
- identifying and implementing improved ways of working together, and with the people of the district
- monitoring progress and taking action when things go wrong
- having plans in place to deliver The Big Plan priorities

Working with the People of the District

The success or failure of **The Big Plan** will be down to all of us. The improvements we want to make in people's quality of life depend on partners having a deep understanding of the needs and views of citizens, involving people in decision-making about neighbourhoods and services, and consulting on the quality and effectiveness of what we are doing.

We take seriously the need to build and maintain trust with citizens because we are democratically accountable to them, they are tax payers, and have a right to expect services of the highest quality.

There is a range of ways in which we will involve and work with people and encourage them to be active in their communities. These include:

- members of council being elected, listening to the views and concerns of their constituents, making sure collective and individual concerns get heard, and making decisions about policies and resources to improve quality of life and services;

- checking to make sure our priorities and the way we work together supports cohesion, inclusion and sustainability, and moves us towards our long-term ambitions.

Partners will also be accountable to the elected members of the Council through the involvement of senior members in partnerships and through the work of Improvement Committees. These committees play an important role to review the effectiveness of policies and plans, and monitor and review the success of the Council and partners in delivering services and improving the wellbeing of citizens.

In law, The Big Plan is an adopted plan of the Council. The Council is responsible for ensuring that it works well with partners to deliver the actions to improve wellbeing and quality of life for the people of the district in a sustainable way.

- discussing important local matters at the 100+ neighbourhood forums across the district;
- collecting the views of people through the Speak Out! panel of 2,500 representative citizens;
- encouraging feedback (complaints, compliments and ideas) on individual service experiences;
- supporting individual communities of place and of interest to plan together through neighbourhood plans, and communities of interest plans (eg for disabled people);
- conducting regular surveys to understand people's needs and perceptions of the district and our services;
- supporting citizenship in schools and through the Youth Parliament, etc;

- working closely with Parish and Town councils;
- providing resources for local community and voluntary organisations to support local people to improve their neighbourhoods;
- Ensuring information provided to disabled people meets the standards set out in '5 Principles for Producing Better Information for Disabled People'.

Through our services, support for communities and communication with citizens we will also encourage responsible and active citizenship because we can all contribute to making the district a better place to live.

Community groups, volunteers, residents, public services, businesses, charities, schools, colleges, the university, students, councillors - we are all responsible for how it is and how it will be. If you live or work here, you can help make it a brilliant Bradford district.

Some things that residents can do:

- be a good neighbour, get involved and do something for your local neighbourhood
- actively support your children's education
- reduce the cost of waste services by reducing litter and recycling more
- help the environment by reducing energy usage
- Help make our neighbourhoods safer through neighbourhood watch schemes
- drive safely to avoid road traffic accidents.

Having your say and finding out more

We gathered and analysed a lot of evidence for The Big Plan, and consulted with over 3000 people on what was most important for the future. If you want to find out more about this and how we will use it to inform our planning, or if you want to comment on The Big Plan, or share

Some things for community leaders to do:

- work with citizens to address the priorities for the district
- guide the work that delivers real change
- make appropriate representations to external partners on behalf of the district including central government
- stop doing things that don't work.

Some things for the Bradford District Partnership to do:

- make sure that individual partner plans link together and are efficient and effective
- consult with and involve local people on actions that affect them
- keep people focused on the priorities in The Big Plan
- work towards the efficient use of resources and streamline planning processes.

Some things for the partners to do:

- work together and with citizens
- contribute to each other's delivery plans to make sure the right people, places and actions are targeted
- Share information, analysis and expertise
- Continually evaluate service delivery to identify and implement improvements.

your ideas for the future, visit our Big Plan website at www.bradford.gov.uk/bigplan

or ring our partnerships team on 01274 431999.