



Department for Levelling Up,
Housing & Communities



City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

What works in building a Bradford for Everyone

Plain English: Bradford for Everyone Programme Evaluation Report Summary

Bradford for Everyone was a pilot programme which was funded by The Department for Levelling Up, Housing and Communities.

It took place from 2019 to 2022.

This is a summary of the Programme Evaluation Report

Evaluation means checking how things got on.

The full programme evaluation report was written by Dr Kaya Davies Hayon and Dr Jeni Vine from Belong- The Cohesion and Integration Network together with the Stronger Communities Team at Bradford Council.



A programme is a collection of projects and activities.

How the programme worked:

- The Stronger Communities Partnership Board was set up to bring organisations together including businesses and the social and faith sectors. There was engagement and consultation with over 70 organisations. There were sub-groups and other meetings that were used to share learnings about what works and what didn't work. This also created a space to have open debates and share knowledge. The council team involved around 600 organisations in sharing good practice.
- The programme aimed to support people from low income families, including those from a white working class backgrounds to be better able to access support, training and employment. The programme was able to help people from all different backgrounds, ethnicities and genders. This made sure that White British communities with generations of unemployment were included alongside those most vulnerable to discrimination and marginalisation. Discrimination means being treated unfairly because of who you are. Marginalisation means treating someone as if they are not important and keeping them on the edges of society.
- From the beginning data about every project included in the programme was gathered and looked at regularly so changes or improvements could be made during the time the projects were being delivered, rather than when it had come to an end. This is called a 'test and learn' approach.
- The programme was able to adapt successfully to challenges caused by Covid-19. Major changes to the programme included adding the Community Champions project into the four-pillar framework. The four pillars were the priorities for the programme.
- The programme did not adopt a 'one size fits all' approach to cohesion and integration. It focused on how the challenges facing the district varied from one place to another and on funding projects that met the needs of each place and its communities. Local people were able to make a difference to the way the programme was delivered and designed so that all of the communities across the district benefitted.

Cohesion and Integration means people from different backgrounds and with different life experiences mixing and getting along with each other.



Impacts and recommendations

Key data

Over 3 years Bradford for Everyone has:

- Directly engaged with over 36,000 people in the Bradford District and a further 122,000 via activities and core campaigns
- Engaged with hundreds of thousands more via its website and social media platforms
- Supported 23 core projects and 60 smaller projects and 2 campaigns

In addition, surveys from the Police and Crime Commissioner show that there is an increase in how well people get on with each other.

Other evidence shows that people trust Bradford Council more than they used to. There are more connections being built with neighbours and family.



These are the recommendations from the report:

Recommendation 1

Central government and local authorities should be aware that even small investment in integration and cohesion can positively impact a large part of the population. Integration and Cohesion is when people from different backgrounds, mix, interact and get along with each other.

Recommendation 2

1. Not all programmes and projects should be delivered in the same way;

And

2. Discovering peoples' personal stories can help to keep projects relevant and understandable.

Recommendation 3

To make sure that all areas of the public sector (NHS, Police, Fire Service etc.) use the findings from this evaluation.

Recommendations 4

To learn from the effectiveness of the small grants programme (Innovation Fund).

Innovation means new, creative ideas.

The Innovation Fund was a small grant funding programme. The fund allowed small voluntary and community organisations to run projects. Residents voted on who should be given the funding for projects. Local people decided on what projects were needed the most.

Dealing with the most important issues first:

The four main issues that affect integration in Bradford District are:

Providing hope for the future: Supporting people, and eventually whole communities, to move forward by finding work, education or volunteering roles.

Increasing Respect: Helping people from different backgrounds to respect each other, and learn about their rights and responsibilities.

Building helpful and trusting relationships: Helping different communities to get on and mix with each other, and helping them work with the Council and other services.

Helping people to feel safe: Protecting people from hate crime, and making sure people feel safe where they live.

The programme had four pillars and this is how we made improvements:

Pillar 1: Getting on: Giving communities fair access to opportunities by improving education and language skills, and by targeting the poorest communities.

Employment: We wanted to get more people into employment and to help those in the poorest communities the most. To help people to learn English. We wanted to help people who often struggled to find work including the long term unemployed, older South Asian women, refugees and people with disabilities.

We wanted to work with employers to make the way they recruit people more accessible to all

This is how we improved “Getting On”:

More people will have improved their quality of life- Employment is very important to people’s quality of life. Bradford has higher unemployment than the national average, and higher unemployment than other areas like Leeds and the Humber

The Covid-19 affected the quality of life of many people. However, 1,635 people received direct support through the programme, helping to improve their quality of life with many of those people going on to get jobs.

More people will feel happier about the future-

Due to the extra support given to help people get into employment and learn English, many said they are now more hopeful about the future.

More people will be able to contribute to the local economy.

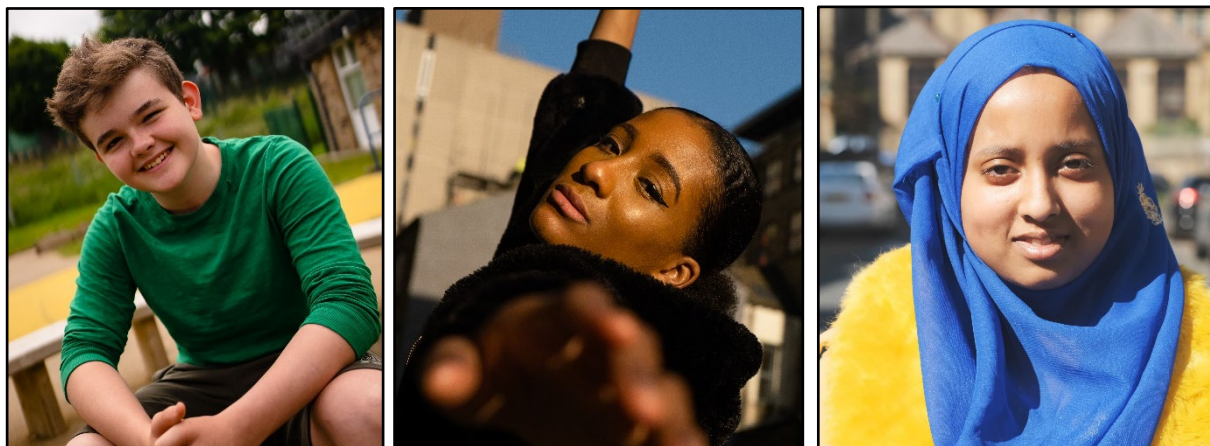
-More than 600 people who were learning English were able to keep learning, and be taught about the Bradford District during the Covid-19.

-The Inclusive Employers project helped to improve diversity, inclusion and equality in large and small workplaces.

-More than 17,000 people used the Welcome to Bradford website to gain new information to possibly change their lives.

Pillar 2: Getting Along: We wanted to promote better interaction and communication between the many different communities in the Bradford District

Education: We aimed to help increase social mixing among Bradford's many communities, we started this when people were young, through the Linking Network. We wanted to look at how the way children are allocated schools affects social mixing. This will hopefully build tolerance, understanding and respect when people become adults.



This is how we improved “Getting along”:

More people have an increased understanding and respect for other people's views and cultures - *Bradford for Everyone* was highly successful in engaging with people from many different backgrounds. Approximately 27,000 people were engaged. Many of the projects engaged young people, with the Future Ways project contributing towards City of Culture 2025.

More people will understand the rights and responsibilities of living in the District and the UK –

Voter turnout can tell us how engaged people are in society. Voter turnout was higher before the Covid-19. However, the evidence points to there being greater trust in the local authority in places where *Bradford for Everyone* had been used. The numbers of people who continued to volunteer through Covid-19 was higher in Bradford than in other places with a similar mix of communities.

Pillar 3: Getting Involved: We wanted to create opportunities for people to get involved with their communities, and encourage them to get involved.

Social Mixing: We wanted to bring our diverse communities together, so that all ethnicities, faiths and areas could be proud of where they live. We provided safe spaces for difficult issues to be discussed. We aimed to encourage and support more volunteering to help in the areas where people are not happy with their neighbourhoods.

We planned to work to make sure that local services and agencies can support vulnerable groups like Roma and Asylum Seekers better. We wanted everyone to believe that Bradford District was a good place to live.



This is how we have improved “Getting Involved”:

More people from all backgrounds will connect with others, participate in civic life and get involved in their own communities

What is civic?

Civic Participation is when people do things to improve their own and other people’s lives. It is when individuals or groups get involved activities which can help improve life in communities and neighbourhoods. For example, volunteering, attending a community event or taking part in neighbourhood watch.

The Police Crime Commissioner surveys from 2019 –2021 show that people from different backgrounds are getting on better with others in their local area

Bradford has more than twice the numbers of volunteers than other areas of the UK

The number of people who felt a sense of belonging in the local area has increased.

Participants felt more comfortable speaking to people from different backgrounds.

Bradford for Everyone created opportunities for people from all backgrounds to come together and have a say on what issues were important to them.

Citizen Coin, a programme which rewards people who did activities like volunteering, improving their local area, or taking part in activities was a success. Bradford Council wants to develop this idea more.



Pillar 4: Feeling Safe: Dealing with crime and fear of crime so that everyone feels safe.

How we think about people who are different from us: We aimed to help to teach people what is acceptable behaviour, and what their rights and responsibilities are. And to teach people what hate-crime is, and how and why they should report it.

This is how we improved “Feeling Safe”

More people will feel satisfied with their neighbourhood

We developed a Bradford District Roma Strategy.

The Hate Crime Strategy was also updated.

There was a lot of work done to create a more inclusive, diverse and equal workforce in the Bradford district.

More people will feel safer across the District

The Police and Crime Commission Survey recorded more people feeling safe in their neighbourhood.

The Bradford Hate Crime Alliance supported over 2,000 victims of hate crime, and their families.

The Community Champions project was used to get messages to communities through local trusted networks. This helped to protect people and communities during the Covid-19.



Innovation Fund

The Innovation Fund was a small grant funding programme. It aimed to encourage new thinking, build new partnerships and try new ideas.

The fund paid for small voluntary and community organisations to do new projects.

The Innovation Fund projects were an exciting new way to encourage new ideas, build new partnerships and test new ways to make a positive difference in communities.

This new way of carrying out the projects strengthened relationships and trust between the Council and the funded organisations and groups. This led to more trust between the council and the communities involved in the projects.

Campaigns

The two main campaigns supported by the programme asked people to think about what they think of other people, and what they know of other people. They also wanted people to think about the information they see or hear. It also asked people to think about who they are, their actions and what they do on a day-to-day basis living and working in the district.

Campaign 1 - Shared Values

When writing the Bradford for Everyone strategy, local people told us that we should have a set of ‘Shared Values’. A strategy is a plan for a long period of time. *Having Shared Values* will connect and bring everyone living and/or working in the Bradford District together.

The **'Shared Values'** of: Respect, Share, Care, Protect campaign was designed to build on the connection, love and bonds within and between the communities of the Bradford District for generations to come.



Campaign 2 - Shared Values - Make Sure It Adds Up'

The aim of the Anti-Rumour campaign '**Make Sure It Adds Up**' was to stop people from talking about, and spreading rumours that might not be true.

This helped to deal with hate crime, prejudice and misinformation. This helps to make everyone feel safe.



ITS ALL ABOUT

1 “Connecting the programme to people and communities through:

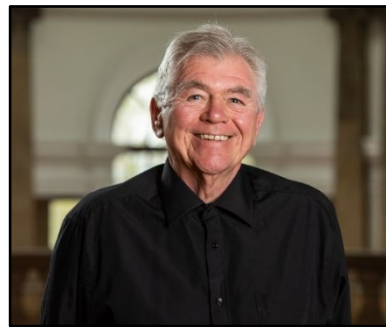
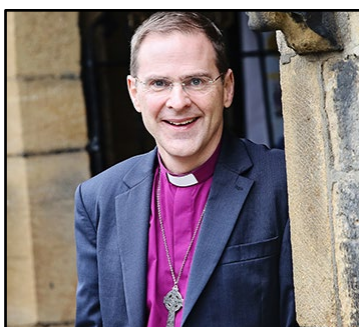
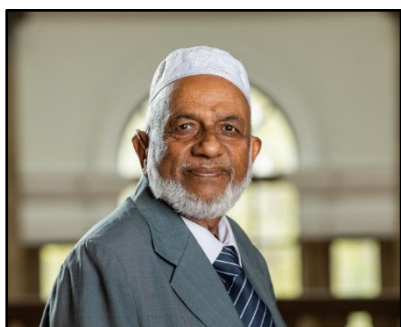
Working together – organisations of all type working well with each other to help communities.

Helping communities to help themselves – teaching them things, providing new information, skills or contacts.

Social Mixing – making sure that every project was designed to help people to mix who might not normally do so.

Digital hubs and social media – *Bradford for Everyone's* website and social media connected people quickly. This meant that they could share ideas and opportunities. People can also share learning locally, nationally and internationally

Workforce diversity – Diverse teams that can communicate with a diverse range of communities. We want the different cultures and identities living in the District to be represented.



2 Putting people at the heart of the programme through:

Working positively with diverse identities – We learn and teach how people can communicate with people different from themselves.

Knowing that what works in one place doesn't always work in another – Adapting to the needs of communities.

Learning from targeted interventions – such as the Roma Strategy and the provision for people with English as a second language (ESOL)

Using the power of storytelling – We make sure that everyone is represented when we create new opportunities.

Qualitative methods - This means gathering peoples' stories, experiences, and feelings and following changes in these before and after the programme. Data collection can give us important information that helps us to communicate better with politicians and local residents.

3. Cross-System learning through:

Commissioning processes –

We know how long it can take to start and stop projects. We provide support for smaller organisations so that they can change quickly when they need to. Commissioning in this context means paying for a service or delivery of something.

Focus on system change activities –

We make sure that programmes make sense and are person focused. This can lead to different ways of thinking, that can lead to changes that effect the district more widely.

Maximising the benefits of different funding streams –

We make the most of funding. We focus on partnerships that can help the overall framework.

Supporting and modelling resilience –

The *Bradford for Everyone* programme allowed the Council to react quickly when the pandemic changed everyone's lives. This was possible because of the partnerships they had created, and the communities they had already engaged with.

Resilience means being able to cope with, or recover quickly after, a challenging event, or challenging period of time.

4 Being data and intelligence led through:

Routine surveys – We use surveys to regularly collect data. This means that services can be better informed and designed to meet the needs of communities.

Developing a method of measuring social trust - *Bradford for Everyone* has been working with developers at the Social Trust Collaboratory. We hope to make Social Trust a standard way to measure progress and well-being in the district

Paying attention to people declaring as having no religion/faith – Many people do not have a religion or faith. It is important to listen to what matters to them and their views also”

Ensuring value for money – Money can be saved in many public sector budgets by helping people as soon as possible. For example; tackling hate crime and dealing with language needs to help people get into employment

Prevention before tensions get worse - projects to improve togetherness are meant to stop tensions and disagreements happening in communities. If disagreements and arguments happen, then we will get involved to help sort out the tensions.

Working with researchers – to make sure our information is correct so that we can plan future projects and programmes.



5 Change in how people think, relationships and partnerships through:

Developing a learning culture – We want to create an open and honest culture of sharing learning about what works and especially what doesn't work.

Integrating top-down and bottom-up approaches - the programme has meant that groups and individuals can join in more decision making, as well as those in very senior positions in organisations. This helps to decide who will get funding

Find ways for celebrating the work of smaller projects – For this to work we need the resources to start new partnerships. We also want to support the voluntary, community and social enterprise sectors better.

Responding to feedback and ensuring buy-in – Projects work better and are supported more if people feel that the project is being delivered well.

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To find out more about Bradford for Everyone (delivered by Stronger Communities), read the full evaluation report, get more information, or join our mailing list and network, please visit our website:

www.bradfordforeveryone.co.uk

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