



Summary of public feedback and how it is being used

Our initial series of public events started the discussion about the future of the district and how the Council, with its partners, needs to focus New Deal work to achieve:

1. Better skills, more jobs and a growing economy
2. Good schools and a great start for all our children
3. Better health, better lives
4. Safe, clean and active communities
5. Decent homes that people can afford to live in

The summary below brings together all your feedback from these events and comments made through our online consultation form and emails.

Next steps

Your feedback is being shared with councillors and Council officers, as well as partner organisations. Your ideas, thoughts and views are being assessed and considered, and those ideas which are felt to be viable will be developed into, or contribute to, a range of options and proposals.

Clearly not all the ideas you gave us will be possible to deliver. This might be because it isn't something the Council has in its power, or it might be due to legal constraints. It might not be possible or desirable to deliver all the viable suggestions made.

Working together

This assessment process will, as highlighted by you, also recognise that services in the future may be provided by different people and different organisations. Your comments will form a fundamental part of work over the summer months by the Council with its partners through the Bradford District Partnership board and its Strategic Partnerships.

A series of participatory workshops and activities will be run with the partnerships and other stakeholders to analyse and fine tune options, ideas and proposals. This will enable us to have a district-wide conversation and approach to identifying solutions. Existing practice will be challenged, alternatives proposed and opportunities broadened.

The New Deal online public consultation and email and freepost addresses will remain live, enabling you to continue to send in ideas and comments to further contribute to the work being done.

We will continue to keep you updated through our website and other channels.

Full Summary of Public Feedback

1. Better skills, More Jobs and a Growing Economy

1.1 Economy

- It was suggested that new start up companies could be given two years free business rates.
- It was suggested that Town Centre Managers can be limited in their ability to have impact. Instead a smaller grant could be given to local organisations in those areas to do similar work.
- It was suggested that more could be done to bring empty shops back into use, with communities taking responsibility for them while empty – for example they could be used for art exhibitions.
- Some participants were concerned that not enough investment was being made in certain areas – for example it was suggested there is an apparent increasing reduction in facilities in Bingley.
- It was suggested that business rates growth could be encouraged. Often small measures can support the growth of small companies such as lower costs for waste collection and providing a business rates subsidy.
- It was felt by some that more car sharing initiatives should be introduced and their use encouraged, with more promotion and consequent use of public transport, including awareness raising and promotion of a cycling policy – similar to that in Amsterdam.
- Public transport was seen by some participants as being good, although concerns were expressed about the lack of buses to remote areas.

1.2 Skills and Employment

- It was felt that business partners need to be encouraged to take the lead in supporting young people through apprenticeships and skills development.
- It was suggested that more resources need to be put in to developing skills, and not necessarily focus on educational attainment.
- A social work model was suggested to get people back into work.
- It was felt that it should be easier for young people to get proper work experiences either through placements in public sector organisations such as the police, or through weekend jobs.
- It was suggested that employers should do a lot more to employ or give work experience to disabled people.

1.3 Lead Roles

- It was felt by some that the business community (and other partners e.g. University of Bradford) could take the lead in the regeneration of the urban centres and the economy of the district. The Council's role should be about facilitating this work rather than leading on it.
- Some suggested that more Corporate Social Responsibility is needed. It was felt that businesses could do more to give locally, support local charities, share their resources such as employee time – an example was given of 'Urban Planters'.
- It was suggested that cultural events including Christmas lights switch on could be taken on by local businesses and groups to organise and support.

- Some people think that less money should be spent on events in City Park, with activity taken over by local businesses.
- Suggestions were made that museums and art galleries be turned into Trusts.
- It was acknowledged that the Bingley Music Festival is a successful event; it was however felt that a private operator could make it even more successful if sold as a going concern/business.
- Some members of the public felt that private companies could put a percentage of their profits into communities, rather than passing it on to shareholders. It was felt that even a 1% donation would be make a very big difference.
- It was felt that the Council should maintain responsibility for resources that have district wide impact (e.g. Cartwright Hall, Cliffe Castle) but that Local Councils/communities take on responsibility for services/facilities that benefit their own local area only (e.g. Bracken Hall, Baildon).
- It was suggested that a Local Council/community could run a library with Bradford Council providing the books and the remaining resources coming from volunteers, externally sought funding and precepts where received. Libraries could also be extended to act as information points, to help reduce the number of public buildings. Participants felt that the need for library services is changing and should reflect 'modern' needs e.g. fewer books, more computing facilities. The example of the community run Denholme library was given which has become more vibrant since the Council ceased running it.

2. Good Schools and a Great Start for all our Children

2.1 Good Start for Children

- Some participants thought that funded nursery places need to be means tested so that only those that need it most receive the support.
- It was felt that safeguarding should absolutely remain a function of the Council along with checking quality and safety of delivery and not allowing unofficial delivery with no checks.
- It was thought that there needs to be a joint approach to children being ready to learn, with those parents who are capable, doing most of the support, but those that are more vulnerable getting state support.

2.2 Young People

- It was suggested that there is duplication in youth activities between the Council and voluntary organisations. It was considered by some that the Council could fully withdraw. Others suggested a partnership approach. However it was also felt that services should remain in areas where there is a high incidence of anti-social behaviour.
- It was felt that there was scope to look at how youth services are delivered with some feeling that it should be less asset focused with less spending on buildings. However others thought that the buildings used for youth activities are too old and the activities not varied enough. It was felt that could be improved by promoting the service, getting more people to attend and carrying out fund raising.
- It was suggested that there could be more volunteering to help at youth sessions, with young people fundraising to keep their youth clubs and activities running. The fundraising could then be extended to support others in the community as well. It was also felt that the age range of those who could take

part should be broadened to include under 11s and over 20s. The older young people could support the activities run for the younger children.

- There was support from some for continued youth activities as it supports community cohesion and multi cultural integration, lowers the risk of young people getting involved in crime and is a safe place to spend time.

2.3 Good Schools

- It was thought that children and young people should attend schools in their own areas and not travel to other parts of the district, as this disconnects them from the communities in which they live. It would also save money not having to pay for buses to transport the children. However free school travel was particularly valued by some.
- It was suggested that there could be more community involvement in schools and children's centres, and that schools and colleges should stay open 'out of hours' with community access.
- Some people felt that schools could do more to prepare them for the world of work by helping young people write CVs, providing them with interview support, and access to jobs. It was also suggested that study classes could be provided out of school hours.
- Many young people felt that teachers did not take the time to listen to their point of view, that punishments are too stringent and that bullying in schools is not being adequately addressed.
- Some people felt that the careers advice provided by schools was inadequate. It was also felt that some of the subjects taught in schools were not particularly relevant to the world of work and that there was a lack of job opportunities.
- As also listed at 3.2 under 'Health' schools need to be more sensitive to mental health issues including the pressures on young people.

2.4 Lead Roles

- Suggestions were made that businesses could better connect with schools.
- It was suggested school crossing patrols should be changed, so that parents work together to provide safe journeys to schools.
- Some thought that it must be a priority to provide activities for young people outside of school; however services could be provided by organisations and communities other than the public sector.

3. Better Health, Better Lives

3.1 Social Care

- It was felt important that the Council continue to support care services for people with learning difficulties, older people and the disabled.
- It was felt that incentives are needed to help change the culture and expectations of residents to be more independent, neighbourly and self supporting.
- It was suggested that social services need to have more of an enabling role and be more person centred, treating people as individuals.
- Some participants felt that more genuine partnership working based around pooled budgets is needed with a focus on the needs of the community. An example provided was work between the Council and health services to provide intermediate care accommodation to relieve bed blocking. It was also

suggested that the Police have to spend time caring for vulnerable people when maybe it should be health services providing this crisis support.

- It was felt by some that the Council should help people with problems with money (including paying their bills) especially people with learning difficulties.
- It was suggested that premises could be provided so that volunteers could set up groups for people with dementia and carers to drop in - this could involve games, a space to talk and would contribute to prevention, enabling people to stay independent or stay at home with carers.

3.2 Health

- Some participants felt that more preventative measures are needed in relation to health, including improving accessibility to health services so that ailments don't progress into bigger problems that are more costly to the system – for example easier access to GPs, getting appointments more quickly.
- A suggestion was made that some bureaucracy could be reduced to enable people to be more neighbourly – e.g. making GP appointments on behalf of a vulnerable friend/neighbour which isn't currently possible.
- Some felt that people need to be encouraged to take positive steps to improve their life styles – co-ordinated self help e.g. smoking cessation, diet and taking up sports to prevent longer term ailments.
- It was suggested that young people need more sex education, sexual health clinics with free condoms and treatment. It was felt by some young people that they would feel more comfortable talking about personal issues with someone from their own culture, as there would be a better understanding of sensitivities. The importance of confidentiality was stressed as many felt that schools were too likely to discuss these problems with parents.
- It was felt by some that more counselling for young people was needed.
- It was suggested that mental health provision for young people should be improved. Schools should recognise the pressure that they put on young people to succeed and the need to be alert to symptoms of depression. These problems could be tackled by various agencies - youth clubs could focus on building esteem, schools could provide homework clubs, bitesize revision sessions and someone to confide in about bullying.

3.3 Older People

- It was suggested that support for isolated and lonely older people could be self funded through local fundraising; different volunteers could run different types of activities according to their interests. (With examples of this given in Wyke).
- It was suggested by a group of young people that support for older people was very important, as much as that for younger people. It was felt that younger people should help with loneliness interventions for older people.

3.4 Leisure and Culture

- It was thought that community buildings should offer a range of services including health provision, libraries, youth activities, training opportunities – a creative approach is needed.
- Another preventative health measure suggested was for the Council's sports centres to be improved to encourage more attendance and generate more income – the money some residents spend on private gyms could be re-directed in this way.

- Some participants suggested that leisure facilities should remain in public ownership so that profit can remain in the public purse; but it was felt that facilities do need investment in order to increase use and profit.
- It was suggested that the Council has opportunity for more commercial activity e.g. Cartwright Hall.

3.5 Lead Roles

- It was suggested that community needs should be 'ranked' with Bradford Council dealing with high level more complex/specialist services and Local Councils/communities picking up the more day to day preventative activities. An example would be for Bradford Council to continue providing social care services, but Local Councils/communities could ensure that bowling greens remain open and well used as a means of keeping older people active and less likely to need more expensive services.
- It was suggested that workshops could be provided to help communities get funding to run cultural events. Such workshops could be undertaken by an organisation such as CNet.
- It was felt that social services support doesn't need to come from the Council.

4. Safe, Clean and Active Communities

4.1 Waste Management and Recycling

- There were many suggestions that the Council should move to fortnightly bin collections to free up resources and to promote a behaviour shift on recycling. There was further suggestion that collections be tailored according to need, and introduce a 'pay to throw' initiative be introduced through weighing householders' waste.
- It was thought that there was greater potential to earn money from recycling and waste. An example given was to turn green waste into mulch which could then be sold. As well as recycling, household items could be better reused (e.g. cardboard given to schools) and re-homed through initiatives such as toy libraries and second hand furniture stores.
- It was suggested that more recycling could be achieved if there were more recycling bins in public spaces and through more enforcement. An example was given that in some German cities there are bins every 50metres in public spaces.
- It was suggested that communities need to encourage their own neighbours to recycle more, and that children could educate their parents about the importance of recycling.
- Some thought that waste disposal should be shared across West Yorkshire Local Authorities.
- Another suggestion was that the Council could also make businesses and householders responsible for rubbish and un-cleanliness outside their own frontages, imposing fines for those not complying.
- Some people thought that there could be penalties for people who don't look after their neighbourhoods. An alternative could be for people who choose not to work to spend more time volunteering on environmental issues.
- Further suggestions on waste and environmental cleanliness included providing signs in different languages about waste and recycling, offering a free phone service for rubbish removal, making litter awareness part of the school

curriculum, organising community clear-ups, and providing skips in areas where large numbers of people don't have their own transport.

4.2 Park and Green/Open Spaces

- A suggestion made was for more 'friends of' groups and schemes to be set up. Such groups could bring small public spaces and land into practical use. It was felt that the focus should be on verges, riversides, parks, decorative planting, with commercial sponsorship providing the funds needed.
- It was suggested that the Council should be responsible for ensuring play facilities are clean and safe with the help of 'friends of parks' groups.
- It was felt that residents could undertake some of the smaller tasks such as pruning bushes and trees, kerb side maintenance and gritting. This could be driven through local schemes to increase pride in people's local areas – "Best Street" competitions. The public sector need only be there to sow the seed of the idea and provide enforcement when necessary.
- It was suggested that weed spraying on residential streets/public roads should not be done by public services but communities could do it for themselves.
- A suggestion was made to undertake community funded (either privately or via grants from outside local government budgets) projects to bring disused or underused land back into use.
- An example in Harden of partnership working around parks and playgrounds was given by participants at one event. Bradford Council acted as an enabler to help the Local Council apply for WREN funding; Bradford Council then committed to the ongoing maintenance of the facility. This suggested that a key future role for Bradford Council would be around enabling rather than delivery.
- It was suggested that a community 'lengthsman' (environmental caretaker) might be best directed by a Local Council as they can be more responsive to local need – e.g. repairing a stile. However Bradford Council should be the official employer using its existing mechanisms to meet employment law.
- It was suggested that co-ordination between residents and the Council clean teams on timing and frequency of litter collections could help residents look after their own streets better. It might also help encourage waste bin sharing where appropriate. It was felt that this could then be extended to set up 'street leaders' who would be responsible for co-ordinating activity locally around cleansing, gritting, snow clearance.

4.3 Safer

- It was suggested that community pay back schemes could be more effectively run so that communities gained more from them.
- Some thought that Neighbourhood Watch schemes have the potential for more /better development which would ease the burden on the state.
- It was felt that volunteers could take on the role of neighbourhood or environmental wardens, with enforcement only being dealt with through the Council and Police.
- Many participants felt that street lighting hours could be reduced, and/or where appropriate dimmed at less busy times.

4.4 Active Citizens

- It has been suggested that more good neighbour schemes could be set up – physical support for those who need it, helping people access services, sharing skills (practical and work related), community websites, 'befriending plus'.

- It was felt that people need to be more socially responsible – sweep up leaves outside their properties, promote snow wardens, ‘green dogs’, litter clubs.
- One suggestion was that early intervention should be encouraged like "Step Change Girdlington" - getting youths together to get them to understand the consequences of any actions.
- It was suggested that a Skills Bank could be set up to match skills with need, with opportunities for regular and ad hoc volunteering. The Voluntary and Community Sector could have a role in allocating the resources.
- A greater focus was suggested on promoting ‘Civic Participation’ from those in responsible positions such as Councillors, School Governors and Committee Members.
- There was a suggestion to have a ‘Proud Bradford’ day.
- It was suggested that community grants could be reviewed to reduce duplication in funding and ensure they were fairly allocated.
- The suggestion was made that there could be more flexible funding criteria to support community projects. ‘Tick box’ processes should be avoided, enabling a focus on areas in need of most help and those who will have a greater impact on their communities. This might then encourage joined-up thinking.

4.5 Lead Roles

- In areas where there are Local Councils, it was suggested that Bradford Council could undertake general litter clearance, and the Local Council could undertake sweeping and collection with a cart. In other areas neighbourhood litter picking teams could be set up.
- It was thought that other organisations, other than the Council, have a vested interest in the environment and could take a greater lead in such activity – e.g. Incommunities could take responsibility for grass cutting.
- It was suggested that volunteering could be brought into the national curriculum, getting school children and prisoners to do more community work.
- Some participants thought that businesses should encourage their staff to do more volunteering – reading schemes, special constables, street angels.

5. Decent Homes That People Can Afford To Live In

- A suggestion was made that the scope of occupational therapists be changed to a "man with a van". The idea was that the needs of disabled clients could be assessed and the work carried out at the same time. An advice service could then be provided for additional items which don't fall within the Occupational Therapy remit like grab-rails etc, as clients are often unaware of where to source these from and who to employ to install them – a charge could be made for this service.
- It was suggested that the way homelessness services are provided could be undertaken differently, with greater links with housing associations.
- It was felt by some that a great number of derelict buildings in the Bradford area could be taken over by the Council and converted into affordable social housing for very little investment.
- Some participants highlighted the need for access to affordable and adaptable housing. It was felt this needs to be social housing to keep standards up and rents down.

- It was suggested that the Council could free up land so communities can explore building new affordable homes.
- It was felt that more new build homes need to go on brown field sites such as old derelict mill buildings around the city, not on green belt land.
- A suggestion was made that empty houses and businesses should become more easily available including residential spaces above shops.
- It was highlighted by some that housing, health and social care should be joined up. This would help people to remain independent and able to look after themselves for longer. It was acknowledged that this would be a long term investment but that it needed addressing as soon as possible. Some thought that the Council should take responsibility for helping people live independently.
- It was felt that fraudulent behaviour should be tackled more rigorously, particularly claims for housing benefit.
- It was suggested that people should be fined for not keeping housing to an acceptable standard and there should be adequate provision for everyone.

6. Cross Cutting

6.1 Income Generation

- A number of suggestions were made around income generation:
 - hire out staff to other councils
 - rent out council-owned spaces
 - start small council owned businesses (e.g. MOTs)
 - introduce solar panels
 - sell advertising space such as on the sides of Council vehicles, litter bins or back of pay & display tickets
 - charge more fees for library services and install a coffee shop in each library
 - private cafes could be set up in museums (as is the case at Cliffe Castle) providing rent to the Council
 - art work and buildings could be sold.
- It was suggested that some Council services could be set up as charities in order to receive more money through charitable giving.
- The idea was raised that there were more opportunities for funding available from bodies such as the European Union which may help lessen the funding gap.
- A new 21st century civic finance model was suggested – crowd-sourcing, social contracting.
- It was felt that a Bradford Bank could be set up (not just the credit union) so that residents can save and borrow; and to help external borrowing.
- It was suggested that more "invest to save" initiatives could be considered.
- Some participants felt that funding streams are too short term, not enabling longer term interventions to be put in place; they also need to be focussed more locally to enable communities to solve their own issues.
- It was suggested that any money generated through enforcement fines (such as parking, litter, fly-tipping) should be given back to the particular community where these fines were imposed.
- It was suggested that more focus is needed on collecting Council Tax debts as a means of maintaining higher levels of income for the district.

- There was a sense from some Local Council participants that they would in principle be willing to raise their precepts to help resource more services in their areas. However this would not be possible in all parishes.

6.2 Service Planning

- It was suggested that public services need to engage more people in the design of services; there is a lot of talent, knowledge and resources accessible directly from communities. Communities need time to explore solutions where services are likely to be cut.
- A suggestion was made that communities should be established on a neighbourhood basis, rather than a ward basis as at present. It was felt these areas should be able to develop joint plans for shared/pooled budgets and service delivery. This could then involve other public sector agencies, in addition to the Council.
- It was felt by some that there is still a lot of change needed in statutory services with a lot of duplication still existing. It was felt that efficiencies could still be found across organisational planning.
- It was suggested that more could be done by individuals and community groups to negotiate more balanced contracts, moving from the 'this is what we want' to 'this is what I/we can do'.

6.3 Enablement

- It was felt that in areas where there is less community activity Bradford Council should undertake enablement programmes until 2020, and if thereafter there is still no local appetite for self-support then residents should be left without the resource. It may be that in some cases service withdrawal would be the catalyst for self support.
- It was suggested that more effort could be put on enabling more affluent areas to do things for themselves, while putting the limited funds into more deprived areas.
- It was suggested that a long term vision is needed to empower communities to help shift expectations over a period of time, with fewer short term projects.

6.4 Other

- Some people felt that spending should be allocated fairly across the district and that this should be more strongly considered as decisions are made.
- Some suggestions have come through in relation to democratic representation. A number of suggestions have been to reduce councillors from 90 to 60 and reduce travel expenses and sustenance at meetings, including the Lord Mayor's expenses.
- It was felt by some that translation services should be reduced.
- It was suggested that better data sharing across public agencies would save money.
- There was a suggestion that more could be done to lobby local Members of Parliament to influence national decisions and their associated local impacts.