

A Bradford for Everyone

What works in building inclusive,
cohesive & resilient communities



Programme Evaluation Report

Executive Summary

July 2022

Bradford for Everyone was a pilot
Integration Area programme funded by
DLUHC between 2019-22

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Bradford Council

Overall programme focus

Foreword

The Rt Revd Dr Toby Howarth, Bishop of Bradford

Chair of Bradford Stronger Communities Partnership

It is a joy to welcome the publication of this Executive Summary and the full report which sets out and evaluates our *Bradford for Everyone* programme. We have always had a commitment to not just delivering our work, but to learning from it, and I invite you to celebrate with us all that we have achieved together.

All of our work has been done in partnership, using the money from what is now the Department for Levelling Up, Housing and Communities, to initiate work with others to create change. We are grateful to all those people and organisations who have worked with us, and especially to Bradford Metropolitan District Council for its continuing investment to keep this vital work going. Each project has been about 'testing and learning' – driven by data, informed by communities and thoroughly evaluated. Each one is making a difference.

Cllr Abdul Jabar, Portfolio Holder, Neighbourhoods & Community Safety

Carrying out a robust evaluation is important to have an accurate view of the strengths, challenges and impact of our work. All the more so because cohesion and integration are complex areas with lots of intertwining factors, not least in recent years with the effects of the pandemic, Brexit, national austerity and the cost of living crisis, all of which have changed the way we live our lives. Many of these national and global factors have disproportionately impacted those with protected characteristics and in particular the least well off in our communities. In that context, it's invaluable to carry out detailed research so that we can build our evidence base and measure the impact of our activities in a sophisticated way as we rise to our challenges. It enables us to be data driven and evidence led in everything we do, so that we are investing our funds for the biggest impact.

Being selected as one of five integration areas in the country not only represented a great opportunity but also reflected the fact that here in the Bradford District we have a strong track record of delivering innovative and successful work in building stronger communities. Our investment in the service and this area of work reflects our commitment to this agenda. We have faced challenges over the years in Bradford, but each time we have come back stronger and we have done that by working as a partnership, listening to our communities and working closely with them to move forward together.

Zahra Niazi, Programme Lead, *Bradford for Everyone*

The evaluation report, together with many others produced by the team and our delivery partners, outlines our principles, ethos, what worked and what didn't. It contains recommendations for local authorities, commissioners, delivery partners and communities who are keen to create a kinder, cohesive and resilient place intent on elevating equity, celebrating diversity, inspiring belonging and leading inclusively.

Overall programme focus



- The **Stronger Communities Partnership** was set up to bring key partners together, including businesses and the social and faith sectors **involving engagement and consultation with over 70 organisations**. A Delivery Partner Sub-group was composed of providers from across the District and was a space where they could learn from each other, **collaborate and understand ‘what works’ for all the participating communities**. Quarterly Partner Forum meetings were a key method **used to share learning, findings and to have open debate** including knowledge transfer on key issues surrounding successful integration. Additionally, the Council team involved around 600 organisations in sharing good practice.



- The **inclusion of low wage/low-income** as an additional protected characteristic **challenged some of the more traditional ways that integration has been viewed**. Rather than focusing resources solely on projects designed to encourage minority ethnic groups to integrate, the programme targeted a significant proportion of activity towards supporting White working-class and other low-income communities to be better able to access support, training and employment. By **looking at the barriers to integration for all groups**, the programme managed to effectively engage people from different demographic profiles, ensuring that White British communities with generations of unemployment were included alongside those most vulnerable to discrimination and marginalisation.



- An evaluation framework was developed from the start of the programme, **setting clear indicators of success which could then be measured**. Data about every project included in the programme was collated and **regularly interpreted to allow for adjustments as projects progressed**. Rapid evaluations were conducted, and the findings were incorporated into subsequent delivery plans. Larger projects benefited from a bespoke Theory of Change, developed through applying the logic model methodology with whichever community partners were involved in delivery. **The Council team understood their role as a ‘test and learn’ pilot** for how integration can successfully be fostered, encouraging all partners to collect high quality data that could then be evaluated.



- The programme was **able to successfully adapt to changing circumstances due to the pandemic**. Major adaptations included adding the Community Champions project into the overarching four pillar framework. The targets of the ‘feeling safe’ pillar were expanded from tackling misinformation and having difficult conversations relating to integration issues to including difficult conversations related to COVID-19 vaccine take-up. The Make Sure It Adds Up campaign, formulated to tackle rumours adapted to incorporate rumours about COVID-19.



- The programme **did not adopt a ‘one size fits all’ approach** to integration. It focused instead 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 had an opportunity to make a difference to the way the programme was delivered and designed** (e.g. as Ambassadors) and helped the providers reach the maximum number of people, with the aim of ensuring that all the District’s communities could really benefit from the activities.



Ongoing impacts and recommendations

Key statistics

Over three years,

Bradford for Everyone directly engaged with over

36,000

people in the Bradford District,



a further



122,000

via activities and core campaigns,

and hundreds of thousands more via its website and social media platforms.

The programme supported

23 60

CORE PROJECTS

SMALLER PROJECTS

PLUS TWO CAMPAIGNS.

Additionally, the Police Crime Commissioner surveys from 2019 – 2021 show an increase from

45.7%

58.1%

on the indicator of how well people get on with each other which is more than a 10% increase; prior to the integration funding, this was actually declining.

Evidence from the Belong longitudinal research surveys showed that Bradford District is becoming **more united** with a **higher level of trust in local government, building more connections with neighbours and family**, and that local areas that invested in social cohesion programmes **fared better during the COVID-19** pandemic compared to other cities that had not invested in social cohesion.

RECOMMENDATION 1: central government and local authorities to note that a relatively small investment in integration and cohesion can positively impact a large percentage of the population, helping to: build trust in government; support more connections with neighbours, increasing resilience to shocks; involve more people in civic life and volunteering; and improve a range of indicators including levels of hate crime, health inequalities, language proficiency and entry into employment.

Recognising the importance of integration work

Another key success is the decision to significantly increase Bradford Council's base budget for Stronger Communities work enabling the creation of a larger and permanent team structure. Bradford Council's **councillors and leaders recognised the impact the programme has made**. Structures have shifted towards more of a local approach, building not only on preventative measures but also reactive measures like neighbourhood mediation and ensuring collaboration as a way of working where integration is part of the conversation. Also, events such as a **Schools Linking Celebration Week** have impacts around the country, not just in Bradford District.

Many projects are moving into second phases following the Integration Area funding. For instance, research on 'how well we can live and learn together' and hate crime will produce key recommendations which will enable the service to test new ideas using catalyst funding. Also, the Bradford District Roma Strategy is being operationalised, gaining wider stakeholder commitment and financial resources. The plan to develop ongoing data about levels of social trust would keep up momentum towards putting relationships and partnerships centre stage and the Shared Values campaign will continue to shift the ethos by which people live and work in the District.

RECOMMENDATION 2: to adapt delivery, between scalable and targeted activities such as high profile events, public campaigns and ambitious local strategies. Using the examples of the 'Make Sure It Adds Up' and 'Shared Values' campaigns together with ESOL, Roma and Hate Crime Strategies and Innovation Fund approach will ensure that the future programmes can learn and benefit. Opportunities for storytelling need to be embedded to ensure programmes are relevant, understandable and can be applied by a range of professionals and organisations.

Long term investments and policy impact

Central government is recognising the need to join up and coordinate activity across Whitehall. This is important in order to ensure policies do not conflict with each other. For example, 'hostile environment' policies vs Integrated Communities Strategy. Also, there is recognition that **longer-term investment needs to be made to really be able to reap longer term integration and cohesion impacts and outcomes.** Embedding an approach into multiple layers of governance could provide a holistic mechanism for achieving more rapid systemic change.

Building social trust at the local level

Many projects did not exist in an organised way prior to *Bradford for Everyone* setting up the Innovation Fund for smaller projects. All of these activities ensure sustainability of local groups and ensure the passion shown by residents and schools is nurtured and will further encourage neighbourhoods and schools to share integration work with their communities and across the District. The extension of the school linking project into a whole community approach reduces the possibility of children learning one ethos at school and another at home and takes integration ideas beyond the school gate. **Pride in place and people getting on with their neighbours is important for building sustainability for the future. Council support for neighbourhood led initiatives helps build trust in democratic structures.**

RECOMMENDATION 3: to use the findings from this evaluation to inform whole systems approaches to service provision within local authorities, police, courts, health, etc. Through this, building trust and resilience with equality, diversity and inclusion at the heart of every approach.

RECOMMENDATION 4: to learn from the efficacy of the small grants programme (Innovation Fund) that can reach local communities and enable them to develop sustainable solutions to local issues and trial new ideas. This includes recognising the need for infrastructure to support and measure improvements in social trust, understanding between different communities, civic participation and volunteering.



Addressing the priorities

The **structure of the four pillars** successfully addressed the key underlying mechanisms impacting on integration in the context of Bradford: **providing hope for the future** by giving people support to move forward in their lives and to be able to take up available employment, learning and volunteering opportunities; **increasing levels of respect** between people of different backgrounds and developing people's understanding of rights and responsibilities; **building constructive and trusting relationships** between people from different backgrounds and between communities and Bradford Council and other service providers, particularly through the Stronger Communities Partnership for strategic direction; **creating a context in which people feel safe** – particularly from Hate Crime and in the context of the pandemic, that their health needs are being met.

1

GETTING ON:

Equality of opportunity - addressing factors affecting economic participation and poverty including language skills and educational attainment.

Employment: We aim to build better economic outcomes and extend opportunity through alignment with other strategies designed to get more people into employment. This will be a two-prong approach; it will target activity at our poorest communities, improve English language skills and literacy and in particular, work with those most distant from the labour market including the long-term unemployed, older South Asian women, refugees and people with disabilities. It will work with employers to improve recruitment practices, promote diversity in the workforce and create a step change in organisational culture.

3

GETTING INVOLVED:

Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership.

Social mixing: We aim to bring people together to build pride in their communities and local areas and develop a common identity that cuts across ethnicity, faith and geography. We will continue to provide safe spaces for difficult conversations to take place and for issues of concern to be raised. We will encourage and support volunteering and aim to increase participation. We will work to strengthen community leadership resources targeting those areas where intelligence suggests that participation in community and civic life and satisfaction with the neighbourhood are low. We will develop strategies to ensure that key public sector agencies are better equipped to support groups like Roma and Asylum seekers. We will work to improve perceptions so that people from all backgrounds see Bradford District as a good place to live.

2

GETTING ALONG:

Promoting greater interaction, dialogue and understanding between people from different backgrounds given the diversity of the population and the extent of residential and educational segregation; ensuring that people understand fully their rights and freedoms and their responsibilities.

Education: We will help to increase social interaction between people from different backgrounds from the earliest age, through Linking Network and by exploring how education admission policies impact on integration. We will translate this into adulthood building tolerance, understanding and respect.

4

FEELING SAFE:

Tackling crime and the fear of crime so that everyone feels safe.

Perceptions of the other: We will help to increase understanding of acceptable behaviour and of rights and responsibilities.

We will work to increase understanding and awareness of hate crime in all its forms whether it's cross-community, interfaith and intergenerational and equip people to manage those conversations. We will also pursue a robust criminal law response to hate in all its forms.



Progress towards meeting the strategic outcomes for Pillar 1 – Getting On



More people will have improved their quality of life - Employment is an important measure of quality of life. Bradford remains an area of low-skilled employment and relatively high unemployment with a rate of 7.2% of the working age population claiming unemployment benefit (compared to a claimant rate for Leeds City Region of 4.4%, for Yorkshire and the Humber of 4.3% and for the United Kingdom of 4.0% (ONS, 2022). The effects of the pandemic on quality of life are reflected in the findings of the wellbeing survey (ONS, 2021) where the annual declines in personal well-being recorded for the year ending April 2021 in the UK were the greatest seen since measuring personal well-being began. For life satisfaction (0.27 point decline), anxiety (0.26 point increase), happiness (0.17 point decline) and feeling that the things done in life are worthwhile (0.15 point decline). However, at an individual level, 1,635 people received direct support through the programme, helping them to improve their quality of life many going into employment.

More people will feel happier about the future - Average ratings of happiness declined across the UK compared with the previous period with Yorkshire and The Humber (0.20 point decrease) recording one of the largest drops (ONS, 2021). Therefore, the findings from many of the participants in the projects in this pillar are in marked contrast to these national trends. The extra support given to people a long way from the labour market, challenging the leadership and culture on recruitment and meeting the unmet needs of those wanting to learn English demonstrated qualitative improvement in participants' hopes and expectations for the future.

More people will be able to fully participate and be better equipped to engage in the economy – More than 600 learners of English were able to continue their learning and receive orientation about Bradford District despite the restrictions imposed by the pandemic.

Creative use of telephones and digital learning was part of building resilience. The Inclusive Employers project has contributed to challenging and improving the ethos within large and small employers to strengthen equality, diversity and inclusion in workplace settings. According to the two participating organisations, small increments have been made to improve workforce diversity with Bradford Council. From Dec 2020 to Dec 2021 there has been a 1.5% increase of minority ethnic groups (19.9%) and 5.6% increase of females (53%) in the top 5% pay scale. Yorkshire Building society has seen increased female representation in level E and above roles from 39% in 2019 to 46% in 2020. This has been achieved a year earlier than planned. Also, the more than 17,000 users of the Welcome to Bradford website for new arrivals gained useful information which could positively change their lives.

Graduate to Work Case Study: Graduate is applying for NHS vacancies and had an upcoming interview for a Healthcare role

I came on the course to receive personalised advice regarding my current employment situation and future career possibilities. The programme helped tremendously, it allowed me to positively interact with fellow graduates, develop new skills and learn more about a variety of topics relating to employment obstacles or career progression.

Personally, the benefits of the programme allowed me to establish a productive weekly routine and a rapport with fellow graduates. Yes, the course has improved my confidence by allowing me to develop my knowledge, form positive working relationships and upon completion I feel extremely optimistic about my career opportunities and being successful in the recruitment process.



Progress towards meeting the strategic outcomes for Pillar 2 – Getting Along



More people will have an increased understanding and respect for other people's views and cultures – *Bradford for Everyone* was highly successful in engaging large numbers of people from diverse backgrounds through a wide range of initiatives. Approximately 27,000 people were engaged under this Pillar's activities alone. The projects promoted greater understanding and dialogue between people from different backgrounds and created opportunities for meaningful social interaction to take place, despite the challenges posed by the pandemic and the need to re-frame and rethink the delivery of some of the work. Many of the projects engaged young people, with Future Ways contributing towards City of Culture 2025.

More people will understand the rights and responsibilities of living in the District and the UK – Voter turnout is a key measure of how engaged people are in civil society. Local Election turnout in May 2018 was high (nearly 50%) in Bradford Moor, Wharfedale, Ilkley and low (under 30%) in Eccleshill, Wibsey, Keighley west, Queensbury, Wyke and Royds. In 2021, during the pandemic, turnout was generally lower with only 46% voting in Bradford Moor, Wharfedale and Ilkley and averaging 27.5% in the wards that registered below 30% turnout in 2018. However, the qualitative evidence points to there being greater trust in the local authority in many of the wards where *Bradford for Everyone* activity had been evident. A longer-term roll-out of similar work would be needed to evidence whether this has a significant impact when it comes to voter turnout or whether there are more complex factors that have to be taken into consideration. Numbers of people volunteering in Bradford maintained their levels more strongly than most similar places during the pandemic. Social participation ranged from the most informal (like helping family, friends or neighbours with shopping) to work with community groups, to political action (for instance being involved in the Black Lives Matter movement).

Case Study – 100 Creative Women and Girls project in Keighley

Participants that took part were from The Leap's target ward areas where there is a historically low engagement in arts and cultural activities. Women and Girls from Keighley West and Central wards had conversations with artists about the creative things and activities they do, what they enjoy, and what they feel are current barriers to engagement. They then created self-portraits that showed their creativity through guidance from lead artist and photographer, Lisa Holmes. Lisa then took professional portraits of each project participant, arranging to meet them in locations that they chose. All of the photographs – the self-portraits and professional portraits – were then part of a public exhibition at Keighley Creative.

Some quotes from 100 Women and Girls participants:

"I learnt to crochet over the first lockdown and have been 'hooked' ever since! It is really satisfying and rewarding to see a blanket grow! I also love writing and gardening in equal measure!" Farhat

"I like to recreate my favourite characters from things like Animes, TV shows and role play servers." Alex



Progress towards meeting the strategic outcomes for Pillar 3 – Getting Involved



More people from all backgrounds will connect with others, participate in civic life and get involved in their own communities – The Police Crime Commissioner surveys from 2019 –2021 show an increase from 45.7% to 58.1% on the indicator of how well people from different backgrounds get on together in their local area, which is more than a 10% increase. Prior to the integration funding, this was actually declining. While baseline and endline data is not available for all projects, the ESOL participants provided both sets of data and show that better language proficiency combined with orientation about services and key places in Bradford District raised the number of people who felt a sense of belonging in the local area from 12% to 27.5%. Participants recorded that at the beginning of the course only 2% regularly spoke to English speaking people, with 19% regularly doing so by the end of the course. Regarding how comfortable participants felt speaking to people from different backgrounds (more than just saying hello) their confidence rose from 22% to 49% by the end of the course. The majority of participants across all the projects in Pillar 3 reported making new friends, breaking down social isolation, with many qualitative accounts of getting to know people from different backgrounds.

With 1,200 directly engaged through Pillar 3, *Bradford for Everyone* created opportunities for people from all backgrounds to come together, participate in civic life and, as a result, feel more involved in shaping their local communities and having a say on issues of importance to them. These projects also incentivised volunteering and helped local people feel a strong sense of ownership over their communities and influence over decision-making in their areas. The innovative Citizen Coin App enabled people to earn digital discount coins for undertaking social value activities such as volunteering. They were then able to use these coins at an increasing number of local businesses, getting discounts off goods and services. The App automatically recorded volunteering hours, helping people to build their CVs and progress to paid employment. By March 2022, 992 people were using the App, vastly exceeding the target of 200 users.

Rates of increased volunteering were not distributed evenly across different areas of the UK with some areas experiencing much higher levels of volunteering than others (Belong, 2021). In areas where there had been targeted programmes to improve social cohesion, including Bradford, respondents were more than twice as

likely to volunteer as elsewhere in the country (from the June 2020 survey). Higher rates of volunteering also correlated to higher levels of social connection, neighbourliness, engagement in all forms of social action, optimism, and more positive feelings towards other groups and to people from migrant backgrounds in particular. Results were sustained over time in Bradford and despite the pandemic.

Feedback from the Ambassadors Network

“The whole way the project’s been set up is about being led by the community, being led by what’s important to individuals who are working in the community and working together to try and achieve something” (Ambassador testimonial)

“It’s given me more confidence to think about the local community and the importance of what is needed” (Ambassador testimonial)

Earn Citizen Coin rewards

Progress towards meeting the strategic outcomes for Pillar 4 – Feeling Safe



More people will feel satisfied with their neighbourhood – Projects under this Pillar included the development of a Bradford District Roma Strategy produced by a diverse working group of 24 organisations and a refreshed version of the Hate Crime Strategy produced by a broad alliance of interested organisations and informed by research from the University of Bradford. Understanding communities within the District and building cultural competencies, tackling unconscious bias and creating a more inclusive, diverse and equal workforce was also part of this Pillar. The Police and Crime Commission Survey for 2019-2020 shows an increase in respondents who were satisfied with their area as a place to live from 67% satisfied in 2019 to 70% in 2020. However, the following year showed a decrease to 65%. The survey does not directly capture information on why people are satisfied (or otherwise) with their local area, but the proportion who said they felt their local area had ‘got worse’ in the past 12 months was 38.7% in this survey, versus 27.7% in 2020’s Your Views results. This result could be caused by factors related to the pandemic or an indication that the change to an online Your Views survey in 2021 attracted a more negative respondent than the previous postal surveys.

More people will feel safer across the District – The Police and Crime Commission Survey recorded people feeling safe in their neighbourhood rising from 73% in 2019 to 78% in 2021. This was the opposite of neighbouring Leeds and Wakefield that recorded declines. The Hate Crime Alliance supported over 2,000 victims and families of hate crime reports, including training, raising awareness and providing emotional support in partnership with West Yorkshire Police and other partners. Incidence of hate crime reporting may have increased due to more people knowing how to report it, with better support available to the 22 reporting centres across the District. The Community Champions project was added to this Pillar and built on what had already been learnt from the Ambassadors project about getting messages to communities through trusted local networks. This was a response to the COVID-19 pandemic with almost 250 Community Champions from minority ethnic and disability groups trained to support health messaging via existing services and established VCS networks. This was an example of how the *Bradford for Everyone* programme helped build resilience to shocks and emergencies.

Case study – Windrush Generation

“As a key figure in the Windrush Generation programme, I know we had a reach of around 6,000 people. I felt it was time for me to take the vaccine and use social media to get the message across, that if I am ok with taking it, you should be too. My views on social media have been over 1000 so far, and some of our community have come forward to take the vaccine as a result.”



Innovation Fund

The Innovation Fund was a small grant funding programme which was about stimulating new thinking, building new partnerships and testing innovative approaches. It sat across the programme's four key pillars. The fund enabled volunteer-led and small voluntary and community organisations to undertake projects with support from the programme team to build capacity, learning, collaboration, design thinking and co-design solutions in order to measure impact more effectively. The projects funded straddled all the Pillars, adding localised solutions to the larger core projects.

- The Innovation Fund projects represented an exciting approach to stimulating new thinking, building new partnerships and testing innovative modes of delivery. The fund enabled volunteer-led and small voluntary and community organisations to undertake projects with support from the programme team and dedicated Project Support Officers (PSOs) to build capacity and learning. The devolved mode of delivery strengthened collaborations and trust between the Council and the funded organisations and groups, and by extension the individuals and communities involved in the projects.
- The approach of granting volunteer-led and smaller voluntary and community organisations pots of funding to develop innovative projects highlighted a commitment to co-designed work that spoke to the needs of the local communities in question and thereby held the potential to have a greater impact. Small organisations needed more support to meet the programme criteria, therefore up-skilling was needed to ensure that the projects understood the rationale behind collecting quality data, writing good case studies and how these could highlight their successes as well as where there were learnings.

Innovation Fund Case study: Friends of Bradford Moor Park (Round 3)

Friends of Bradford Moor Park ran several workshops online and activities in the park, allowing to us to create a safe space for people to come together, get along, feel safe and get involved, whilst tackling their own issues and concerns. "Since attending the event I have become a regular volunteer, and I am part of group and its events on a regular basis. I have made lots of new friends, many people from different backgrounds, race, gender and ages. It brings me much joy to know I am a part of my local community and able to help in any way I can. Everyone has made me feel very welcomed and we communicate with each other regularly focusing on how to improve areas of the park to make it more accessible, safe and welcoming for other park users. Everyone has different ideas and is enthusiastic to help make a difference and help bring others together. I really love what the group stands for and it made a huge difference to me and how I feel now being part of the community and the group."

- The funded projects were able to reach out to individuals from different age groups, genders, areas, religions/beliefs and cultural and ethnic backgrounds. The data shows a broad demographic reach, with a range of different activities, all targeting different groups, thereby meeting the fund's overall aim of engaging all groups and communities.
- Recognising the relevance of Climate Change and the environment on migration, communities and cohesion the Innovation Fund approach encouraged the design of project proposals which would address these issues whilst also harnessing them as a mechanism for bringing people together around shared goals. Examples include the redevelopment of green spaces, growing food, tree planting, exercising outdoors for mental health, and community social mixing events based around environmental themes or green/blue spaces. An example of a blue space is the boating lake at Bradford Moor Park which has been cleaned up by a diverse group of volunteers, bringing collective pride, and wildlife, back to the area.



Campaigns

The two core campaigns supported by the programme challenged the dominant ethos of the District by encouraging people to reflect on how they perceive others, what they know of others and critically think about information they see or hear. It also encouraged people to reflect on who they are, their actions and what they do on a day-to-day basis living and working in the District. The **'Shared Values'** of respecting, sharing, caring and protecting and **'Make Sure it Adds Up'** were designed to continue to strengthen the connection, love and bonds within and between the communities of the Bradford District for generations to come by designing campaigns at the two polar ends of a spectrum between targeted and generic. They had ambitious aims reflecting an ambitious programme.

- The aim of the Anti-Rumour campaign 'Make Sure It Adds Up' was to move people away from myth-busting toward critical thinking and to avoid discussing rumours while trying to reduce them. This strategy played a significant role in achieving the programme's key priority of tackling hate crime and prejudice and ensuring that everyone feels safe.
- When writing the strategy, local people told the *Bradford for Everyone* programme that it should have a set of 'Shared Values', which connect and unify everyone living and/or working in the Bradford District. Shared values can bring people together and be used to create, express and develop initiatives, campaigns and tools that everyone in the Bradford District can take part in and benefit from. The campaign includes storytelling, a key device for helping people feel that their diverse histories are being remembered and their voices are being heard.
- *Bradford for Everyone's* People Library served as a true 'human' resource supporting both of these campaigns as well as many other awareness days/weeks/months, celebrations and commemorations, e.g. Bradford Refugee Week.

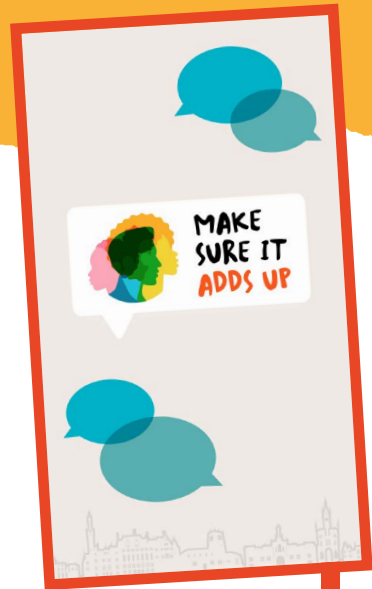


602

local people took part in Critical Thinking training.

100% said the course directly increased their critical thinking skills

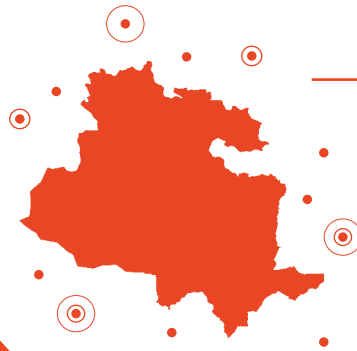
and 89.7% said the course directly gave a further understanding of diversity.



The 'Make Sure It Adds Up' website recorded

168,243

hits up to June 2022



many of which will have been from outside Bradford, extending the impact of the campaign more widely.

BRADFORD DISTRICT SHARED Values

996

people responded to the Phase 1 survey as part of the 'Shared Values' campaign.

Between Oct 2021 and Mar 2022



40k

reach across radio and social media

10

on street Virgin boxes painted

3015

people reached or engaged

535

people made promises to live the Shared Values

30+

local businesses engaged

Campaign pilot targets exceeded

734,966

outdoor ads reach (opportunities to view the campaign material)

It's all about...

1 Embedding the programme in a co-design approach through:

Cross-sectoral working – taking time to foster relationships and share data and building trust through co-creation and facilitating ongoing exchange of ideas

Building community capacity and infrastructure – through asset-based community development approaches and different levels of intervention

Embedding social mixing in every activity – to ensure that the needs of everyone are taken into consideration and using trained facilitators when necessary to navigate complex conversations, emotions and situations

Digital hubs and social media – *Bradford for Everyone's* online presence not only enabled rapid network development, but it also provided a platform for sharing ideas, opportunities and learning locally, nationally and internationally

Workforce diversity – diverse teams that are able to engage with a diverse range of communities, especially if able to speak a different language and reflecting the cultures and identities living in the District.

2 Putting people at the heart of the programme through:

Working positively with diverse identities - whether this be as a Keighlian, Bradfordian, etc or religious and ethnic and other labels people may give themselves and learning how to engage with difference

Knowing that what works in one place doesn't always work in another – being agile to the needs of communities and at the same building social capital, including strengthening community relationships and networks and working through locally trusted organisations wherever possible

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 - underpinned by behavioural science and change methodology, for developing case studies, campaigns and ensuring diverse voices are around the table to participate in co-design and co-creation opportunities

Qualitative methods - Data collection such as observations, focus groups and case studies to complement quantitative data such as surveys can provide important information and engage politicians and local residents better than providing facts and figures

3 Cross- system learning through:

Commissioning processes – recognising the time it takes to commission and decommission larger projects and providing infrastructure support for smaller, grassroots organisations that can respond quickly

Focus on system change activities – keeping programmes whole-system and person focused can bring about perspective shifts that create change that impacts on the District more widely

Maximising the benefits of different funding streams - working alongside other investments and strengthening rather than duplicating and also to focus on partnerships that can contribute to the overall framework e.g. anti-poverty, economic, opportunities, research

Supporting and modelling resilience - the way the *Bradford for Everyone* programme worked, the partnerships they had created, together with the communities they had already engaged with meant that the Council could mobilise quickly when the pandemic changed everyone's lives.

4 Being data and intelligence led through:

Routine surveys - regularly collecting integration and cohesion data to enable services to 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 and hopes in the future to make Social Trust a standard measure of progress and well-being in the District

Paying attention to people declaring as having no religion/faith - findings suggest that there could be an under-represented and under-acknowledged group of people who might be experiencing issues with integration and cohesion

Ensuring value for money – the programme has demonstrated that focused integration funding can be scalable and targeted. By addressing issues at an early stage, many savings can be made across a wide range of public sector budgets e.g. tackling hate crime and addressing language needs for employment

Prevention before tensions escalate - projects specifically designed to improve cohesion should be seen primarily as preventative and early intervention with community or neighbourhood mediation used when tensions have escalated

Working with researchers – to develop robust information that can inform future strategies e.g. the University of Bradford research on housing and school segregation and *Belong* research on the impact of *Bradford for Everyone* in supporting resilience during the pandemic

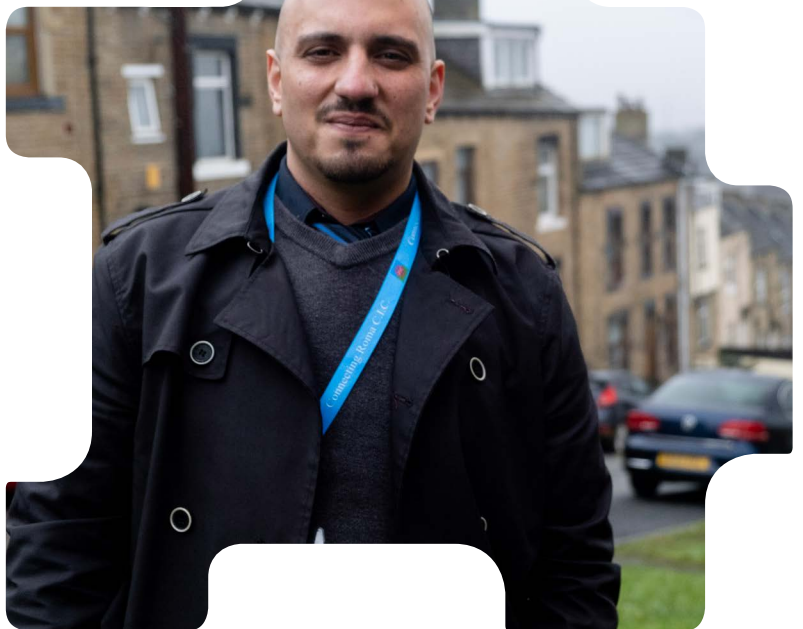
5 Shift in mind-sets, relationships and partnerships through:

Developing a learning culture - An open and honest culture of sharing learning about what works and especially what doesn't work only flourishes when the evaluations are promoted as a learning exercise rather than a judging activity and are developed in partnership with the delivery organisations and the project participants

Integrating top-down and bottom-up approaches - the programme has empowered groups and individuals to participate in decision making, for example allocating funding and designing/implementing solutions, whilst simultaneously contributing to developments at the highest levels via Bradford's membership of the Intercultural Cities network.

Mechanisms for celebrating the work of smaller projects - this requires sufficient capacity for brokering new partnerships and developments to be built into the infrastructure supporting the voluntary, community and social enterprise sectors.

Responding to feedback and ensuring buy-in - the perceived or actual effectiveness of delivery can sway how well a project is received and supported



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