

## Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 11 August 2016 at 5.30 pm in Committee Room 1 - City Hall, Bradford

### Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT	THE INDEPENDENTS
BM Smith Rickard Cooke	Warburton Duffy Green Arshad Hussain Watson	J Sunderland	Naylor

### Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT	THE INDEPENDENTS
Mallinson Townend M Pollard	Greenwood T Hussain Thirkill Jamil Shaheen	Ward	Hawkesworth

### Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

### From:

Parveen Akhtar  
City Solicitor  
Agenda Contact: Yusuf Patel  
Phone: 01274 434579  
E-Mail: yusuf.patel@bradford.gov.uk

### To:



## A. PROCEDURAL ITEMS

### 1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

### 2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

*Notes:*

- (1) *Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) *Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) *Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) *Officers must disclose interests in accordance with Council Standing Order 44.*

### 3. MINUTES

**Recommended –**

**That the minutes of the meeting held on 29 June 2016 be signed as a correct record (previously circulated).**

(Yusuf Patel – 01274 434579)



#### 4. **INSPECTION OF REPORTS AND BACKGROUND PAPERS**

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Yusuf Patel - 01274 434579)

#### 5. **REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE**

To receive referrals that have been made to this Committee after the date of publication of this agenda.

The Committee is asked to note the referrals and decide how it wishes to proceed, for example by incorporating the item into the work programme, requesting that it be subject to more detailed examination, or refer it to an appropriate Working Group/Committee.

(Yusuf Patel – 01274 434579)

### **B. OVERVIEW AND SCRUTINY ACTIVITIES**

#### 6. **BRADFORD COUNCIL'S WORKFORCE DEVELOPMENT PROGRAMME 2015-2019**

1 - 12

The Director of Human Resources will submit **Document “H”** which provides an update on Bradford Council’s Workforce Development Programme 2015-2017 and presents the proposed programme for 2017/19.

The purpose of the Workforce Development training and development programme is to provide a coordinated approach to workforce development that will enable the Council to recruit, retain and develop the skills, competence and confidence of the workforce, and to ensure that every member of staff is working to full capacity and capability to achieve the Council’s key priorities.



**Members views and comments are sought on the progress to date and on the proposed priorities for 2017-19.**

(Tina Lafferty/Naomi Fernandez – 01274 434503)

**7. PROGRESS REPORT ON BRADFORD'S FAMILIES FIRST PROJECT PHASE 2 - NATIONAL TROUBLED FAMILIES PROGRAMME** 13 - 36

The Strategic Director, Children's Services will submit **Document "I"** which reports on the Bradford's Families First (Phase 2) project and its aim to identify and deliver interventions to 5,990 families by March 2020 against locally agreed payment by results targets.

**Recommended-**

- (1) That the work to deliver 'a Whole Family Approach' to deliver improved family outcomes be supported.**
- (2) That the Committee continues to support the implementation of Bradford's Early Help offer/framework to deliver more effective services, reduce duplication and improve outcomes for families in the district.**

(Mark Anslow – 07582 101642)

**8. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2016/17** 37 - 48

The Chair of the Committee will submit **Document "J"** which presents the Committee's Work Programme for 2016/17.

**Recommended-**

- (1) That members consider and comment on the areas of work included in the work programme.**
- (2) That members consider any detailed scrutiny reviews that they may wish to conduct.**

(Mustansir Butt – 01274 432574)

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER



## **Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny Committee to be held on 11<sup>th</sup> August 2016.**

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**H**

### **Subject:**

Bradford Council's Workforce Development Programme 2015 - 2019

### **Summary statement:**

This report provides an update on Bradford Council's Workforce Development Programme 2015 – 17, and presents the proposed programme for 2017 – 2019.

The purpose of the Workforce Development training and development programme is to provide a coordinated approach to workforce development that will enable the Council to recruit, retain and develop the skills, competence and confidence of the workforce, and to ensure that every member of staff is working to full capacity and capability to achieve our key priorities.

**Director of Human Resources**  
**Sue Dunkley**

**Portfolio:**

**Leader**

**Report Contact:** Tina Lafferty –  
Head of Workforce Development  
Naomi Fernandez – Workforce  
Development Manager

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E-mail: [tina.lafferty@bradford.gov.uk](mailto:tina.lafferty@bradford.gov.uk)

[Naomi.fernandez@bradford.gov.uk](mailto:Naomi.fernandez@bradford.gov.uk)

**Overview & Scrutiny Area:**

**Corporate**



## 1. SUMMARY

Last year the Committee were presented with Bradford Council's Workforce Development Programme 2015-19. This report provides an up-date on progress made, and presents the programme that we propose to run from 2017-2019.

## 2. BACKGROUND

In 2015 the committee were presented with a report on the Workforce Development programme 2015-19. The report highlighted our workforce challenges, in summary:

- A reduction in the workforce of 17.5% since 2010 and further anticipated reductions in the workforce over the next 2-3 years
- An average age of 45.7 years and only 3% of the workforce under the age of 25
- 4.3% staff self-reporting a disability versus a national average of 19%
- 15% of the workforce from a BME background employed in grades PO6 and above
- 14% of the workforce recorded as having had an Appraisal within the last 2 years
- Departmental led training and development plans, with little emphasis on corporate/cross council skill development
- The councils purpose and values are not currently embedded

The report identified that a coordinated approach to workforce development would enable the Council to recruit, retain and develop the skills, competence and confidence of the workforce and ensure that every member of staff is working to full capacity and capability to achieve our key priorities.

A summary of the 2015-17 programme and priorities are shown in **appendix 1**

Programmes of work commenced during 2015, a summary of progress to date is show in **appendix 2**. Work will continue during 2016

A summary of course evaluation for 2015-16 is shown in **appendix 3**

A review of the Workforce Development Programme is now underway, **appendix 4** shows a summary of the proposed Workforce Development Programme 2017-19

## 3. OTHER CONSIDERATIONS

N/A

## 4. FINANCIAL & RESOURCE APPRAISAL

Funding for the 2017-19 Workforce Development programme will form the Workforce Development budget proposals for this period. Work is underway to develop a costed delivery plan.

## 5. RISK MANAGEMENT AND GOVERNANCE ISSUES

N/A



## **6. LEGAL APPRAISAL**

N/A

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

Equality & diversity is a key priority in the 2017-19 Workforce Development Programme. Actions include:

- Embed the Equality Objectives in the Workforce Development plan
- Embed the equality and diversity development plan
- Workforce Development to attend Corporate Equality Steering Group
- Support staff networks/ staff engagement
- Embed the Equality Competency programme

### **7.2 SUSTAINABILITY IMPLICATIONS**

N/A

### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

N/A

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

N/A

### **7.5 HUMAN RIGHTS ACT**

N/A

### **7.6 TRADE UNION**

HR working with the TUs on the development of a joint learning agreement.

HR working with TUs on the development of a joint training session for management and TUs. The session will look at how we need to work together productively to get the best for the people of Bradford, Members and staff

### **7.7 WARD IMPLICATIONS**

N/A

### **7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)**

N/A



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

N/A

## **9. OPTIONS**

N/A

## **10. RECOMMENDATIONS**

We are seeking Members views and comment on progress to date, and on the proposed priorities 2017-19.

## **11. APPENDICES**

1. Summary of Workforce Development Programme 2015-17
2. Summary of progress to date
3. Workforce Development annual Evaluation Report 2015-16
4. Summary of Workforce Development Programme 2017-19

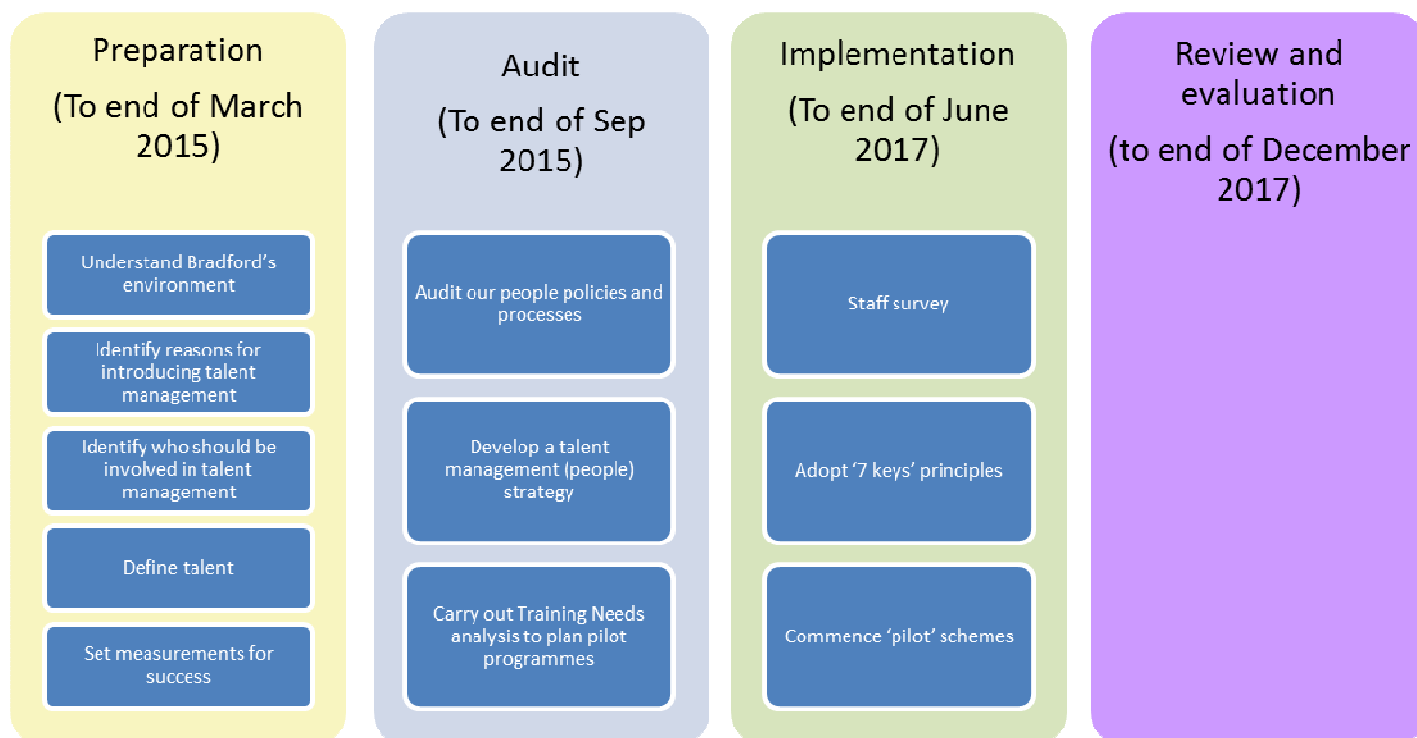
## **12. BACKGROUND DOCUMENTS**

Bradford Council workforce development programme – 2015-2019





## Summary of Workforce Development Programme 2015-17



### **PRIORITIES**

- Develop a concise People Strategy that is linked to the workforce development programme
- Identify the appropriate corporate skills that will assist staff to adapt to the new ways of working e.g. commercial and negotiating skills, political awareness, customer service skills, integration and coproduction etc and deliver as a key component of the corporate learning and development plan
- Assess current key skills and resources across the Council versus required skills and resources and establish succession gaps and development requirements
- Design and deliver a leadership and management development programme to develop consistently high standards of leadership and management skills and behaviour
- Establish a programme of initiatives to accelerate the recruitment, development and promotional prospects of disproportionately low groups (including BME, women, younger people and people with disabilities)
- Design a new streamlined recruitment and selection process
- Create a strategic people performance management framework and process
- Develop positive systems and methods of communication, engagement, development and wellbeing to retain key skills
- Make best use of technology to develop efficient and effective recruitment, engagement, development and retention tools



Summary of progress to date

**People Strategy** developed

**Outplacement Strategy developed with DWP**

**Review and overhaul of staff awards** now based on our values

**Recruitment and Selection Review** underway

**Skills identified as** improved political awareness, community awareness, commercial and negotiating skills as well as improved future leadership

**Re-communicate revised Volunteering Policy**

**On-going staff focus groups** quarterly joint Officer/Executive (either Leader or Deputy Leader)

**Employers Conference** identified 4 main activities to improve employment prospects for people of Bradford

**Staff Survey:** closed 27th November 2015. Results shared with departments

**Drafts of 'common recruitment narrative'** agreed with Bradford Employers – now being shared with Producer City Board prior to CMT/JLT

**Political awareness sessions** carried out on a 'train the trainer' basis

**Faith Calendar** complete, launched this January

**Future Leaders Programme** launched end of October 1st session 29th January

**Employee Engagement Plan** completed and being used to co-ordinate staff activity

Talks to Bradford University MA and MBA students (mainly BAME) on working for the Council

**4 new Apprentices selected** BME/disabled/young applicants encouraged and Graduate Network commencing shortly

**Leadership Peer Coaching & Mentoring Programme** in partnership with Bradford university: launched October

**Front Line Managers Programme** draft complete, launching March/April

**CMT and SLT Development Programme:** SLT programme started in June. CMT development programme complete

**New Learner Management System 'Evolve'** procured. Implementation of the Learn module nearing completion. This will enable us to carry out a skills audit

**LG Challenge** Member of staff selected for assessment – Yunus Mayat

**Be Safe web based and APP product** development underway, this will enable us to generate income from other LAs

**Review of appraisals complete.** New online system 'Evolve' will establish a corporate approach to Performance Management, and will enable online reviewing/ recording, with the ability to automate comprehensive reports

**395 courses and qualifications delivered to 16700 people.** Courses are provided to internal employees, partner organisations, external organisations, and local authorities across the region.



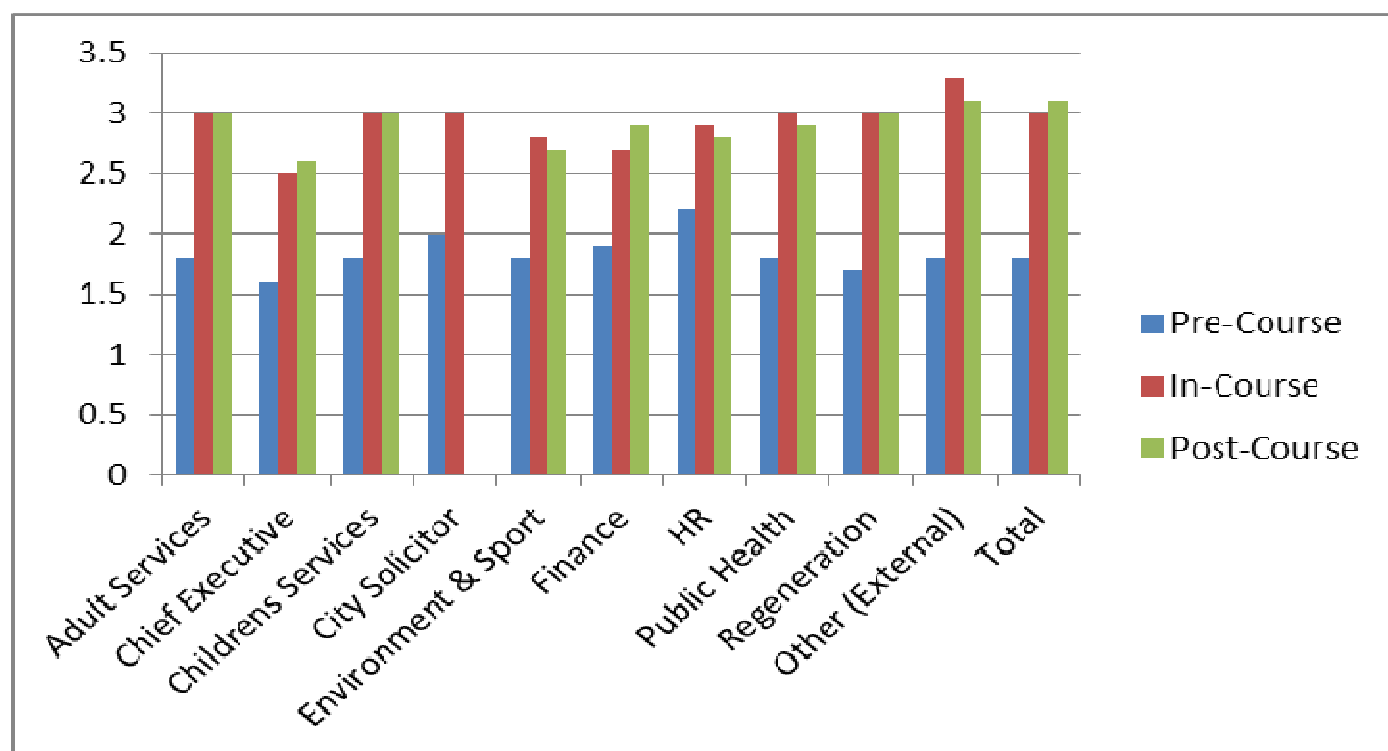
## Workforce Development Annual Evaluation Report 2015-16

### Key Statistics

These figures are based on an average knowledge rating for each department before, immediately after and 6-weeks post training. The scoring criteria is based on a scale of 0-4 ; None (0), Just aware (1), Little knowledge (2), Quite a lot of knowledge (3) and Confident in this subject (4)

	Pre-Course	In-Course	Post-Course
<b>Adult Services</b>	1.8	3.0	3.0
<b>Chief Executive</b>	1.6	2.5	2.6
<b>Children's Services</b>	1.8	3.0	3.0
<b>City Solicitor</b>	2.0	3.0	N/A
<b>Environment &amp; Sport</b>	1.8	2.8	2.7
<b>Finance</b>	1.9	2.7	2.9
<b>HR</b>	2.2	2.9	2.8
<b>Public Health</b>	1.8	3.0	2.9
<b>Regeneration</b>	1.7	3.0	3.0
<b>Other (External)</b>	1.8	3.3	3.1
<b>Total</b>	1.8	3.0	3.1

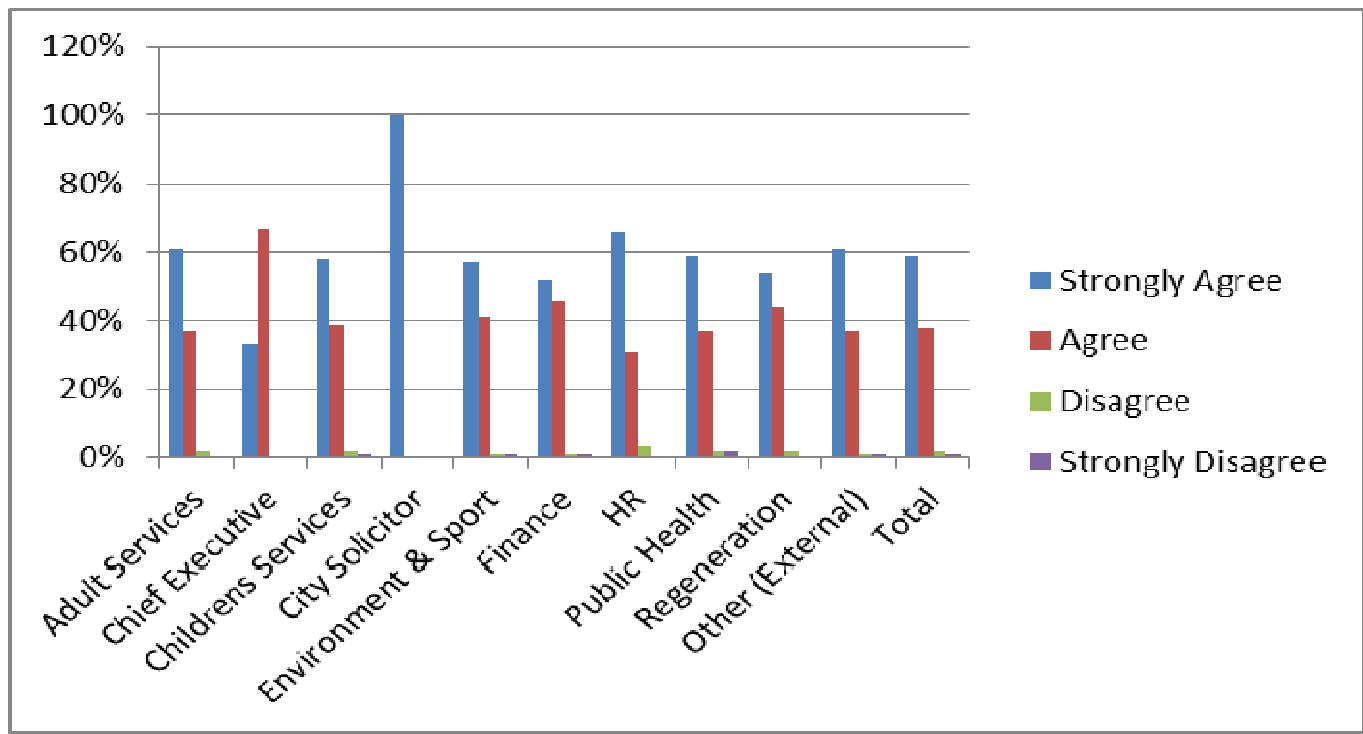
N/A = no evaluation responses received



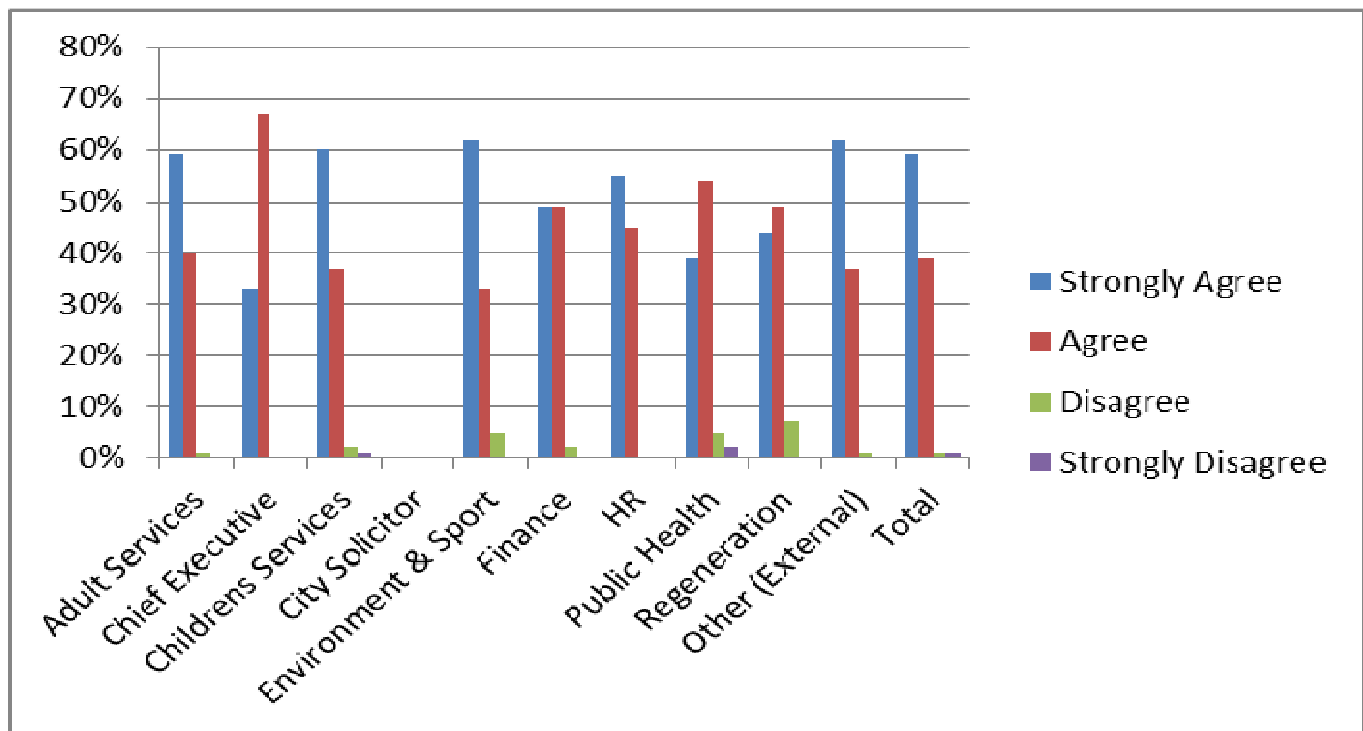
\* City Solicitor have zero responses for the post-course evaluation. This is primarily due to the low numbers of attendees from this department.



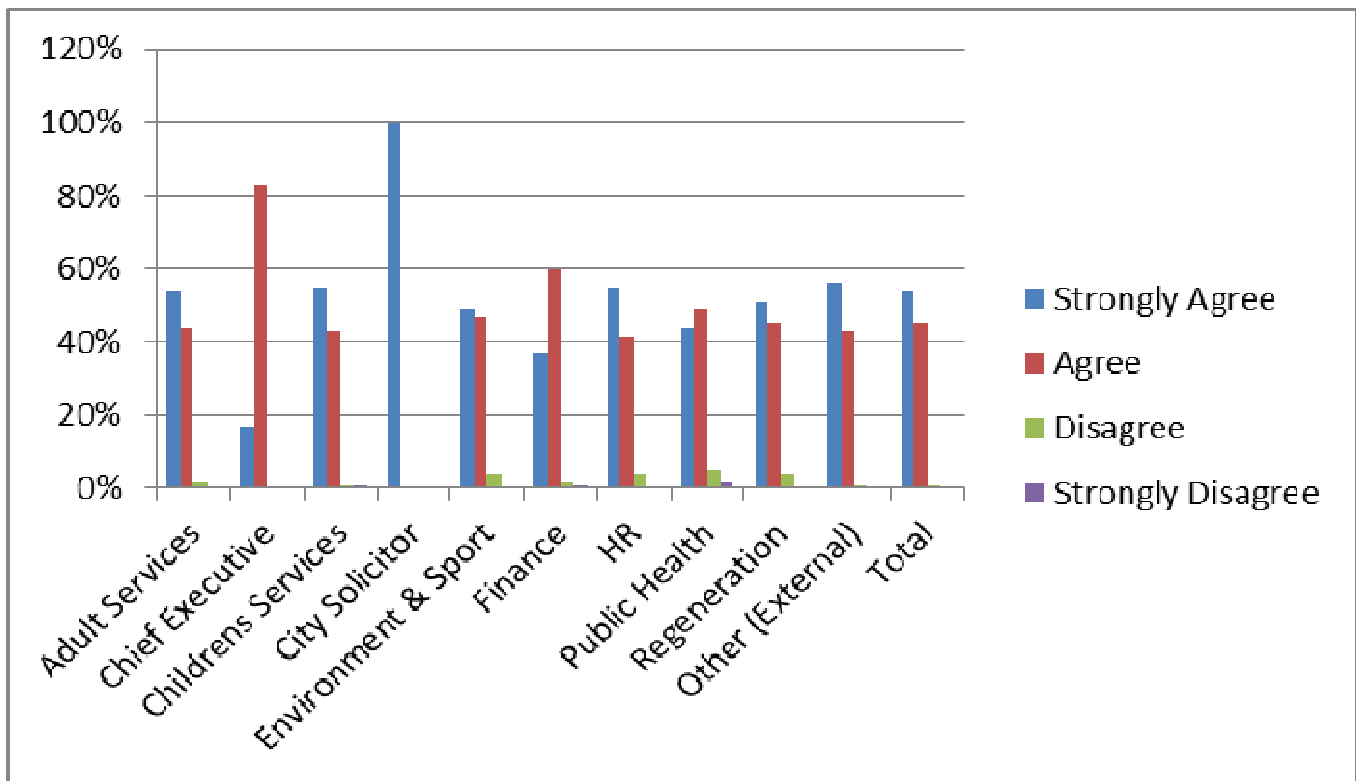
My learning was enhanced by the knowledge and experience of the trainer.....



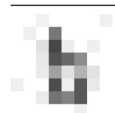
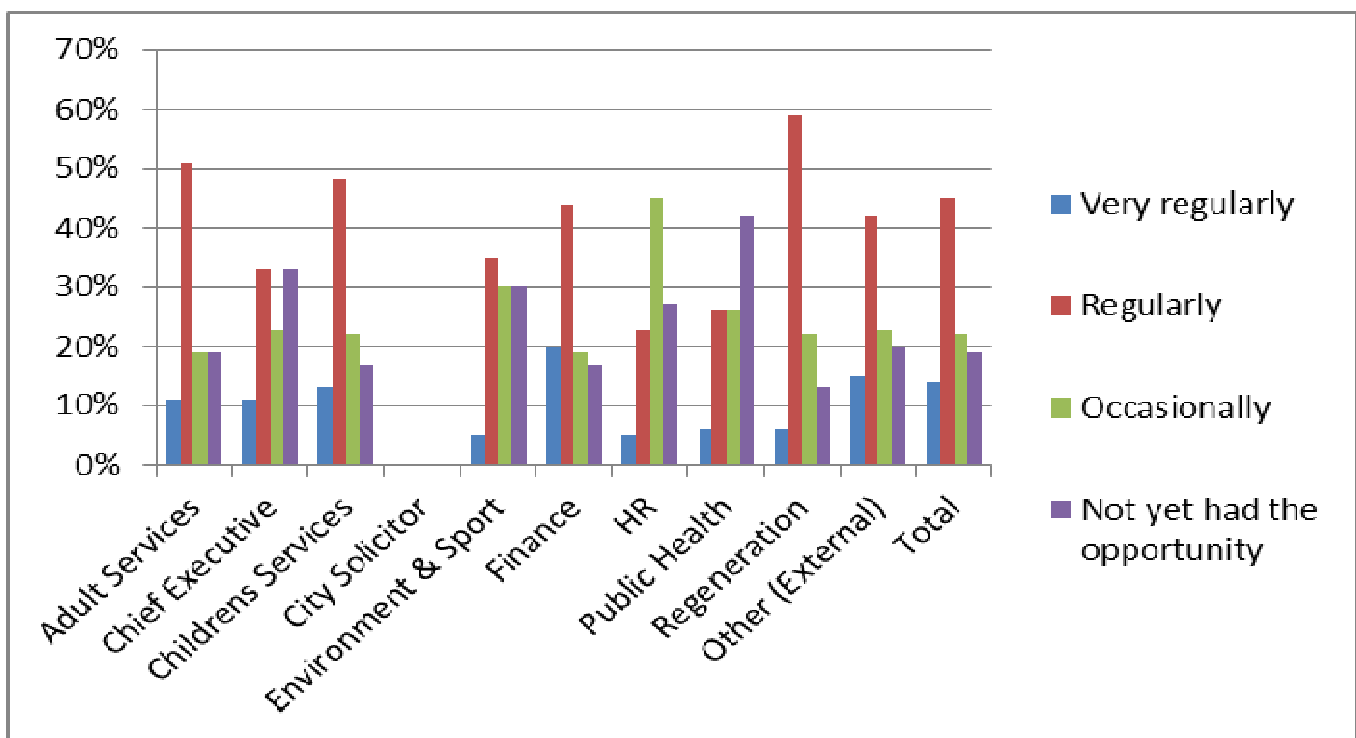
The content of the course was relevant to my job/career prospects.....



I will be able to apply what I have learnt.....



How often have you been able to use your knowledge/skill you learnt on the course.....



**Positive Feedback Examples**

- The trainer was dynamic and a professional in his field. He delivered the session in a way that we understood what was outside the box. Excellent.
- The trainers were very knowledgeable and enhanced the areas covered by providing lots of practical and applicable examples.
- The trainers were brilliant. They had such a good knowledge and made the course really easy for anybody who was a little bit quieter to shout up.
- You were excellent! I literally needed you to come and speak on my social work course at uni.- you link theory and practice in such a practical and helpful way!
- Absolutely great, insightful day. The morning was very informative and the afternoon was lively and allowed us to think through the topics while discussing real life cases. That was supported by some of the morning's speakers which was an ingenious way of reinforcing the learning.
- Since doing the course, my knowledge from this course has helped me greatly. - I have a greater understanding of possible triggers, that could help a Service User.
- The training course has encouraged me to apply for a new position in the council with the knowledge I applied from the course.

**Constructive Feedback Examples**

- I think more examples of how to handle a wider variety of scenarios, including complex ones would be beneficial. I know we went through a couple but maybe a hand out to explain these or have reference to at a later date.
- Perhaps have a speaker from police or another organisation who have 1st hand experience of interventions etc. to balance the delivery.
- I think more interactive activities would be helpful, like the one we did about deciding on prioritising an induction programme topics. This was enjoyable and useful when comparing results with other teams.



**Summary of Workforce Development Programme 2017-19**

Priority	Actions
Wider district workforce and employment	a. Work with colleagues cross council and district wide to establish alternative delivery models that reflect priorities from the District Plan b. Work alongside colleagues across the District to achieve the actions from the Innovation and Change Board c. Turn district employment groups into action orientated groups e.g. district wide Apprenticeship programme launched
#Team Bradford	a. Regional/ district LGC challenge b. Embed Evolve as a district wide learner management system – rich data c. Turn district employment groups into action orientated groups e.g. district wide Apprenticeship programme launched (1c.)
Service specific development	a. Skills TNA for each department recorded in workforce plan (reflecting outcomes from 21 <sup>st</sup> Century Public Servant) b. Workforce Development Operating model for service specific training c. Review of access to qualifications across Council
More collaboration, innovation and community awareness	a. Develop innovation hub council wide, and engage frontline with innovation hub b. WFD road shows to frontline departments c. Learn from other orgs d. Establish un-mentoring programme via Evolve e. Develop an Impact Programme that enables back office services to see how their work impacts on service delivery f. Development opportunities that strengthen Community Awareness
New model of recruitment	a. Develop Out-placement strategy b. Develop and embed behaviour based assessment c. Provision of Employability courses d. Review of recruitment policies and procedures: <ul style="list-style-type: none"> <li>• Resourcing strategy</li> <li>• Exit strategy - Best fit career plan</li> </ul>
Improved performance management/ developing a performance management culture	a. Embed principles for performance management for each department to adopt/ adapt b. Embed the new Evolve performance management



Priority	Actions
	<p>framework to include the revised Bradford Behaviours framework</p> <p>c. Switch to engaging in performance conversations on a regular basis</p>
Change management and future capacity building	<p>a. Embed the new Evolve performance management framework to include the new Bradford Behaviours framework (6 b.)</p> <p>b. Embed the new Evolve Talent Management framework</p> <p>c. Embed purpose and values that reflects 'our purpose to serve our customers'</p> <p>d. Develop innovation hub council wide, and engage frontline with innovation hub (4 a.)</p> <p>e. Support for change throughout restructures/ setting expectations/ building resilience (linking with HRBPs)</p> <p>f. Embed a new Member : Officer Development Programme</p>
Leadership and management development (and management culture)	<p>a. Set 'blueprint' a leader at Bradford Council...</p> <p>b. Develop role modelling profiles for managers</p> <p>c. Embed L&amp;M development programme via Evolve</p> <p>d. Embed a behaviour framework for managers linked to performance management via Evolve</p> <p>e. Run annual Management conference</p> <p>f. Continue roll out of the CMT/ SLT development programme (to include review and evaluation)</p>
Equality and diversity	<p>a. Embed the Equality Objectives in the WFD plan</p> <p>b. Embed equality and diversity development plan</p> <p>c. WFD to attend Corporate Equality Steering Group</p> <p>d. Support staff networks/ staff engagement</p> <p>e. Embed the Equality Competency programme</p>
Frontline worker and frontline manager development programme	<p>a. Embed Frontline Worker Development programme</p> <p>b. Embed L&amp;M development programme (8 c.)</p> <p>c. Workforce development staff focus group 'on tour'</p> <p>d. Develop comms plan that promotes good practice (reflecting behaviours/ performance/ ADMs/ etc) using real life case studies</p> <p>e. Provision of a staff line</p> <p>f. Targeted well-being campaign</p> <p>g. Embed Political Awareness development programme for staff at all levels within the organisation</p>





## **Report of the Strategic Director (Children's Services) to the Meeting of the Corporate Overview and Scrutiny Committee to be held on 11 August 2016**

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### **Subject:**

**Progress Report on Bradford's Families First Project Phase 2 – of the National Troubled Families Programme**

### **Summary statement:**

Bradford's Families First (Phase 2) will identify and deliver interventions to 5,990 families by March 2020 against locally agreed Payment by Results targets.

We have now engaged 1114 families since September 2014. The Council and key partners will ensure a sustained and assertive effort to ensure we meet agreed targets. We are now implementing our plans to align key services and support to our Families First interventions and outcomes.

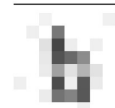
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Michael Jameson  
Strategic Director  
(Children's Services)

### **Portfolio:**

**Children's Services**

Report Contact: Mark Anslow  
Interim Head of Targeted Early Help  
Phone: 07582 101642  
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## 1. SUMMARY

- 1.1 Bradford's Families First (Phase 2) aims to identify and deliver interventions to 5,990 families by March 2020 against locally agreed payment by results targets. There is a stronger National Focus on gathering more information on the cost effectiveness of the programme.
- 1.2 By the end of June, we had reached 1114. We have made Payment by Results claims for 142 of these families.
- 1.3 We are aligning key teams and partnerships to support the Families First outcomes and interventions.
- 1.4 We will require assertive and sustained effort in order to meet (and exceed) our agreed targets.

## 2. BACKGROUND

- 2.1 This update report outlines the multi agency work to deliver the Bradford's District wide Families First Programme which forms part of the National Troubled Families Programme. Phase 2 aims to turn around the lives of 400,000 families in England by 2020. In March 2015, Bradford Council signed up to Phase 2 of the National Troubled Families Programme.
- 2.2 The Government estimates £9 billion pounds was spent on these families, £8 billion reacting to the problems of these families and £1 billion was being spent on targeted interventions to help families address their problems.
- 2.3 In 2015, research by the Early Intervention Foundation estimated that nearly £17 billion per year is spent in England and Wales by the state on Late Intervention, with the largest single items being the costs of children who are taken into care, the consequences of domestic violence, and welfare benefits for 18-24 year olds who are not in education, employment or training (NEET). Late Intervention services in the area of child protection and safeguarding account for over a third of the total, followed closely by spending in response to crime and anti-social behaviour.
- 2.4 **Families First** aims to turn around the families with multiple problems by:
  - Working with the whole family in a way which recognises they interact and influence each other, rather than viewing them as individuals with problems
  - Using a dedicated worker or team to get to the underlying problems
  - Developing a relationship with the family, being persistent and building trust with them in order to challenge them to make the changes they need, step by step
  - Drawing in specialist services in a sequenced way at the right time for the family
- 2.5 There is assertive and focused work with families on problems such as domestic violence, family conflict, mental and physical health problems, poor school attendance, crime and anti-social behaviour, support to parents about their training and preparation for work.

### **3. REPORT ISSUES**

#### **3.1 Phase 1 Payment by Results (PBR) outcomes**

3.2 The previous report confirmed that in Phase 1 we turned around 93% of our allocated families 1632/1760 against the payment by results targets by improvements by each family against the following targets:

- Each child in the family has less than 3 exclusions & less than 15% unauthorised absences in three school terms
- 60% reduction in anti-social behaviour in the family in last 6 months
- Offending rates by all minors reduced by 33% in last 6 months
- Adult members of the family are on the Job Centre Plus work programme, European Social Fund support into work or training provision
- The parent is in employment

#### **3.3 Update on Phase 2**

3.4 Phase 2 will be harder to achieve the Payment by Results outcomes due to:

- higher number of families
- additional Payment by Results outcomes (4 increased to 11)
- 50% reduction in funding
- additional monitoring requirements.

3.5 Bradford is now implementing a new Targeted Early Help structure and offer (Appendix 1). This will make the Families First outcomes everyone's business.

3.6 These outcomes support our District and Children's Plan priorities linked to education, health, employment and skills.

3.7 The new structure, under Children's Specialist Services, brings together the Family Centres, specialist inclusion and behaviour teams, the Intensive Family Support Team, Parenting Programmes, Youth Offending Team and Families First Teams.

3.8 An interim Head of Service is in place and recruitment to the post on a permanent basis is underway.

3.9 There will be three service managers; one covering Shipley/Keighley/East, one covering West/South and a YOT Service Manager. A Police Sergeant and Employment Co-ordinator also form part of the management team.

3.10 Multi-agency Early Help pathfinders are operating in the Keighley and Better Start (BD3/4/5) areas. The pathfinders are testing out the best ways to ensure support and plans are offered to children and families below the threshold for children's social work.

3.11 Learning from the two pathfinders will shape wider plans to upscale early help across the district (now planned for November 2016).

3.12 Bradford District's Children's Trust is also adopting Signs of Safety with over 700 people trained to date. We are working with licenced trainers to deliver a training programme to reach 1300 practitioners and managers by the end of December 2016. The training forms part of a wider implementation which will need to continue over 3 years and beyond for full implementation.

3.13 Signs of Safety is a method of agreeing plans with families. The approach expects families to lead safety planning for their children with agencies then offering support to the families own plans. It keeps the focus on a child's safety whilst also building on family networks and strengths. Areas which have adopted Signs of Safety have seen significant reductions in numbers of looked after children after sustained implementation. See summary of the model as Appendix 2.

### **3.14 Families First Programme Phase 2**

3.15 In Phase 2, Bradford has been allocated 5,990 families.

3.16 The focus will be on families who meet at least 2 of the 6 areas identified below:

- Families involved in crime and anti-social behaviour
- Young people who are not attending school regularly
- Children who need help (Bradford will initially focus on those high number of children referred to social care who do not meet the child protection threshold)
- Adults out of work
- Families affected by domestic violence and abuse
- Families with health problems

3.17 The programme continues to be a Payment by Results programme which will be based on targets set locally and sustained improvements across all relevant areas or entry into work.

### **3.18 Funding**

3.19 Phase 2 programme funds £1,800 per family. Bradford will receive an upfront payment of £1,000 per family when we commit to work with on the programme and £800 per family based on achieving the Payment by Results outcomes.

3.20 Bradford's full funding allocation will be £10,782,000 over the 5 years. £5,990,000 will be paid upfront. £4,792,000 by achieving Payment by Results targets.

### **3.21 Bradford Payments by Results Outcome Plan**

3.22 We continue to work with partners to deliver our outcomes plan (APPENDIX 3). A Target & Engage Working Group has been convened to ensure we build and maintain strong links between the new Targeted Early Help Service and:

- Community Safety and ASB Panels (data sharing in place)
- Children Centres working in the target areas (building links)
- Pupil Referral Units and SEBD provision (data sharing in place)

- Education Social Work (data sharing in place)
- Behaviour Support Services (data sharing in place)
- Probation (strengthening links)
- Housing (strengthening links)
- Youth Services (building links)
- NEET (data sharing in place)

### 3.23 Families First Phase 2 – progress against targets at the end of June 2016

- 3.24 In the previous report, we outlined how we would extend our reach so that wider teams adopted a Think Family approach and supported families to achieve the Families First outcomes. This has now been extended across all the key teams who provide interventions to families who meet the criteria for inclusion in the programme.
- 3.25 The programme has to identify and work with 1,918 families by March 2016. In the last report we were off track against this target. We are providing monthly reports to the Trouble Families Team in order to secure release of the attachment fee.
- 3.26 By the end of May 2016, we had reached 1053 families. By the end of June, we reported that we had reached **1114**. At the time of writing this report we have not been able to benchmark across other areas. We understand though that all areas are challenged by the new criteria and we are seeking benchmark data.
- 3.27 On average, over the last 5-months we have engaged 81 new families.
- 3.28 Below is a breakdown of the families by Ward & presenting issues at the point of joining the programme:

Ward	Families	Crime/ASB	Educ	Child in Need of Help	Worklessness	Domestic Violence	Health
Tong	91	13.2%	31.9%	81.3%	84.6%	19.8%	19.8%
Eccleshill	77	11.7%	32.5%	76.6%	79.2%	24.7%	20.8%
Little Horton	66	13.6%	25.8%	83.3%	81.8%	28.8%	15.2%
Bowling and Barkerend	64	15.6%	26.6%	81.3%	68.8%	28.1%	25.0%
Royds	56	16.1%	39.3%	82.1%	67.9%	28.6%	17.9%
Thornton and Allerton	52	15.4%	26.9%	82.7%	84.6%	25.0%	23.1%
Keighley West	50	12.0%	40.0%	82.0%	68.0%	14.0%	20.0%
Windhill and Wrose	49	14.3%	40.8%	79.6%	77.6%	14.3%	24.5%
Great Horton	48	16.7%	37.5%	89.6%	83.3%	31.3%	8.3%
Bradford Moor	47	25.5%	42.6%	87.2%	68.1%	25.5%	14.9%
Clayton and Fairweather Green	46	15.2%	30.4%	82.6%	67.4%	34.8%	28.3%
Manningham	42	14.3%	50.0%	83.3%	76.2%	23.8%	11.9%

Wibsey	42	28.6%	33.3%	88.1%	69.0%	31.0%	9.5%
Keighley East	41	14.6%	22.0%	90.2%	70.7%	24.4%	17.1%
Heaton	39	20.5%	48.7%	79.5%	64.1%	20.5%	17.9%
Wyke	36	(low)	55.6%	83.3%	72.2%	(low)	(low)
Bolton and Undercliffe	35	17.1%	45.7%	80.0%	62.9%	31.4%	20.0%
Toller	34	14.7%	29.4%	76.5%	70.6%	32.4%	20.6%
Keighley Central	31	16.1%	22.6%	96.8%	74.2%	16.1%	16.1%
City	30	16.7%	16.7%	90.0%	73.3%	23.3%	13.3%
Shipley	25	(low)	28.0%	96.0%	72.0%	(low)	(low)
Queensbury	19						
Idle and Thackley	18						
Bingley	17						
Craven	14						
Bingley Rural	13						
Baildon	12						
Ilkley	12						
Wharfedale	4						
Worth Valley	4						
Total	1114	175	371	934	815	278	205
Overall percentages		15.7%	33.3%	83.8%	73.2%	25.0%	18.4%

3.29 We have now submitted a further claim for Payment by Results for 77 families. This now makes a total of 142. This is 13% of the families engaged in Phase 2 since September 2014.

3.30 We will ensure that we pursue timely claims for Payment by Results. For education improvements though we need to demonstrate improved attendance over three full terms.

3.31 In order to both catch up and maintain the reach of the programme by March 2017 we will need to reach an average over 120 new families per month. We will ensure that all key interventions from across the new Targeted Early Help structure count towards these target and outcomes.

**3.32 Building Better Opportunities – European Social Inclusion Fund & Big Lottery - early intervention to divert families from becoming ‘trouble families’**

3.33 This is a joint bid with Leeds City Council. Bradford District can expect to receive approximately £1.5M over 2-years. This is the only bid which has been approved to progress to Stage 2 of the application process. The programme would be expected to start in January 2017 at the latest. Given Brexit, we do not expect ESIF funding to continue beyond 2-years.

3.34 We will need to engage at least 865 people engaged in activities to improve work readiness.

3.35 We will link this programme to support the Early Help framework especially Tier 2 families with a focus on a whole family approach, staff with coordinating role and supporting adults out of poverty into training and employment.

### **3.36 The programme helps families as illustrated by the case examples below**

**Young male aged 14 years.** Living with family carer. Regular missing person.

Prior to Families First involvement – 10 missing from home reports commencing in 2014 – attendance well below 85%.

He disengaged from services such as Youth Centre. Police started to identify some concerns around sexual exploitation (CSE).

He was allocated to a CSE Key Worker. We started to get a clearer picture of his activities and risks by working closely with grandmother and robust follow up of missing incidents.

After positive engagement with YP by FF key worker – a CSE risk assessment was completed and forwarded to the MASH for discussion at the strategy meeting. CSE marker placed on Social Care and Police Systems in Sept 2015.

Positive effects and actions carried out with YP:

- Key worker refers YP into Drugs and Alcohol Team who identify a worker to work within a youth setting
- Massive Improvements made in attendance at School – Bradford District PRU – attendance increased to 100%
- Drugs worker conducts some outreach work with YP which assists in some healthy changes in behaviour and attitude
- YP re-commences activities at local youth centre and begins again to mix with peers in a positive way
- Key worker continues to engage with YP – who locates his mother in another district and wishes to meet with her
- Key Worker facilitates this - which impacts greatly on YP emotional well-being and mental health
- YP makes radical decision to move away from Bradford and moves in with mother
- Key worker monitors his move for short time and all seems well at present time
- Positive work conducted by Key Worker – empowered family carer to report YP missing on every occasion
- Positive engagement with YP by Key Worker to divulge his whereabouts and activities whilst out missing from home (declared he had slept rough on a park bench on occasions)

- Key Worker referred YP into additional & specific programmes and offered further support

3.37 **Pregnant single female aged 33 years old.** Three children - aged 4, 8 and 15 years. Repeat Domestic Violence. Allocated to a Police Officer to work intensively.

Early assessment by Key Worker identifies further issues within the family:

- Debt
- Housing problems
- Lack of communication with DV services and woman feeling lonely and isolated due to pregnancy
- Children not accessing any activities or involved in any hobbies and have witnessed lots of violence in the home

Work carried out with the family:

- Debt. Helped with reclaiming benefits and back payment received via tax credits. Not evicted from home and therefore not making 3 children and young baby and mother homeless.
- Self – Esteem. After years of domestic abuse, the female's confidence had diminished. Confidence Course organised at Together Women Project and attended. On track to look for work once maternity leave concluded, shows a readiness and willingness to work.
- Victim Support/ Domestic Violence. Contact re-initiated with DV services via assistance from Key Worker. Supported female with the restraining order against ex-partner. Helped with concerns around future contact with ex-partner and contact with children once released from prison.
- Support offered to explain the mandatory course ex-partner attending through the prison and the position around his rehabilitation and resettlement into the community once he is released from prison. He has now served his sentence and there are still no incidents of DV.
- Children and Activities. Police camp places offered to the children for the Summer holidays and October Half term. Children attend and enjoy camps, expressing their desire to attend further camps and similar activities. List of local provision provided and assistance given to enrol children in local clubs and access activities offered through schools.
- Housing. Repairs made to the fence and rear garden secured. House alarm fixed and in full working order.

#### 4. OPTIONS

4.1 To note the targets achieved to date.

4.2 To note the need for a continued assertive and intensive approach to reach, engage and improve outcomes for the agreed number of families. A whole system approach will be required to reach and engage these families lead by the Targeted Early Help Service, other key Council teams and wider partners and commissioned services.



## **5. CONTRIBUTION TO CORPORATE PRIORITIES**

5.1 The Families First outcomes plan directly contributes through its delivery of services & outcome plan to meet the corporate priorities

- Maintaining Safe, Clean and Welcoming Neighbourhoods
- Transforming Educational Outcomes by Improving Attainment
- Supporting & Safeguarding the most Vulnerable Adults, Children & Families
- Promoting Prosperity
- Reducing Health Inequalities

## **6. RECOMMENDATIONS**

6.1 The Corporate Overview and Scrutiny Committee support the work to deliver 'a Whole Family Approach' to deliver improved family outcomes.

6.2 The Corporate Overview and Scrutiny Committee continues to support the implementation of Bradford's Early Help offer/framework to deliver more effective services, reduce duplication and improve outcomes for families in the district.

## **7. BACKGROUND DOCUMENTS**

None.

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

None.

## **9. APPENDICES**

Appendix 1 – Bradford's Early Help offer & thresholds

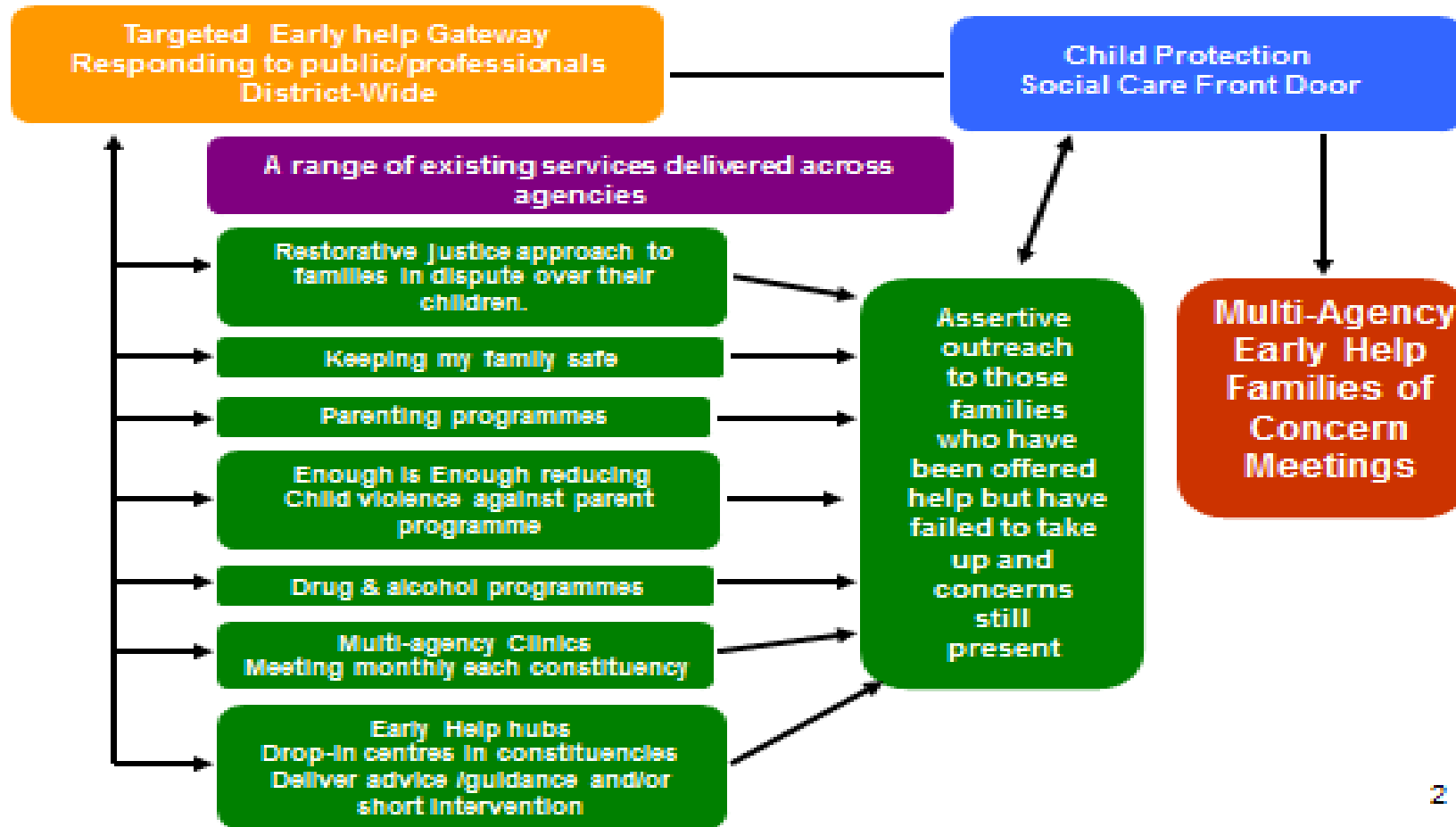
Appendix 2 - Signs of Safety summary of model

Appendix 3 - Bradford Phase 2 Families First Outcome Plan 2015/16

## Early Help – pathfinders in Keighley & Better Start from April

Tier 1 UNIVERSAL & EARLY HELP	Tier 2 TARGETED EARLY HELP FAMILIES FIRST	Tier 3 TARGETED EARLY HELP FAMILIES FIRST SOCIAL CARE – CHILD IN NEED	Tier 4 CHILD PROTECTION LOOKED AFTER CHILDREN
<p>Think Family</p> <p>Support within existing resources &amp; partnerships of the school/setting</p>	<p>Co-located Early Help Gateway for public &amp; staff</p> <p>Early Help assessment linked to Signs of Safety</p> <p>Range of interventions focused on need delivered in locality setting, for example, groups, drop-ins and clinics</p> <p>Strengthen family resilience &amp; support into training &amp; work out of poverty</p> <p>Clear step up &amp; down process</p>	<p>Co-located Early Help Gateway for public &amp; staff</p> <p>Early Help assessment linked to Signs of Safety</p> <p>Risk based approach based on repeat contacts</p> <p>Assertive outreach for high risk non engaging families</p> <p>Range of interventions focused on need delivered in localities</p> <p>Strengthen family resilience &amp; support into training &amp; work out of poverty</p> <p>Clear step up &amp; down process</p>	<p>NEW</p> <p>Clear step down process</p> <p>Signs of Safety approach to assessments and Child Protection Conferences</p>

## Bradford Early Help Framework



## A summary of Signs of Safety

Bradford Council and partners are working with licenced trainers to deliver a training programme to reach 1300 practitioners and managers by the end of December 2016. The training forms part of a wider implementation which will need to continue over 3 years and beyond for full implementation.

City of Bradford Metropolitan District Council

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

### Benefit - Safety

- **Western Australia – children in care reduced by 8.5% over four years**
- **Canada – decrease in children entering care & contested court matters – 50% increase in completed Support Agreements with families**
- **Minnesota – 50% reduction in children in care & court action over 8 years**
- **Netherlands – since 2007 – whilst stat cases have increased the numbers removed to care reduced by 20%**

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## Signs of Safety – key principles

- **Safety is always the goal**
- **Changes happens when there are constructive working relationships**
- **Everyone should take an enquiring approach**
- **Developed from what practitioners and family members said works best**

## Benefit - Practitioner job satisfaction

**'I find the tools useful in my direct work with children & families.'**

*'This approach really helps families to understand our worries and what needs to change.'*

**'Everyone is very open and honest with each other.'**

*'We focus much more on a family's own responsibilities and support networks.' (family tree)*

**'We have regular opportunities to learn from each other.'**

*'I have time and support to get alongside children and families to make sure they keep their children safe.'*

## Benefit - Families more empowered

**'Our worker is really honest and 'straight up' with us.'**

*'We get what people are worried about and what we need to do over the next few months.'*

**'Our worker took time to get to know us and our children.'**

*'That meeting did talk about the good things in our family as well as the things which are going wrong.'*

**'I know why I am looked after or why social workers are in life'.**

*'Things are better for me at home. I don't feel worried like I was before.'*

### **Benefit - Intensive focus on building child safety**

- **Common language & shared focus**
- **Focus on every day safety for the child**
- **Safety focus skills & tools**
- **Sustained focus on what safer parenting looks like**
- **Plans to get there!**
- **Continuous assess – plan – do – review**



## Signs of Safety® Assessment and Planning Framework

What are we Worried About?	What's Working Well?	What Needs to Happen?
<p><b>HARM:</b> Past hurt, injury or abuse to the child (likely) caused by adults. Also includes risk-taking behaviour by children/teens that indicates harm and/or is harmful to them.</p>	<p><b>Existing Strengths:</b> People, plans and actions that contribute to a child's well-being and plans about how a child will be made safe when danger is present.</p>	<p><b>SAFETY GOALS:</b> The behaviours and actions the child protection agency needs to see to be satisfied the child will be safe enough to close the case.</p>
<p><b>DANGER STATEMENTS:</b> The harm or hurt that is believed likely to happen to the child(ren) if nothing in the family's situation changes.</p>	<p><b>EXISTING SAFETY:</b> Actions taken by parents, caring adults and children to make sure the child is safe when the danger is present.</p>	<p><b>Next Steps:</b> The immediate next actions that will be taken to build future safety.</p>
<p><b>Complicating Factors:</b> Actions and behaviours in and around the family, the child and by professionals that make it more difficult to solve danger of future abuse.</p>		
<p>On a scale of 0–10 where 10 means everyone knows the children are safe enough for the child protection authorities to close the case and zero means things are so bad for the children that they can't live at home, where do we rate this situation?  <i>Locate different people's judgements spatially on the two-way arrow.</i></p>		
<div style="display: flex; align-items: center; justify-content: space-between;"> <span style="font-size: 2em; font-weight: bold;">0</span> <span style="font-size: 2em; font-weight: bold;">←————→</span> <span style="font-size: 2em; font-weight: bold;">10</span> </div>		

- **TOOLS FOR DIRECT WORK WITH CHILDREN (need to consider range of communication needs). For example, Three Houses:**

**Craig**



**House of good things**

I don't get shouted at when I am with dad.  
I like living with daddy because I get lots of hugs.  
When I'm with daddy I can play with my toys.



**House of worries**

I was not happy at my mam's house because she shouted at me a lot.  
Mam locked all of my toys away and I didn't get all of my Christmas presents they were put in mam's wardrobe.



**House of wishes**

My wish has come true.  
I'm living with my daddy and brothers.  
I wish we had a big house so we had our own room and didn't have to share our beds.

## Bradford Families First – Expanded Programme Outcome Plan 2015/16. (17 September 2015)

To claim payment by result the significant and sustained outcome measure must have been achieved for all relevant inclusion criteria in problem areas 1 to 6, or an adult in the family must have moved off benefits and into continuous employment. In addition there should be no evidence of family regression in any of the problem areas.

Families must initially meet 2 out of 6 inclusion criteria to be considered for the Families First Programme, and once included all relevant criteria must be addressed.

The Families First Outcomes Plan is intended to be a living document. Over the course of the programme, the Plans should be refined to reflect emerging service transformation priorities and respond to the evidence provided on local impact and family needs.

Page 31

<b>1. Family Problem: Parents and Children Involved in Crime or Anti-Social Behaviour.</b>		
<b>• Corporate Priority – Maintaining Safe, Clean and Welcoming Neighbourhoods</b>		
<b>Inclusion Criteria</b>	<b>Significant and Sustained Outcome Measure</b>	<b>Source/Tools</b>
At least one positive youth crime disposal in six months prior to inclusion date.	33% reduction in youth crime disposal for each applicable family member in the 6 months from start of intervention, or 6 months prior to claim date, if later.	<ul style="list-style-type: none"> <li>• Police information systems.</li> </ul>
At least one positive adult crime disposal in six months prior to inclusion date.	33% reduction in adult crime disposal for each applicable family member in the 6 months from start of intervention, or 6 months prior to claim date, if later.	<ul style="list-style-type: none"> <li>• Police information systems.</li> </ul>
At least one ASB intervention in the six months prior to inclusion date.	60% reduction in ASB interventions for each applicable family member in the 6 months from start of intervention, or 6 months prior to claim date, if later.	<ul style="list-style-type: none"> <li>• Police information systems.</li> </ul>

<b>2. Family Problem: Children Who Have Not Been Attending School Regularly</b>		
<ul style="list-style-type: none"> <li>Corporate Priority – Transforming Educational Outcomes by Improving Attainment</li> </ul>		
<b>Inclusion Criteria</b>	<b>Significant and Sustained Outcome Measure</b>	<b>Source/Tool</b>
Any school age child with three or more fixed term exclusions, or any school aged child with 10 or more days of fixed term exclusion or primary aged child with 5 or more days of fixed term exclusion across the last 3 consecutive terms	<ul style="list-style-type: none"> <li>All school aged children in the family are on a school roll or accessing full time alternative provision at the claim date. Children aged 16-18 are not NEET.</li> <li>All school aged children in the family have above 90% attendance across 3 consecutive terms.</li> <li>All school aged children in the family have fewer than 3 fixed term exclusions across 3 consecutive terms</li> <li>All school aged children have less than 10 days fixed term exclusions over 3 consecutive terms.</li> <li>All primary aged children have less than 5 days fixed term exclusions over 3 consecutive terms.</li> </ul>	<ul style="list-style-type: none"> <li>School Census returns</li> <li>Direct School/Academy Contact</li> <li>Department of Children's Services Capita One Data</li> <li>NEET Data from Connexions</li> </ul>
Any school aged child with unauthorised absences from school of 10% or more across the last 3 consecutive terms, or school aged children for whom there is evidence of a pattern of poor attendance e.g. authorised absence and lateness, that gives the head teacher/education professional an equivalent level of concern		
School aged children who attend Pupil Referral Unit due to difficulties in mainstream school		

<b>3. Family Problem: Children Who Need Help</b>		
<ul style="list-style-type: none"> <li>Corporate Priority – Supporting and Safeguarding the Most Vulnerable Adults, Children and Families</li> </ul>		
<b>Inclusion Criteria</b>	<b>Significant and Sustained Outcome Measure</b>	<b>Source/Tool</b>
At least one contact to Children's Social Care/Early Help in the six months prior to inclusion date. (Excludes Domestic Violence contacts, as these are included elsewhere)	50 % reduction in contacts to Social Care/Early Help in the 6 months from start of intervention, or 6 months prior to claim date, if later	<ul style="list-style-type: none"> <li>Integrated Children's Services database or any other relevant database</li> </ul>

<b>4. Family Problem: Adults Out Of Work Or At Risk Of Financial Exclusion And Young People At Risk Of Worklessness</b>		
• Corporate Priority – Promoting Prosperity		
<b>Inclusion Criteria</b>	<b>Significant and Sustained Outcome Measure</b>	<b>Source/Tool</b>
At least one adult under 65 is not in work and at the inclusion date is receiving out of work benefits with a requirement to look for work. (Excludes: single parents who are pregnant or who have a child who has not yet reached their 4 <sup>th</sup> birthday; and claimants of Carer's Allowance/Income Support for Carers, ESA in the support group, Severe Disablement Allowance or Incapacity Benefit)	All adults under 65 and not in work (Exclusions apply as under Criteria) have achieved a recognised vocational qualification, completed a work placement, started an apprenticeship or have undertaken sufficient voluntary work or other activity to tackle the barriers into work during the period of intervention or in the six months prior to the claim date.	<ul style="list-style-type: none"> <li>• DWP LMS/Off benefit check</li> <li>• Work Programme Providers</li> <li>• Job Centre Plus</li> <li>• Self reporting</li> </ul>
At least one young person (post year 11) is NEET.	No young people in the household are NEET.	<ul style="list-style-type: none"> <li>• NEET database from Connexions</li> </ul>

<b>5. Family Problem: Families Affected By Domestic Violence And Abuse</b>		
• Corporate Priority - Supporting and Safeguarding the Most Vulnerable Adults, Children and Families		
<b>Inclusion Criteria</b>	<b>Significant and Sustained Outcome Measure</b>	<b>Source/Tool</b>
At least one domestic violence incident resulting in a police call out, where a child is present in the home, in the six months prior to inclusion.	50% reduction in domestic violence contacts to social care over a 6 month period from start of intervention or up to PBR claim, if later.	<ul style="list-style-type: none"> <li>• Social care system (ICS)</li> </ul>

<b>6. Family Problem : Parents And Children With A Range Of Health Problems</b>		
<ul style="list-style-type: none"> <li>Corporate Priority – Reducing Health Inequalities</li> </ul>		
<b>Inclusion Criteria</b>	<b>Significant and Sustained Outcome Measure</b>	<b>Source/Tool</b>
At least one child is not registered with a GP at the inclusion date.	All children are registered with a GP at the end of the intervention period, and there is no evidence of regression by the claim date.	<ul style="list-style-type: none"> <li>Self reporting</li> <li>Key Worker</li> </ul>
At least one child is not accessing dental services at the inclusion date.	All children are accessing dental services at the end of the intervention period, and there is no evidence of regression by the claim date.	<ul style="list-style-type: none"> <li>Self reporting</li> <li>Key Worker</li> </ul>
At least one pre-school child is not up to date with their immunisations at the inclusion date.	All pre-school children are engaging with the immunisation programme at the end of the intervention period and there is no evidence of regression by the claim date.	<ul style="list-style-type: none"> <li>Self reporting</li> <li>Key Worker</li> </ul>

To claim payment by result the significant and sustained outcome measure must have been achieved for all relevant inclusion criteria in problem areas 1 to 6, or 7 an adult in the family must have moved off benefits and into continuous employment.

In addition there should be no evidence of family regression in any of the problem areas.

**OR**

<b>7. Success Criteria: An Adult In The Family Has Moved Off Benefits And Into Continuous Employment</b>		
<ul style="list-style-type: none"> <li>Corporate Priority – Promoting Prosperity</li> </ul>		
<b>Inclusion Criteria</b>	<b>Outcome Measure</b>	<b>Source/Tool</b>
At least one adult under 65 is not in work and receiving out of work benefits at the inclusion date.	At least one adult has moved off benefits and into employment for the required length of time, 26 weeks in 30 for job Seekers Allowance or 13 weeks otherwise, between the start of intervention and the claim date.	<ul style="list-style-type: none"> <li>DWP LMS/Off benefit check</li> <li>Work Programme Providers</li> <li>Adult Learning Service/Job Centre Plus</li> <li>Housing Benefits</li> <li>Self Reporting</li> <li>Troubled Families Employment Advisors</li> </ul>

- |  |  |   |
|--|--|---|
|  |  | <ul style="list-style-type: none"><li>• Key Workers</li></ul> |
|--|--|---|

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## **Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 11 August 2016.**

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### **Subject:**

**Corporate Overview and Scrutiny Committee – Work Programme 2016/17**

### **Summary statement:**

**This report includes the Corporate Overview and Scrutiny Committee work programme for 2016/17.**

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Cllr Arshad Hussain  
Chair – Corporate Overview and Scrutiny  
Committee

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Overview and Scrutiny Lead  
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### **Portfolio:**

**Corporate.  
Community Safety.**

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

**Corporate.**

## **1. SUMMARY**

This report includes the Corporate Overview and Scrutiny Committee work programme for 2016/17, which is attached as appendix 1 to this report.

## **2. BACKGROUND**

2.1 The Council constitution requires all Overview and Scrutiny Committees to produce a work programme.

## **3. OTHER CONSIDERATIONS**

3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).

3.2 The remit of this Committee also includes:

- the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
- supporting the Executive through its contribution towards the improvement of the Council’s performance;
- co-ordinating the development of the Overview and Scrutiny role within the Council.

3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.

3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.

## **4. OPTIONS**

4.1 The Committee may choose to add to or amend the topics included in the 2016-17 work programme for the committee.

4.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

**5. FINANCIAL & RESOURCE APPRAISAL**

5.1 None.

**6. RISK MANAGEMENT AND GOVERNANCE ISSUES**

6.1 None.

**7. LEGAL APPRAISAL**

7.1 None.

**8. OTHER IMPLICATIONS**

**8.1 EQUALITY & DIVERSITY**

Community Cohesion and Equalities related issues are part of the work remit for this Committee.

**8.2 SUSTAINABILITY IMPLICATIONS**

None.

**8.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None.

**8.4 COMMUNITY SAFETY IMPLICATIONS**

A key priority of work for this Committee related to the Overview and Scrutiny of the strategies, plans, policies, functions and services directly relevant to the priority of Safer and Stronger Communities.

As well as this, the Corporate Overview and Scrutiny Committee is also the authority's Crime and Disorder Committee under the provisions of Section 19 of the Police and Justice Act 2006.

**8.5 HUMAN RIGHTS IMPLICATIONS**

None.

**8.6 TRADE UNION**

None.

**8.7 WARD IMPLICATIONS**

Work of this Overview and Scrutiny Committee has ward implications, but this depends on that nature of the topic.

**9. Not for Publications Items**

None.

**10. RECOMMENDATIONS**

9.1 That members consider and comment on the areas of work included in the work programme.

9.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

**11. APPENDICES**

Appendix One – 2016-17 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

**12. BACKGROUND DOCUMENTS**

Council Constitution.

# Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

Agenda	Description	Report	Comments
<b>Wednesday, 29th June 2016 at City Hall, Bradford.</b>			
Secretariat deadline 16/06/2016.			
1) Poverty Scrutiny Review.	DRAFT Report - Key findings and recommendations.	Mustansir Butt.	
2) Consultation mechanisms within the Council.	To review how Bradford Council communicates with its staff and citizens relating to key changes and developments.	Samantha Plum/Imran Rathore.	Corporate Overview and Scrutiny recommendation from Wednesday 21 October 2015. Also a request from Overview and Scrutiny Chairs and Deputy Chairs.
3) DRAFT Work Programme 2016-17.	Discussion and agreement over the areas of work for the Committee to focus on in this Municipal Year.	Mustansir Butt.	
<b>Wednesday, 20th July 2016 at City Hall, Bradford.</b>			
Chair's briefing 30/06/2016. Secretariat deadline 07/07/2016.			
1) Annual Finance and Performance outturn report.		Stuart Mckinnon-Evans/Samantha Plum.	
2) First Quarter Financial Position Statement.		Stuart McKinnon-Evans.	
3) Safer and Stronger Communities Plan.		Rebecca Trueman/Amria Khatun.	
4) Work Planning.	There is a need to regularly review the Work Programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 21st July 2016 at Shipley Library.</b>			
1) Flooding Scrutiny Review.	Information gathering session with residents, voluntary organisations and residents affected by the December 2015 Floods.	Mustansir Butt.	

**Corporate O&S Committee**  
 Scrutiny Lead: Mustansir Butt tel - 43 2574  
**Work Programme**

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Tuesday, 26th July 2016 at Victoria Hall.</b>			
1) Flooding Scrutiny Review.	Information gathering session with residents, voluntary organisations and businesses affected by the December 2015 floods.	Mustansir Butt	
<b>Thursday, 11th August 2016 at City Hall, Bradford.</b>			
Chair's briefing 21/07/2016. Secretariat deadline 28/07/2016.			
1) Families First Project.	Progress report.	Mark Anslow.	Corporate Overview and Scrutiny recommendation from Thursday 3 December 2015.
2) Talent Management: A Workforce Development Programme for Bradford Council.	Progress against the Workforce Development Implementation Plan in 12 months.	Sue Dunkley.	Committee recommendation from Wednesday 12 August 2015.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 7th September 2016 at City Hall, Bradford.</b>			
Chair's briefing 18/08/2016. Secretariat deadline 24/08/2016.			
1) Interim report from the Children and Adult Services Strategic Directors explaining the reasons for the budget pressures in the current year and the steps being made to address them to the meeting of this Committee on 7 September 2016.		Michael Jameson/Bernard Lanigan.	Corporate Overview and Scrutiny Recommendation from Wednesday 20 July 2016.
2) Impact of leaving the EU on Bradford.		Stuart Mckinnon Evans/Steve Hartley/Mike Cowlam/Ian Day/John O'Hare.	Recommendation from Council on Tuesday 12 July 2016.
3) West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership.	Progress report to be included in the 2016-17 work Programme.	Jamie Saunders.	Committee recommendation from Tuesday 8 September 2015.
4) Overview and Scrutiny Annual Report.		Mustansir Butt.	

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# Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

Agenda	Description	Report	Comments
<b>Wednesday, 7th September 2016 at City Hall, Bradford.</b>			
Chair's briefing 18/08/2016. Secretariat deadline 24/08/2016.			
5) West Yorkshire Police and Crime Panel.	Update from Panel Members.	Cllr Tariq Hussain. Cllr Andrew Mallinson. Cllr Steve Pullan.	Committee recommendation from Wednesday 7 October 2015.
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 6th October 2016 at City Hall, Bradford.</b>			
Chair's briefing 15/09/2016. Secretariat deadline 22/09/2016.			
1) Arrangements by Bradford Council and its Partners to tackle Child Sexual Exploitation.	Progress report in 12 months.	Paul Hill.	Committee recommendation from Wednesday 7 October 2015.
2) Industrial Services Group.	Progress report in 12 months.	Peter Keeley/Paul Egan.	Committee recommendation from Wednesday 7 October 2015.
3) Draft Scrutiny Review Report - Flooding.	Key findings and Scrutiny Review recommendations.	Mustansir Butt.	
4) Scrutiny Review - Domestic Violence.	DRAFT Terms of Reference.	Mustansir Butt.	Corporate Overview and Scrutiny Committee recommendation.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 19th October 2016 at City Hall, Bradford.</b>			
Secretariat deadline 06/10/2016.			
1) WYPF Fossil Fuel Disinvestment.		Mustansir Butt.	Recommendation from Council.
<b>Thursday, 3rd November 2016 at City Hall, Bradford.</b>			
Chair's briefing 13/10/2016. Secretariat deadline 20/10/2016.			
1) Mid Year Finance and Performance Report.		Stuart McKinnon-Evans/Sam Plum.	
2) Income Streams into the Council.	Report to incorporate member's comments.	Stuart McKinnon-Evans/Tom Caselton.	Corporate Overview and Scrutiny Recommendation from Wednesday 4 November 2015.

**Corporate O&S Committee**  
Scrutiny Lead: Mustansir Butt tel - 43 2574  
**Work Programme**

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Thursday, 3rd November 2016 at City Hall, Bradford.</b>			
Chair's briefing 13/10/2016. Secretariat deadline 20/10/2016.			
3) Councils Corporate approach to Consultation and Engagement.		Samantha Plum/Imran Rathore.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 29 June 2016.
4) Universal Credit.	Report relating to the implementation of Universal Credit, as well as the development of the Local delivery Partnership be presented to this committee in 9-12 months. To also consider the re-commissioning of Strategic Advice Services and on the work un	Martin Stubbs.	Committee recommendation from Tuesday 8 September 2015.
5) Safer and Stronger Communities Partnership Performance and Resources.		Rebecca Trueman/Amria Khatun.	
6) Resolution Tracking.	Tracking of progress made against the recommendations made by the Corporate Overview and Scrutiny Committee.	Mustansir Butt.	
7) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 14th December 2016 at City Hall, Bradford.</b>			
Chair's briefing 24/11/2016. Secretariat deadline 01/12/2016.			
1) Armed Forces Covenant.	Progress report in 12 months.	Helen Johnstone	Committee recommendation from Tuesday 8 October 2015.
2) Policing in the District.	Further progress report which also focuses on the implementation of the new operating models across the District, with evidence of how the new operating model is working.	Ian Day/Rebecca Trueman.	Corporate Overview and Scrutiny recommendation from Thursday 3 December 2015.
3) IT Digital Strategy.		David Cawthray.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 29 June 2016.



## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda	Description	Report	Comments
<b>Wednesday, 14th December 2016 at City Hall, Bradford.</b>			
Chair's briefing 24/11/2016. Secretariat deadline 01/12/2016.			
4) Poverty Scrutiny Review.	Progress Report.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 29 June 2016.
5) Bradford District Partnership.	Report to focus on the key performance measures and outcomes.	Samantha Plum/Kate McNicholas.	Corporate Overview and Scrutiny Recommendation from Thursday 3 December 2015.
6) Property Programme Progress.	Report to also include details of the Council's estate. Officers to also have liased with Members on Community Assets based in their Wards.	Steph Moore.	Corporate Overview and Scrutiny recommendation from Thursday 3 December 2015.
7) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 11th January 2017 at City Hall, Bradford.</b>			
Chair's briefing 15/12/2016. Secretariat deadline 22/12/2016.			
1) Revised Safer and Stronger Communities Plan.		Ian Day/Rebecca Trueman/Amria Khatum.	Corporate Overview and Scrutiny Recommendation from Wednesday 20 July 2016.
2) DRAFT Council Budget 2016-17.		Stuart McKinnon-Evans.	Member request.
3) Risk Management across the Council.	Further progress report, which also includes progress against the Council's Corporate Business processes and how risk can be better embedded into our risk management processes.	Stuart McKinnon-Evans/Mark St. Romaine.	Corporate Overview and Scrutiny Recommendation from Wednesday 6 January 2016.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 2nd February 2017 at City Hall, Bradford.</b>			
Chair's briefing 12/01/2017. Secretariat deadline 19/01/2017.			
1) Third Quarter Financial Position Statement.		Stuart McKinnon-Evans.	

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**Corporate O&S Committee**  
 Scrutiny Lead: Mustansir Butt tel - 43 2574  
**Work Programme**

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Thursday, 2nd February 2017 at City Hall, Bradford.</b>			
Chair's briefing 12/01/2017. Secretariat deadline 19/01/2017.			
2) Prevent Action Plan for the District.		Ian Day/Michael Churley.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 12 August 2015.
3) Neighbourhood Panels.	Progress report.	Rebecca Trueman.	Corporate Overview and Scrutiny recommendation from Wednesday 3 February 2016.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 2nd March 2017 at City Hall, Bradford.</b>			
Chair's briefing 09/02/2017. Secretariat deadline 16/02/2017.			
1) Council Wide Managing Attendance.		Sue Dunkley.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 3 February 2016.
2) Adults Safeguarding.	Report to focus on the Safeguarding arrangements in place.	Robert Stachan.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 2 March 2016.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 30th March 2017 at City Hall, Bradford.</b>			
Chair's briefing 09/03/2017. Secretariat deadline 16/03/2017.			
1) Fourth Quarter Financial Position Statement.		Stuart McKinnon-Evans.	
2) Discretionary Housing Payments.	Further progress report.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 2 March 2016.
3) West Yorkshire Police and Crime Panel.	Verbal update from Panel members.	TBC.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	

**Corporate O&S Committee**  
 Scrutiny Lead: Mustansir Butt tel - 43 2574  
**Work Programme**

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Wednesday, 26th April 2017 at City Hall, Bradford.</b>			
Chair's briefing 30/03/2017. Secretariat deadline 11/04/2017.			
1) Safer and Stronger Communities Partnership Performance and Resources.		Rebecca Trueman/Amria Khatun.	
2) Equality Action Plan.	Progress against the new equality objectives.	Samantha Plum/Kathryn Jones.	Corporate Overview and Scrutiny recommendation from Wednesday 27 April 2016.
3) Domestic Violence Scrutiny Review.	DRAFT Report - key findings and recommendations.	Mustansir Butt.	
4) Resolution Tracking.	Tracking the progress of recommendations made by the Corporate Overview and Scrutiny Committee.	Mustansir Butt.	
5) Overview and Scrutiny Annual Report.		Mustansir Butt.	

# Democratic Services - Overview and Scrutiny Scrutiny Committees Forward Plan Unscheduled Items

## Corporate O&S Committee

Agenda item	Item description	Author	Management
1 Commissioning Framework Implementation Plan.	Porgress report.	Shahid Nazir.	
2 Council Tax Collection.	To include Business Rates.	Martin Stubbs.	
3 Industrial Services Group.		Peter Keeley.	
4 Policy Review within the Council.	Information Item.		