

Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Wednesday, 7 September 2016 at 5.30 pm in Ernest Saville Room - 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 20 July 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**

There have been no referrals made to this Committee up to and including the date of publication of this agenda.

(Yusuf Patel - 01274 434579)

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. **CHILDREN'S SERVICES INTERIM REPORT ON CURRENT BUDGET PRESSURE AND STEPS BEING MADE TO ADDRESS THESE PRESSURES** 1 - 12

The Corporate Overview and Scrutiny Committee received the First Quarter Financial Position Statement for 2016-17 at its meeting on the 20 July 2016. The Committee requested for an interim report and the report from the Strategic Director Children's Services (**Document "K"**) explains the reasons for the budget pressures in the current year and steps being taken to address them.

Recommended -

- (1) The Corporate Overview and Scrutiny Committee to note the legislative context and pressures impacting on plans to deliver the required budget savings.**
- (2) The Corporate Overview and Scrutiny Committee note the programme and plans in places to track required changes and savings whilst ensuring statutory responsibilities are delivered.**

(Michael Jameson - 01274 431266)



7. **ADULT SOCIAL CARE INTERIM REPORT ON CURRENT BUDGET PRESSURE AND STEPS BEING MADE TO ADDRESS THESE PRESSURES** 13 - 20

The Corporate Overview and Scrutiny Committee received the First Quarter Financial Position Statement for 2016-17 on the 20 July 2016. The report forecasted an over spend of £3.5 million in respect of Adult Social Care and the Committee resolved to receive a report from the Interim Strategic Director of Adults.

In response the Interim Strategic Director Adult and Community Services will submit a report (**Document “L”**) which explains the reasons for the budget pressures in the current year and the steps being made to address them.

Recommended –

The Corporate Overview and Scrutiny Committee note the report.

(Bernard Lanigan – 01274 432900)

8. **UPDATE REPORT ON WEST YORKSHIRE COMBINED AUTHORITY (WYCA) AND LEEDS CITY REGION ENTERPRISE PARTNERSHIP (LEP)** 21 - 40

The Strategic Director Regeneration will submit a report (**Document “M”**) which sets out the progress, plans and performance for West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP) as it enters its second full year of operations. The report includes details on regeneration, transport, public service reform and governance. It also describes this work in relation to the priorities, challenges and opportunities for Bradford District.

This report focuses on the Corporate Overview and Scrutiny (O&S) remit and the WYCA/LEP relationships with and support to Council policy, ambitions, priorities and resources. This report aims to provide an overview of WYCA/LEP and key issues for Committee and member consideration. It is not a fully comprehensive review of WYCA/LEP. Corporate O&S Committee previously considered WYCA/LEP at its meeting on 8 September 2015.

Recommended –

Members are asked to consider the report and comment on its content.

(Jamie Saunders - 01274 434123)



9. ANNUAL REPORT FOR OVERVIEW AND SCRUTINY 2015-16 41 - 56

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “N”**) which presents the Draft Annual Overview and Scrutiny Report for 2015-16.

Recommended –

- (1) That the Committee adopts the proposed Annual Report with any amendments it may choose to make.**
- (2) That the Annual Overview and Scrutiny Report for 2015-16 be referred to Council for consideration.**

(Mustansir Butt – 01274 432574)

10. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2016/17 57 - 70

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “O”**) which sets out the Corporate Overview and Scrutiny Committee 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



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Report of the Strategic Director of Children's Services to the meeting of Corporate Overview and Scrutiny to be held on 7 September 2016.

K

Subject:

Interim report on current budget pressure and steps being made to address these pressures.

Summary statement:

The Corporate Overview and Scrutiny Committee received the First Quarter Financial Position Statement for 2016-17 on the 20 July 2016. The committee requested for an interim report from the Children and Adult Services Strategic Directors explaining the reasons for the budget pressures in the current year and steps being taken to address them.

Michael Jameson
Strategic Director Children's Services

Portfolio:

Health and Social Care

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Overview & Scrutiny Area:

Children's Services



1. SUMMARY

The Corporate Overview and Scrutiny Committee received the First Quarter Financial Position Statement for 2016-17 on the 20 July 2016.

The committee requested for an interim report from the Children and Adult Services Strategic Directors explaining the reasons for the budget pressures in the current year and steps being made to address them.

2. BACKGROUND

The first quarter financial position statement for 2016-17 highlighted that Council was forecasting to spend £6.6m above an approved budget of £378.0m.

The main variances were within the areas of Adults & Community Services (£3.5m) and Children's Services (£1.8m).

The report also stated that there is a potential £7.3m shortfall to the agreed 2016-17 budget savings programme of £45.6m. This shortfall is from the Travel Assistance Programme (£3.0m), Adult & Community Services (2.6m) and Children Services (£1.6m).

The savings shortfall of £7.3m is incorporated into the overall budget overspend of £6.6m.

3. OTHER CONSIDERATIONS

Children's Services are successful in caring for a relatively lower number of children in care compared to other local Authorities through timely assessment, support and interventions. The cost of caring for these children, as is the case for most Local Authorities, is challenging due to increasingly complex care arrangements and statutory requirements which over a period of time has led to a higher number of non in-house residential care placements and reduction in lower cost Independent Fostering Agency placements.

Ofsted introduced higher standards of regulated care provision in April 2015 which has led to a shrinking of the market as some providers have withdrawn as they find the costs of meeting these higher expectations prohibitive. There has also been a significant uplift in the fees charged since 2013 for independent residential and fostering care. The average weekly cost of external residential care has risen from £2,037 in 2013-14 to £2,421 in 2015-16 which is an increase of 18.9%. The average weekly cost of external foster care has increased from £1,401 to £1,833 an increase of 30.8% in the same period.

Bradford also has the fastest growing youth population in the UK. This brings immense opportunities and young people are the District's key asset. However, there are also increasing demands and complexity of need on Children's Services.

Three case studies are provided in Appendix 1 to illustrate some of the complex



and challenging behaviours the services are responding to.

There is also significant churn and mobility in and out of Bradford every year. We currently care for around 20 unaccompanied asylum seeking children and recently, over a 4 week period, accommodated 17 children from 3 families from Central and Eastern European origin.

There is currently a reported overspend of £0.7m on the external placement budget for looked after children.

The fees and allowances budgets of £16.7m are also forecasted to overspend by £1.1m broken down as follows:-

- Special Guardians Allowances - £0.5m
- Adoption Allowances - £0.3m
- Fostering Fees and Allowances - £0.3m

The service also proposed budget savings of £0.6m planned by bringing looked after children cared outside of Bradford back into the district and £0.8m by reducing the number of looked after children by 75 over 2 years from 2016 to 2018. These budget savings are currently forecasted to be undelivered in 2016-17.

The number of looked after children and children in permanent support arrangements are as follows:-

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17 (Qtr1)	% Increase from 2012-13
Placed with Parents	90	82	84	86	91	1%
Placed for Adoption	39	53	63	38	25	-36%
Friends and Families	201	189	218	206	207	3%
Foster Parents	386	383	349	365	372	-4%
Fostering Agencies	39	37	32	32	35	-10%
Residential Care	60	70	68	63	58	-3%
Residential Care (Ext)	40	41	46	50	48	20%
Other *	34	32	37	34	34	0%
Sub Total (Number of Looked After Children)	889	886	897	874	870	-2%
Residence Orders	78	81	65	69	67	-14%
Adoption Orders	213	224	270	271	263	23%
Special Guardianship Orders	122	157	240	277	279	129%
Sub Total (Chd in Permanent Arrangements)	413	462	575	617	609	47%
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,479	14%



The table below provides the number of looked after children per 10,000 children aged 0 to 17 years:-

Local Authority	No of looked after Children per 10,000 children 0 to 17 years
Bradford	63 per 10,000
Calderdale	70 per 10,000
Kirklees	63 per 10,000
Leeds	78 per 10,000
Wakefield	72 per 10,000
Blackburn	83 per 10,000
Knowsley	95 per 10,000
Oldham	68 per 10,000
Rochdale	104 per 10,000

The table below provides the current Children Services budgetary position across neighbouring authorities:-

Local Authority	2016-17 Finance Forecast	Main Variances
Leeds	3.8m Overspend	£3.5m pressure on External Residential Places, £1.4m Independent Fostering Agency, Home to School Transport £1.7m
Kirklees	£8.6m Overspend	£4.2m pressure on Safeguarding & Family Support; Demand Led Activity, £2.9m Agency cost on Safeguarding & Family Support Services
Calderdale	£1.9m Overspend	£1.5m pressure on placement costs.
Wakefield	2016-17 Position to be Reported in September	

Children Services – Actions to mitigate Pressure

The Journey to Excellence programme is the main mechanism through which Children’s Services will deliver the required budget savings. This programme includes (of relevance to these budget savings and pressures):

- Increase the reach and effectiveness of early help including Families First.
- Restructure key teams in Children’s Services to create a new Targeted Early Help Service to be in place by the end of March 2017.
- New model of care and integrated working for looked after children to reduce number of purchase placements and unplanned placement breakdowns.
- New dedicated CAMHS team for looked-after children and adoption and three in-house children’s home to care for children with the most complex needs (those most likely to move out of area).
- Social Care Innovation bid submitted and progressed to full bid. Decision expected in October 2016. This will speed up implementation of the above and



also support implementation of the Mockingbird foster scheme. This approach creates Lead hub foster carers who provide support and guidance across a network of other foster carers.

A Change Board meets on a monthly basis. A programme team is now in place reporting to Assistant Director (Children's Services). Programme plans and risk registers are in place and tracked.

Reducing numbers of looked-after children

Signs of Safety implementation. This approach safely focuses on families developing their own plans around which we then build support. By the end of 2016, over 1300 people will have been trained in this approach. In other areas using Signs of Safety, a reduction in the numbers of looked after children has been achieved.

By the end of January 2017, it is intended that we will apply Signs of Safety to how we make early help, child protection and looked after plans with families. This approach always focuses on the families own extended network so that we do not miss any opportunities for support and care within the family. Engagement with this approach is positive and we can expect to see the benefits in reductions in looked after children during 2017 with sustained implementation required over several years.

Early Help and Families First. By the end of December 2016, we will have in place:

- A refreshed Early Help strategy and action plan
- Ensure that all key teams support the Families First payment by results
- A new Early Help/ single point of contact
- A new Early Help family plan aligned to Signs of Safety
- Multi-agency panels to identify children and families who need co-ordinated early help aligned to the 7 children's centre clusters

The new Targeted Early Help structure will be in place by the end of March 2017. Structure agreed, Service Manager assimilation agreed and team manager assimilations underway.

Robust tracking of discharge of Care Orders and Placement with Parents

Arrangements are in place to track timely progress for discharge of care orders once endorsed by a looked after children review. We are also ensuring that children on care orders Placed with Parents do not remain looked after for longer than necessary. This process has identified 8 children for whom we could safely end looked after status within the next 6-months subject to capacity within Legal Services. This would reduce associated social work and care planning costs but may also require fees associated with alternative care arrangements.



External placements (and moves from residential into foster placements)

The intention is to reduce the number of children in out-of-area/external placements and more looked after children in foster placements. The data above highlights that this has been achieved but only to a small degree but needs sustained focus to achieve the target of reducing looked after children by 75 and purchased placements by 25 by April 2018 (measured against 2016 baseline).

Challenge has been put in place across the cohort of children in purchased and residential placements.

Tender processes are underway to commission a block residential contract which will reduce costs associated with the present arrangements for extending the previous contract.

Fees and allowances

Fostering. In August 2016, Children's Change Board received a plan to review fostering allowance. The revised proposals will set out what savings can be achieved within the financial year after benchmarking with other West Yorkshire local authorities. An options paper will be in place by the end of September.

Special Guardianship. Local authorities are required to make a range of support services available in their area to meet the needs of people affected by special guardianship.

Special Guardianship support is defined as:

- Financial support
- Support groups for all the parties affected
- Assistance with contact arrangements
- Therapeutic services for the child
- Respite care
- Counselling, advice and information
- Help in accessing mainstream services

The local authority is required to regularly review the Special Guardianship support plan. This should take place at least annually or more frequently if there is a change in the person's circumstances.

Bradford's current policy is that all carers who take on an SGO in respect of a child who was Looked After immediately prior to the making of the SGO are entitled to receive a means tested assessment in respect on an ongoing SGO allowance for the child.

Allowances are calculated to take account of the carers existing financial resources as well as universal benefits such as Child Benefit and any tax credits they may receive. The average weekly of financial support to a child on an SGO is £125.83.



A review of SGO allowance policy is underway to ensure consistency without further increasing the financial burden on the local authority. This will be addressed within the wider modelling of fees across fostering, SGO and adoption with an options paper to be considered by Children's Services DMT by the end of September. This will be required to proceed to Executive for agreement.

Collaboration

Bradford seeks opportunities to collaborate on strategic developments and service delivery across the sub-region. The DCS takes an active lead across West Yorkshire and Yorkshire and Humber. There are a number of examples of collaborative work, including the administration of the White Rose Framework (procurement of residential care), the emerging joined up approach to CSE across West Yorkshire Councils and the Police and Crime Commissioner, and the regionalisation of adoption services.

As part of our Journey to Excellence and the submission to the DfE Innovation Programme, Bradford wants to adopt the 'No Wrong Door' care approach initiated by North Yorkshire. It has also invested in Signs of Safety which is a strength based approach to assessing and working with families. However, there may be further opportunities to transform services to improve outcomes for our children and young people and deliver increased efficiencies across regional footprints.

4. FINANCIAL & RESOURCE APPRAISAL

Please see above.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The required changes and savings are tracked by Change Boards in both, and working across Departments. A programme plan and risk register is in place and tracked.

Changes regarding policy and fees would be subject to any required consultation and taken to Executive when required.

6. LEGAL APPRAISAL

Any proposed changes regarding policy and/or fees would be subject to any required consultation and taken to Executive when required. Proposed changes would be required to demonstrate compliance with any statutory requirements.

7. OTHER IMPLICATIONS

7.1.1 EQUALITY & DIVERSITY

Equality Impact statements are in place for the key projects.



7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

None at this stage.

7.5 HUMAN RIGHTS ACT

None at this stage.

7.6 TRADE UNION

Trade Union involvement is in place for key decisions, for example, the development of the new Targeted Early Help Service.

7.7 WARD IMPLICATIONS

Affects all wards.

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

Affects all areas.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

To note the saving targets, pressures and plans in place.

To note the need for a continued assertive and intensive approach to achieving the required changes and savings whilst ensuring statutory duties are met.

10. RECOMMENDATIONS

The Corporate Overview and Scrutiny Committee to note the legislative context and pressures impacting on plans to deliver the required budget savings.

The Corporate Overview and Scrutiny Committee note the programme and plans in places to track required changes and savings whilst ensuring statutory responsibilities are delivered.



11. APPENDICES

Appendix 1 – Case Studies.

12. BACKGROUND DOCUMENTS

None.



APPENDIX 1 CASE STUDIES

Case Study 1:

Child A was identified as being at risk of CSE when she was only 13 years of age, as a result of intelligence that she was receiving cigarettes in exchange for sexual activity. Initially, this child was resistant to all interventions that were offered and over time the risks increased and she was considered at very high risk of CSE. She was using cannabis daily, going missing from home, associating with much older males and had received treatment for sexually transmitted infections. The risks became so great that she was taken into care and was placed outside the Bradford District. Intensive work was undertaken by the local authority's Placement Support team and Barnardo's Turnaround project. Both services were persistent, despite initially meeting with a lot of resistance from the child. Eventually this persistence paid off and she began to engage with services. She began to recognise and acknowledge the risks and harm that she had experienced. She recently returned to Bradford and is again living with her mother, still receiving a service from the Placement Support team. The most recent assessment has reduced her CSE risk to low because she is fully engaged in group work provided by the Turnaround service. She is the only child from the group to have attended every single session. She has not used cannabis recently and she has taken her GCSEs and has applied for further education courses.

Case Study 2:

Child B is a girl who has been known to the Hub for several years. She was living away from her family home with a much older male who was exploiting her. She was resistant to any support and would not engage with any service such was the impact of her victimisation. Many attempts were made to intervene with this child and she was placed in a foster home within Bradford. The quality of consistent care that she received at the foster home had a positive impact on the child. She was able to accept other support and gradually her risk assessment level reduced. However, the child then suffered bereavement and disengaged from the professionals who had been supporting her. She returned to her previous associates and the assessment of risk of CSE increased significantly. Over a period of time, the girl went through several cycles of engagement, followed by disengagement and increased risk as a consequence of emotionally difficult events. This young woman has now turned 18 and has begun to engage with agencies. She has a close relationship with her Turnaround worker and has undertaken video interviews with the police, who are working to gather evidence for prosecution of those who have abused her.



Case Study 3:

Case c

C is a child with complex emotional and psychological needs who became looked after when she was in her early teens. It is suspected that she was a victim of CSE prior to coming into care. She was initially placed in a Bradford Childrens Home, however there were significant issues around missing and on-going vulnerability to CSE. After 5 months an external residential placement away from Bradford was identified to address the safeguarding concerns and she remained there for 6 months at a cost of £3,500 per week. While she made some progress, she continued to have challenging behaviours, with missing episodes where she put herself at significant risk. The local police force expressed concerns about her safety and the provider gave notice. Identifying an alternative placement was difficult, and, she was placed in a specialist 1:1 time limited placement at a cost of £4,500 per week. This assessment recommended a longer term 1-1 placement would best meet her needs and social care searched without success for a suitable vacant placement for some weeks, during which time she returned to Bradford. On return to Bradford police, social workers and others continued to be concerned about missing episodes and potential CSE risk. Although social workers, the Police, health professionals, the residential placement and others have worked closely together to minimise the risk the department continued to search for an external 1-1 placement better able to manage the complexity of her emotional needs. After some months a placement came free and she transferred there at a cost of £3,800 per week. It is likely that she will return to Bradford when she gets older (sooner if the placement breaks down) and ensuring that her health, educational and emotional needs are met in a way that ensures that she is safe remains a focus of our planning. In her first two years of care, residential costs to the Authority were in the order of £400,000.



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Report of the Interim Strategic Director of Adult & Community Services to the meeting of Corporate Overview and Scrutiny to be held on 7 September 2016.

L

Subject:

Interim report on current budget pressure and steps being made to address these pressures.

Summary statement:

The Corporate Overview and Scrutiny Committee received the First Quarter Financial Position Statement for 2016-17 on the 20 July 2016. The report forecast an over spend of £3.5 million in respect of Adult Social Care. The Committee resolved to receive a report from the Interim Strategic Director of Adults explaining the reasons for the budget pressures in the current year and the steps being made to address them.

Bernard Lanigan
Interim Strategic Director

Portfolio: Cllr Val Slater

Report Contact: Bernard Lanigan,
Interim Strategic Director, Adult and
Community Services
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Overview & Scrutiny Area:

Corporate



1. SUMMARY

The Corporate Overview and Scrutiny Committee received the First Quarter Financial Position Statement for 2016-17 on the 20 July 2016. The report forecasts an overspend of £3.5 million for Adult Social Care.

The committee requested for an interim report from the Adult Services Strategic Director explaining the reasons for the budget pressures in the current year and steps being made to address them.

2. BACKGROUND

The first quarter financial position statement for 2016-17 highlighted that Council was forecasting to spend £6.6m above an approved budget of £378.0m. Adult Social Care represents one of the main areas of variance with a forecast overspend of £3.5m.

3. OTHER CONSIDERATIONS

The first quarter financial report to the Committee declared a forecast overspend to the value of £3.5m against a gross budget of £156.4m (2.24%).

The forecast overspend is made up of £2.6m of unachieved planned cuts of £12.5m for 2016/17, £0.3m unachieved cuts from 2015/16 and £0.6m recurrent cost pressures.

The unachieved planned cuts of £3.5m are comprised of £3.2m of expenditure and £0.3m income. The expenditure reductions are associated with a combination of unachieved cuts in 2015/16 in relation to reductions in the numbers of older people placed into institutional care, reductions in the high cost of care for people with complex support needs including challenging behaviours and the failure to secure increased income from statutory partners towards the costs of delivering Adult Safeguarding.

Expenditure

The risk to delivering the 2016/17 budgets cuts is forecast to be £2.6m and is linked primarily to the following areas;

- Reductions in the numbers of older people placed into institutional settings
- Reductions in the cost of care for people with complex support need



Numbers of Older People in Nursing and residential Care

The reduction in the numbers of older people into institutional care settings has made some progress over the period of 2015 to date but not in line with the agreed budget cuts. Success measures have to date been expressed in terms of the numbers of people being admitted rather than a combination of the numbers of people and the number of weeks they remain in receipt of this type of funded care. In 2015/16 the target number of people reductions was not achieved there was however a decrease in the overall number of weeks paid for, from the previous year but not in line with the budget reduction.

So far in 2016, 298 older people have been presented for consideration of admission to institutional care of whom, 236 have in fact moved into this care setting. In 2015 over the same period, 311 people were presented with 257 people being admitted to residential or nursing care. At this point in the year the trajectory of activity is indicating a net reduction in the numbers of placements. The service operates a robust approval process to ensure only people for whom a community placement is no longer appropriate are placed into institutional care settings. The service is conducting an audit of those placements to date to review the pathways into this type of support.

In 2015, it was agreed the Executive to delay consultation on the closure of 'Home B' due to a disruption in the supply of residential and nursing care placements across Bradford. The reduction in the availability of placements was in the main due to a new more stringent inspection regime of standards of care by the industry regulator The Care Quality Commission (CQC).

The Council, Clinical Commissioning Groups, Airedale Hospital Telehealth Vanguard, Bradford District Care NHS Foundation Trust, CQC and individual providers have all collaborated to respond to failings in care settings. The model of working has been commented upon as exemplary and is being deployed elsewhere across the region. The result of this high level of collaboration has seen a steady increase in the lifting of embargos on new placements and a subsequent increase in the numbers of placements available to choose from. The circumstances for delaying the consultation on the closure of Home B are almost resolved and officers will seek approval from the Executive to proceed with the consultation.

The procurement of the new domiciliary care framework contracts is nearing completion and will support the Council in developing new ways to support people to remain in their own homes for longer and further contribute to the delay of and reduction in the numbers of people moving into institutional care settings.

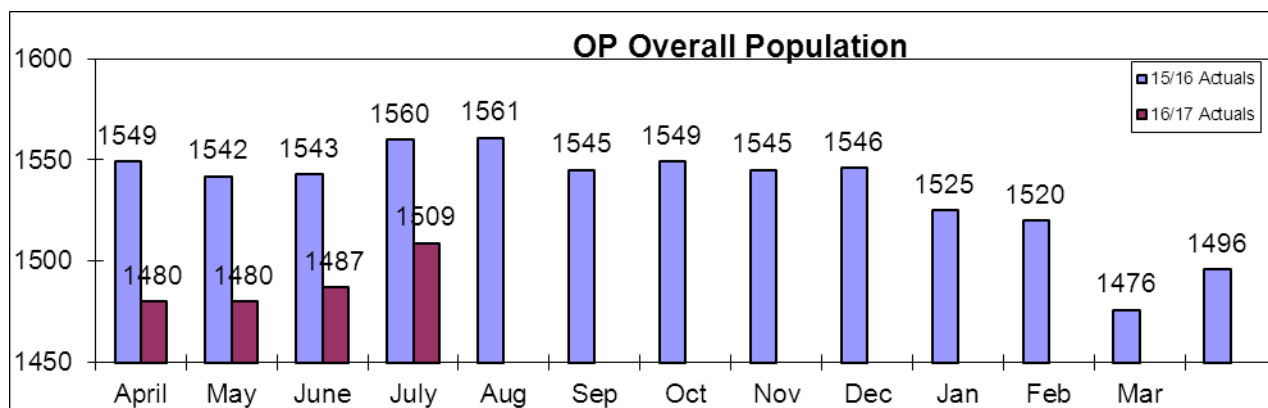
In July 2016, approval was given to proceed to develop a new extra care facility at the old Bronte School Site which will provide for a minimum of 69 flats to be used as a direct alternative to residential or nursing care. While this project is unlikely to



come on stream until late 2017/18 it is making a clear statement to residents, staff and providers of the Council's commitment to improve the range of housing options available for people with care and support needs.

Table 1 below shows the total numbers of older people in Nursing and Residential Placements as at the end of July 2016 compared with 2015.

Table 1 Numbers of older people in nursing and residential care.



High Cost Placements

Reductions in the high cost of people with complex support needs and challenging behaviours has achieved some success in 2015/16. There continues to be some considerable progress in this area particularly in the area of mental health where there has been a reduction on the reliance of residential care settings in favour of community based supported housing, the development of 24/7 crisis services to prevent people being admitted to hospital. Bradford's Mental Health Services are acknowledged nationally for its successes in supporting people with mental ill health. The Bradford Health and Social Care System has not made out of area placements for over twelve months now delivering significant savings to the whole system. The Council, with the NHS, have included mental health services as part of the Better Care Fund in 2016/17, initially aligning our respective spend, the intention is to achieve a pooling of these monies in order that there might be a better risk/gain share of how support to people with mental health needs. The activity in this area has reduced the demand for high cost residential care placements in favour of less expensive community based solutions thereby deferring costs into the future.

As with older people's services above there are robust systems in place to ensure the correct levels of support are made available to people with assessed needs and that these are monitored to ensure that they can be adjusted up or down depending on people's changing needs.



In the case of people with Learning Disabilities here again there has been some success in reducing the amount paid to providers for individuals with severe and complex support needs. The focus for reductions in expenditure are being addressed through new contract pricing arrangements and individual reviews of people in the community receiving combinations of residential and non- residential respite care, day care, domiciliary care, direct payments and transport. Additional staffing resources have been put in place with more currently being recruited to, who will undertake this work. It has got off to a slow start but with the additional staffing resource it is expected to recover lost ground.

Income

The budget cuts associated with changing the Council's Contributions Policy for Community Based Services have slipped in the main due to having to extend the consultation period on the proposed changes with the public. Here again it is planned to commit additional staffing resources to recover this lost ground.

- £0.6m recurrent pressures

The recurrent expenditure pressures come in the main from two sources: more people receiving funded care from the Council and the cost of that care.

One of the main areas where this can be seen is in relation to the provision of 'community equipment' (profiling beds, hoists, bariatric equipment and specialist one off equipment for people with complex needs). This service is a jointly commissioned service through a pooled budget between the Council and the local Clinical Commissioning Groups. This area has consistently over performed/overspent as a result of providing more equipment to more people. The service has seen an increase in the needs for specialist equipment particularly for children and adults with complex physical care needs. The service is delivered by the Council with the budget being managed and monitored by a multi-agency/multi professional board reporting to the Bradford Health and Care Commissioners (BHCC). The managing board are currently undertaking a deep dive into the service expenditure patterns with a view to reducing spend in line with the available cash limit. The managing board are reporting monthly to BHCC on progress. The management board are due to conclude their analysis of the service and report findings and recommendations to BHCC in November 2016.

The recurrent pressures are reflected across the full range of services delivered/funded by Adult Social Care.

All of the above actions are having an impact on expenditure and it is will be evidenced in the half year reporting of the Council's Financial Position in October 2016.



4. FINANCIAL & RESOURCE APPRAISAL

The report discusses the financial position

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant legal issues arising from this report All Council budgets are subject to a corporate budget management monitoring framework which reports monthly. Quarterly the financial position of the Council is reported to the Executive.

The reporting arrangements allow for a high degree of transparency in respect of how the Council is discharging its duties both fiduciary and service delivery.

6. LEGAL APPRAISAL

To Follow

7. OTHER IMPLICATIONS

7.1.1 EQUALITY & DIVERSITY

Equality Impact Assessments have been prepared in relation to the Council's budget setting process. All changes to Council Policy or major service offer to the public would necessitate additional and new equality impact assessments.

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

The budget cuts approved by Council referred to in this report, do require a shift in how services are provided namely from being risk adverse to positive risk taking. Services need to support people to fully participate in their communities. In turn the Council will continue to work with those communities to be more supportive to vulnerable adults to ensure they are safeguarded from abuse.



7.5 HUMAN RIGHTS ACT

None at this stage.

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

Affects all wards.

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

Affects all areas.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

The Corporate Overview and Scrutiny Committee to note the report.

11. APPENDICES

None.

12. BACKGROUND DOCUMENTS

None.



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Report of the Strategic Director - Regeneration to the meeting of Corporate Overview and Scrutiny Committee to be held on 7th September 2016.

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Subject:

Update report on West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP).

Summary statement:

A report on progress, plans and performance for West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP). Report includes details on regeneration, transport, public service reform and governance. It also describes this work in relation to the priorities, challenges and opportunities for Bradford District.

1. SUMMARY

- 1.1. This is a report on progress, plans and performance for West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP) as it enters its second full year of operations. The report includes details on regeneration, transport, public service reform and governance. It also describes this work in relation to the priorities, challenges and opportunities for Bradford District.
- 1.2 This report focuses on the Corporate Overview and Scrutiny (O&S) remit and the WYCA/LEP relationships with and support to Council policy, ambitions, priorities and resources. This report aims to provide an overview of WYCA/LEP and key issues for Committee and member consideration. It is not a fully comprehensive review of WYCA/LEP. Corporate O&S previously considered WYCA/LEP on 8 September 2015.

Mike Cowlam
Strategic Director - Regeneration

**Primary Portfolio:
Leader**

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Overview & Scrutiny Area:

**Corporate; Regeneration & Economy;
Environment & Waste; Health & Social Care;
Children's Services**

Regeneration and Economy O&S considered WYCA/LEP from a regeneration perspective in March 2016.

1.3 Appendix 1 provides a glossary of key terms and acronyms used in the report.

2. BACKGROUND

2.1 WYCA came into being in Summer 2015, this followed a year of shadow arrangements during 2014-15. WYCA is now entering its second full year of operations.

WYCA – formal local authority body	LEP – business partnership with political leaders supported by WYCA
<p style="text-align: center;">Transformative Vision: “To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.”</p>	
<p>West Yorkshire Combined Authority is a driving force for prosperity and economic growth across the Bradford, Calderdale, Kirklees, Leeds and Wakefield districts and the City of York Council area.</p> <p>WYCA works with private and public sector partners to raise the quality of life in our region through businesses growth, job creation, a trained and skilled workforce and the building of new and affordable homes, underpinned by a modern, integrated transport network.</p> <p>The West Yorkshire Combined Authority (CA) is a collaboration between the West Yorkshire authorities and is the place where work that cuts across the whole of West Yorkshire and city region is undertaken.</p> <p>The CA is a governing board of nine political leaders, plus the chair of the Leeds City Region Enterprise Partnership (LEP).</p> <p>The CA and the LEP are supported by an officer organisation that undertakes their Boards’ policies and actions. In some cases CA officers do the work themselves and in other cases work is commissioned from local authority or wider partners.</p> <p>As part of this vision, the officer body’s mission is, to be “the driving force for delivering an outstanding economy with better connectivity and services for businesses, people and places, on behalf of CA.”</p>	<p>The LEP and CA have a joint vision for economic growth in the City Region, which is, to create a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.</p> <p>The LEP aims to unlock the Leeds City Region’s vast economic potential by enabling businesses to grow and develop.</p> <p>The LEP works with partners across the public and private sectors with the goal of stimulating growth that will create jobs and prosperity for everyone who lives, works and does business here.</p> <p>Develops strategy and policy aimed at meeting both the current and the future needs of the city-region's economy.</p> <p>Undertakes specific project delivery that supports businesses and accelerate growth.</p>

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2.2 The Leeds City Region Strategic Economic Plan 2016-2036 was adopted and launched in Spring 2016. This sets out key priorities and supports Bradford District priorities especially “Better skills, more good jobs and a growing economy”:

- Strategic Economic Plan demonstrates how the LEP/WYCA and partners will create an extra 35,700 jobs for local people over the next 20 years, and grow the City Region economy at a faster rate than the national average. Central to the shared vision is good growth – ensuring that improved business productivity and profitability leads to a stronger economy and environment that everyone who lives and works in the City Region can benefit from.
- This Strategic Economic Plan was revised in May 2016 and builds on the initial LEP plan which was published in 2014, and led to the City Region City Region securing a £1 billion Growth Deal– the largest such deal of any LEP area nationally. The original plan was reviewed to take account of developments locally – including closer collaboration between the LEP and Combined Authority, and the opportunities of a City Region devolution deal – and changes in the regional, national and local economy.
- The Plan takes the next steps towards delivering the shared ambitions at a bigger scale and focuses on ten ‘big impact’ projects that will make a major difference to growth and jobs under four priorities (see Appendix 2):
 - Growing Business
 - Skilled People, Better jobs
 - Clean energy and environmental resilience
 - Infrastructure for Growth
- A key ambition is to support Leeds City Region to become a net contributor to UK public finances and the wider economy, addressing local financial self-reliance for the public sector, investing in prosperity and well-being, as well as the response to central Government and local public finances and management.

2.3 Since being established in April 2014, West Yorkshire Combined Authority has:

- secured a £1billion-plus Growth Deal to support growing businesses, develop a skilled and prosperous workforce, improve energy efficiency and create the housing and transport infrastructure for growth.
- worked closely with the LEP to create an additional 3,200 jobs, unlock around £491m of private sector investment in the region and support over 4,000 businesses.
- opened new rail stations at Apperley Bridge and Kirkstall Forge, a new Leeds rail Station Southern Entrance, Castleford Bus Station, and is working with partners to build the new Low Moor rail station and the feasibility of a new station in Elland.
- worked with Rail North to deliver improved rail services to new destinations such as Chester, Liverpool, Sheffield, Nottingham and Manchester Airport which will be phased in by 2019 utilising brand new rolling stock.
- approved £55m for 14 Growth Deal projects and programmes that have attracted almost £350m in private sector investment designed to create around 4,000 jobs, and up to 700 homes.
- agreed half-fare bus and train travel for all 16 to 18 year-olds living in West Yorkshire to increase their access to apprenticeships and training.
- put in place a £5m Business Flood Recovery Fund to help small and medium-sized businesses across Leeds City Region recover from the effects of the Boxing Day

floods.

- awarded £17m of Growth Deal funding to Shipley College, Calderdale College, Kirklees College and Leeds City College's Printworks Campus and to enable them to support skills development and training for young people.

2.4 Over the next 12 months, West Yorkshire Combined Authority will be working with its partners to:

- agree a follow-on devolution deal to build upon the significant powers and funding already secured.
- progress its 10-year £1bn programme of 26 transformational Transport Fund schemes designed to maximise growth and create up to 20,000 jobs.
- continue the 'Better Homes Yorkshire' programme, which has already seen over 1,700 households benefit from energy efficiency measures including central heating systems and insulation that make their homes warmer and healthier to live in.
- support small and medium-sized employers to offer apprenticeships through grant of up to £2,000 per placement.
- provide Leeds College of Building with funding to provide sub-regional world-class facilities to meet the growing needs and skills gaps in the construction industry
- carry out a full public consultation on local bus services as part of plans to develop an integrated metro-style transport system for West Yorkshire and the City Region.
- complete the roll-out of MCard, the largest travel smartcard scheme of its kind outside London.
- Support to the development of the Northern Powerhouse Investment Fund (NPIF)
- Work with the LEP addressing key challenges and opportunities arising from the EU Referendum, ensuring that the city region is prepared to act and provide reassurance to investors.

2.5 Details on the financial and resources issues is set out in Section 4 of this report.

Alignment with District Plan and Council priorities is managed through:

- Executive, Leader and Portfolio Holder involvement as well as wider political engagement in the governance of the respective arrangements.
- District ambitions and priorities – as expressed in the District Plan – informing and steering collaboration, strategy/policy, investment planning, scheme design/operations and delivery.
- Chief Executive, senior management and officer involvement in partnership, joint work and the operations and key activities of WYCA/LEP.
- WYCA O&S as well as Bradford Council O&S activity.
- Day-to-day member and officer involvement in WYCA/LEP including bus, rail, road and other transport issues, services provision and performance, as well as involvement in the Bradford District Consultation sub-committee.

2.6 District priorities illustrates how the sub-regional work supports and delivers on District ambitions and priorities, including:

- Northern Powerhouse Rail – routing and station prioritisation for Bradford within and across the North of England.
- Business support through LEP – reported through Regeneration and Economy Overview and Scrutiny Committee.
- Inward investment and trade especially through LEP.
- Place-marketing – promoting Bradford District in the wider City-Region and to the world.

- The SEP contains headline initiatives that represent ‘the large scale ‘game changers’ that will make pivotal inroads into achieving the City Region’s vision’. Under Priority 4: Infrastructure for Growth the headline initiatives include developing and regenerating integrated Spatial Priority Areas (SPAs) and prioritising investment in SPAs to maximise the City Region’s economic, housing and regeneration potential. Three categories of SPAs have been identified: Urban Growth Centres; Housing Growth Areas; and Employment Growth Areas. Bradford has a SPA in each of the three categories:
 - Bradford City Centre is identified as an Urban Growth Centre
 - Bradford-ShIPLEY Canal Road Corridor is identified as a Housing Growth Area
 - Gain Lane, Parry Lane & Staithgate Lane form part of the pan city region M62 Enterprise Zone which is identified as an Employment Growth Area
- The LEP and West Yorkshire Combined Authority are bidding for an additional £109m from the third round of the government’s Growth Deals funding programme to boost jobs and economic growth in the City Region. This additional funding has the potential to create up to 10,000 extra jobs in the region, as well as safeguard a further 10,000 jobs in areas at risk of flooding and unlock land to build over 300 new homes. A key aim of the round three bid is to bring forward key development sites for employment and business growth including the North Kirklees Growth Zone, Enterprise Zone sites in Bradford, Calderdale (Clifton), Kirklees (Lindley Moore and Mirfield), Leeds and Wakefield, and Leeds South Bank – the location of the future “Yorkshire Hub” HS2 station. Other proposals focus on securing additional, targeted investment for flood defences, broadband upgrades and innovation in low carbon energy technologies, alongside measures to increase inward investment, innovation and skills development through capital grants for businesses in priority sectors such as manufacturing and digital.

2.7 Northern Powerhouse developments have continued through the last year, including Transport for the North (TfN - the new body that will have statutory authority for long term transport investment strategy in the North, with WYCA to be a constituent authority in TfN) Transport strategy, key work-streams, influencing Government spending plans and Northern Powerhouse transport strategic economic case. A TfN commissioned Independent Economic published in June 2016, identifies key capabilities across the North which could provide the foundations for closing a major gap in productivity, generating new jobs and enhancing global competitiveness.

2.8 As part of the context for WYCA/LEP, the Northern Transport Strategy aims to support:

- Rebalancing the economy: “economic growth in the North to be at least as high as the rest of the country, to complement and act as a balance to the economic weight of London. To increase productivity to meet the levels currently only seen in London and the South East.”
- Creating “a single economy in the North of England’: world class transport system must better link up the individual cities and towns in the North, to allow them to function as a single economy and be stronger than the sum of their parts.”

2.9 WYCA is developing as an organisation, facing efficiency and resource pressures as well as growing demands for its services and business objectives. It is a collaborative organisation with the five local authorities of West Yorkshire being fundamentally connected as constituent Councils. The WYCA 2016-17 Corporate Plan reflects not only the key priorities for the Combined Authority – aligned to supporting the SEP – but also planned and approved organisational transformation – both for internal

improvements but also major changes to governance, strategy, delivery and resource management.

Delivery and programme management is seeing a marked investment in Programme Management and approach. Schemes and project delivery is assessed via a strategic appraisal framework (SAF), aligned to the Treasury Green Book. There is also an approved Assurance Framework in place for City/Growth Deal management, in the relationship with Department for Business, Energy & Industrial Strategy (BEIS). WYCA have also approved changes to delegation and decision making to accelerate and secure effective delivery.

2.10 As an example of the topics covered by WYCA, the meeting 28 July 2016 considered:

- Implications of the Referendum on EU Membership
- Leeds City Region Growth Deal 3 and Large Local Major Schemes
- Transport for the North
- HS2 Update and LCR input into Northern Powerhouse Rail
- Project and spending approvals
- West Yorkshire Transport Strategy
- LCR Infrastructure Investment Framework
- WYCA Project Delivery and Programme Management Office
- WYCA Corporate Plan 2016-17
- WYCA Appointments and Nominations
- Business Rates Consultation

2.11 National, regional and local transport schemes that will help to generate good quality growth in the local economy are pivotal to the Council working with and through the WYCA/LEP. On HS2 and Northern Powerhouse Rail it is agreed that there is a strong case for stations in Bradford and York on the planned East West additional route. At the July meeting, Combined Authority members stressed the need for seamless connections and interchange with an improved local transport network to ensure the benefits of HS2 and Northern Powerhouse Rail are felt by people right across Leeds City Region.

2.12 Combined Authority also stressed their commitment to ensuring the funding promised by the Department for Transport after the cancellation of NGT is invested in a way that provides the optimum benefits across the City Region. Leeds Council will be discussing the range of options with other WY Authorities and stakeholders over the summer.

2.13 Combined Authority is also undertaking a three-month YourTravelYourSay consultation on new, 20-year Transport and Bus Strategies, reshaping the current West Yorkshire Local Transport Plan, setting out how a modern, effective and integrated transport system can help people make the journeys they need to for jobs, education and leisure.

2.14 Employment and Skills remains an area of focus for both WYCA and the LEP. The new LCR Employment and Skills Plan was launched on 30th June 2016 following consultation across the region and with officers. The high level nature of the plan enables the link to be made to local strategy and initiatives, such as Get Bradford Working. A number of successful programmes have been delivered by the LEP and Local Authorities to tackle youth unemployment, such as Apprenticeship Hubs, Headstart and Devolved Youth. These programmes overall supported over 6,200 young

people, aged 16-24, into positive destinations – jobs, full time education and training. The LEP/WYCA continues to request funds for such programmes and ESIF programmes have been based on these successful schemes.

3. OTHER CONSIDERATIONS

- 3.1 WYCA supports the political and organisational conversations, collaboration and cooperation between WY Councils and those of the wider city-region. A number of public policy and public sector reform challenges and opportunities are being discussed and progressed through West Yorkshire and related arrangements. Wider agendas include Health and Social Care integration, skills and employment, efficient and effective blue light services, Children's Services, cohesion and social mobility, public services redesign and digital development. Specific topics like inclusive growth (aligned to the Royal Society of the Arts RSA national Commission as well as more local Joseph Rowntree Foundation collaboration).
- 3.2 Further developments in sub-national delegation, decentralisation and devolution remain under political negotiation for West Yorkshire and Leeds City Region. These build on the existing LCR Devolution Deal agreed in March 2015. Progress and plans are expected under the new Prime Minister, Chancellor and ministerial team, through HM Treasury coordination. Policy announcements on enhancing local control and on maintaining momentum on the Northern Powerhouse initiative and emerging British Powerhouse plans have been made. Local, Northern, Core City and local government announcements continue to push for powers and resources from HM Government and government departments and bodies.
- 3.3 This has been clearly linked to the intention for the UK to exit the European Union and for arrangements to support thriving cities, places and economy in the light of Brexit negotiations, challenges and opportunities. WY and LCR political leaders continue to make the case and prepare for further and deeper devolution and resources for local government and local places. A dedicated report on these matters is due to this Committee in Autumn 2016.
- 3.4 Passenger Transport and transport matters generally are considered by the WYCA Bradford District Consultation Sub Committee. The next meeting of which will be held on Friday 21 October 2016.
- 3.5 CBMDC Governance & Audit Committee (GAC), Regeneration & Economy O&S as well as Environment and Waste O&S have also considered reports on WYCA/LEP from their respective remits. They have WYCA/LEP to review in their work programmes for 2016-17.
- 3.6 Members have requested attention on the connection between WYCA/LEP day-to-day matters and the work of District elected members and officers. Member training, development and support materials are being developed, with a WYCA/LEP session being planned for November 2016. Key WYCA Decisions are reported through CBMDC Executive.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 For the Financial Year 2016-17 Bradford will contribute over £24m to WYCA and LEP and this directly supports the organisation, political leadership & governance, operations and investment in West Yorkshire. Services WYCA provide are part-funded by a 'levy' on the West Yorkshire Councils, while other capital funding comes from the Department for Transport (via Local Transport Plan - LTP - funding), the European Union, and from public and private sector match funding
- 4.2 The Corporate Plan for WYCA 2016-17 is now published and a Budget set for 2016-17. Further details are set out in Appendix 3.
- 4.3 The table below provides an indicative summary of the sub-regional investment into Bradford District, alongside the contribution – which at about 23% of all sub region contributions is based on local population size.

Sub-Regional Investment into Bradford District (LEP & Partners)	2015-16	2016-17
	£m	£m
WYTF Total	0.30	2.30
Total Other transport & passenger services	30.90	31.00
Total Housing Regeneration	0.00	4.50
Total Resource Smart City	0.00	1.30
Total - Skilled and Flexible workforce	0.25	12.10
TOTAL BRADFORD DISTRICT SUB-REGIONAL INVESTMENT	31.45	51.20
TOTAL BRADFORD CONTRIBUTION TO SUB REGION	-25.70	-24.45

- 4.4 The lion share of budgeted investment by WYCA relates to transport activities, largely funded by the transport levy. WYCA's programme follows the defined priorities developed as part of the Strategic Economic Plan as well as seeking to align to local ambitions and priorities.
- 4.5 WYCA is also the accountable body for the LEP which undertakes the economic development functions for the region. This year the budget for WYCA represents the full extent of the WYCA - taking into account LEP support, Inward Investment & marketing and other elements previously managed discretely.
- 4.6 The budget includes the costs of the Growth Deal Programme which is expected to secure sufficient measurable delivery to trigger further transformational funding beyond 2021 subject to gateway appraisal in 2019-20.
- 4.7 Government has set a Growth Deal spending allocation of £68.3m for Leeds City Region for financial year 2015/16. Work is progressing in WYCA to identify, confirm and manage the full extent of 2016/17 investment in the shared Growth Deal projects and programmes. It is likely that eventual spending on the above projects will fall short of the target of £158m. WYCA are prioritising the maximisation of investment this year – not only because this expenditure can make a real difference to economic prospects in the City Region, but also because government is likely to take the shared delivery record into account in determining any 'Growth Deal 3' settlement, and could potentially even claw back some of the existing allocation for future years.
- 4.8 In the first year of Growth Deal delivery, close to £40m has been committed to projects including business grant programmes that have supported 200 small and medium-sized enterprises and is expected to create 3,300 new jobs; a business flood recovery fund that has provided £1.4m capital funding for firms whose plant, machinery or premises were damaged in the Christmas 2015 floods; 10 further education (FE) projects worth a total of £66.5m; and the £35m Wakefield Eastern Relief Road Scheme, set for completion later this year, which will ease congestion while opening up land for housing.
- 4.9 Specific arrangements for financial reporting, performance management and risk management are in place both for the organisation and for the multi-million pound transport and regeneration programmes. For the Growth/City Deal, there is a detailed Assurance Framework, agreed with Government (BIS, now BEIS) to ensure controls

and performance.

- 4.10 The contribution from Bradford District is subject to review through the Medium Term Financial Strategy and annual Budget process. WYCA is working with the constituent Councils to look at the key shared and unique issues for each local authority in public funding, demand pressures and public sector reform.
- 4.11 The Leeds City Region has been notionally allocated £303 million (at February 2016 sterling prices) of funding from the European Union to support business growth and create jobs for people in the region. European Structural and Investment Funds (ESIF) Strategy sets out how our City Region's EU funding allocation will be invested to achieve a range of objectives over the next seven to ten years. The LEP plays a key role, working alongside other stakeholders, in determining how this funding should be invested to create the best economic outcomes for the City Region. This is clearly part of the key risks being addressed locally, sub-regionally and nationally. around the negotiations and arrangements for the UK to leave the European Union.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Effective working with and through WYCA/LEP is essential for cross-boundary, sub-regional and sub-national powers, resources and delivery in support of the District priorities and longer term ambitions.
- 5.2 The Leader and Portfolio Holder (Regeneration, Planning and Transport) are directly involved in key arenas of WYCA/LEP and there are other key appointments and nominations from CBMDC elected members. Fuller details of member involvement 2016-17 are available on the [committee pages](#) of the WYCA website.

Leader

WYCA Member and LEP Board
WY&Y Investment Committee
WYCA LCR Partnership Committee
LEP Employment and Skills Panel
LCR Business Rates Pool Joint Committee

Portfolio Holder – Regeneration, Planning and Transport

WY&Y Investment Committee
WYCA Transport Committee

- 5.3 The LEP board brings together business and council leaders to oversee and make strategic decisions related to the Strategic Economic Plan. Roger Marsh (Chair of the LEP) is a member of Bradford District Producer City Board. There are key business leaders from Bradford District involved in the LEP and its Panels for 2016-17.
- 5.4 CBMDC Governance and Audit Committee maintains an overview on WYCA/LEP in terms of accountability, governance, involvement and reporting. In addition WYCA, as a local government body has its own Governance and Audit committee and arrangements as well as its own Overview & Scrutiny committee and work plan (see Appendix 4 for details of meetings).

- 5.5 Involvement in Northern and external arenas, like Transport for the North, is through a mix of city-region political and business representation. For instance TfN Partnership Board has direct involvement of Cllr Keith Wakefield (Leeds City Council/Leeds City Region – WYCA Transport Committee Chairman) and Roger Marsh (LEP Chairman). Communications and involvement is under constant review to ensure Bradford’s ambitions, issues and opportunities are well-placed in the wider Northern and UK context. There are also specific arrangements for key developments like the Calder Valley line improvement.
- 5.6 The Council’s Corporate Risk Register includes reference to WYCA/LCR involvement and the Council’s active management of strategic, tactical and operational risks.

6. LEGAL APPRAISAL

- 6.1 There are no direct legal issues arising from this report.
- 6.2 A number of Government policy goals and legislative changes are in play. The Cities and Local Government Devolution Act 2016 provides the framework for the negotiations and arrangements for sub-national decentralisation and potential further devolution for the sub-region.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

No direct equality and diversity issues arising from this report.

7.2 SUSTAINABILITY IMPLICATIONS

Sub-national decentralisation and devolution works to support prosperity, well-being and resilience. By working through and with sub-regional and sub-national arrangements, Bradford Council is seeking to ensure sound investment and positive change in the face of immediate and longer term challenges and opportunities.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no direct impacts arising from the matters raised in this report. WYCA/LEP have their own arrangements in place for managing emissions and climate change issues. There is explicit attention on these matters through the LCR Strategic Economic Plan 2016-2036, the emerging Single Transport Plan and the existing Integrated Transport Plan.

7.4 COMMUNITY SAFETY IMPLICATIONS

There are no direct Community Safety implications arising from this report.

7.5 HUMAN RIGHTS ACT

There are no direct Human Rights Act implications arising from this report.

7.6 TRADE UNION

There are no direct Trade Union implications arising from this report. Alignment of resources and staff on collaboration, programme management and delivery is core to the on-going relationship between the Council, WYCA and neighbouring Local Authorities (LAs) and partners.

7.7 WARD IMPLICATIONS

WYCA/LEP provide support, services and investment across all the wards of West Yorkshire and the wider city-region. Passenger transport issues are dealt with on a day-to-day basis but also are reviewed and supported through the Bradford District Consultation Sub-Committee which involves Bradford District elected members.

There are a number of live schemes and planned investments, including for Bradford City Centre (Bradford Interchange and Bradford Forster Square), Canal Road Corridor, South Bradford and Keighley, that are either on-site, being prepared for delivery or in the scoping/feasibility or design stages.

Day-to-day work of Metro and passenger services, including bus and rail covers the whole District. Communication and arrangements are in place to ensure effective provision across the district, for urban and rural communities and in the context of mobility and accessibility for West Yorkshire and wider connectivity.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

- 9.1 This is an update report on WYCA/LEP. Corporate O&S members are asked to consider the key issues set out in the report and appendices.

10. RECOMMENDATIONS

- 10.1 Members are asked to consider the report and comment on its content.

11. APPENDICES

Appendix 1 – Glossary/Acronyms

Appendix 2 - Leeds City Region Strategic Economic Plan SEP 2016-2036 Overview

Appendix 3 – WYCA Business Plan 2016-17 Overview – extract

Appendix 4 – WYCA Overview & Scrutiny 2014-16 Summary

12. BACKGROUND DOCUMENTS

[WYCA Corporate Plan 2016-17](#), as tabled WYCA meeting 28 July 2016

[Leeds City Region Growth Deal Delivery, 2015/16 and 2016/17](#), 7 June 2016

WYCA – [January 2016 Successes Briefing Sheet](#)
LEP [Impact Report 2011-2015](#), December 2015

Corporate O&S Report, WYCA/LEP including
WEST YORKSHIRE COMBINED AUTHORITY AND LEEDS CITY REGION ENTERPRISE PARTNERSHIP:
UPDATE AND PROGRESS REPORT (Document "N") 8th September 2015

Regeneration and Economy O&S Report and decisions, WYCA/LEP including
BRADFORD IN THE LEEDS CITY REGION: LEEDS CITY REGION LOCAL ENTERPRISE PARTNERSHIP
(LEP) AND WEST YORKSHIRE COMBINED AUTHORITY (WYCA) UPDATE 9th March 2016

Environment & Waste O&S, WYCA/LEP (transport focus) including
WEST YORKSHIRE COMBINED AUTHORITY (DOCUMENT "V") 1st December 2015

LCR [Strategic Economic Plan 2016](#)

LCR [Strategic Economic Plan Consultation Log](#)

LCR [Economic Assessment 2016](#)

Growth Deal 3 – [Bid for extra £109m Growth Deal funding to boost jobs and growth](#)– 28
July 2016

[Plan to create 36,000 new jobs in Leeds City Region unveiled](#) - 27 May 2016

[North's strategic transport organisation attending Combined Authority meeting](#) - 22 June
2016

[Three-month consultation on West Yorkshire's transport underway](#) - 20 July 2016

Internet resources

[West Yorkshire Combined Authority - WYCA](#)

[West Yorkshire and York Investment Committee](#)

[WYCA Transport Committee](#)

[WYCA Bradford District Consultation Sub Committee](#)

[WYCA Governance and Audit Committee](#)

[WYCA Overview and Scrutiny Committee](#)

[Leeds City Region Enterprise Partnership LEP](#)

Appendix 1 – Glossary / Acronyms

BEIS – Department of Business, Energy and Industrial Strategy

CBMDC – City of Bradford Metropolitan District Council

GAC – Governance and Audit Committee

GD3 – Growth Deal 3 (LCR recently submitted to Government – August 2016)

LAs – Local Authorities

LCR – Leeds City Region

LEP – Leeds City Region Enterprise Partnership

LTP – Local Transport Plan

NGT – Next Generation Transport (Leeds)

NPIF – Northern Powerhouse Investment Fund

O&S – Overview and Scrutiny

REOS –Regeneration and Economy Overview and Scrutiny Committee

SAF – Single Appraisal Framework

SEP – Strategic Economic Plan

SPAs – Spatial Priority Areas

TfN – Transport for the North

TUPE – Transfer of Undertaking The purpose of TUPE is to protect employees if the business in which they are employed changes hands. Its effect is to move employees and any liabilities associated with them from the old employer to the new employer by operation of law.

WYCA – West Yorkshire Combined Authority; also CA Combined Authority

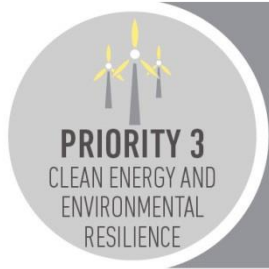
– 10 Big Impact Projects



- 1 IMPLEMENT COORDINATED AND WIDE RANGING ACTION TO **RADICALLY INCREASE INNOVATION**
- 2 BECOME A **GLOBAL DIGITAL CENTRE** – WITH SPECIALISMS IN DATA STORAGE, ANALYTICS, DIGITAL HEALTH AND TECH SKILLS
- 3 **BOOST BUSINESS GROWTH, PRODUCTIVITY, EXPORTS AND INVESTMENT** BY LINKING BUSINESSES TO SUPPORT AND FUNDING, INCLUDING THROUGH THE LEP GROWTH SERVICE, SKILLS SERVICE AND TRADE AND INVESTMENT PROGRAMME



- 4 DELIVER A **'MORE JOBS, BETTER JOBS'** PROGRAMME TO WIDEN EMPLOYMENT, SKILLS, APPRENTICESHIPS AND PROGRESSION OPPORTUNITIES, LINKED TO NEET-FREE GOALS
- 5 DEVISE AND DELIVER A PROGRAMME OF ACTION TO **INCREASE HIGH LEVEL SKILLS** AND CLOSE THE GAP TO UK AVERAGE



- 6 TARGETED INVESTMENTS AND INNOVATION TO MAKE THE CITY REGION A **LEADING EDGE CENTRE FOR ZERO CARBON ENERGY**
- 7 MAKE **CLIMATE CHANGE ADAPTATION AND HIGH QUALITY GREEN INFRASTRUCTURE** INTEGRAL TO IMPROVING THE CITY REGION ECONOMY AND ITS SPATIAL PRIORITY AREAS



- 8 DELIVER 30+ WEST YORKSHIRE PLUS TRANSPORT FUND SCHEMES AND MAKE PROGRESS TOWARDS A **SINGLE 'METRO STYLE' PUBLIC TRANSPORT NETWORK**, CONNECTED TO MAJOR NATIONAL/NORTHERN SCHEMES SUCH AS HS2 AND NORTHERN POWERHOUSE RAIL
- 9 DEVELOP AND REGENERATE **INTEGRATED SPATIAL PRIORITY AREAS**, SUPPORTING EMPLOYMENT, QUALITY ENVIRONMENTS AND THE BUILDING OF 10,000-13,000 NEW HOMES PER YEAR
- 10 DEVELOP AN INTEGRATED **FLOOD RISK REDUCTION PROGRAMME**, INCORPORATING FLOOD DEFENCES, GREEN INFRASTRUCTURE AND RESILIENT DEVELOPMENT

Appendix 3

Corporate Plan 2016-17 - As presented to WYCA 28 July 2016

Priorities for 2016-17 – extract from WYCA Corporate Plan

- Leeds City Region's Infrastructure Investment Framework – prepare the Framework that will align City Region strategic priorities and long term investments across all infrastructure to deliver the ambitions and targets as set out in the LCR Strategic Economic Plan (SEP).
- Digital and Broadband Infrastructure – deliver the £13m West Yorkshire and York Broadband Programme providing superfast fibre broadband access to an additional 28,000 homes and businesses and seek to procure new digital infrastructure that will help achieve 100% high speed broadband coverage across the City Region, through a range of technologies.
- Alignment of strategic and local housing and planning policies and strategies - ensuring SEP delivery and City Region housing and economic growth ambitions are met across West Yorkshire and the wider City Region.
- One Public Estate –work jointly with the West Yorkshire and York Districts to consider the best and most viable use of all public sector land and assets, including their potential contribution to economic and housing growth and job creation.
- Customer database system – deliver a system that enables customers to create and manage their own transport accounts including information, permit applications and fulfilment and payments.
- Income generation from transport assets – use commercial leases and advertising opportunities to increase income generated.
- New Transport Information System – Introduce a new customer information management system to streamline services to bus and train passengers

WYCA will also support the following schemes:

- **Bradford Odeon (Total scheme value - £15m)** - develop the former Odeon cinema into a mid-sized live music and performance venue with a seating capacity of 3,500 and a stands capacity of 4,000. It will be the third largest auditorium in Yorkshire and would attract national and international performers.
- **Leeds City Region Flood Review** – complete and begin implementation of the Review's recommendations to improve alignment and coordination of strategies, activities and resources, and ensure a stronger approach to flood mitigation and resilience planning.
- **One City Park, Bradford (Total Scheme Value - £22m)** - fund the demolition and redevelopment of a former Police Station and the creation of 8,500 m² of new high quality office floor space to support the sustainable regeneration of Bradford City Centre.
- **Leeds City Region's Enterprise Zones (EZ)** – continue to support delivery of the Aire Valley Leeds EZ and start preliminary works to develop the early deliverable new EZ sites.
- **SMART5 shelter refurbishment (Scheme value - £1.75m)** - refurbish around 600 existing bus shelters across West Yorkshire, bringing them back to a high standard and extending their useful life for a further 15 years.

WYCA Transport Services Functions - overview

- 400,000 West Yorkshire residents entitled to concessionary bus fares made over 40 million bus journeys
- 50 million people use bus stations operated by the CA:
 - 8 Major bus stations (with security staff, travel centres, toilets, CCTV, retail)
 - 14 smaller bus stations
- WYCA maintain 14,000 bus stops and shelters and install 30,000 updated bus stop timetable displays each year with 900 bus shelters with real-time display screens
- Developing and implementing smartcards for West Yorkshire , taking a leading role in the Transport for the North work in this area.
- WYCA will manage the Mcard range of multi modal smartcards where over 6 million smart transactions are made to distribute £30m of ticket sales revenue
- Over 30% of all transactions (55 million) on buses are made using smartcards administered by the Authority

Appendix 4 – WYCA Overview and Scrutiny 2014 - 16 - Summary

<http://www.westyorks-ca.gov.uk/your-ca/overview-scrutiny-committee/> Terms of Reference

Archive - <http://www.westyorks-ca.gov.uk/your-ca/overview-scrutiny-committee/archive/>

2016-2017 Meetings

Thursday 22 September 2016

Wednesday 30 November 2016

Wednesday 25 January 2017

Wednesday 22 March 2017

WYCA Overview & Scrutiny 13 July 2016

- [Minutes of meeting 23 March 2016](#)
 - Appointment of Vice-Chair
 - Governance Issues
 - Future Programme of Work
 - Flood Resilience
 - Devolution Update
 - NGT (Next Generation Transport) Decision
- Items for Information: Minutes of the meeting of WYCA held on 31 March 2016

WYCA Overview & Scrutiny 23 March 2016

- [Minutes of Meeting 16 February 2016](#)
 - Flood resilience in LCR
 - Devolution Update
 - Forward Programme of Work
- Items for Information: Draft minutes of the meeting of WYCA held on 4 February 2016 (to be approved at the meeting of WYCA to be held on 31 March 2016)
- Items for Feedback to WYCA (Verbal – No report)

WYCA Overview & Scrutiny 16 February 2016

- [Minutes of the Meeting held on 2 December 2015](#)
- Transport Issues and Priorities
- Devolution Update
- Floods Response
- Forward Programme of Work
- Reporting to WYCA

Items for Information:

(a) Minutes of the meeting of the WYCA held on 20 November 2015

(b) Notes of the meeting of the Priorities Task & Finish Group held on 19 January 2016

WYCA O&S Minutes - 2015

- [2 December 2015](#)
- [23 September 2015](#)
- [23 July 2015](#)
- [28 April 2015](#)
- [10 February 2015](#)
- [13 January 2015](#)

WYCA O&S Minutes - 2014

- [25 November 2014](#)
- [23 September 2014](#)
- [21 July 2014](#)

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Report of the Chair of the Corporate Overview & Scrutiny to the meeting of Corporate Overview and Scrutiny Committee to be held on Wednesday 7 September 2016.

N

Subject:

Annual Report for Overview and Scrutiny 2015-16

Summary statement:

This report presents the Draft Annual Overview and Scrutiny Report for 2015-16.

Cllr Arshad Hussain
Chair – Corporate Overview and Scrutiny
Committee.

Report Contact: Mustansir Butt – Overview and
Scrutiny Lead
Phone: (01274) 432574
E-mail: mustansir.butt@bradford.gov.uk

1. SUMMARY

- 1.1 This report presents the draft Annual Overview and Scrutiny report 2015-16, to be considered for adoption.

2. BACKGROUND

- 2.1 Under the Council's Constitution, the Corporate Overview and Scrutiny Committee is required to produce an annual report to Council on the activities of the Overview and Scrutiny Committees.

- 2.2 The remit of all the Overview and Scrutiny Committees covers the Corporate Priorities of:

- Improving educational attainment;
- Supporting the district's economy, jobs and skills and city centre regeneration;
- Supporting the most vulnerable adults, children and families;
- Securing and adequate supply of decent and affordable homes;
- Reducing health inequalities;
- Safe, clean and welcoming neighbourhoods.

3. OTHER CONSIDERATIONS

- 3.1 The Annual Report gives a summary of the key activities of the Overview and Scrutiny Committees in 2015-16, key findings from the Overview and Scrutiny Survey, work carried forward into 2016-17 and a foreword from all the Overview and Scrutiny Chairs.

4. OPTIONS

- 4.1 The Committee may wish to choose to adopt the report as proposed, or make any changes they may wish to make.

5. FINANCIAL & RESOURCE APPRAISAL

- 5.1 The Corporate Overview and Scrutiny Committee continues to maintain an Overview of the Councils Financial Position Statements.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 6.1 The Risk Management approaches across the Council, is a key areas of work for the Corporate Overview and Scrutiny Committee.

7. LEGAL APPRAISAL

- 7.1 None.

8. OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

The Corporate Overview and Scrutiny Committee oversees the area of Equality and Diversity.

8.2 GREENHOUSE GAS EMISSIONS IMPACTS

The remit of the Environment and Waste Management Overview and Scrutiny Committee includes the strategies, plans, policies, functions and services directly relevant to the priority about improving waste management and the environment.

8.3 COMMUNITY SAFETY IMPLICATIONS

The remit of the Corporate Overview and Scrutiny Committee includes Safer and Stronger Communities.

8.4 WARD IMPLICATIONS

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

9. NOT FOR PUBLICATION DOCUMENTS

9.1 None.

10. RECOMMENDATIONS

10.1 That the Committee adopts the proposed Annual Report with any amendments it may choose to make.

10.2 That the Annual Overview and Scrutiny Report for 2015-16 be referred to Council for consideration.

11. APPENDICES

11.1 Appendix 1 – Draft Annual Overview and Scrutiny Report for 2015-16.

12. BACKGROUND DOCUMENTS

12.1 Overview and Scrutiny Annual Surveys.

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Overview and Scrutiny Annual Report for 2015-16

Wednesday 7 September 2016

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Chairs' Foreword	3
Overview and Scrutiny in Bradford	4
Overview and Scrutiny Annual survey results	5
Examples of work undertaken in the past year	6
Looking ahead	9

Chairs' Foreword

Dear Resident

We have the pleasure of presenting the 2015-16 Overview and Scrutiny Annual Report. This report summarises the achievements and contributions made by the Overview and Scrutiny Committees over the last 12 months.

The work of the Overview & Scrutiny Committees is a very important contributor to the delivery of Council Services in a challenging operational environment.

We would like the opportunity to acknowledge and thank all those people who contributed to and supported the work of Overview and Scrutiny and look forward to working with you during the upcoming year.

We are also very appreciative of the Bradford District Councillors and Co-Opted Members, who sat on our Overview and Scrutiny Committees during the year.

Finally, we are pleased to note the positive results of the latest Overview and Scrutiny Annual Survey which continue to show high levels of satisfaction in the overall operation of the scrutiny function. The survey is carried out in March each year and full details can be found on page 5.

Cllr Arshad Hussain - Corporate.
Cllr Dale Smith - Children's Services.
Cllr Martin Love - Environment and Waste Management.
Cllr Vanda Greenwood - Health and Social Care.
Cllr Adrian Farley - Regeneration and Economy.

Overview and Scrutiny in Bradford

Bradford Metropolitan District Council has five Overview and Scrutiny Committees. Corporate O&S Committee has ten members, and the other Committees have nine members each.

Three of the Committees have additional members of the public, as “co-opted” members.

The Committees are:-

- Corporate Overview and Scrutiny Committee, (also has a co-ordinating role);
- Children’s Overview and Scrutiny Committee;
- Environment and Waste Management Overview and Scrutiny Committee;
- Health and Social Care Overview and Scrutiny Committee;
- Regeneration and Economy Overview and Scrutiny Committee.

And their role is to:-

- act as a “critical friend” to the Council’s leadership and senior officers;
- drive improvement in public services;
- enable the concerns of the public to be heard;
- consist of independently minded people who decide their own agenda and how they will do their work.

A total of 42 members and 16 Co-opted members were engaged with Overview and Scrutiny.

The Committees take a considered and evidence based approach to the areas of work they address, which also includes listening to different officers, organisations and the public on topics that are of interest to them.

Our meetings are open to the public and we always welcome contributions from people who attend our meetings or send us their views. We are delighted that a number of you came to several of our meetings to tell us what you think.

Overview and Scrutiny Annual Survey 2015-16

Question	Very Satisfied		Fairly Satisfied		Neither Satisfied nor Dissatisfied		Fairly Dissatisfied		Very Dissatisfied	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
<i>Overall, how dissatisfied or satisfied are you with the general operation of overview and scrutiny in Bradford District?</i>	20%	21% (+1%) ↑	56%	52% (-4%) ↓	12%	21% (+9%) ↑	9%	6% (-3%) ↓	3%	0% (-3%) ↓
<i>How dissatisfied or satisfied are you with the level of public involvement in the scrutiny process?</i>	11%	10% (-1%) ↓	44%	34% (-10%) ↓	32%	43% (+11%) ↑	13%	12% (-1%) ↓	1%	2% (+1%) ↑

Statement	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
<i>O&S effectively acts as acts as critical friend to the Council's leadership, senior officers and partners.</i>	31%	25% (-6%) ↓	51%	59% (+8%) ↑	9%	9% ↔	4%	1% (-3%) ↓	6%	6% ↔
<i>O&S contributes to improving services in Bradford District.</i>	35%	21% (-14%) ↑	50%	62% (+12%) ↑	7%	9% (+2) ↑	2%	1% (-1%) ↓	6%	8% (+2%) ↑

Responses – survey carried out Feb/March 2016 (2015 results in brackets)

Overall response rate: 47% (33%)

Total surveyed: 257 (269)

Total number of responses: 121 (89)

Councillors (all): 29 (21)

Co-opted Members and officers (Council and external): 91 (63)

Number of O&S Committee meetings attended by respondents: 0-3 meetings = 58% (56%); 4+ meetings = 43% (44%)

Comment

By comparison with the last survey in 2015, there has been an increase in both the number of responses received and the response rate*. The response rate from Councillors has also increased to 32% (up from 23% last year). Once again the results are broadly positive, with only 6% of respondents expressing a degree of dissatisfaction with the overall operation of overview and scrutiny. However, it is the case that well under half of respondents (44%) are satisfied with the level of public involvement in the scrutiny process.

*This may in part be explained by a technical problem experienced by some Council officers and Councillors when trying to complete the 2015 survey.

Examples of work undertaken in the past year

During the year, the Committees have looked at a wide range of issues which have been of interest and concern to a wide ranging audience. Set-out below are some examples of the work undertaken by the Overview and Scrutiny Committees in Bradford.

Poverty Scrutiny Review

Members of the Corporate Overview and Scrutiny agreed to undertake an in-depth Scrutiny Review, into the effectiveness of Bradford Council and its Partners to address poverty across the District.

The Committee has held a number of information gathering sessions relating to the links poverty has with low income, children and families, fuel and health and housing.

The key findings and recommendations of the review were considered by the Committee on Wednesday 29 June 2016, where members agreed the key findings and review recommendations.

Progress against the recommendations will be considered by the Committee in December 2016.

Finance and Performance Monitoring

Monitoring Finance and Performance across the Council is and remains key for the Corporate Overview and Scrutiny Committee. Here members will be considering budget and performance pressures and the effectiveness of steps being taken to address them.

Safer and Stronger Communities

Safer and Stronger Communities has been and continues to be an important area of work for the Corporate Overview and Scrutiny Committee. This will continue through the scrutiny of Safer and Stronger Communities performance and engagement with the West Yorkshire Police and Crime Panel.

Educational Attainment

The Children's Services Overview and Scrutiny Committee last year continued to monitor the recommendations resulting from its detailed investigation into Educational Attainment in the district, and the recommendations from Professor David Woods report on the effectiveness of the District's arrangements to support School Improvement.

Workloads of Children's Social Care Services

The Committee received three reports during the year detailing the workloads of Children's Social Care Services. Members were keen to understand the pressures on the service and also what systems were in place to address any concerns. Social Workers from the service attended Committee meetings to speak about their experiences.

Schools Forum

The primary function of a Schools Forum is to recommend to the Council's Executive Committee how the funding, which the Government provides for schools and individual pupils (known as the Dedicated Schools Grant), is managed.

The Committee built a good relationship with the Schools Forum, and received regular updates on the work of the forum throughout the year.

West Yorkshire Combined Authority

A key area of work which has been considered by the Environment and Waste Management Overview and Scrutiny Committee has been the developments around the West Yorkshire Combined Authority, but with particular reference to Transport links and the Strategic Transport Infrastructure Priorities for the District. Members have agreed to keep an overview of this.

Transportation and Rendering of Animal By-Products by Omega Proteins

This continues to be an issue of public concern and an area that members of the Environment and Waste Management Overview and Scrutiny Committee are keen to keep an Overview.

Renewable Energy

Reports have been received from the Environment and Climate Change Unit regarding renewable energy in the District. This has raised a number of further issues to be included in our work programme and members of the Environment and Waste Management Overview and Scrutiny Committee have asked for further information.

Domiciliary Care

At its meeting of 9 January 2015, following a detailed scrutiny, the Health and Social Care Overview and Scrutiny Committee made seven recommendations to the Council's Executive in respect of the impact of the Council's £12.50 fee for standard domiciliary care. At the Executive's meeting of 15 September 2015, all but one of the recommendations was accepted. The work of the Committee, along with that of Healthwatch Bradford and District has since influenced the development of the Council's Integrated Personalised Support and Care Framework (which was scrutinised by the HSCOSC in January 2015). The new framework, once implemented, aims to improve the quality of services, enhance safeguarding and will review rates and cost models.

Arrangements for dealing with obstructions on the highway (advertising 'A' boards)

Following an earlier recommendation of the Health and Social Care Overview and Scrutiny Committee, on 13 October 2015 the Council's Executive resolved that a 12 month trial of a zero tolerance approach to obstructions on the highway would be adopted in four areas of the District. The trial of the ban commenced on 4 January 2016 and will

conclude in early December when a report on the findings will be considered by the Health and Social Care Overview and Scrutiny Committee.

Bradford Teaching Hospitals NHS Foundation Trust

Following two successive Care Quality Commission inspection judgements of 'requires improvement', the Health and Social Care Overview and Scrutiny Committee has undertaken extensive scrutiny of the Trust over the last 12 months. This has focussed on progress and action to address serious backlogs in the outpatient appointment system, improvements to the hospital estate and management of staffing issues. The Committee has also sought assurance around the strength of the Trust's governance arrangements.

The Committee also scrutinised the relocation of hyper-acute stroke services from Airedale NHS Foundation Trust to the Bradford Teaching Hospitals site.

The National Media Museum

In response to public concern and media coverage the Regeneration and Economy Overview and Scrutiny Committee held a special meeting to discuss the transfer of photographic artefacts from the national Media Museum to the Victoria and Albert Museum in London. The Media Museum Director Jo Quinton-Tulloch attended to address the meeting as did Jonathan Newby, the Deputy Director of the Science Museum Group.

Regeneration in Keighley

The Regeneration and Economy Overview and Scrutiny Committee held a "Keighley" themed meeting, discussing the key issues in relation to the Town including the Keighley Business awards, the former Keighley College building, the Worth Valley Shopping Centre, Transportation and Heritage issues.

Get Bradford Working

The Regeneration and Economy Overview and Scrutiny Committee received information on the "Get Bradford Working" scheme, in particular the SkillsHouse initiative – Bradford's Retail Academy. The initial priority is to support unemployed people in the district, by upskilling them and providing them with qualifications in Retail, Hospitality and World Host Principles of Customer Service. Members heard that to date SkillsHouse has supported 342 individuals into work, 166 of which are working within "The Broadway" shopping centre.

Looking ahead

It is important that we consider the Overview and Scrutiny activity carried out this year, in order to continue to improve the manner in which Overview and Scrutiny operates in Bradford.

Furthermore there are some big challenges in the upcoming year and set-out below are some of the key areas of work for Overview and Scrutiny.

Detailed Scrutiny Reviews

Following a recommendation from Council, the Corporate Overview and Scrutiny Committee are undertaking a detailed Scrutiny Review into the effectiveness of Bradford Council and its Partners in dealing with the December 2015 floods.

Domestic Violence within the District will also be the subject of another detailed Scrutiny Review, by the Corporate Overview and Scrutiny Committee in this Municipal Year.

The Environment and Waste Management Overview and Scrutiny Committee will be conducting a detailed Scrutiny Review to consider the future of Water Management and associated problems of flooding in the Bradford District.

The Health and Social Care Overview and Scrutiny Committee will, over the next 12-24 months, take an in-depth look at the health and social care workforce issues facing the District.

Impact of leaving the European Union on Bradford

Members of the Corporate Overview and Scrutiny Committee will be exploring the impacts of leaving the European Union on the Bradford District.

West Yorkshire Fossil Fuel Disinvestment from the Fossil Fuel Industry

Following a referral from Council, the Corporate Overview and Scrutiny Committee will be examining the legal position of the Pension Fund in terms of its powers to invest and disinvest, the financial consequences of disinvesting from the fossil fuel sector and consideration of the risks and positive effects of fossil fuel disinvestment.

Income Streams

Members of the Corporate Overview and Scrutiny Committee are keen to explore income streams into the Council and how these be further improved, in light of the current climate.

Changing Landscape of Education Services

Children's Services Overview and Scrutiny Committee will look at the Changing Landscape of Education Services and the implications of recent policies with a view to identifying roles and responsibilities, now that more schools are converting to become academies.

Child Sexual Exploitation

Children's Services Overview and Scrutiny Committee will have a strong focus on ensuring measures are in place to combat Child Sexual Exploitation and raising awareness of the issues involved. They will receive reports relating to Child Sexual Exploitation, including information on Children missing from home and care, the annual safeguarding report and reports on the workloads of Children's Social Care.

Procurement of Waste Treatment Arrangements

The progress relating to the Procurement of Waste Treatment arrangements for the District will be a key area of work for the Environment and Waste Management Overview and Scrutiny Committee, as members will seek involvement at key stages in the procurement process.

Road Safety

The Environment and Waste Management Overview and Scrutiny Committee will be particularly focusing on road safety, especially Bradford's Casualty Reduction Performance and Strategy for Road Safety across the District.

Performance Monitoring

Members of the Environment and Waste Management Committee will continue to have an overview and scrutinise the performance in Transport and Highways and Waste Management.

Quality of adult residential care provision

There continue to be concerns about the quality of residential care provision in the District. The Health and Social Care Overview and Scrutiny Committee will continue to focus on this issue through the year, scrutinising Care Quality Commission inspection results and activity, the Airedale and Partners Vanguard programme for enhanced health care in care homes and the Council's Great Places to Grow Old Programme.

Mental Health

In September 2016 the Health and Social Care Overview and Scrutiny Committee will be contributing to the development of a joint 5 year mental health strategy for the District, followed in October by a special joint meeting with the Children's Services Overview and Scrutiny Committee to look at mental health issues and services for young people and children. In addition, early in 2017 the Committee will be taking a detailed look at community mental health services.

Dentistry

Oral health and, in particular, access to routine NHS dental care, continues to be a major concern for people in the District. The Health and Social Care Overview and Scrutiny Committee will hear from Healthwatch Bradford and District, NHS England commissioners and Public Health on the current issues and will scrutinise what, if any, progress has been made to address them over the past 12 months.

Housing

The Regeneration and Economy Overview and Scrutiny Committee will hold a themed meeting which will cover several reports related to Housing. The areas to be covered include the Empty Homes Strategy, Affordable Housing, Housing and Homelessness strategy and Housing Enforcement.

Sports Facilities Investment Plan

The Regeneration and Economy Overview and Scrutiny Committee will continue to monitor the progress of the Sports Facilities Investment Plan which involves the development of new swimming pools and sports facilities across the District. The Committee will receive information on revenue projections for the first phase, and the detailed designs for the scheme.

Tourism

The Regeneration and Economy Overview and Scrutiny Committee will receive a report on Tourism in the District including feedback from the public consultation on the Tourism review and the impact of other strategies.

Work Programmes for each Overview and Scrutiny Committee are available by contacting the appropriate Overview and Scrutiny Lead.

Corporate

mustansir.butt@bradford.gov.uk 01274 432574

Children's Services

licia.woodhead@bradford.gov.uk 01274 432119

Environment and Waste Management

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Health and Social Care

caroline.coombes@bradford.gov.uk 01274 432313

Regeneration and Economy

licia.woodhead@bradford.gov.uk 01274 432119

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Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Wednesday 7 September 2016.

O

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.

Cllr Arshad Hussain
Chair – Corporate Overview and Scrutiny
Committee

Report Contact: Mustansir Butt
Overview and Scrutiny Lead
Phone: (01274) 432574
Email: mustansir.butt@bradford.gov.uk

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
Wednesday, 29th June 2016 at City Hall, Bradford.			
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.	
Wednesday, 20th July 2016 at City Hall, Bradford.			
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.	
Thursday, 21st July 2016 at Shipley Library.			
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

Agenda	Description	Report	Comments
Tuesday, 26th July 2016 at Victoria Hall. 1) Flooding Scrutiny Review.	Information gathering session with residents, voluntary organisations and businesses affected by the December 2015 floods.	Mustansir Butt	
Thursday, 11th August 2016 at City Hall, Bradford. 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.	
Wednesday, 7th September 2016 at City Hall, Bradford. Chair's briefing 25/08/2016. Secretariat deadline 26/08/2016.			
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/Judith Kirk.	Corporate Overview and Scrutiny Recommendation from Wednesday 20 July 2016.
2) Interim report from Adults Services Directors explaining 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.		Bernard Lanigan/Lyn Sowry.	
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.	

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

Agenda	Description	Report	Comments
Wednesday, 7th September 2016 at City Hall, Bradford.			
Chair's briefing 25/08/2016. Secretariat deadline 26/08/2016.			
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 29th September 2016 at City Hall, Bradford.			
Secretariat deadline 15/09/2016.			
1) Flooding Scrutiny Review.	Key findings and review recommendations.	Mustansir Butt.	
Thursday, 6th October 2016 at City Hall, Bradford.			
Chair's briefing 16/09/2016. 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) 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) Industrial Services Group.	Progress report in 12 months.	Peter Keeley/Paul Egan.	Committee recommendation from Wednesday 7 October 2015.
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.	
Wednesday, 19th October 2016 at City Hall, Bradford.			
Secretariat deadline 06/10/2016.			
1) WYPF Fossil Fuel Disinvestment.		Mustansir Butt.	Recommendation from Council.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 3rd November 2016 at City Hall, Bradford.			
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.
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.	
Wednesday, 14th December 2016 at City Hall, Bradford.			
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.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 14th December 2016 at City Hall, Bradford. Chair's briefing 24/11/2016. Secretariat deadline 01/12/2016.			
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) 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.
4) IT Digital Strategy.		David Cawthray.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 29 June 2016.
5) Poverty Scrutiny Review.	Progress Report.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 29 June 2016.
6) 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.
7) 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.
8) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 11th January 2017 at City Hall, Bradford. 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.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 11th January 2017 at City Hall, Bradford.			
Chair's briefing 15/12/2016. Secretariat deadline 22/12/2016.			
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.	
Thursday, 2nd February 2017 at City Hall, Bradford.			
Chair's briefing 12/01/2017. Secretariat deadline 19/01/2017.			
1) Third Quarter Financial Position Statement.		Stuart McKinnon-Evans.	
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.	
Thursday, 2nd March 2017 at City Hall, Bradford.			
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.

Corporate O&S Committee
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Work Programme

Agenda	Description	Report	Comments
Thursday, 2nd March 2017 at City Hall, Bradford.			
Chair's briefing 09/02/2017. Secretariat deadline 16/02/2017.			
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 30th March 2017 at City Hall, Bradford.			
Chair's briefing 09/03/2017. Secretariat deadline 16/03/2017.			
1) Fourth Quarter Financial Position Statement.		Stuart McKinnon-Evans.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 2 March 2016.
2) Discretionary Housing Payments.	Further progress report.	Martin Stubbs.	
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.	
Wednesday, 26th April 2017 at City Hall, Bradford.			
Chair's briefing 30/03/2017. Secretariat deadline 11/04/2017.			
1) Safer and Stronger Communities Partnership Performance and Resources.		Rebecca Trueman/Amria Khatun.	Corporate Overview and Scrutiny recommendation from Wednesday 27 April 2016.
2) Equality Action Plan.	Progress against the new equality objectives.	Samantha Plum/Kathryn Jones.	
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.	

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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.		

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